



Our  
Future  
...

# 2036

**A COMMUNITY STRATEGIC PLAN FOR THE CITY OF CANADA BAY**

# Contents



Wharf at Drummoyne.

Translation information	3	Our Future 2036	43
Acknowledgement of Country	4	<b>Direction 1: Connected Community</b>	<b>46</b>
A message from Council	8	<b>Direction 2: Sustainable and Thriving Environment</b>	<b>48</b>
Our leaders	13	<b>Direction 3: Vibrant Urban Living</b>	<b>50</b>
Our City	19	<b>Direction 4: Infrastructure and Transport</b>	<b>52</b>
Our future	25	<b>Direction 5: Civic Leadership</b>	<b>54</b>
Our community	29	Our progress	57
Our priority projects and partners	33	Appendices	61
Our delivery	39	Links to other plans and strategies	62
		Premier's priorities	63
		Eastern District Plan	64
		Sustainable Development Goals	66

#### ENGLISH

If you do not understand this information, please come to the Council or contact the Telephone Interpreter Service (TIS) on 13 14 50 and ask them to connect you to Council on 9911 6555. We will try to answer your enquiries by using an interpreter.

#### ITALIAN

Se hai difficoltà a capire questo documento presentati direttamente all'ufficio del Comune, oppure telefona al Servizio Telefonico Interpreti (TIS, numero di telefono 13 14 50) e chiedi di essere messo in contatto con l'ufficio del Comune (numero di telefono 9911 6555). Cercheremo di rispondere alle tue domande con l'aiuto di un interprete.

#### GREEK

Αν δεν καταλαβαίνετε αυτές τις πληροφορίες, παρακαλούμε ελάτε στο Δήμο ή επικοινωνήστε με την Τηλεφωνική Υπηρεσία Διερμηνέων (TIS) στο 13 14 50 και ζητήστε να σας συνδέσουν με τον Δήμο στον αριθμό 9911 6555. Θα προσπαθήσουμε να απαντήσουμε στις ερωτήσεις σας χρησιμοποιώντας ένα διερμηνέα.

#### SIMPLIFIED CHINESE

如果您对这些内容不理解, 请向地方议会咨询或致电13 14 50 联系电话口译服务 (TIS), 并在他们的帮助下通过电话与9911 6555地方议会联系。我们将尽力通过口译员回答您的问题。

#### KOREAN

이 정보내용을 잘 이해하지 못 하신다면, 심의회(Council)로 방문해 주시거나, <13 14 50>으로 전화통역서비스를 이용하셔서 심의회(9911 6555)로 연결해 달라고 요청하시기 바랍니다. 통역사의 도움을 받아 귀하의 문의사항에 답변해 드리도록 하겠습니다.

## **ACKNOWLEDGEMENT OF COUNTRY:**

The City of Canada Bay acknowledges the Wangal clan, one of the 29 tribes of the Eora nation and the traditional custodians of this land.

Council pays respect to Elders past, present and emerging and extends this respect to all Aboriginal and Torres Strait Islander people living in or visiting the City of Canada Bay.

### **Our First Nations history**

The Wangal people hold a deep connection to the land and landscape of the City of Canada Bay. The bushlands and foreshore areas were their lands, their home and part of the territory they were responsible for.

Traditionally, the lives of the Wangal people were strongly focused around the harbour and its foreshore. The local area of Hen and Chicken Bay was traditionally a major meeting place for Aboriginal people from Port Jackson and the wider Sydney region.

The Parramatta River provided a place for traditional food gathering and the Wangal people also hunted animals, harvested plants and gathered raw materials in the local area.

Today, some Aboriginal people living in the area may still have ties to the Wangal people and the Eora nation, while others in the City are likely to have ties with other parts of NSW and Australia.





Smoking ceremony at the Drummoyne Shared Space in Formosa Street.



# Foreword



# A message from Council

The City of Canada Bay presents Our Future 2036, a strategic plan that captures our community's collective vision for the City of Canada Bay from now until 2036.

Our population is expected to experience significant growth in the next 14 years. The number of City of Canada Bay residents is forecast to increase by 30% (30,000 people), taking the population to 125,000 by 2036.

From June 2021 until January 2022, thousands of people who live and work in our community took part in community engagement through focus groups and workshops, online polls, surveys, and provided feedback in-person, over the phone, and by email.

We heard from the full spectrum of the City of Canada Bay — from community groups, visitors, local businesses, and sporting clubs to high school students, young adults, and seniors. We thank everyone who generously shared their vision for our future and helped shape this plan.

People told us that they value the natural environment and green open spaces, our strong sense of community, and our City's fantastic location. You said to us that your vision for the area

remains strong: protect our natural environment and open space, preserve and improve our unique foreshore access, and provide public infrastructure and safe places to use and enjoy.

As with many metropolitan areas, we expect the profile of our community to change significantly over the life of this plan, particularly in new growth areas determined by the NSW Government such as Rhodes East and the Paramatta Road corridor.

Our commitment to you is to balance growth and development whilst maintaining our heritage, environment, and our sustainable, well-functioning and equitable community. To realise your vision, we will continue to advocate to State and Federal Governments for our community's vision and our area's needs.

Once again, we thank our whole community for being a part of this important project and look forward to working together to build a stronger, healthier, and more connected future.





Aerial view of  
Drummoyne.









# Our leaders



# Our leaders

---

Local government is the tier of government closest to the people it serves. Council actions and decisions affect everyone, and our Councillors are at the coalface of the community, making sure there is a clear line of communication between residents, businesses, and Council.

## Leading for our future

Working together, we can help drive the community's vision for a safe, inclusive and active City, one where everyone can share the benefits of our beautiful foreshore and open spaces.

There are nine Council members of the City of Canada Bay: a popularly elected Mayor, a Deputy Mayor, and a further seven Councillors.

Collectively, Councillors will continue to provide a strong voice for our community as we advocate for the funding needed to meet future infrastructure, asset and service demands.

**Joseph Cordaro**  
Councillor



**Anthony Bazouni**  
Councillor

**Julia Little**  
Councillor



**Stephanie  
Di Pasqua**  
Deputy Mayor

**Charles  
Jago**  
Councillor

**Michael  
Megna**  
Councillor

**Angelo  
Tsirekas**  
Mayor

**Carmel  
Ruggeri**  
Councillor

**Andrew  
Ferguson**  
Councillor

---

## Mayor

### Angelo Tsirekas

Angelo has served on Council since he was first elected in 1995.

He was first elected Mayor in 2002 and again as popularly elected Mayor in elections of 2004, 2008, 2012, 2017, and 2021.



---

## Councillors



### Anthony Bazouni

Anthony was elected to Council in December 2021.

He has lived and worked in the City for many years, including more than 23 years as a local lawyer.



### Joseph Cordaro

Joe was elected to Council in December 2021.

He and his family have lived in the area for more than 30 years and enjoy the vibrant, multicultural and multi-generational community.



### Stephanie Di Pasqua

Stephanie was first elected to Council in 2017 as the youngest ever Councillor in the City of Canada Bay.

A lifelong resident, Stephanie is a strong advocate for her community and has been involved in lobbying the State and Federal Governments about vital issues concerning our area.



### Andrew Ferguson

Andrew was first elected to Council in 2017.

He and his family have lived in the area for the past 30 years, and he is committed to equity, social justice, heritage, and environmental sustainability.





## **Charles Jago**

Charles is a long-time resident of the area who was first elected to the Council in 2017.

His professional experience spans information technology, the energy industry, adult education, and government and community development.



## **Julia Little**

Julia has served on Council since 2017 and, together with her husband and young children, is an active member of the local area.

She is a media and communications specialist with experience working in the Commonwealth public sector.



## **Michael Megna**

Michael previously served as Mayor and Deputy Mayor of the former Drummoyne Council and as Deputy Mayor for one term following his election to the City of Canada Bay in 2004.

Michael is now serving his eighth four-year term and has represented his community for over 30 years.



## **Carmel Ruggeri**

Carmel was elected to Council in 2021. Carmel has lived in the City all her life and is passionate about supporting the local community and spirit.

She has operated a business locally, and many people would recognise her from her food walking tours around Five Dock and Concord.



# Our City



# Our City

The City of Canada Bay has a land area of 19.9km<sup>2</sup> and an estimated population of 97,022 living in the local government area's 17 suburbs.

Our area boasts 36 kilometres of Parramatta River foreshore and is a beacon to locals and visitors who flock to enjoy its more than 300 open green recreation spaces and 348 hectares of open space.

We are a City that celebrates diversity, cares for the environment, and plans well for the future. With 40 per cent of residents born overseas, the cultural and linguistic diversity of the City's residents is one of our most celebrated attributes.

Our shared sense of community is strong throughout the area. It is a safe place to live, and people enjoy the parks and playgrounds, community facilities and sports fields, and cultural events and activities spread across the City.

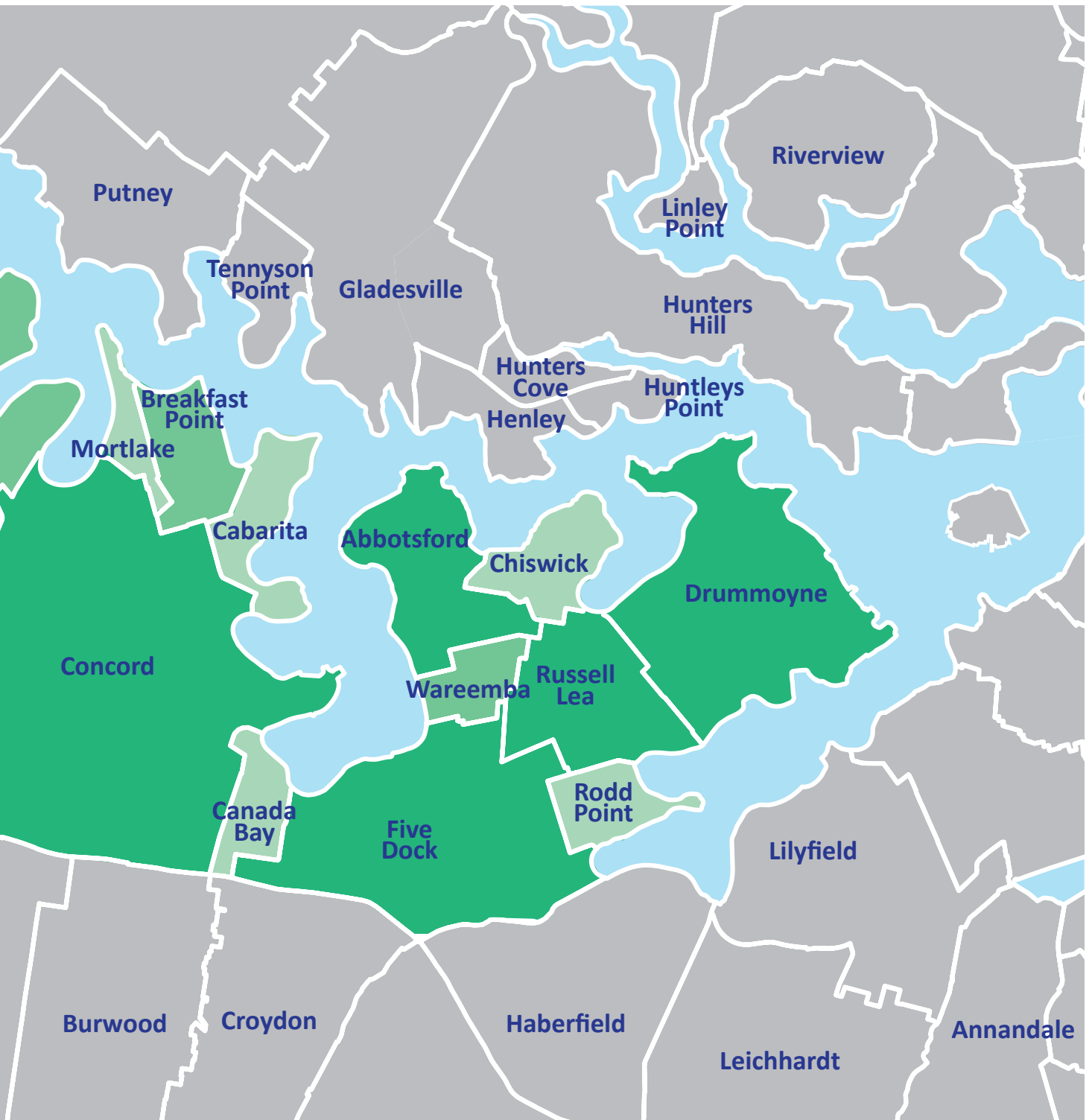
Over time, our City has grown. Its character has changed as former industrial sites have been adapted into residential dwellings. People have moved to areas that offer a better quality of life and recreational opportunities.

By 2036, the City's population is forecast to grow by almost 30,000 people — an increase of around 30 per cent.

Our community believes we can all contribute to ensuring that the City of Canada Bay retains its character, heritage, and widespread appeal.

This includes addressing climate change, consulting well with the community on significant projects, providing appropriate planning outcomes, maintaining our parks and open spaces, celebrating diversity, managing traffic and parking well, providing excellent support services for community members, and supporting local businesses.





# Key facts

## CITY AND COMMUNITY



Wangal clan  
of the Eora  
nation

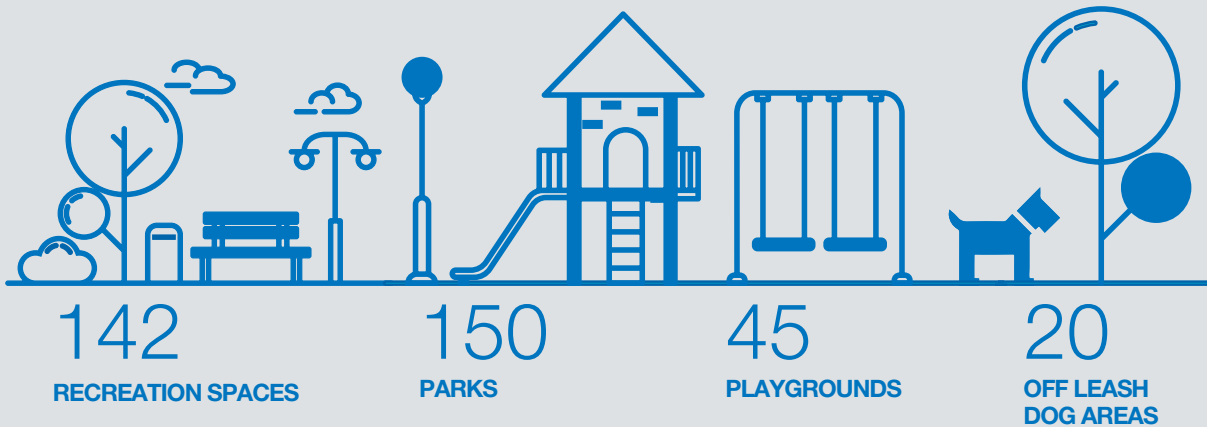


MEDIAN AGE  
36 years

## OPEN SPACES



## PARKS AND PLAYGROUNDS



## EMPLOYMENT

POPULATION  
EMPLOYED  
FULL TIME

64%

LARGEST INDUSTRY  
EMPLOYER

Health  
care/social  
assistance



MEDIAN WEEKLY  
HOUSEHOLD INCOME

\$2,058

## LEARNING



3

LIBRARIES

7

CULTURAL  
SPACES



SCHOOLS,  
PRESCHOOLS  
AND CHILDCARE

## HOUSING

MEDIUM-HIGH  
DENSITY  
DWELLINGS

61%

MEDIAN  
WEEKLY RENT

\$574

MEDIAN WEEKLY  
MORTGAGE

\$577

HOUSEHOLDS  
RENTING

35%



## SPORTING

SPORTS FIELDS  
AND COURTS

104

GOLF  
COURSES

2

SWIMMING  
CENTRES

2







# Our future



# Our future

## Our population is expected to increase to over 125,000 people by 2036.

With significant growth comes risks and challenges.

By identifying these risks and challenges, we can see opportunities to work together to build a healthy future for our community.

### **Sustainable environment**

The effects of climate change and rapid growth throughout Sydney is putting pressure on our environment.

We must work together to adapt to and mitigate climate change's impacts and create a sustainable natural environment throughout the City of Canada Bay.

### **Connected community**

With population growth and the impacts of resilience challenges, such as COVID-19, comes risks to our social cohesion.

As a community, we need to work together to grow our sense of community and address social isolation, the vulnerability of some community members, and our sense of safety.

### **Meeting our community needs**

With a growing population comes an increasing demand for more services, facilities, and assets to service our growing community.

We need to ensure that everyone in our expanding community has access to services and facilities and that they are provided to the standard that is either expected or desired by our community. To achieve this, it may be necessary for Council to identify and pursue funding sources to meet the additional costs incurred through implementation of actions to satisfy such expectations and desires. A Special Rate Variation is an option Council will consider in ensuring financial sustainability over the longer term.

### **Traffic and transport**

We need to advocate for improved public transport in the area to support our community.

To address congestion issues, more people need to be able to walk, cycle and use public transport to get around, and traffic and parking needs to be well managed.

### **More people, same space**

While the population is growing, the amount of land available is not. We need to plan well to ensure everyone has quality of life and places to live, work and relax.

### **Our local economy**

The local economy and businesses were significantly impacted throughout the COVID-19 pandemic.

We need to support our local businesses to adapt and grow in economic resilience.

### **Community profile**

In 2021, the main age profile of people in the City of Canada Bay was ages 30 to 34, which accounted for 8.9 per cent of people.

This is forecast to change over the next 14 years. By 2036, the largest age group will be 25 to 29, accounting for 9.1 per cent of the population.

In 2021, the dominant household type in the City of Canada Bay was couple families with dependents, comprising 31.9 per cent of all households.

The most significant growth in household types over the next 14 years is forecast to be in couples without dependents, which will increase by 3,632 households or 28.3 per cent of all households.

## Population

Anticipated population growth across demographic profiles and suburbs for the City of Canada Bay over the next 14 years are charted below:

Category	2021	2036	Percentage difference
<b>Population</b>	95,976	125,310	30%
<b>Dwellings</b>	39,348	52,223	32.7%
<b>Households</b>	37,080	49,065	32.3%
<b>Average household size</b>	2.56	2.52	-1.56%
<b>Couple families with dependents</b>	11,819	14,464	22.4%
<b>Couples without dependents</b>	10,258	13,890	35.4%
<b>Group households</b>	2,146	3,247	51.3%
<b>Lone person households</b>	8,582	12,014	40%
<b>One parent families</b>	3,041	3,809	25.3%
<b>Other families</b>	1,233	1,642	33.2%

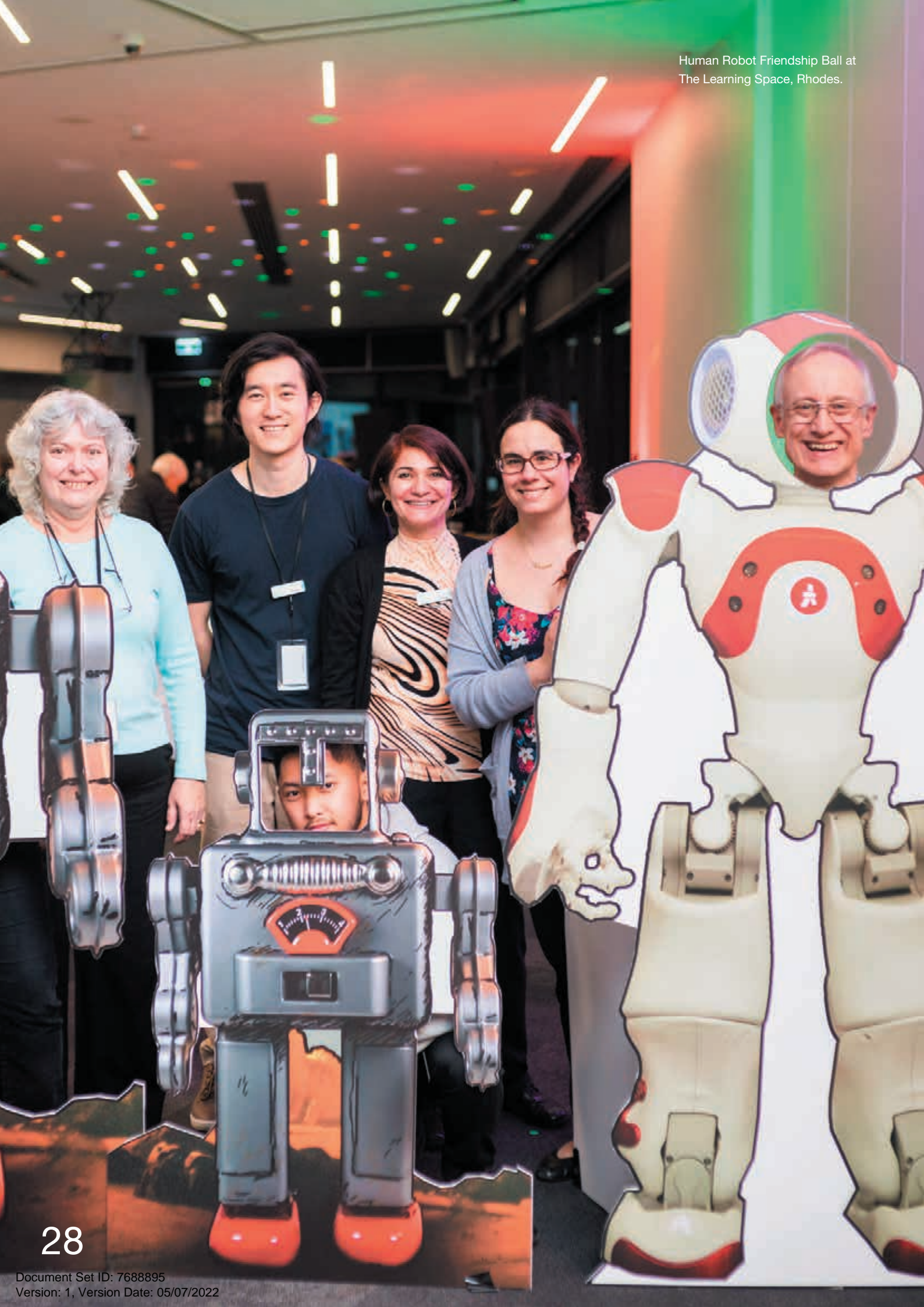
Forecast changes to 2036

Suburb	Population 2021	Population 2036	Percentage difference
<b>Abbotsford – Wareemba</b>	7334	7422	1.2%
<b>Cabarita</b>	2109	2176	3.2%
<b>Chiswick</b>	3055	3234	5.9%
<b>Concord</b>	15030	18441	22.7%
<b>Concord West</b>	6478	8062	24.5%
<b>Drummoyne</b>	13383	13995	4.6%
<b>Five Dock – Canada Bay</b>	12119	17438	43.9%
<b>Liberty Grove</b>	2268	2087	-8%
<b>Mortlake – Breakfast Point</b>	7655	8454	10.4%
<b>North Strathfield – Strathfield</b>	7661	14155	84.8%
<b>Rhodes</b>	11958	22694	89.8%
<b>Russell Lea – Rodd Point</b>	6925	7153	3.3%

Forecast population growth by suburb to 2036



For further information about the City of Canada Bay population, visit Council's Community Profile on [www.canadabay.nsw.gov.au](http://www.canadabay.nsw.gov.au)



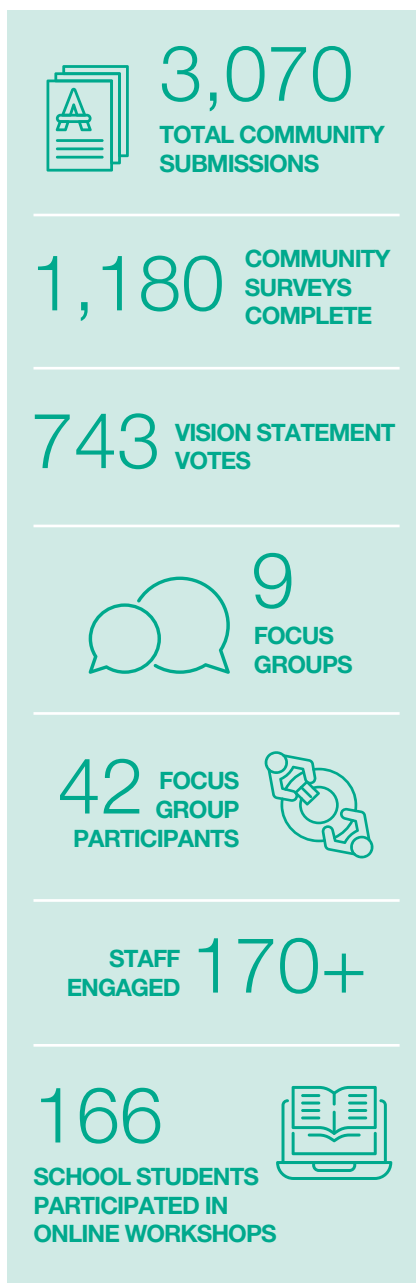
# Our community



# Our community

Our Future 2036 describes our community’s vision and aspirations for the City of Canada Bay.

It reflects community sentiment captured during wide-ranging consultation activities conducted during 2021 and 2022.



## How we consulted

Early consultation activities held from June to August 2021 focused on identifying the foundational elements – or directions – of the plan.

While developing the plan, Council also reviewed community feedback from recent significant engagement projects, such as the Local Strategic Planning Statement and Social Issues Paper.

A later round of consultation concentrated on developing the specific goals and strategies that together provide a framework for delivery across the Council term.

## What you told us

Community priorities identified through consultation revealed several common themes. These have been integrated into Our Future 2036 directions, goals and strategies and are summarised below:



### Open space and foreshore access

Open space and the foreshore were repeatedly referred to as the area’s greatest assets.

The community highly values the parks, playgrounds, and foreshore walks across the City, and the opportunities they bring for outdoor recreation.

Many residents would like to see an increase in sporting facilities in the area and improved public amenities, such as public toilets and water refill stations, to enable more community members to enjoy the open space.

The community also expressed a desire for more foreshore cycle paths and walkways.



### Traffic and parking

The community expressed strong concern about traffic congestion and lack of parking across the City.

There were calls for increased parking or revised parking restrictions to complement the new metro in Five Dock.

Notably, the community does not consider increased parking synonymous with building more car parks.

Improving parking in town centres is a priority, including making it more accessible, convenient, and better able to support the local economy.

The community believes that Council should be strong advocates for improved public transport to meet the needs of the growing population and promote alternate modes of transportation by improving cycle and pedestrian paths.



### Climate action and sustainability

Proactively addressing the climate crisis was a consistent theme.

There was a strong appeal for improving biodiversity, increasing the City’s tree canopy, setting achievable targets to reduce energy consumption and pollution, promoting greener practices such as composting and recycling, and acting to minimise rubbish in parks and waterways.

Many residents would like Council to educate the community about the importance of taking climate action and to deliver programs that empower people to act.



### Development

Projected population growth in the area concerns many residents who worry it will strain existing infrastructure and exacerbate traffic congestion, parking, and access to public transport issues.

Many people underscored the importance of providing a mix of housing types over high-density housing to maintain the character of areas such as Concord, Five Dock, and Drummoyne.

There was general agreement that future development must be met with well-designed public space and infrastructure, and support for Council to advocate to the State Government so these needs are addressed.



### Community safety

Many residents support actions to improve community safety, particularly pedestrian safety.

The community would like more pedestrian crossings and lower speed limits to protect pedestrians further.

It was felt that regularly maintaining roads and footpaths will also help to reduce trip hazards.

Improved lighting along foreshore walks and cycle paths would increase a sense of safety in these areas at night. People also called for safe spaces where young people could come together safely to socialise.



### Sense of community

The area’s strong sense of community is highly valued.

Many residents called for public domain improvements, community events, and place activation to foster social cohesion.

Embracing inclusivity and supporting different sections of the community was also seen as highly important.

The community would like Council to connect residents with local community groups and volunteer groups to foster stronger community ties. Some people called for more public art to celebrate diversity and acknowledge the area’s strong cultural heritage.

# Our community

## Top community values

1. The natural environment and open space
2. Care for and access to our foreshore
3. Community safety.

## Top areas for improvement

1. Recreation services and facilities
2. Climate action
3. Pedestrian safety.

## Top priorities for Council

### 1. Managing traffic and parking

- Advocate for improved public transport
- Improve infrastructure to encourage walking and cycling.

### 2. Ensuring a sustainable natural environment

- Respond to and mitigate the effects of climate change
- Divert more household waste from landfills and promote waste avoidance, reuse, and recycling
- Build biodiversity and tree canopy.

### 3. Nurturing a sense of community and social cohesion

- Provide information about local clubs, groups, and volunteer opportunities
- More events and public art.

## Foundational elements of Our Future 2036

In line with community feedback, Our Future 2036 is structured around the following five directions:



### 1. Connected Community



### 2. Sustainable and Thriving Environment



### 3. Vibrant Urban Living



### 4. Infrastructure and Transport



### 5. Civic Leadership



For further information, visit the section called Our Future 2036 on page 43 of this document and read Council's Delivery Program and Operational Plan at [www.canadabay.nsw.gov.au](http://www.canadabay.nsw.gov.au)



# **Our priority projects and partners**



# Our priority projects and partners

When planning for the City of Canada Bay's future, we must also consider federal, state, and regional priorities, and strategically important projects that will significantly impact our area.

## NSW priority projects and critical growth areas

Some City of Canada Bay areas will experience significant growth in the coming years.

There are several high-profile NSW Government projects and initiatives that are related to key growth areas in the City of Canada Bay, most notably:

### Sydney Metro West

The Sydney Metro West project will support a growing City and deliver world-class metro services to more communities.

This 24-kilometre underground railway will connect Greater Parramatta and the Sydney CBD and includes three stations in the City of Canada Bay at North Strathfield, Concord Oval, and Five Dock.

The new metro will double rail capacity between the two CBDs, link new communities to rail services, and support employment growth and housing supply.



**For further information**  
[www.sydneymetro.info](http://www.sydneymetro.info)

### Parramatta Road

Parramatta Road connects Parramatta with the Sydney CBD. The NSW Government's Parramatta Road Corridor Urban Transformation Strategy covers land along Parramatta Road from Granville to Camperdown, including Five Dock, Concord, and Burwood.

This strategy includes plans to revitalise the corridor through state government agencies and councils working together.

It also includes NSW Government's Parramatta Road Urban Amenity Improvement Program (PRUAIP), an initiative to improve open space and active transport links along the Parramatta Road corridor. Six councils, including the City of Canada Bay, have been provided funding under the program to deliver the 32 projects in and around Parramatta Road. The works fall into three categories: streetscape upgrades, the creation of new and improved open spaces, and new walking and cycleways.



**For further information**  
[www.planning.nsw.gov.au](http://www.planning.nsw.gov.au)

### Rhodes and Rhodes East

Rhodes is an important strategic centre in the Eastern City District Plan, with significant opportunities to create a great new place to live, work and visit. The precinct comprises land to the east and west of Rhodes train station, between the rail line and Concord Road.

The Rhodes Place Strategy is a plan for developing the Rhodes precinct over the next 20 years, with most of the development slated for Rhodes East.

The Rhodes Place Strategy will deliver:

- ± 4,200 new homes, with an initial cap of 3,000 homes pending further infrastructure
- ± 1,100 new jobs
- New primary school
- Rhodes train station upgrades
- New ferry wharf
- Improved pedestrian and walking paths
- 2.3 hectares of new public open space, including a foreshore park and promenade
- Excellence in design and sustainability, including dual reticulation for development and incentives to exceed BASIX and tree canopy targets.



**For further information**  
[www.planning.nsw.gov.au](http://www.planning.nsw.gov.au)

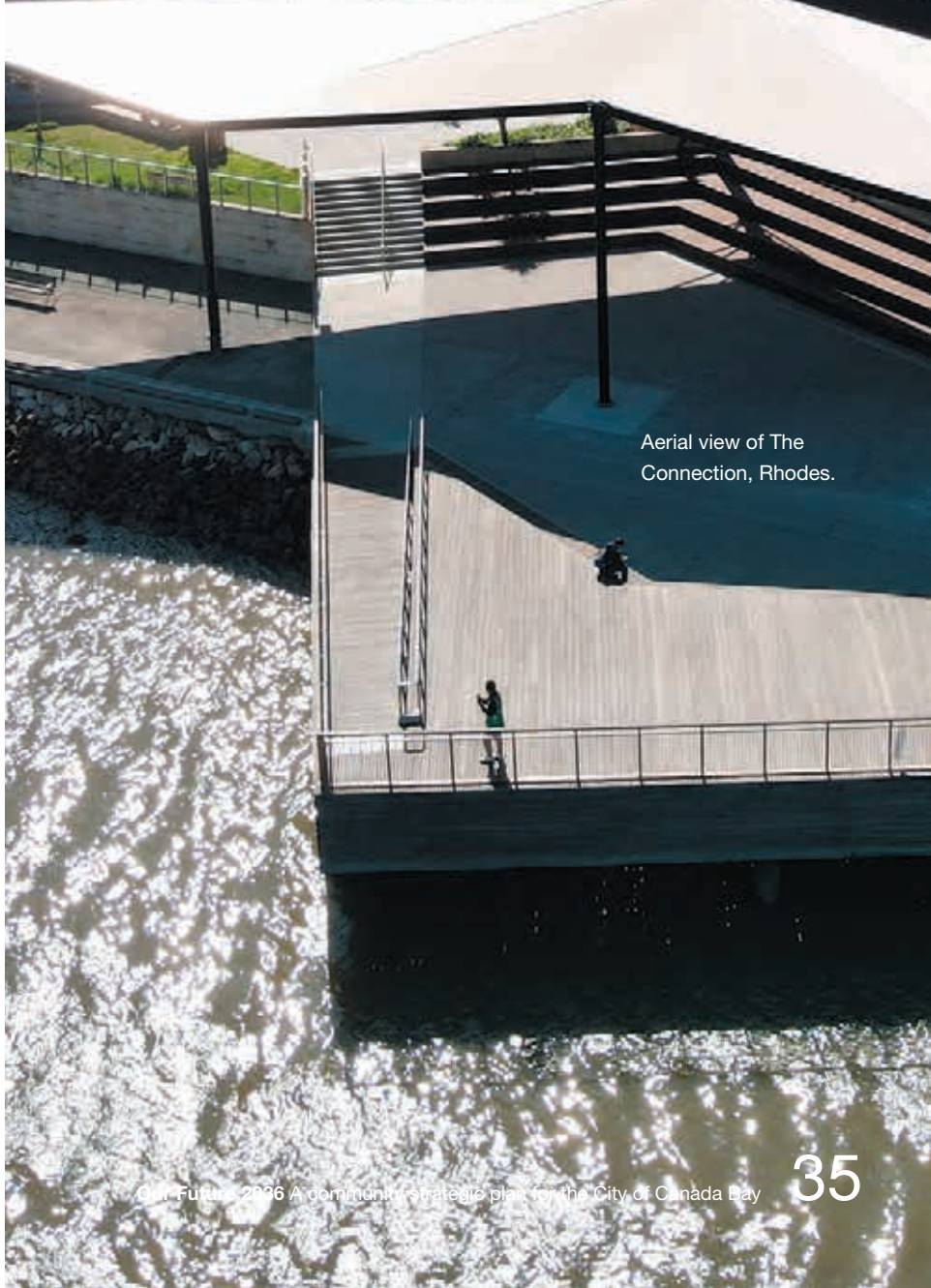


### Federal, state and regional priorities

We have considered federal, state, and regional priorities in preparing this plan, particularly the Premier's Priorities and Eastern District Plan.



**For further information**  
See the section titled Appendices on page 61.



Aerial view of The Connection, Rhodes.

## City priority projects

### Concord Oval Community and Sports Precinct

Funded by the NSW Government with the Australian Government, City of Canada Bay, and Wests Tigers, the redevelopment of Concord Oval will create vital recreation spaces for the Burwood-Concord and Kings Bay precincts as well as:

- Open, green recreation spaces
- Outdoor public areas and plaza
- Indoor recreation centre with multipurpose sports courts, gymnasium and group fitness rooms
- Public art throughout the precinct
- Café for residents and visitors
- Community programs, activities and function spaces
- New match day facilities for local sporting clubs
- New head office and elite training facility for Wests Tigers.

### Rhodes Recreation Centre

The Rhodes Recreation Centre will provide our growing community with a new place to come together, exercise and have fun with friends and family. It will include:

- Gym
- Café
- Childcare centre
- Gymnastics centre
- Allied health services
- Indoor sports hall with viewing mezzanine, and more.

### Ferragosto

The City of Canada Bay's largest event, Ferragosto, will return in 2022, following a COVID-19 related hiatus.

This year Great North Road will again come alive with the best Italian food and culture, performances across a series of stages, cooking demonstrations, market stalls, a funfair, and children's activities.

The festival preserves its roots in the Italian heritage of the local community, with considerable support and interest from local businesses, entertainers, community organisations, and residents.

### Our partners

While Council has a custodial role in initiating, preparing, and delivering Our Future 2036 on behalf of the community, it cannot do so in isolation.

Partnerships will be crucial in ensuring our City receives the funding, support and assistance it needs to meet the challenges of the future:

#### Community partners

- Churches and religious organisations
- Community groups and organisations
- Community services
- Environmental groups
- Indigenous groups and organisations
- Not-for-profit organisations

- Resident groups
- Schools and educational institutions
- Sporting bodies and organisations
- Volunteers.

#### Business partners

- Chambers of Commerce
- Industry groups
- Local businesses.

#### Government partners

- Federal Government agencies
- NSW Government agencies
- South Sydney Regional Organisation of Councils (SSROC)
- Other councils.



Community members  
at Five Dock.



# Our delivery



# Our delivery

---

The Local Government Act requires councils to take an integrated approach to strategic planning and reporting.

## Integrated planning and reporting

The Integrated Planning and Reporting (IP&R) framework is a series of interrelated plans and strategies that together steer Council's strategic and organisational planning, resourcing, reporting and community engagement.

The Community Strategic Plan sits atop the framework. Its purpose is to identify the community's priorities and aspirations for the long-term future and identify strategies for achieving these goals.

It guides all remaining strategies and plans and is prepared with and on behalf of our community.

The following key elements shape Our Future 2036:

- Robust community engagement to identify our community's priorities and aspirations
- Relevant state and regional plans
- Community vision, directions, goals, and strategies
- Social, economic, civic leadership, and environmental considerations (known as the quadruple bottom line)
- Social justice principles of equity, access, participation, and the civic, economic, political, cultural, and legal rights of community members.



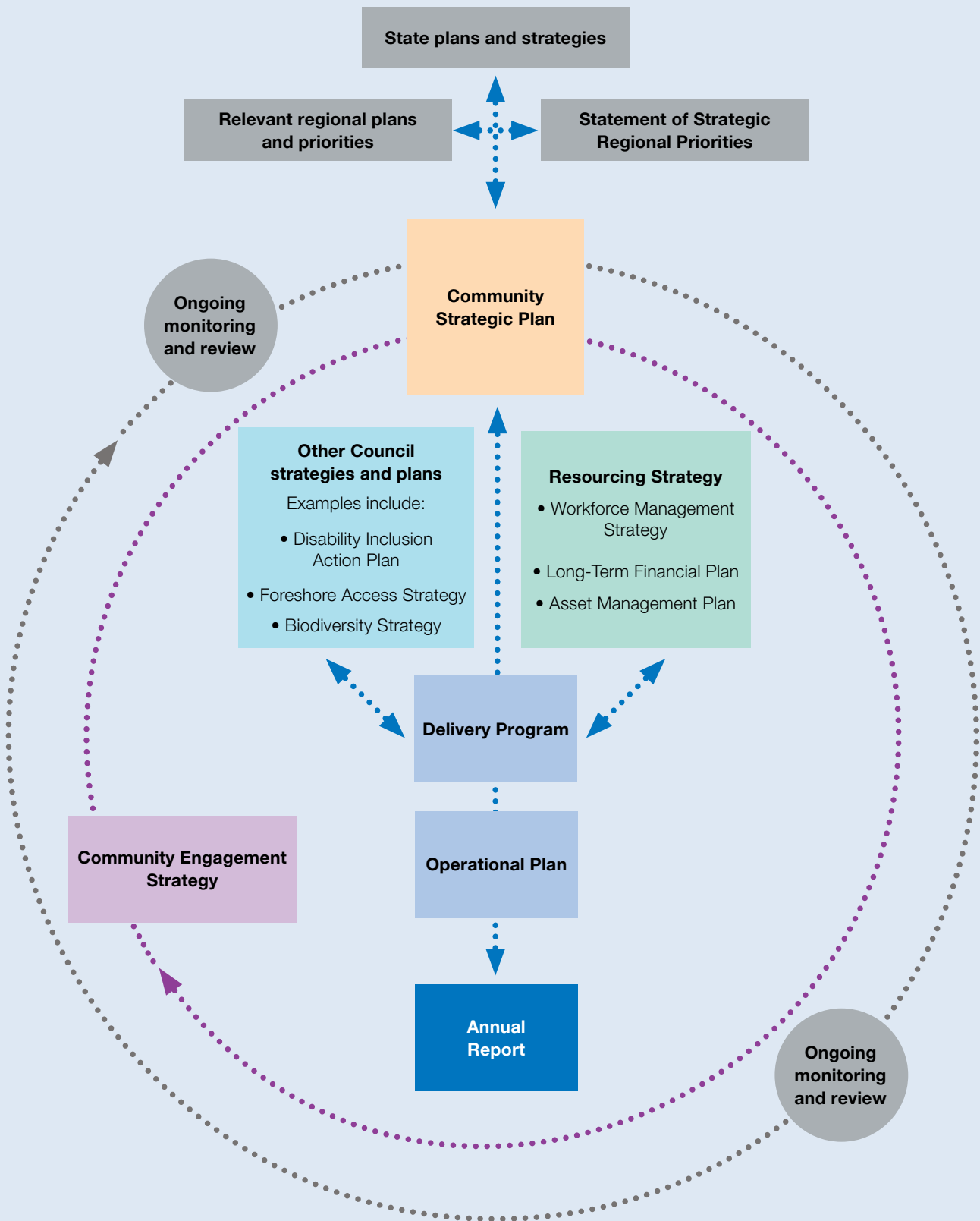


Figure 1 Integrated Planning and Reporting Framework


Source: adapted from the NSW Office of Local Government – Integrated Planning and Reporting Framework.  
 Website: [www.olg.nsw.gov.au](http://www.olg.nsw.gov.au)

## Quadruple bottom line

Every Community Strategic Plan must include a community vision statement and strategic objectives that address social, environmental, economic, and civic leadership issues, commonly referred to as the quadruple bottom line or QBL.

The City of Canada Bay's reporting against the community strategic plan must demonstrate that QBL principles have been addressed and measured.

In this document, these four QBL principles are indicated by the following key:

-  Social
-  Environmental
-  Economic
-  Civic leadership

## Social justice principles

Our Future 2036 is founded on the social justice principles of equity, access, equal rights, and participation.

Authentic engagement with the community is critical to ensuring effective, transparent, and accountable governance.

Under the Local Government Act, Council is required to develop a Community Engagement Strategy based on social justice principles.

The City of Canada Bay Community Engagement Strategy outlines when, how and with whom Council will engage.

It informed the community consultation program delivered to support development of this Community Strategic Plan.

## Delivering the community's vision

Our Future 2036 is supported by a four-year Delivery Program and an annual Operational Plan.

These are detailed roadmap documents that ensure the community vision is enacted, measured, and reported against to Council and the community.

The 2022–26 Delivery Program identifies the goals that we have committed to delivering to the community and sets out specific strategies to achieve these goals. It also identifies relevant services, budget forecasts, capital works programs, and revenue policies.

The Operational Plan is prepared each year and identifies the projects, programs, and activities that Council will conduct to achieve the community priorities outlined in Our Future 2036.

## Council's role

The City of Canada Bay has a custodial role in engaging, refining, and preparing the Community Strategic Plan on behalf of our community.

As the community has identified aspirations that are not Council's full responsibility to implement, Council must partner with state government agencies, community groups, local businesses, and industry to deliver the plan to achieve the community's goals and aspirations.

As such, Council's role in delivering the Community Strategic Plan is governed by its span of control. The figures to the right help to explain the different levels of control identified in this document.

### Control

- Core business, statutory responsibilities, Council facilities and services, buildings, and assets
- Direct decision-making and action is possible and necessary.

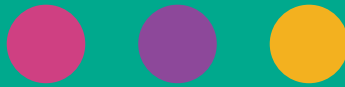
### Influence

- Areas of partial or shared responsibility or influence
  - Advocacy, lobbying, education and communication role. Action may be possible in collaboration with other organisations/levels of government.

### Concern

- Wide range of issues of importance to the community
  - Awareness and understanding is important
- Incorporation into strategic vision possible
- Education and advocacy possible.

# Our Future 2036



# Our Future 2036


---

The purpose of this Community Strategic Plan is to identify the community’s vision, priorities, and aspirations for the future.

## Vision

Guiding this Community Strategic Plan is the community’s vision for the next 14+ years. It sets out what kind of community we want to be by 2036.

The Our Future 2036 vision was developed following extensive consultation with the community:



“Together we are an inclusive, sustainable, and thriving foreshore community.”

## Delivery

For ease of reference and to ensure alignment with QBL and social justice principles, Our Future 2036 is structured around five strategic directions:

1. Connected Community
2. Sustainable and Thriving Environment
3. Vibrant Urban Living
4. Infrastructure and Transport
5. Civic Leadership.

Each of the five directions comprises:

- **Community outcome**, which describes the future City of Canada Bay, as expressed by the community — what we want to look like
- **Goals**, which are the community’s long-term priorities and aspirations for the City of Canada Bay — where we want to be by 2036
- **Strategies**, which identify how we will reach each goal — how we will get there by 2036
- **Community indicators**, to measure progress and show how we are tracking against goals and strategies — how we will know we have arrived where we want to be by 2036
- **Scope of influence**, which identifies Council’s role in delivery and other agencies, partner organisations or groups who will help to deliver the plan — who do we need to help us get to where we want to be by 2036.

Community member  
at an Ebenezer  
Mission program in  
Rhodes.





DIRECTION 1

# Connected community

## DIRECTION 1: CONNECTED COMMUNITY

### COMMUNITY OUTCOME

Our local communities are diverse, inclusive, and safe places where we honour all cultures. Everyone has equitable access to services and facilities, and there are plenty of opportunities for all people to enjoy active lifestyles both outdoors and indoors.



### OUR FUTURE 2036 GOALS

1. Foster an inclusive community where diversity is welcomed and celebrated
2. Celebrate, recognise, and honour Aboriginal and Torres Strait Islander cultures
3. Provide the community with equitable access to a range of programs, services, and facilities
4. Promote a community where residents feel safe and enjoy good health
5. Provide open space, facilities, and programs that promote active lifestyles

### OUR PARTNERS

- Community groups and organisations
- Residents, workers, and visitors
- Community services
- Indigenous groups and organisations
- Business and industry
- Sporting bodies and organisations
- Volunteers
- NSW Government

### HOW THE COMMUNITY CAN SUPPORT THIS OUTCOME

- Be involved in the community and sporting groups and organisations
- Volunteer in the community and at our libraries
- Participate in community engagement
- Attend community events, festivals, and activities
- Participate in programs and activities that celebrate First Nations cultures
- Support local emergency relief groups and efforts

### OUR INDICATORS

Community connection		Community wellbeing	
<b>Measure:</b> Percentage of people who feel part of their local community	<b>Scope:</b> Influence	<b>Measure:</b> Percentage of people volunteering	<b>Scope:</b> Influence
<b>Target/trend:</b> Maintain or improve	<b>Source:</b> Community Satisfaction Survey	<b>Target/trend:</b> Maintain or improve	<b>Source:</b> ABS Census Data and Community Satisfaction Survey
Community safety		Housing affordability	
<b>Measure:</b> Perceptions of safety	<b>Scope:</b> Influence	<b>Measure:</b> Percentage of people spending 30% or more of income on rent or mortgage	<b>Scope:</b> Concern
<b>Target/trend:</b> Maintain or improve	<b>Source:</b> Community Satisfaction Survey	<b>Target/trend:</b> Decrease or maintain	<b>Source:</b> ABS Census Data



DIRECTION 2

# **Sustainable and Thriving Environment**



## DIRECTION 2: SUSTAINABLE AND THRIVING ENVIRONMENT

### COMMUNITY OUTCOME

By working together, greenhouse gas emissions are reduced across the area. We send less waste to landfill and more of our materials are recycled and reused. The City of Canada Bay is home to more and healthier flora and fauna and our tree canopy will have increased. The quality of our foreshores and waterways is enhanced and there will be more foreshore recreational opportunities.



### OUR FUTURE 2036 GOALS

1. Reduce greenhouse gas emissions
2. Increase urban tree canopy
3. Reduce waste to landfill through waste avoidance and increasing recycling and reuse
4. Enhance and protect native flora and fauna to support local biodiversity
5. Improve access to, and enhance quality of, foreshore and waterways

### OUR PARTNERS

- Residents, community groups and organisations
- Business and industry
- Environmental groups and organisations
- Community services
- Local schools and childcare
- Indigenous groups and organisations
- Volunteers
- Resilient Sydney Network
- NSW Government
- NSW Environment Protection Authority
- Parramatta River Catchment Group

### HOW THE COMMUNITY CAN SUPPORT THIS OUTCOME

- Volunteer to protect the natural environment
- Take action at home to recycle, reuse, reduce consumption, and divert waste from landfill
- Plant and preserve more trees and build biodiversity in gardens and balconies
- Reduce litter by placing litter in the bin or taking it home when full
- Implement sustainable living practices in your own home
- Install solar panels, buy renewable energy, and reduce energy consumption
- Help to create and use community gardens

### OUR INDICATORS

Biodiversity and climate mitigation		Resource recovery	
<b>Measure:</b> Increase in tree canopy	<b>Scope:</b> Influence	<b>Measure:</b> Waste diverted from landfill	<b>Scope:</b> Influence
<b>Target/trend:</b> On track to increase to 25% by 2040	<b>Source:</b> Council data collected to monitor the Urban Tree Canopy Strategy	<b>Target/trend:</b> Increase to 60% by 2026–27	<b>Source:</b> Council data collected to monitor the Resource Recovery and Waste Strategy
Access to foreshore		Carbon emissions	
<b>Measure:</b> Satisfaction level with foreshore access	<b>Scope:</b> Influence	<b>Measure:</b> Net zero community emissions	<b>Scope:</b> Influence
<b>Target/trend:</b> On track to increase to 75% by 2026	<b>Source:</b> Community Satisfaction Survey	<b>Target/trend:</b> On track to achieve by 2050	<b>Source:</b> Council data collected to monitor Emissions Reduction Action Plan



DIRECTION 3

# Vibrant Urban Living

## DIRECTION 3: VIBRANT URBAN LIVING

### COMMUNITY OUTCOME

Our local villages and town centres are welcoming and active community hubs with opportunities to participate in varied arts, cultural and creative activities. Our City is welcoming and supportive of business and the local economy is strong. The built environment respects the unique character of our neighbourhoods and supports the needs of our growing community.



### OUR FUTURE 2036 GOALS

1. Create vibrant local village centres and community hubs
2. Improve access to local art, culture, and creative activities
3. Promote the City as an attractive, welcoming place to do business
4. Ensure the built environment respects neighbourhood character and responds deftly to evolving community needs

### OUR PARTNERS

- Community groups and organisations
- Residents, workers and visitors
- Business and industry
- Chambers of Commerce
- Volunteers
- Resilient Cities Network (Sydney)
- SSROC
- NSW Government

### HOW THE COMMUNITY CAN SUPPORT THIS OUTCOME

- Sponsor and attend local events and activities, including creative and cultural programs and activities
- Participate in local business forums
- Support shop local initiatives
- Report safety and maintenance issues
- Celebrate our local heritage

### OUR INDICATORS

Vibrant town centres		A good place to live	
<b>Measure:</b> Percentage of people and businesses who agree town centres are vibrant	<b>Scope:</b> Influence	<b>Measure:</b> Number of people who rate the City of Canada Bay as a good place to live	<b>Scope:</b> Influence
<b>Target/trend:</b> Maintain or improve	<b>Source:</b> Community satisfaction survey	<b>Target/trend:</b> Maintain or improve	<b>Source:</b> Community Satisfaction Survey
Open space and recreation			
<b>Measure:</b> Percentage of people who are satisfied with opportunities to participate in sport and recreation	<b>Scope:</b> Influence		
<b>Target/trend:</b> Maintain or improve	<b>Source:</b> Community Satisfaction Survey		



DIRECTION 4

# Infrastructure and Transport

## DIRECTION 4: INFRASTRUCTURE AND TRANSPORT

### COMMUNITY OUTCOME

Traffic and parking are managed well to improve road and pedestrian safety and minimise congestion. There are more opportunities to walk, cycle and use public transport. Our public assets — including parks, seawalls, roads and cycleways — are in great condition and able to meet growing local and visitor population demands.



### OUR FUTURE 2036 GOALS

1. Manage local assets to ensure they continue to meet the City's needs and address climate adaptation issues
2. Manage traffic and parking to minimise congestion and improve the City's road safety
3. Encourage active and accessible transport opportunities

### OUR PARTNERS

- Community groups and organisations
- Business and industry
- Chambers of Commerce
- NSW Government
- Transport for NSW
- Federal Government

### HOW THE COMMUNITY CAN SUPPORT THIS OUTCOME

- Have your say during community consultation
- Provide feedback on public exhibitions of policies, strategies and plans
- Choose to walk, cycle and use public transport to get around
- Promptly report any road and footpath issues to Council

### OUR INDICATORS

Local roads and footpaths		Sustainable transport	
<b>Measure:</b> Percentage of people satisfied with condition of roads and footpaths	<b>Scope:</b> Control	<b>Measure:</b> Trips taken by cycling, walking, and public transport	<b>Scope:</b> Influence
<b>Target/trend:</b> Maintain or improve	<b>Source:</b> Community Satisfaction Survey	<b>Target/trend:</b> Increase in percentage of trips conducted fully or partly by walking, cycling or public transport	<b>Source:</b> ABS Census Data
Traffic and parking			
<b>Measure:</b> Percentage of people satisfied with parking, traffic and road safety management	<b>Scope:</b> Influence		
<b>Target/trend:</b> Maintain or improve	<b>Source:</b> Community Satisfaction Survey		



DIRECTION 5

# Civic Leadership

## DIRECTION 5: CIVIC LEADERSHIP

### COMMUNITY OUTCOME

Council leads the way with ethical and effective decision-making to ensure a sustainable, financially secure, and resilient future for our City. It is easy for people in the community to hear more about what Council is doing and to get involved in decisions that affect them. Our community's quality of life is improved by judicious use of Smart City technology.



### OUR FUTURE 2036 GOALS

1. Council is accountable, efficient, and ready to meet future challenges
2. Council is supported by a skilled and efficient workforce that is equipped to meet the needs of a growing community
3. Council works with partners to actively shape the City's future
4. City of Canada Bay community is well informed and eager to engage in issues and decisions that impact them

### OUR PARTNERS

- Community groups and organisations
- Residents and ratepayers
- Business and industry
- SSROC
- Office of Local Government
- NSW Government
- Federal Government

### HOW THE COMMUNITY CAN SUPPORT THIS OUTCOME

- Learn about how Council operates and how decisions are made
- Participate in community engagement events related to finance, environment and high-profile projects
- Get to know what Council does through newsletters and other communication channels, including social media
- Interact with and use Council's smart technology, such as smart parking and smart signs

### OUR INDICATORS

#### Integrity and decision making

**Measure:**  
Percentage of people satisfied with Council integrity and decision making

**Scope:**  
Control

**Target/trend:**  
Maintain or improve

**Source:**  
Community Satisfaction Survey

#### Provision of information

**Measure:**  
Percentage of people satisfied with provision of Council information to the community

**Scope:**  
Control

**Target/trend:**  
Maintain or improve

**Source:**  
Community Satisfaction Survey

#### Opportunities to 'have a say'

**Measure:**  
Percentage of people satisfied with opportunities to engage about important issues with Council

**Scope:**  
Control

**Target/trend:**  
Maintain or increase

**Source:**  
Community Satisfaction Survey

#### Corporate carbon emissions

**Measure:**  
Net zero corporate emissions

**Scope:**  
Control

**Target/trend:**  
Reduce emissions to net zero by 2030

**Source:**  
Council data collected to monitor Emissions Reduction Action Plan





# Our progress



# Our progress

Council will keep the community informed with the progress on delivering Our Future 2036.

Our long-term plan (Community Strategic Plan), four-year plan (Delivery Program) and one-year plan (Operational Plan) are all connected.

Council will report progress on the achievement of goals and strategies through annual reports, six-month progress reports, and quarterly financial budget review statements.

At the end of the Council term, the State of our City document will report progress made on the implementation of Our Future 2036.



At the end of the Council term, the City of Canada Bay will report on the implementation and effectiveness of the Community Strategic Plan, Our Future 2036. This report is called the State of our City and will be presented at the second meeting of the newly elected Council, expected to be in November 2024.



The General Manager ensures that progress reports are provided to the elected Council with respect to the principal activities detailed in the Delivery Program at least every six months.



The annual report is presented by Council to the community at the end of each financial year.

The report outlines Council's achievements against Delivery Program and Operational Plan goals, strategies, and activities.



Quarterly budget review statements and a revision of financial estimates are reported to the elected Council within two months of the end of each quarter (except the June quarter).



Community members  
at The Learning  
Space, Rhodes.

Community members and Council staff at Rhodes.



# Appendices



# Appendices

## Links to other plans and strategies

In developing the directions and goals for Our Future 2036, we have referred to relevant plans and strategies, being the Premier's priorities, Eastern District Plan, and the United Nations Sustainable Development Goals.



## Premier's priorities

	Connected Community	Sustainable and Thriving Environment	Vibrant Urban Living	Infrastructure and Transport	Civic Leadership
Bumping up education results for children	✓				
Increasing the number of Aboriginal young people reaching their learning potential	✓				
Protecting our most vulnerable children	✓				
Increasing permanency for children in out-of-home care					
Reducing domestic violence reoffending					
Reducing recidivism in the prison population					
Reducing homelessness	✓				
Improving service levels in hospitals					✓
Improving outpatient and community care					✓
Towards zero suicides	✓				
Greener public spaces		✓			
Greening our city		✓			
Government made easy					✓
World class public service					✓

## Eastern District Plan

	Connected Community	Sustainable and Thriving Environment	Vibrant Urban Living	Infrastructure and Transport	Civic Leadership
E1 Planning for a city supported by infrastructure			✓	✓	
E2 Working through collaboration	✓				✓
E3 Providing services and social infrastructure to meet people's changing needs	✓				
E4 Fostering healthy, creative, culturally rich and socially connected communities	✓				
E5 Providing housing supply, choice and affordability, with access to jobs, services and public transport	✓		✓	✓	✓
E6 Creating and renewing great places and local centres, and respecting the District's heritage	✓		✓		
E7 Growing a stronger and more competitive Harbour CBD					
E8 Growing and investing in health and education precincts and the Innovation Corridor			✓		✓
E9 Growing international trade gateways					



E10 Delivering integrated land use and transport planning and a 30-minute city			✓	✓	
E11 Growing investment, business opportunities and jobs in strategic centres			✓		
E12 Retaining and managing industrial and urban services land			✓		
E13 Supporting growth of targeted industry sectors			✓		
E14 Protecting and improving the health and enjoyment of Sydney Harbour and the District's waterways		✓			
E15 Protecting and enhancing bushland and biodiversity		✓			
E16 Protecting and enhancing scenic and cultural landscapes		✓			
E17 Increasing urban tree canopy cover and delivering Green Grid connections		✓			
E18 Delivering high quality open space	✓				
E19 Reducing carbon emissions and managing energy, water and waste efficiently		✓			✓
E20 Adapting to the impacts of urban and natural hazards and climate change		✓			
E21 Preparing Local Strategic Planning Statements informed by local strategic planning			✓		
E22 Monitoring and reporting on the delivery of the plan			✓		✓

## United Nations Sustainable Development Goals

	Connected Community	Sustainable and Thriving Environment	Vibrant Urban Living	Infrastructure and Transport	Civic Leadership
End poverty	✓				
Zero hunger	✓				
Good health and wellbeing	✓				
Quality education	✓				
Gender equality	✓				✓
Clean water and sanitation		✓		✓	
Affordable clean energy		✓			
Decent work and economic growth	✓		✓		
Industry innovation and infrastructure	✓		✓	✓	
Reduced inequality	✓				
Sustainable cities and communities	✓	✓	✓		
Responsible consumption and production		✓			
Climate action		✓			
Life below water		✓			
Life on land		✓			
Peace, justice and strong institutions	✓				✓
Partnerships for the goals	✓				✓



