

**ANNEXURE A:
COMMUNITY STRATEGIC PLAN**

Sustainable Family
Green
Heritage Modern
Clean

BURW2030D
**COMMUNITY
STRATEGIC
PLAN**

Safe
Vibrant Multicultural
Creative
SHIPPING
Inclusive
Parks

Delivered by



Burwood Council
heritage • progress • pride

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Acknowledgements

Burwood2030 has been developed through an extensive program of community and stakeholder engagement activities including comprehensive surveys, mail outs, community workshops and workshops with key stakeholders. It is thanks to the people who have directly participated in the consultation activities that it was possible to prepare this document. The quotes featured in the plan are from people who submitted surveys and who attended workshops.

Our Council



Cr John Faker
Mayor



Cr Lesley Furneaux-Cook
Deputy Mayor



Cr Ernest Chan
Councillor



Cr Heather Crichton
Councillor



Cr Joseph Del Duca
Councillor



Cr Raj Dixit
Councillor



Cr George Mannah
Councillor

Foreword: Delivering your vision



MESSAGE FROM THE MAYOR OF BURWOOD

I am pleased to present to you the Community Strategic Plan **Burwood2030**, the community's 20 year blueprint for the future of Burwood.

It was developed in 2010 based on what the community saw as the vision and aspirations for the Burwood local government area.

In accordance with the Integrated Planning and Reporting legislation, the Community Strategic Plan has been reviewed over the last few months, to ensure the strategic directions set in the original Plan are still current and valid.

An extensive community-wide consultation was undertaken with residents and stakeholders. Once again, the community and Council agree in acknowledging the importance of our past while taking advantage of our geographic and strategic position.

As a community we will be faced with a number of opportunities and challenges over the coming years as we implement the strategies in this plan including balancing growth with maintaining our lifestyle, preserving our heritage while ensuring progress and innovation, and protecting our environment.

I believe as a community we have the ability and commitment to work together to ensure we achieve our shared vision for Burwood.

I look forward to working with you to make Burwood a safe, sustainable and vibrant place to live now and into the future.

Cr John Faker
Mayor of Burwood



MESSAGE FROM THE GENERAL MANAGER

The **Burwood2030** Plan will enable Council to turn community aspirations into reality, ensure Council's priorities are set according to our residents' needs, improve transparency in the decision-making process and promote cooperation between all government levels, community groups and business.

Burwood is going to experience substantial growth over the next 15 years. This will present both great opportunities and challenges for our area, and Council is committed to meeting the challenges ahead by working hard to provide good governance, leadership and financial responsibility, and to ensure Burwood Council becomes a true leader in service delivery.

Our Community Strategic Plan is accompanied by a Resourcing Strategy (Asset Management Plan, Financial Plan and Workforce Plan), a four-year Delivery Program and an annual Operational Plan, and I encourage the community to view these documents and follow our progress toward achieving our targets.

Sincere thanks to every resident, business owner and community leader who contributed to the preparation of this plan. This is your Plan.

I look forward to working with the community, Council and the staff to turn your aspirations into reality.

Bruce Macdonnell
General Manager

Our Burwood

Burwood is a melting pot of culture with a thriving business and retail centre surrounded by historic villages each with their own distinct character and charm, including Burwood Heights, Croydon, Croydon Park, Enfield and Strathfield.

The quality of life residents enjoy, the central location, local schools and excellent transport infrastructure has made Burwood an attractive destination for people to live, work and visit.

As a major strategic centre, Burwood will strengthen its role in Sydney's inner west over the next 10 years providing a mix of higher skilled jobs, diverse mix of housing.



39,172
residents



60%

live in medium
and high density
housing



24%

travel on public
transport

57%

of residents born
overseas

32%

of residents
arrived from
overseas since
2011



5,184

local businesses



\$2.7

billion GDP

18+

different
industries

20,644

local jobs



40+

different
languages
spoken

Burwood2030: Our community's vision

Burwood 2030 aims to ensure the diversity and prosperity of Burwood is embraced and celebrated into the future. It is the community's 20 year plan which will provide a blueprint of Council's activities and set clear directions for the future of Burwood. The plan outlines the community's vision and aspirations for the area. The community, state and federal governments and other organisations all have responsibilities to implement and deliver on the strategies outlined in this plan and the success of the plan will rely on collaborative partnerships between the community and these organisations.

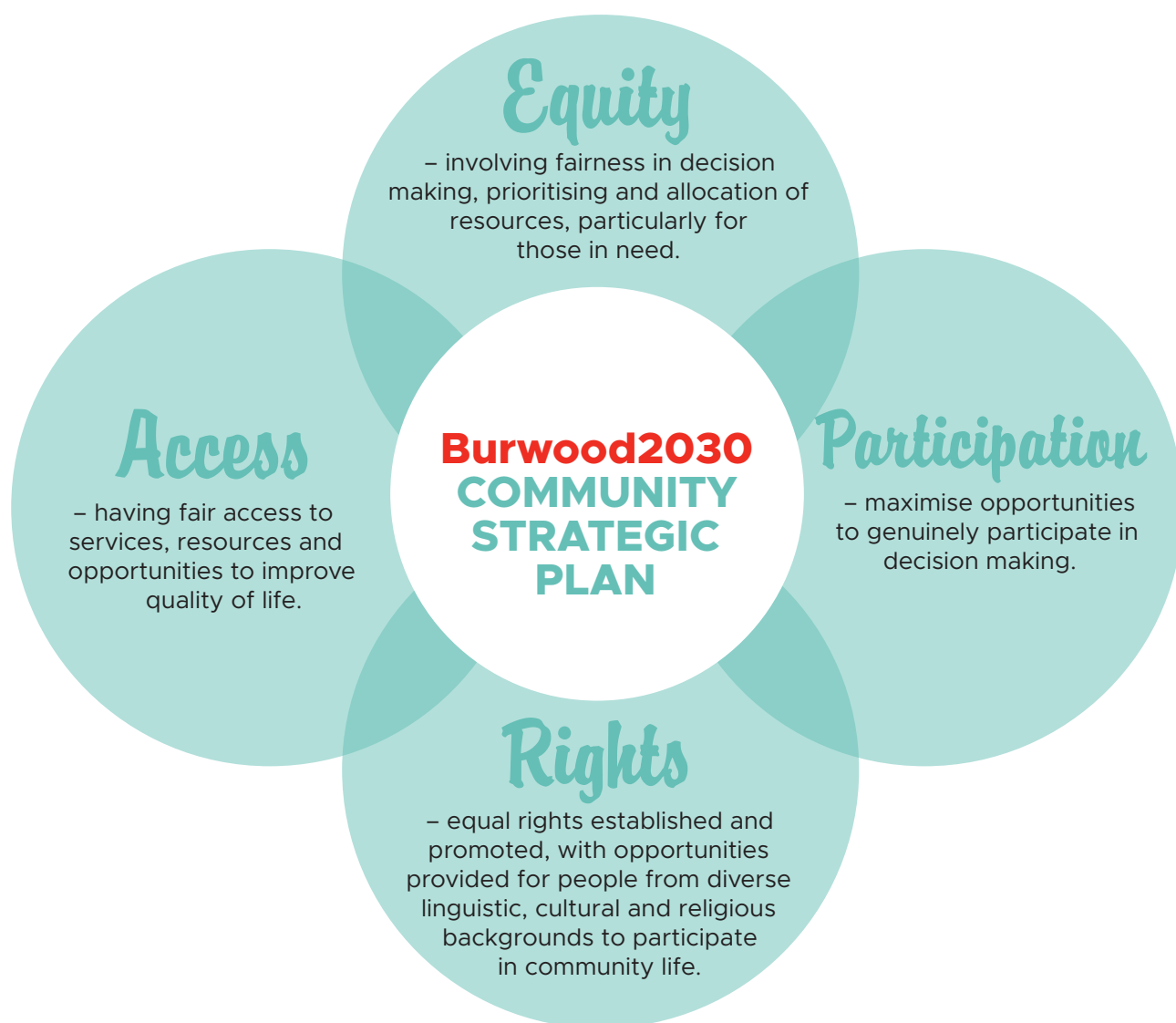
The plan is the culmination of a broad program of consultation activities with the community, Council staff, government and other stakeholders in 2009, 2010, 2013, 2017 and 2018.

Throughout the program of consultation activities a vision for the future of Burwood has been developed. The community's long term vision for Burwood is:

A well connected, innovative, sustainable and safe community that embraces and celebrates its diversity

This community vision sets a clear overarching objective for the implementation of strategic goals in **Burwood2030**.

Underpinning the implementation of **Burwood2030** are a set of social justice principles outlined below:



Aspirations and challenges

Outlined below are the main regional factors which have been considered in the formulation of the Community Strategic Plan as identified by our community, Council and NSW Government.

A STRATEGIC CENTRE

The NSW Government has identified Burwood as a strategic centre in the Inner West region due to our strong local economy and excellent transport infrastructure. As a result, Burwood is required to meet State targets to increase dwellings and jobs within the area by 2036 in order to provide access to jobs, goods, services and close to people's homes while providing additional housing for new residents.

REGIONAL ACCESS AND CONNECTIVITY

As a strategic centre, Burwood will attract a large number of residents, workers and visitors. Opportunities need to be sort to enhance public transport and ensure connectivity of roads network with the Metropolitan area.

WORKING WITH OUR NEIGHBOURS

The growth of the inner west region will provide many opportunities for local councils to provide regional solutions to emerging challenges that will benefit the community. It is important that local councils work together to ensure that we're all on the same page.

LOCAL SERVICES AND FACILITIES

Burwood has many residents with diverse needs which will continue to grow by 2030. Local services and facilities will need to be provided to support members of the community including seniors, youth, people living with a disability, CALD communities and economically disadvantaged.

AFFORDABLE AND MIXED HOUSING

The increasing demand of housing within the inner west will make it difficult for lower income earners to live in the area. A mixed range of dwellings is needed to ensure that the area is affordable for a broad cross-section of the community.

DIVERSE CULTURES

Burwood is one of NSW's most diverse areas with 32 per cent of residents arriving from overseas since 2011. New community members should feel welcomed and supported while we continue to celebrate the diversity of the area.

ENVIRONMENTAL SUSTAINABILITY

The growth in population will have an impact on our natural environment. It is important to provide open and green spaces and consider the effects we have on the environment.

It is an exciting time for Burwood with many emerging opportunities and challenges over the next ten years as Sydney continues to grow as a global city.



Burwood2030: The framework

Local Councils in NSW are required by legislation to work with their communities to develop a long term plan for the social, environmental and economic health, sustainability and prosperity of their areas.

Council plans do not exist in isolation but rather they are connected. The Integrated Planning and Reporting framework encourages councils to draw various plans together, to understand how they interact and to ensure the greatest benefits are achieved from planning holistically for the future.

The Integrated Planning model is outlined below and consists of three layers of plans – the Community Strategic Plan, a Delivery Program and an Operational Plan. The Community Strategic Plan is the guiding document which identifies the community's vision and priorities for the future and it also outlines the strategies that will achieve these goals. The legislation directs that the plan must have a minimum 10-year timeframe and for Burwood the decision has been made to develop a 20 year plan. The Plan considers social, environmental, economic and civic leadership aspects of the Burwood community.



REPORTING OUR ACHIEVEMENTS

Council will continue to report the outcomes of the abovementioned plans to the community through half-yearly reports and Annual Reports.

Overview of the key themes

Five broad themes were used as the basis of consultation with the community and stakeholders. During the program of consultation activities these themes have evolved and the draft plan includes the following interrelated themes:

Community and lifestyle

Leadership and innovation

Healthy and sustainable environment

Planning and infrastructure

Vibrant city and villages



Summary of Strategic Goals

THEME	ACTION	STRATEGIC GOALS
COMMUNITY AND LIFESTYLE		
	1.1	High quality facilities, services and initiatives to meet the diverse needs of the community
	1.2	A well informed, supported and engaged community
	1.3	A safe community for residents, workers and visitors
	1.4	A proud and inclusive community that celebrates diversity
LEADERSHIP AND INNOVATION		
	2.1	Community confidence in Council's decision making
	2.2	Strong partnerships to benefit the community
	2.3	Financial sustainability and organisational effectiveness
	2.4	Efficient and innovative customer focused services
	2.5	Leaders in the Local Government sector
HEALTHY AND SUSTAINABLE ENVIRONMENT		
	3.1	Enhanced green and open spaces, and streetscapes
	3.2	Sustainable waste management practices
	3.3	Community education on sustainable practices
	3.4	Leadership in environmental sustainability
	3.5	Public health and welfare
PLANNING AND INFRASTRUCTURE		
	4.1	Effective traffic and parking management strategies
	4.2	Connected and accessible infrastructure
	4.3	Burwood's existing heritage integrated with high quality urban design
	4.4	Participate in regional planning and infrastructure projects to ensure the best outcomes for the community
	4.5	Customer focused process for development services
VIBRANT CITY AND VILLAGES		
	5.1	Maximise Burwood's regional status
	5.2	Supported and engaged local businesses
	5.3	Enhance and foster the local identity
	5.4	Activate village precincts and preserve the distinct characters of surrounding residential areas

Community and lifestyle

ABOUT THIS THEME:

The theme 'community and lifestyle' relates to supporting the community to create a feeling of belonging, inclusiveness and wellbeing amongst Burwood's diverse population. Community and lifestyle is about people being proud of where they live, feeling safe and engaged in the community and having access to facilities and services that ensure they can lead a healthy and satisfying lifestyle.

THEME	ACTION	STRATEGIC GOALS
1.1 High quality activities and services to meet the diverse needs of the community	1.1.1	A diverse range of strategies and initiatives that meet the needs of the community
	1.1.2	Library services that engage the community in lifelong learning and provide recreational and social opportunities in accessible and people-friendly environments and spaces
	1.1.3	Sport and other initiatives to promote active and passive recreation that contribute to health and wellbeing
	1.1.4	Facilities that encourage community participation and promote a healthy and harmonious lifestyle
1.2 A well informed, supported and engaged community	1.2.1	Information on Council's activities, facilities and services using accessible communication
	1.2.2	Modernised and enhanced access to information on services
	1.2.3	Communication and community engagement through innovative solutions
	1.2.4	Foster a sense of community pride
1.3 A safe community for residents, workers and visitors	1.3.1	Minimise crime and enhance community safety
	1.3.2	Reduce anti-social behaviour
1.4 An inclusive community that celebrates diversity	1.4.1	Celebrate the achievements of the local community
	1.4.2	Engage with Culturally and Linguistically Diverse communities
	1.4.3	Inclusive cultural events and initiatives to celebrate diversity and cultural heritage
	1.4.4	Celebrate the area's heritage and Indigenous history
	1.4.5	Volunteering opportunities and local participation

Leadership and innovation

ABOUT THIS THEME:

This theme relates to the leadership not only of our elected representatives but also leaders in our business, volunteer, spiritual and environmental community. It is about encouraging greater participation and engagement in decision making processes and involving people in local activities and programs. Leadership through innovation is also about thinking outside the square to resolve some of the challenges facing our community as we strive to be a leading community in economic prosperity, environmental sustainability and social responsibility. We strive for community leadership that fosters our community values and celebrates our culture, diversity and heritage.

THEME	ACTION	STRATEGIC GOALS
2.1 Community confidence in Council's decision making	2.1.1	Provide opportunities for discussions and report decisions back to the community
	2.1.2	Inform the community on key regional projects and plans
	2.1.3	Ensure transparency and accountability in decision making
2.2 Strong partnerships to benefit the community	2.2.1	Dialogue between neighbouring councils to share resources and improve provision of services
	2.2.2	Strategic partnerships that will benefit the area and community
2.3 Ensure financial sustainability and organisational effectiveness	2.3.1	Financial sustainability through additional revenue sources
	2.3.2	An organisation that is well led, staff can carry out their roles efficiently and effectively in line with the community's vision
2.4 Efficient and innovative customer focused services	2.4.1	'One stop shop' for customers
	2.4.2	Modernised and digitised services to meet the needs of the community
	2.4.3	Opportunities for ongoing community feedback to ensure best practice
2.5 Leaders in the Local Government sector	2.5.1	Strong leadership and advocacy on behalf of the community
	2.5.2	Monitor and review Council's performance against other councils
	2.5.3	Strive for business excellence through innovation
	2.5.4	Anticipate emerging trends and changes that will impact the area

Inclusive

Healthy and sustainable environment

ABOUT THIS THEME:

This theme is focused on maintaining and ensuring we live in a healthy, safe and sustainable natural environment. This theme aims to protect our natural resources and assets including parks, trees, open green spaces and also ensure that our impact on the environment is reduced so that we continue to live in a clean and sustainable environment. The community, Council and other governments all have a role to play in protecting our environment and taking responsibility for preserving our natural resources for future generations.

THEME	ACTION	STRATEGIC GOALS
3.1 Enhanced green and open spaces, and streetscapes	3.1.1	Strong planning controls to protect and encourage open and green spaces
	3.1.2	Partnerships and opportunities to create new open spaces
	3.1.3	Regular cleaning and maintenance of local areas to prevent damage to the environment
	3.1.4	Public parks and open spaces are accessible, maintained and well managed to meet the current and future needs of the community
3.2 Sustainable waste management practices	3.2.1	Promote existing recycling services
	3.2.2	Identify emerging waste management solutions
	3.2.3	Clear targets for recycling and reducing waste to landfill
3.3 Community education on sustainable practices	3.3.1	Initiatives to encourage more sustainable practices in the community and around home
	3.3.2	Promote public transport and more active forms of transport such as cycling and walking
	3.3.3	Community pride in the cleanliness and maintenance of the area
3.4 Leadership in environmental sustainability	3.4.1	Invest in green and renewable technology
	3.4.2	Greater use of more efficient green technologies and alternative energy sources
	3.4.3	Environmentally sustainable developments which reduce impacts on the environment
3.5 Public health and welfare	3.5.1	Services to encourage the community to take pride in the area to ensure public health
	3.5.2	Services and support to encourage responsible animal ownership practices and ensure that animals are well cared for in a safe community

Planning and infrastructure

ABOUT THIS THEME:

This theme relates to the services and infrastructure that supports our community including roads, public transport, health facilities and education providers. It also encompasses our strategic planning to ensure we can accommodate our growing population. This theme aims to improve the quality and equitable access to services in our community and also to enhance the visual appearance of our neighbourhoods, streetscapes and town centre. Transport plays a major role in keeping our community physically connected to work, recreational spaces and services. Being able to move around easily plays a key role in the liveability and sustainability of our area.

THEME	ACTION	STRATEGIC GOALS
4.1 Effective regional traffic and parking strategies	4.1.1	Strategies to accommodate population growth
	4.1.2	Strategies to promote alternative transport use
	4.1.3	An integrated transport plan
	4.1.4	Road and pedestrian safety
4.2 Connected and accessible infrastructure	4.2.1	Accessibility of Burwood CBD
	4.2.2	Quality local infrastructure that caters to population growth
	4.2.3	Council infrastructure is safe and accessible
4.3 Burwood's existing heritage integrated with high quality urban design	4.3.1	Architectural integrity and aesthetically appealing buildings
	4.3.2	Preserved heritage through relevant planning strategies
4.4 Participation in regional planning and infrastructure projects to ensure the best outcomes for the community	4.4.1	Advocacy on regional and metropolitan projects on behalf of the community
	4.4.2	Partnerships with key stakeholders to deliver major projects
4.5 Customer focused processes for development services	4.5.1	Efficient assessment of developments
	4.5.2	Independence and transparency in decision making on significant developments

Growing

Vibrant city and villages

ABOUT THIS THEME:

This theme relates to harnessing Burwood's strategic status and supporting the businesses and services that contribute to the wider Burwood economy. Burwood is characterised by a vibrant CBD and several business and shopping precincts. This theme aims to ensure an economically sustainable and prosperous future in Burwood with a strong network of services that support existing businesses and institutions, and attract new and diverse organisations. It also aims to stimulate the local economy and activate our surrounding villages to foster a sense of pride and enhance our local identity.

THEME	ACTION	STRATEGIC GOALS
5.1 Stimulate Burwood's regional status and strategic status within inner western Sydney	5.1.1	A stimulated the local economy and activate the Burwood CBD
	5.1.2	Mixed use buildings: commercial and residential to maximise town centre
	5.1.3	Links and partnerships with educational institutions for the development of diverse local skills
	5.1.4	Facilities available for businesses, services and institutions for corporate events
5.2 Supported and engaged local business	5.2.1	Promotion of local businesses and services to the community
	5.2.2	Programs to strengthen and sustain local businesses
	5.2.3	Participation of local businesses in community events
5.3 Enhance and foster the local identity	5.3.1	Opportunities for public art and culture
	5.3.2	Attractive town centres
	5.3.3	Innovation that will enhance local identity and culture
	5.3.4	Civic events which foster a sense of pride in the community
5.4 Activated village precincts and preserve the distinct characters of surrounding residential areas	5.4.1	Local heritage is preserved through relevant planning strategies and initiatives
	5.4.2	Aesthetics of town centres and villages

Diversity

Links to NSW State Priorities

In developing our **Burwood2030 Community Strategic Plan**, consideration has been given to NSW State Government priorities and plans for the area.

In particular, The Eastern City District Plan provides a 20 year blueprint to manage growth while enhancing Greater Sydney's liveability, productivity and sustainability into the future. It is a guide for implementing *A Metropolis of Three Cities - the Greater Sydney Region Plan* at a District level and is a bridge between regional and local planning.

Burwood has been identified as a strategic centre in the Plan for the Metropolis of Three Cities.

State priorities identified in the Eastern City District Plan which have been considered in the **Burwood2030 Community Strategic Plan** are:

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

