# OUR PLACE OUR VISION

MARRICKVILLE COMMUNITY STRATEGIC PLAN



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## ABOUT MARRICKVILLE A DIVERSE, VIBRANT AND INNOVATIVE COMMUNITY

The traditional custodians of the Marrickville area are the Cadigal-Wangal people of the Eora nation. Today the Marrickville Local Government Area encompasses the suburbs of Dulwich Hill, Lewisham, Petersham, Marrickville (Marrickville North and Marrickville South), Stanmore, St Peters, Sydenham, Tempe, Enmore and parts of Newtown and Camperdown. It has a population of approximately 81,000 residents and is located in Sydney's inner west. The whole of the area lies between 4 and 10km from the centre of the city.

Marrickville's typical, older, inner-city suburbs contain many important heritage and cultural items, including sites of Aboriginal significance. While the native bushland has almost completely disappeared, Marrickville's natural environment has benefitted from many improvements over recent years. The Cooks River remains one of the area's most outstanding and defining features.

The 2011 Census reveals the population of the Marrickville local government area has increased by 5000 since 2011 to 81,500. The area recorded a significant increase in the number of 0–4 year olds with an additional 733 young children (compared to 2011 data).

Gentrification has substantially influenced the demographics and character of the area. Traditionally industrial and working-class, and subject to several waves of immigration, Marrickville is still ethnically diverse but changing. Thirty four percent of our residents were born overseas, a proportion that is slightly less than reported in the previous Census in 2011. The main non-English community languages in Marrickville are Greek, Vietnamese, Chinese, Portuguese and Arabic. Marrickville is also home to a significant number of Aboriginal and Torres Strait Islander residents, an increase in emerging communities – in particular from Sierra Leone, Bangladesh and the Pacific Islands – and a broad range of religious affiliations.

Marrickville also has a substantial student population, and the area contains one of the highest percentages of artists, cultural workers and arts industries of any local government area in Australia. Only one Council has a higher percentage of same sex couples than Marrickville (7%), and that is City of Sydney (11%). The average across Sydney is 1%.







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"REAL CHANGE TAKES TIME, WHICH IS WHY THIS COMMUNITY STRATEGIC PLAN IS A TEN YEAR PLAN."



## MAYOR'S MESSAGE



It is a pleasure to introduce the 2023 Marrickville Community Strategic Plan. This Plan builds on and updates the 2010 version of the Plan – *Our Vision Our Place 2021* – and reflects the priorities of the new Council elected in 2012.

Real change takes time, which is why this Community Strategic Plan is a ten year plan. It includes long-term projects and addresses community priorities, needs and complex problems that cross council boundaries and involve all levels of government, businesses and the community. These include:

- Addressing the complex problem of housing affordability in our inner city area
- Completing our major projects and providing our community with essential facilities such as recreational facilities
- Renewing our ageing infrastructure in a difficult financial environment
- Nurturing our urban environment and dealing with the challenges of climate change
- Preparing for our ageing population as well as our 'baby boom' shown in the most recent 2011 Census
- Ensuring adequate health, transport and educational services provided by the Commonwealth and State Governments
- > Increasing availability of quality childcare
- Supporting members of our community who need a hand.

Many of these matters require long-term approaches rather than instant solutions. The Community Strategic Plan is not just about what Council needs to do – it is about considering the big picture and what needs to be done by and for the community. This Plan takes an integrated approach that considers social, economic, environmental and governance factors. This Plan addresses community needs across the Marrickville local government area, and so considers matters that impact on the Commonwealth and State Governments, other councils and private organisations. Council will work with others to achieve the goals outlined in this plan, however we cannot do it on our own.

Council's direct responsibilities and the resources available to achieve them are shown in the Marrickville Council Four Year Delivery Program and annual Operational Plan.

When the NSW Government announces details of reforms to local government – including possible amalgamation proposals – Council will respond in the best interest of our community.

I look forward to working with Councillors to develop partnerships with various government agencies and community groups to deliver our Vision for 2023, and achieving the outcomes and goals presented in this Community Strategic Plan.

#### Councillor Victor Macri Mayor of Marrickville

# STRUCTURE OF THE COMMUNITY STRATEGIC PLAN

#### Why have a Community Plan?

The *Community Strategic Plan* identifies the community's long-term goals and priorities for Marrickville's people, economy and the natural and built environment, and outlines Council's commitment to providing high-quality representation and leadership.

As a high-level vision for the community, the Community Strategic Plan includes both areas over which Council has direct control, and those which may be the responsibility of other tiers of government and community groups.

It is a requirement of the NSW Government Local Government Act for councils to undertake Integrated Planning and Reporting, however Marrickville Council undertook integrated community strategic planning well before it became a legal obligation.

The Marrickville Council's responsibilities in delivering aspects of this Community Plan to which it is responsible are detailed in Council's Delivery Program and Annual Operational Plan. These management planning instruments – reviewed annually – detail the activities Council will undertake during its term of office to help achieve the community's long term goals as set out in this *Community Strategic Plan*.

These activities will be resourced through Council's annual budgets and Resourcing Strategy, which includes a 10 year Long Term Financial Plan.

#### VISION

This is a short statement about the sort of community Marrickville aspires to be in the long term.

#### **KEY RESULT AREAS (KRAs)**

These are the big picture results which the community would like Council and its many partners to focus on achieving.

#### OUTCOME STATEMENTS

These are the detailed outcomes under each KRA. They are more specific than the KRAs, but still focus on the end result, rather than on how to get there.

#### STRATEGIES

These guide the specific actions related to this Plan and define how to achieve the outcomes.

#### ACTIONS

The detailed set of actions which Council will undertake to help achieve the community vision are not contained in this Community Strategic Plan, but rather will be specified in its Delivery Programs and Operational Plans.

# HOW THE PLANNING **PROCESS WORKS**



2023



# MARRICKVILLE VISION 2023

### "THERE IS AN ECLECTIC MIX OF CULTURES BOUND BY A STRONG SENSE OF SOCIAL JUSTICE."

In 2023, Marrickville still feels like home. It is a place of culturally diverse, forward thinking, inner city communities and neighbourhoods. It is the land of the Cadigal-Wangal people of the Eora Nation; it has witnessed many changes but continues to be enriched by generations of migrants from all parts of the world.

In 2023, the Marrickville community remains welcoming, proud of its diversity and its history. There is an eclectic mix of cultures bound by a strong sense of social justice and common agreement that all citizens are able to participate in the social, cultural and economic life of the community.

In 2023, businesses are confident and responsive to the needs of the local community. Industrial areas are revitalised and remain an important part of the local community, while high technology, creative and eco enterprises thrive.

In 2023, the Marrickville area is a creative community. It values the people who celebrate, challenge and inspire local identity and sense of place. Innovative urban planning protects the character and heritage of the area. Public spaces are enticing, clean and well maintained, lively and accessible, with a street life that connects the community and welcomes visitors.

In 2023, the environment is healthy and native plants and animals are thriving. The community works together to achieve the vision of swimming in the Cooks River and to minimise its ecological footprint. There are fewer cars, less congestion and a reduction in noise. Public transport is accessible and efficient. Our infrastructure has been rejuvenated, sustainably designed and has improved community well-being and safety.

In 2023, local communities work closely with Council, which is ethical, effective and accountable. Council provides supportive and cooperative leadership and is a strong advocate for the community. It is a responsible partner that works with community organisations, businesses and other levels of government to improve the quality of life in Marrickville.



# KEY RESULT AREAS LINKING THE VISION TO ACTION

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## KEY RESULT AREA 1: A DIVERSE COMMUNITY THAT IS SOCIALLY JUST, EDUCATED, SAFE AND HEALTHY

1.1 THE COMMUNITY IS	1.1.1	Provide the community with access to diverse and affordable sporting and recreation opportunities
ACTIVE AND HEALTHY	1.1.2	Provide sport and recreation facilities, programs and services that meet the present and future needs of the community
	1.1.3	Support the mental health and well-being of citizens
	1.1.4	Work to minimise the impacts of aircraft and other significant noise in homes, businesses and public spaces
1.2	1.2.1	Provide children's education and care services that are high quality, socially just and accessible
THE COMMUNITY HAS IMPROVED ACCESS TO A RANGE	1.2.2	Deliver and improve a wide range of essential community services that produce better outcomes for people of all ages and abilities
OF LOCAL SERVICES FOR ALL AGES AND ABILITIES	1.2.3	Collaborate with other agencies to plan and deliver a range of programs that meet community needs and promote community well-being
ADILITIES	1.2.4	Community and Council facilities are well managed
1.3	1.3.1	Foster a culture of neighbourliness to reduce social isolation
THE COMMUNITY HAS INCREASED	1.3.2	Improve coordination of volunteering to strengthen the Marrickville volunteer network
<b>OPPORTUNITIES FOR</b>	1.3.3	Encourage and maintain the flourishing local not-for-profits sector
PARTICIPATION AND ENGAGEMENT	1.3.4	There are safe places for people to meet and interact
1.4	- 1 - 1 - 1	Plan and advocate for improved accessibility including accessible transport options
	1.4.1	and well maintained and accessible pathways
THE COMMUNITY FEELS SAFE,	1.4.2	Collaborate to address crime and improve safety
CONNECTED AND HAS ACCESSIBLE	1.4.3	Reduce accidental injury and opportunistic crime in public places by auditing and upgrading town centres
INFRASTRUCTURE	1.4.4	Protect public health and safety through inspection of restaurants and other business
	1.4.5	Monitor community safety and respond to complaints and enquiries
	1.4.6	Provide for effective management of local emergencies

### "IMPROVE COORDINATION OF VOLUNTEERING TO

### STRENGTHEN THE MARRICKVILLE VOLUNTEER NETWORK"

1.5 MARRICKVILLE PROVIDES AFFORDABLE HOUSING OPTIONS TO MEET THE NEEDS OF THE COMMUNITY	1.5.1 1.5.2 1.5.3 1.5.4	Advocate for and build partnerships to increase affordable, liveable housing Support people living in residential care and boarding houses and ensure boarding houses provide clean and healthy living environments Research and develop strategies to increase affordable housing supply Pursue planning controls that support existing and new supplies of affordable housing
1.6 MARRICKVILLE IS A DIVERSE COMMUNITY THAT VALUES AND CELEBRATES ITS MANY CULTURES		Collaborate with citizens, service providers and agencies to promote inclusion across Marrickville's diverse communities Promote and support citizenship and facilitate access for newly arrived migrants to appropriate services and information Foster international relationships that provide opportunities for sharing cultural knowledge and experiences
1.7 THE COMMUNITY IS ENGAGED IN LIFELONG LEARNING OPPORTUNITIES	<ol> <li>1.7.1</li> <li>1.7.2</li> <li>1.7.3</li> <li>1.7.4</li> <li>1.7.5</li> <li>1.7.6</li> </ol>	<ul> <li>Provide public libraries that are important community centres, high quality and well resourced</li> <li>Ensure the community has access to a range of learning resources and activities</li> <li>Provide physical and virtual community facilities, and manage the library and history services as a community and social hub</li> <li>Collaborate with relevant library networks to manage the delivery of operational systems and collections</li> <li>Children's education and care services that provide a strong foundation for lifelong learning</li> <li>Project manage construction of the new Community Hub and Old Marrickville Hospital Site</li> </ul>

## KEY RESULT AREA 2: A CREATIVE AND CULTURAL MARRICKVILLE

2.1	2.1.1	Provide community members with access to arts and cultural activities and facilities
MARRICKVILLE IS A CREATIVE	2.1.2	Develop a community culture where everybody feels comfortable expressing their chosen cultural life, including their cultural practices, art and languages
COMMUNITY PARTICIPATING IN	2.1.3	Ensure the community has access to the collective culture of the local area through community events, festivals, public libraries, exhibitions and public art
ARTS AND CULTURAL ACTIVITIES AT ALL	2.1.4	Integrate public art and street art into public spaces
STAGES OF LIFE	2.1.5	Facilitate events that provide opportunities for sharing of cultural understandings, knowledge and experiences and engender respect among diverse cultural communities
	2.1.6	Provide cultural infrastructure through a range of affordable and accessible facilities
2.2 MARRICKVILLE	2.2.1	Strengthen Marrickville's role as a leading centre for the independent arts within greater Sydney
IS A LEADING INDEPENDENT ARTS CENTRE THAT SUPPORTS THE CREATIVE INDUSTRIES	2.2.2	Support growth and employment in the creative industries, including media and design

## "A COMMUNITY WHERE EVERYBODY FEELS COMFORTABLE EXPRESSING THEIR CHOSEN CULTURAL LIFE, INCLUDING THEIR CULTURAL PRACTICES, ART AND LANGUAGES"

2.3 THE COMMUNITY UNDERSTANDS AND HAS A	2.3.1 2.3.2	Record and promote the area's diverse cultural history for current and future generations Engender a sense of community pride in and respect for the area's diverse history
STRONG SENSE OF ITS HISTORY		
2.4	2.4.1	Protect Aboriginal Culture and History in Marrickville
INCREASED AWARENESS AND	2.4.2	Increase public connection and respect for Aboriginal culture and history in Marrickville
APPRECIATION OF ABORIGINAL ART, CULTURE AND HISTORY IN MARRICKVILLE	2.4.3	Increase interpretative signage and aboriginal art in public places



## KEY RESULT AREA 3: A VIBRANT ECONOMY AND WELL PLANNED, SUSTAINABLE URBAN ENVIRONMENT AND INFRASTRUCTURE

3.1 THE COMMUNITY IS RESPONDING TO CLIMATE CHANGE AND IS ACTIVELY REDUCING GREENHOUSE GAS EMISSIONS	3.1.1 3.1.2 3.1.3	in homes, businesses, streets and public spaces and Council facilities and operations
3.2 THE COMMUNITY IS WORKING TOWARDS ZERO WASTE	<ul> <li>3.2.1</li> <li>3.2.2</li> <li>3.2.3</li> <li>3.2.4</li> <li>3.2.5</li> <li>3.2.6</li> <li>3.2.7</li> </ul>	Support the community to reduce food waste and increase the recovery of organic food and garden waste Provide effective and efficient domestic waste and recycling services to the community Increase the recovery of problem waste (high volume or toxicity) Work with the commercial sector to increase the recovery and reuse of materials Respond to and reduce the incidence of illegal dumping and littering Maintain accurate information on domestic resource management services Build the capacity of the community to move toward zero waste
3.3 THE COMMUNITY WALKS, RIDES BIKES AND USES PUBLIC TRANSPORT	<ul><li>3.3.1</li><li>3.3.2</li><li>3.3.3</li><li>3.3.4</li><li>3.3.5</li></ul>	Plan and provide accessible and well connected footpaths, cycleways and associated facilities Promote accessibility of railway stations and bus stops Support and promote cycling, walking and use of public transport and other alternative transport modes to reduce car use Provide advocacy and advice on transport issues Support the introduction of light rail to the Marrickville area and continue to advocate a GreenWay walking & cycling transport corridor

## "ENCOURAGE NEW DEVELOPMENTS TO ADOPT NEW LOW CARBON, RENEWABLE ENERGY TECHNOLOGIES AND BE MORE ENERGY EFFICIENT"

3.4	3.4.1	Ensure local and regional roads are safe and well constructed and maintained
MARRICKVILLE'S ROADS ARE	3.4.2	Reduce the impact of traffic and improve pedestrian and cyclist safety, particularly around schools and urban centres
SAFER AND LESS	3.4.3	Provide education programs to promote safer driving
CONGESTED	3.4.4	Ensure car parking is well managed
	3.4.5	Develop options to reduce regional truck and car movements through the local area
3.5 MARRICKVILLE'S	3.5.1	Ensure Council's streets, lanes and public spaces are clean, well maintained and planned in partnership with the community
STREETS, LANES AND PUBLIC SPACES	3.5.2	Increase the urban tree canopy through sustainable new and replacement tree plantings & maintain street trees throughout the local area
ARE SUSTAINABLE, WELCOMING, ACCESSIBLE AND CLEAN	3.5.3	Work with the community to improve the sustainability of streetscapes and reduce the urban heat island effect from hard surfaces
	3.5.4	Reduce the incidence of graffiti vandalism and bill posters
2.6	0.0.1	
3.6	3.6.1	Ensure Council's parks are well maintained, accessible and visually appealing
MARRICKVILLE'S PARKS, GROUNDS	3.6.2	Ensure Council's playgrounds are safe, accessible and offer a range of opportunities for creative play and exploration
AND OPEN SPACES PROVIDE DIVERSE OPPORTUNITIES FOR RECREATION AND ENJOYMENT AND ARE DESIGNED WITH COMMUNITY INPUT	3.6.3	Ensure Council's sporting facilities are sustainable, accessible and offer a diverse range of recreational opportunities

3.7 MARRICKVILLE IS A	3.7.1	Reduce the use of potable mains water in homes, businesses, Council facilities and public spaces
WATER SENSITIVE	3.7.2	Manage the stormwater system and its impact on the urban environment
COMMUNITY THAT: SUPPLIES WATER	3.7.3	Support regional projects to improve the health of the Cooks River, Botany Bay, Lower Parramatta River, Sydney Harbour and their catchments
FROM WITHIN ITS CATCHMENT; PROVIDES GREEN INFRASTRUCTURE TO SUPPORT ECOSYSTEM SERVICES; AND COLLABORATES TO MAKE PLANS, DESIGNS AND DECISIONS THAT ARE WATER SENSITIVE	3.7.4	Implement sustainable urban water management
3.8	3.8.1	Protect and enhance Marrickville's biodiversity and Priority Biodiversity Areas
MARRICKVILLE HAS	3.8.2	Enhance local and regional biodiversity connectivity, including along the GreenWay
THRIVING NATURAL HABITATS	3.8.3	Implement a program to review and research the management of Marrickville's biodiversity
	3.8.4	Develop programs that enable the community to participate in the protection and enhancement of Marrickville's biodiversity
3.9 MARRICKVILLE'S BUILT ENVIRONMENT	3.9.1	Provide effective planning controls to ensure that the built environment reflects community expectations and changing needs, conserves heritage and is socially and environmentally sustainable
DEMONSTRATES	3.9.2	Provide efficient, objective and comprehensive development assessment
GOOD URBAN	3.9.3	Provide efficient, objective and comprehensive development monitoring
DESIGN AND THE CONSERVATION OF HERITAGE, AS WELL AS SOCIAL AND ENVIRONMENTAL SUSTAINABILITY	3.9.4	Maintain Council's public and heritage buildings

3.10 THE COMMUNITY IS ACTIVE IN FINDING CREATIVE SOLUTIONS TO COMPLEX URBAN SUSTAINABILITY ISSUES	3.10.1 Support the community in the environmental restoration and transformation of Marrickville through formal and informal partnerships
3.11	<ul><li>3.11.1 Maintain planning policies that support the development of local urban centres</li><li>3.11.2 Support the development of local urban centres</li></ul>
MARRICKVILLE'S ECONOMY SUPPORTS LOCAL	<ul> <li>3.11.3 Facilitate networks between education providers, employment agencies, social enterprises and business to support local employment</li> </ul>
EMPLOYMENT AND PROVIDES BUSINESS OPPORTUNITIES	3.11.4 Provide support to home-based businesses
3.12	3.12.1 Support existing industries so they remain an integral part of the local economy
MARRICKVILLE'S INDUSTRIAL AREAS REMAIN AN IMPORTANT AND VIABLE PART OF THE LOCAL ECONOMY	3.12.2 Encourage the establishment of new enterprises in underutilised industrial areas
3.13	3.13.1 Engage in strategic partnerships to grow local business knowledge, capabilities and capacity
MARRICKVILLE IS WELL CONNECTED TO THE ECONOMY	3.13.2 Strengthen Marrickville's economic connections with other parts of the inner west and greater Sydney
OF GREATER SYDNEY AND TO THE NETWORK OF GLOBAL CITIES	3.13.3 Assist local businesses to access overseas markets, strengthen existing trade relations and exploit proximity to Sydney Airport.

## "STRENGTHEN MARRICKVILLE'S ECONOMIC CONNECTIONS WITH OTHER PARTS OF THE INNER WEST AND GREATER SYDNEY"

## KEY RESULT AREA 4: AN INNOVATIVE, EFFECTIVE, CONSULTATIVE AND REPRESENTATIVE COUNCIL

4.1 THE MAYOR AND COUNCILLORS ARE REPRESENTATIVE OF THE COMMUNITY AND PROVIDE STRONG AND VISIONARY LEADERSHIP	4.1.1	Support the elected Council to effectively serve the Marrickville community and work to ensure that a diverse range of citizens have the knowledge and opportunity to seek election Provide Council with legal support to enforce laws, meet its legal obligations, mitigate risks and exercise its rights
4.2 COUNCIL HAS A CLEAR STRATEGIC DIRECTION WHICH GUIDES ITS DECISION MAKING	4.2.1 4.2.2 4.2.3	Coordinate effective and integrated planning and reporting processes across Council and collaborate with regional and partner organisations to achieve community objectives Report clearly and openly on Council performance Manage Council's risk and liability exposure
4.3 COUNCIL IS INNOVATIVE IN ITS DELIVERY OF SERVICES AND PROJECTS	4.3.1 4.3.2 4.3.3	Council provide a workplace where innovation and performance excellence are recognised and celebrated Council works collaboratively with new and existing partners to tackle complex problems Continuously improve organisational performance, efficiency of services and project delivery
4.4 COUNCIL OPERATIONS ARE HIGH QUALITY, SUSTAINABLE, ETHICAL AND EFFICIENT	4.4.1 4.4.2 4.4.3 4.4.4 4.4.5 4.4.6 4.4.7	Implement best practice governance standards, transparent decision making and a strong ethical culture Provide Council secure, effective information technology systems and infrastructure Enhance Council's information technology systems and infrastructure as required to deliver Council's objectives Implement environmental management practice across the organisation Ensure effective records management to satisfy compliance requirements and support effective service delivery Facilitate internal sharing of information Ensure public accountability for the use of community money

## "COUNCIL WORKS COLLABORATIVELY WITH ITS PARTNERS TO ACHIEVE THE COMMUNITY'S VISION FOR THE AREA"

4.5	4.5.1	Provide financial information and services to support effective decision making
COUNCIL IS	4.5.2	Ensure transparency in revenue and pricing policy determinations
FINANCIALLY VIABLE	4.5.3	Ensure Council's property assets are well managed
AND PROVIDES VALUE FOR MONEY IN THE DELIVERY OF ITS SERVICES	4.5.4	Ensure funding for provision or expansion of local facilities required as a result of development
	4.6.1	Provide timely and relevant information in appropriate forms to Council's various communities and stakeholders about Council activities, services, policies and plans
COUNCIL CONSULTS, ENGAGES AND COMMUNICATES	4.6.2	Build partnerships and facilitate informed and inclusive community involvement in planning Marrickville's future
WITH THE COMMUNITY EFFECTIVELY	4.6.3	Facilitate a positive and professional image for the Marrickville community and Council
4.7	4.7.1	Council provides friendly, responsive, accurate, accessible customer service
COUNCIL HAS		through a choice of service channels
FRIENDLY, RESPONSIVE,	4.7.2	Council staff are helpful and respectful when dealing with customer requests and complaints and continuously' improve customer service processes
ACCURATE AND ACCESSIBLE CUSTOMER SERVICE	4.7.3	Council staff provide timely access to Council information to meet community needs and discharge Council's legislative responsibilities
4.8	4.8.1	Attract and retain a skilled and motivated workforce
COUNCIL HAS	4.8.2	Provide a safe and respectful workplace for Council staff
A SKILLED WORKFORCE THAT PROVIDES EXCEPTIONAL SERVICE TO THE COMMUNITY	4.8.3	The composition of Council's staff reflects the diversity of the community



# MEASURING PROGRESS

2023

# TARGETS FOR 2023

Real change takes time. This Community Strategic Plan is a 10 year plan. It includes long-term projects and addresses community priorities that include complex policy objectives. Many issues may be behavioural in nature, they may cross jurisdictional boundaries and responsibilities. Such problems require long term approaches rather than instant solutions.

The following two pages contain community and Council targets that will be used to measure the success of this Community Strategic Plan in improving the social, environmental, and economic life of Marrickville, as well as the effectiveness of civic leadership and local governance.

While it will be Marrickville Council's responsibility to deliver on the Council targets where it is resourced to do so, the community targets are aspirational and cannot be delivered solely by Council. These targets are impacted by the policies, priorities and operations of a range of State and Federal Government agencies, and the actions of residents, businesses, community groups, adjoining councils and other organisations. The targets here have been chosen to be clear, focused and measurable, as well as being generally aligned to the intended outcomes of the Community Strategic Plan. The measurement sources vary from ABS Census data, State Government and Council operational data.

The targets will be reported to the community through:

- End of Councillor Term Report (Community & Council Targets)
- Annual Community Targets Progress Report to Council
- Council Targets: Delivery Program and Operational Plan (6 Monthly Reports to Council and Council's Annual Report & SOE).

### THE TARGETS HERE HAVE BEEN CHOSEN TO BE CLEAR, FOCUSED AND MEASURABLE, AS WELL AS BEING GENERALLY ALIGNED TO THE INTENDED OUTCOMES OF THE COMMUNITY STRATEGIC PLAN.

#### COMMUNITY TARGETS

- 1. The level of unemployment is lower than the Sydney average
- 2. The proportion of residents who finish Year 12 education is increasing
- The proportion of residents who believe the community is a harmonious and respectful is increasing
- **4.** The proportion of residents who participate in creative & cultural activities is increasing
- The proportion of residents who volunteer to help in the community is increasing
- The proportion of residents who feel safe is steady or increasing
- **7.** The number of criminal offences in the area is decreasing
- 8. The number of vehicle and pedestrian accidents is decreasing
- The proportion of surveyed residents who believe that their health is generally good is steady or increasing
- The proportion of residents who are obese or overweight is decreasing
- **11.** The diversity and affordability of housing is steady or increasing
- **12.** The use, accessibility and reliability of public transport is increasing
- The amount of waste being sent to landfill is decreasing
- The community's greenhouse gas emissions are decreasing (NSW State Measure)
- **15.** The amount of mains water used by the community per household is decreasing
- **16.** The total area covered by the tree canopy is increasing
- **17.** The number and diversity of plants and animals living around the Cooks River is increasing
- **18.** The proportion of residents who walk and cycle is increasing

#### COUNCIL TARGETS

- Maintain satisfaction with Council's child care and education services
- 2. Use of and satisfaction with Council's community care services is steady or increased
- Participation in and satisfaction with Council-run events is steady or increased
- **4.** Visits to and satisfaction with Council public libraries is steady or increasing
- **5.** Use of Council recreation facilities and programs is steady or increasing
- Satisfaction that Council's parks and open spaces meet the recreation needs of residents is steady or increasing
- Satisfaction with the monitoring of the health and safety of entertainment and eating places in steady or increasing
- Gross median times for processing development applications are decreasing
- **9.** Gross average times for processing development applications are steady or improving
- **10.** Council's planned capital/major projects are delivered to schedule
- **11.** Council's greenhouse gas emissions are decreasing
- **12.** Council's use of drinking quality water is decreasing
- **13.** Satisfaction with Council's community consultation is steady or increasing
- **14.** Satisfaction with street cleaning, litter control and the removal of graffiti is steady or increasing
- **15.** The proportion of the local area covered by stormwater treatment devices/systems is increasing
- **16.** Council's financial performance measures meet or exceed industry benchmarks
- **17.** Satisfaction with the Council's waste recovery and recycling services are steady or increasing
- **18.** Satisfaction with Council's customer service and overall performance is steady or increasing

"LIFTS AT TRAIN STATIONS ARE REQUIRED FOR YOUNG FAMILIES & THE ELDERLY".

## "MARRICKVILLE SHOULD BE A SAFE WALKING AREA – ESPECIALLY FOR WALKING TO SCHOOL."

"...ROADS, FOOTPATHS AND PARKS ARE SOME OF THE KEY ITEMS WHICH ARE OF CONCERN TO US."

"I LOVE THE PARKLANDS ALONG THE COOKS RIVER -GREAT EXERCISE AND PLAY AREAS FOR KIDS."

"I LOVE MARRICKVILLE EXCEPT FOR THE BUSES. PLEASE FOCUS ON PUBLIC TRANSPORT RUNNING ON TIME SO I CAN KEEP LIVING SUSTAINABLY."

"BETTER STREET LIGHTING. MORE PUBLIC RECYCLING BINS."

"CULTURAL DIVERSITY & SUSTAINABILITY I FEEL ARE THE MOST IMPORTANT ASPECTS OF OUR COMMUNITY."

# HOW THE COMMUNITY PLAN WAS DEVELOPED

- > Consulting the community
- Understanding the major issues
- Delivering the Plan: How the plan works and becomes action
- Links to other Plans: State Plan 2021
- Integrated Planning & Reporting

# CONSULTING THE COMMUNITY IN **DEVELOPING THIS PLAN 2023**

#### What you told us

Key requirement of the new Integrated Planning and Reporting framework is that it reflect the priorities and aspirations of the community, and that the Plan itself be based on the results of a well thought out Community Engagement Strategy.

In developing the 2010 Community Strategic Plan 2023 and again in 2012/13 when reviewing and updating the Plan, Council implemented a number of innovative and effective consultation mechanisms to ensure that the voice of the Marrickville community was captured and woven throughout this Community Strategic Plan.

The issues of most importance to the community as revealed through this feedback are:

- keeping streets clean and tackling illegal dumping
- improving the condition of roads and footpaths
- > maintaining and improving parks
- addressing graffiti
- > creating more accessible and efficient public transport
- > maintaining cultural diversity
- > greening the area, and
- > cleaning up the Cooks River

The community feedback received during the engagement period was collated, analysed and presented to Council in a comprehensive report. The major issues and opportunities identified by the community through the consultation have been incorporated into the vision, key outcomes and strategies in this Plan.

The Community Engagement Strategy included:

#### **Online Consultation**

In 2010 extensive web-based was undertaken with the MyPlace 2021 consultation website. In 2012/13, website consultation was again undertaken with website questionnaires and online asset condition consultations conducted.

#### Community Survey

For many years, Marrickville Council has undertaken regular community surveys in order to provide feedback on services and facilities provided by Council, as well as information on the community more generally. In 2010, the Community Survey included a number of questions specifically related to the preparation of the Community Strategic Plan including medium term priorities and importance of and satisfaction with a range of Council services and facilities. In 2012 Council again surveyed the community and this plan has been updated to reflect those results. The results confirmed the key findings of the 2010 survey. The Community Survey was undertaken by a statistically large and representative sample of 600 residents.

#### Consultation at large community events

Building on the extensive consultation undertaken in 2009/2010 in developing the 2010 Community Strategic Plan, again consulted the community in 2012/13 as part of the review and developing this Community Strategic Plan.

Three events were selected to be part of the community engagement process, being the 2012 Marrickville Festival, the Australia Day celebration in Enmore in January 2013 and Bairro Português Fair in Petersham in March 2013.

The Australia Day celebration was used to launch the engagement process and also to receive direct feedback from community members. The Australia Day activities were designed to give an indication of the relative priorities of participants, and focused on improving Council's understanding of community attitudes to the condition of our infrastructure assets.

The Bairro Português Food and Wine Fair was used primarily to inform residents about opportunities for involvement in the strategic planning process.

#### Consultative and Advisory Committees

Marrickville has a number of established advisory and consultative committees which provide specialist advice to Council on a range of areas. Council consulted with the committees in 2010 and again in 2012.



## MARRICKVILLE HAS A NUMBER OF ESTABLISHED ADVISORY AND CONSULTATIVE COMMITTEES WHICH PROVIDE SPECIALIST ADVICE TO COUNCIL ON A RANGE OF AREAS.

## MAJOR COMMUNITY ISSUES

#### The community is getting less diverse

In 1991, 51% of Marrickville residents were born overseas. By 2011, this proportion had decreased to 34% and it is expected that this trend will continue. maintaining cultural diversity is, however, very important to the Marrickville community, with participants in a recent web forum rating the mix of people as the characteristic they most value about the area.

Diversity relates not only to culture, but also to characteristics such as age and income. The population of Marrickville is getting older. Whereas in 1991 just over 9% of the population were over 65 years of age, by 2011 this had increased to 10.6% and in 2022 it is expected that almost 13% of the population will be over 65 years of age. As it is getting older, the Marrickville community is also getting wealthier. In 1991, the average weekly household income in Marrickville was below the Sydney average. By 2011, it had reached \$368 above the NSW average.

The diversity of the Marrickville community is strongly related to the affordability of housing, as rising housing costs mean that many people cannot afford to live in the area. The lack of affordable housing makes it particularly difficult for people from the following groups to live in the area: younger and older people; single parent families; people with a disability; Aboriginal and Torres Strait Islanders; people from culturally and linguistically diverse communities; and workers on lower incomes.

Trend	Marrickville	New South Wales
% Overseas born	34.1%, down from 34.4% in 2006	25.7% up from 23.7% in 2006
% Language other than English	30.7%, down from 32.7% in 2006	22.5% up from 20.1% in 2006
% Poor English proficiency	7.1%, down from 8.5% in 2006	3.9% up from 3.7%
% Recent arrivals	18.4% of overseas born arrived in the last 5 years	19.2%

#### 2011 Census

#### Marrickville is a high cost housing area

Much of the Marrickville area was initially conceived as a more exclusive, and thus expensive, alternative to the historic centre of Sydney. However, with the development of land further from the city centre, and the location in Marrickville of many industrial estates, land prices fell and many suburbs were redeveloped with working class housing.

The area remained a relatively affordable location until the regeneration of inner cities began across Australia in the 1970s.

The cost of housing means that there is increasing pressure on the area's social and community housing, including the more than 800 public housing dwellings and the estimated 200 or more boarding houses.

#### The types of jobs and businesses are changing

In 2011, there were around 23,000 jobs in Marrickville, virtually the same as in 2001. Although job numbers in the area are expected to remain relatively stable, the types of jobs and businesses have changed significantly. The Marrickville area was once a major industrial hub, containing large businesses such as brickworks, potteries and steelworks. While many areas of light industry remain, particularly around the Princess Highway, businesses in Marrickville are no longer predominantly industrial.

In 2001, only 40% of all jobs in the area were in manufacturing, construction or wholesale trade and by 2011 this had reduced to less than 30%.

This economic shift away from manufacturing has occurred right across Australia over the past two to three decades, but is particularly obvious in inner city areas like Marrickville. It is also evident in the industries in which Marrickville residents themselves work. In 1991, the industry which employed the largest number of Marrickville residents was manufacturing (16%). Employment in professional services and creative industries is expected to continue to increase. In 2011, the most common occupations in the Marrickville Local Government Area were Professionals 35.9%, Clerical and Administrative Workers 14.8%, Managers 13.8%, Technicians and Trades Workers 9.8%, and Community and Personal Service Workers 8.2%.

## **SNAPSHOT**

- In 1991, 51% of Marrickville residents were born overseas
- In 2011, 34% of Marrickville residents were born overseas
- In 2012, 90% of residents believed that Marrickville is a harmonious, respectful and tolerant community
- \$2,485 was the median monthly mortgage in Marrickville in 2011
- \$370 was the median weekly rent in Marrickville in 2011
- In 2012, 29% of residents believed that housing in the Marrickville area is affordable
- In 2011, 3,480 worked in manufacturing in Marrickville
- In 2012, 70% of residents believe that local shopping strips are vibrant and economically healthy

#### Land use planning is becoming more challenging

Like other inner city areas, Marrickville has a high population density, with 4,440 people per square kilometre compared to 8 people per square kilometre for Sydney as a whole. This means that land use planning in the area is particularly complex, as decisions about particular sites can impact upon a large number of people.

Because of its history, the Marrickville area includes an extremely wide variety of building types. The area has a low proportion of separate houses (36%, as compared to 62% in Sydney as a whole) and thus a high proportion of semis and townhouses (26% as compared to 12%) and of flats and units (37% as compared to 26%). Marrickville still has large areas of industrial land, as well as disused industrial buildings suitable for conversion to housing and other uses.

The Marrickville area also has a large number of heritage listed properties and conservation areas, which are highly valued by the community. In addition, many suburbs are affected by noise from the airport. Land use planning in the area also has to take into account the potential for flooding from the Cooks River and ensure that remaining areas of bushland and threatened species are protected.

4,400 people per square kilometre live in Marrickville as compared to 8 people per square kilometre for Sydney as a whole. Over 4,150 new dwellings will need to be built in Marrickville to 2031.

#### Public transport

Compared to many parts of Sydney, Marrickville is well serviced by public transport. This is largely because the area developed around a rail and tram network before the use of cars was widespread. Today, Marrickville is served by three rail lines and eight train stations, as well as a network of bus routes.

In the Marrickville Local Government Area on the day of the 2011 Census, 35.5% of employed people travelled to work on public transport and 39% by car (either as driver or as passenger). Around 20% of Marrickville householders did not own a car, compared to 10% NSW-wide.

The accessibility of public transport still needs to be improved. Recently positive developments have been made in improving train station accessibility. The Sydenham Station improvements will soon be completed and Newtown Station improvements were completed in 2012.

However, this will still leave a majority of local stations unable to be used by a large proportion of the community. The reliability and frequency of train and bus services is also of concern to Marrickville residents, as is the availability of routes which link destinations within the inner west. The latter is one of the issues that the light rail service currently being developed from Lilyfield to Dulwich Hill is intended to address.

"4,400 PEOPLE PER SQUARE KILOMETRE LIVE IN MARRICKVILLE AS COMPARED TO 8 PEOPLE PER SQUARE KILOMETRE IN SYDNEY AS A WHOLE."

#### Infrastructure is getting old

Most of the infrastructure in the Marrickville area was built in the early to mid twentieth century. Many types of infrastructure, including roads, footpaths, drains and public buildings, are thus coming to the end of their useful life and will soon need to be renewed or replaced. In addition, much of the existing infrastructure was built in a time when the community had differing expectations about the condition and accessibility of infrastructure. Many roads, for example, were not originally designed with cyclists in mind, while many footpaths lack kerb ramps and other features which would make them more accessible to all users.

When residents were asked in the Community Survey 2010 what Marrickville Council's highest priority should be over the next 5 years, fixing the roads was mentioned most frequently. 78% of residents thought that the maintenance of roads was important, while 84% thought that the maintenance of footpaths and cycle paths was important. Similarly, 81% of residents thought that the maintenance of drainage and flood controls was important.

Community satisfaction with the condition of roads, footpaths and cycleways is, however, decreasing. In 2010, 35% of residents were satisfied with the maintenance of roads, 36% with the maintenance of footpaths and cycle paths, and 44% with the maintenance of drainage and flood controls. In 2008, these figures were 44%, 37% and 43% respectively.

## **SNAPSHOT**

The 2012 Community Survey confirmed ongoing community concerns with infrastructure condition.

The three highest categories for priority action based on performance gap (difference between importance and satisfaction ratings) were:

- Maintaining footpaths,
- > Maintaining local roads and
- Providing adequate drainage and flood controls.

In 2013 Council sought community views on what constitutes an acceptable condition standard in selected classes of infrastructure assets, as part of the process to develop and refine Council Asset Management Plans. This is in addition to collecting quantitative survey evidence (as noted above) on community attitudes to assets, which has shown consistently that ageing infrastructure is a major community issue. This plan seeks to address the complicated and expensive issue of how to gradually improve community infrastructure assets.

## Community expectation of local government to lead, coordinate and to and partner

Traditionally, councils in Australia focused their activities on collecting rubbish and maintaining roads, and on collecting rates to pay for these services. While recent Community Surveys have shown that these and other traditional services, such as parks maintenance, street cleaning and development assessment, remain important, the list of services which the community believes are important for Council to provide has grown considerably.

Marrickville Council now provides childcare; runs festivals and events; undertakes environmental programs; provides libraries; manages traffic and parking; provides services for older people; provides aquatic centres and sporting facilities; and runs citizenship ceremonies.

In addition to the activities which it undertakes directly, the community expects Council to build partnerships with State and Federal Government, as well as with businesses and a wide range of community and other organisations. Marrickville residents expect Council to lobby strongly on their behalf, particularly in regards to issues such as public transport, land use planning, regional roads and airport noise.

The community's high expectations are reflected in satisfaction with Council's communication and engagement activities. In 2012, 57% of residents were either very or completely satisfied that Council informs them about its activities and services. In comparison, 43% of residents were completely or very satisfied that Council consults effectively with the community.

## The community is changing its relationship with the environment

Just prior to European colonisation, the Marrickville area supported a variety of natural landscapes. This included: Turpentine-Ironbark Forest with a grassy understorey of species such as Kangaroo Grass in the high ridges away from the Cooks River; exposed sandstone on the slopes along the Cooks River with vegetation such as the pinkish Smooth-barked Apple gum tree and a shrubby understorey, including tea-trees, banksias and wattles; and floodplain zones with species such as Swamp Oaks and Swamp Mahogany, as well as paperbarks and groundcovers of grasses, sedges and ferns.

The late 19th century clearing of vegetation for agriculture, industry, and housing resulted in a significant reduction in the number and diversity of native plants and animals within the Marrickville area. The industrial estates in the area also resulted in the contamination of soils and the pollution of the Cooks River and other waterways.

In recent years, the Marrickville community has begun to change its relationship with the environment. Residents and businesses are more concerned about their use of water and energy and their emission of greenhouse gases. In 2008, for example, each house in Marrickville used an average of 180 kilolitres of drinking water per year (138 kilolitres/flat or unit), as compared to a Sydney-wide average of 215 kilolitres per house (151 kilolitres/flat or unit). Significant work has been undertaken on the restoration of the Cooks River, and bandicoots, which were thought to have disappeared from the inner west in the late 1950s, have once again be found in the Marrickville area. Many residents are installing rainwater tanks and solar panels and volunteering their time on environmental projects, while community gardens are becoming increasingly popular.

## **SNAPSHOT**

- 87 species of native wildlife live in the Marrickville area
- 94% of residents believe that the provision of natural areas and green spaces is important
- 73% of Marrickville residents believe that the restoration of the Cooks River and its foreshores is important.

### "THE COMMUNITY'S HIGH EXPECTATIONS ARE REFLECTED IN SATISFACTION WITH COUNCIL'S COMMUNICATION AND ENGAGEMENT ACTIVITIES."



## DELIVERING THE COMMUNITY STRATEGIC PLAN

## THIS COMMUNITY STRATEGIC PLAN REFLECTS THE NEEDS AND ASPIRATIONS OF THE MARRICKVILLE LOCAL GOVERNMENT AREA COMMUNITY.

#### What Council will do and the role of other organisations

This Community Strategic Plan reflects the needs and aspirations of the Marrickville local government area community. While it will be Marrickville Council's responsibility to deliver on its responsibilities, many of the issues and planned outcomes included in this plan are not the responsibility of Marrickville Council and cannot be delivered solely by Council. Council's service responsibilities are detailed in Council's Four Year Delivery Program and Annual Operational Plan.

This Plan identifies many service needs and issues to which Council has only a limited role or minimum ability to influence. Council will work with other levels of government and advocate for the community for delivery of services not provided by Council and raise issues of concern to our community.

Jointly and separately the Commonwealth and State Government's are responsible for many critical services and policy impacting our community, including: social security, public housing, Sydney KS airport, health, public transport and traffic management, environmental regulation, education and policing.

In some cases, such as childcare, Council works closely in partnership with government agencies to deliver essential community services. In regard to other issues, such as the management of Sydney airport and plane noise, Council is effectively limited to an influencing role, including advocacy and lobbying as appropriate.

The targets included in this document are also impacted by the policies, priorities and operations of a range of State and Federal Government agencies, and the actions of residents, businesses, community groups, adjoining councils and other organisations.

## UNDERSTANDING THE PLAN

This section explains our planning terminology and what we mean by the terms we use in this document.

#### Vision

This is a short statement about the sort of community Marrickville aspires to be in the long term.

#### Key Result Areas (KRAs)

These are the big picture results which the community would like Council and its many partners to focus on achieving.

#### Outcome statements

These are the detailed outcomes under each KRA. They are more specific than the KRAs, but still focus on the end result, rather than on how to get there. In this context, an outcome is a strategic objective realised.

#### Strategies

These guide the specific actions related to this Plan and define how to achieve the outcomes.

#### Actions

The detailed set of actions which Council will undertake to help achieve the community vision are not contained in this Community Strategic Plan, but rather will be specified in its Delivery Programs and Operational Plans.

In order to understand the structure and content of the Community Strategic Plan, it is important to define a few terms. This Plan is structured according to the following framework:

#### Focusing on the Key Result Areas

The KRAs detailed in this Plan address a range of social, environmental, economic and civic leadership issues. The main areas of focus for each of these KRAs are as outlined:

## Key Result Area 1: A diverse community that is socially just, well educated, safe and healthy

Main focus: healthy lifestyle opportunities; cultural diversity; affordable housing; social justice; targeted and accessible service provision; sport and recreation; learning opportunities; safety; arts and culture; public health and safety.

## Key Result Area 2: A creative and cultural Marrickville

Main focus: history and identity; creative arts, aboriginal art, events and other culture activity.

#### Key Result Area 3: A vibrant economy and well planned sustainable urban environment and infrastructure

Main focus: infrastructure, environment management, local economy, maintenance; planning controls; development assessment; roads and traffic; parking; street cleaning and illegal dumping; parks maintenance; street trees; Council buildings/assets; greenhouse gas emissions; air, noise and soil pollution; waterways; waste reduction, recycling and reuse; biodiversity; bushland; public transport and nonvehicular transport alternatives.

## Key Result Area 4: An innovative, effective, consultative and representative council

Main focus: Councillors and leadership; finance; value for money; customer service; transparency and accountability; community consultation & engagement; strategic planning and reporting; workforce planning; technology.

#### Quadruple Bottom Line (QBL)

The Community Strategic Plan and the associated Council Delivery Program are structured on the principles of sustainability and the Quadruple Bottom Line (QBL), which assist Council in monitoring its impact on the wellbeing and sustainability of the Marrickville community. Each Outcome in the Community Plan is linked to one or more elements of the QBL: governance, environmental, economic and social sustainability.



# ALIGNING THE STRATEGIES TO OTHER PLANS

The Integrated Planning and Reporting framework guidelines require that the Community Strategic Plan reflect the key objectives outlined in the State Plan 2021 and other relevant State and Regional plans.

The a number of key outcome statements and strategies in this Community Strategic Plan are aligned with the main objectives as outlined in the State Plan 2021 and the associated Local Action Plans (See adjoining table).

#### Metropolitan Strategy

The Metropolitan Strategy is the key State Government urban planning policy and has a significant impact on the work of local government urban planning. The Metropolitan Strategy is currently (April 2013) being reviewed by the NSW Government. Changes to urban planning legislation, policy and planning instruments may impact the community and the operations of Council. Such changes – expected in 2013/14 – may affect aspects of the goals and planned activity outlined in this Community Strategic Plan and other related Council planning documents. Accordingly, the Community Strategic Plan and other Council Plans may have to be amended as required.

## THE STATE PLAN 2021 AND LINK TO MARRICKVILLE **COMMUNITY STRATEGIC PLAN**

Council Community Strategic Plans are required to be informed by and contribute to the State Plan 2021 and the relevant Regional Action Plans prepared for each region in NSW. The Marrickville Community Strategic Plan is aligned with the *Eastern Suburbs & Inner West Regional Action Plan* in relevant key program areas.



Below is an extract from the NSW Government Eastern Suburbs & Inner West Regional Action Plan.

## INTEGRATED PLANNING AND REPORTING

In October 2009 legislation was enacted requiring all New South Wales councils to develop an integrated Planning and Reporting framework. This meant that all NSW councils were required to prepare a Community Strategic Plan that defined long-term aspirations and strategic directions for the community.

To support this Plan effectively, councils were also required to develop a ten year Resourcing strategy that must include:

- > a workforce Plan
- > an Asset Management Plan and
- > a Long term financial Plan

These plans must also integrate with other internal documents including the Local Environmental Plan and Development Control Plans.

In addition to this, Council also has a range of targeted plans, which will help deliver the key outcomes outlined in this Community strategic Plan.

Under the Local Government Act, the Community Strategic Plan must identify and reflect the community's priorities and aspirations for the future. This means that rather than focus only on issues over which Council has a large degree of influence, the Plan must also include the wider and more complex aspirations of the community, even those over which Council has little or no control. In this sense, the new requirements put greater expectations on all councils to provide leadership. Councils must act as an advocate for the community by building effective relationships with other levels of government and service providers. Reinforcing this responsibility, the integrated Planning and Reporting framework guidelines state that the Community Strategic Plan should reflect the key objectives of the NSW State Plan, and other relevant state and regional plans.

As per the legislation, this Plan also addresses issues across the social, environmental, economic and civic leadership (governance) spectrum. It is based on the social justice principles of equity, access, participation and rights.

The integrated Planning and Reporting framework also requires that Council prepare a four year delivery Program and a one year Operational Plan that detail the actions that will be undertaken to implement the strategies and achieve the outcomes outlined in this Plan.

This is Marrickville's second Community Strategic Plan prepared under the integrated Planning and Reporting framework. Council adopted its first CSP in 2010, *Our Vision Our Place 2021.* 





#### ΕΛΛΗΝΙΚΑ

Αυτό το Κοινοτικό Στρατηγικό Σχέδιο προσδιορίζει τις μακροπρόθεσμες προσδοκίες και τις στρατηγικές κατευθύνσεις για την κοινότητα του Marrickville. Βασίζεται σε εκτεταμένη κοινοτική ανάμιξη, συμπεριλαμβανομένης και της διαβούλευσης με τις πολιτιστικά και γλωσσικά ποικιλόμορφες κοινότητες. Το Σχέδιο περιέχει όραμα που στηρίζεται από λεπτομερείς στρατηγικές στην κοινωνική, οικονομική και περιβαλλοντολογική βιωσιμότητα, καθώς και στην πολιτική ηγεσία. Αν θέλετε βοήθεια με πληροφορίες σε αυτό το έντυπο, σας παρακαλούμε επισκεφτείτε το Δήμο του Marickville ή τηλεφωνήστε στο 9335 2222. Επίσης διατίθεται η Υπηρεσία Μεταφραστών και Διερμηνέων.

#### PORTUGUÊS

Este Plano Estratégico Comunitário define as aspirações e orientações estratégicas de longo prazo para a comunidade de Marrickville. Ele baseia-se num extenso envolvimento comunitário, incluindo consultas às comunidades cultural e linguisticamente diversas. O Plano contém uma visão sobre a sustentabilidade social, económica e ambiental, bem como liderança cívica, apoiada por estratégias detalhadas. Se quiser ajuda quanto à informação nesta publicação, por favor visite a Câmara de Marrickville em Petersham ou telefone para 9335 2222. O Serviço de Intérprete e Tradutor também está disponível.

#### VIỆT NGỮ

Kế Hoạch Chiến Lược Cộng Đồng này xác định những nguyện vọng dài hạn và phương hướng chiến lược cho cộng đồng Marrickville và được dựa trên sự tham gia rộng khắp của cộng đồng, kể cả việc tham khảo ý kiến với các cộng đồng có nguồn gốc văn hóa và ngôn ngữ khác nhau. Kế hoạch này bao gồm tầm nhìn được hỗ trợ bởi các sách lược cặn kẽ về mặt xã hội, kinh tế và môi trường bền vững, cũng như sự lãnh đạo dân sự. Nếu muốn được giúp đỡ để hiểu các thông tin trong tài liệu này, xin đến Hội Đồng Thành Phố Marrickville ở Petersham hay gọi số 9335 2222. Chúng tôi cũng có Dịch Vụ Thông Phiên Dịch.

#### 中文

该《社区战略计划》明确了Marrickville社区的长期愿望和战略方向。 该计划的制定是基于广泛的社区参与,包括与多元文化多种语言社区 进行的咨询活动。该计划中包括了以社会、经济、环境可持续和公民 领导力等详细战略为支撑的愿景。如欲了解更多本出版物中的信息, 请到Petersham的Marrickville 市政府,或致电9335 2222。我们提供笔 译和传译服务。

#### العربية

تحدّد هذه الخطة الاستراتيجية المجتمعية الطموحات بعيدة المدى وتوجهات مجتمع ماريكفيل الاستراتيجية، وتستند إلى مشاركة كثيفة من المجتمع بما في ذلك التشاور مع الجاليات المتعددة ثقافياً ولغوياً. تضمَّ الخطة رؤيا مستقبلية تدعمها استراتيجيات مفصَلة في مجال الاستدامة الاجتماعية والاقتصادية والبيئية، إضافة إلى القيادة المدنية. إذا كنتم تودون الحصول على مساعدة لفهم المعلومات الواردة في هذه النشرة، نرجو منكم التوجّه إلى بلدية ماريكفيل في پيترشام أو الإتصال بالرقم 2222 9335. كذلك فإن خدمة الترجمة الخطية والشفهية متاحة أمامكم.

S. MARCHAR

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