

**YOUR
CITY**

**YOUR
PLAN**



Rockdale City Plan 2013 – 2025

Draft Rockdale Community Strategic Plan 2013 – 2025

March 2013



Important

This document contains important information about Rockdale City Council. If you do not understand, please visit Council's Customer Service Centre at 2 Bryant Street Rockdale, Monday – Friday from 8.30am – 4.30pm, Saturday from 9am – 1pm. Council Staff will be happy to arrange interpreter services for you.

You may also contact Telephone Interpreter Services on 131 450 and ask them to ring Rockdale City Council on 9562 1666 on your behalf.

Arabic

هام:

تحتوي هذه الوثيقة على معلومات هامة عن بلدية روكدايل. إذا لم تكن قادراً على فهمها، يرجى زيارة مركز خدمة زبائن البلدية على العنوان التالي: 2 Bryant Street في روكدايل من الإثنين إلى الجمعة بين الساعة ٨.٣٠ صباحاً و ٤.٣٠ مساءً، والسبت بين الساعة ٩.٠٠ صباحاً و ١.٠٠ بعد الظهر حيث سيقوم موظفو البلدية بتأمين مترجم لك بكل سرور. كما يمكنك الاتصال بخدمة الترجمة الهاتفية على الرقم 131 450 والطلب منهم الاتصال ببلدية روكدايل على الرقم 9562 1666 نيابةً عنك.

Italian

Importante:

Questo documento contiene importanti informazioni sul Comune di Rockdale City. Se avete difficoltà a comprenderne il contenuto, recatevi presso il Customer Service Centre del Comune a 2 Bryant Street, Rockdale dal lunedì al venerdì dalle ore 8.30 alle 16.30 e al sabato dalle 9.00 alle 13.00. Il personale del Comune sarà ben lieto di procurarvi un servizio interpreti.

Potete anche chiamare il Servizio telefonico interpreti (TIS) al numero 131 450 chiedendo che telefoni per vostro conto al Comune di Rockdale City al numero 9562 1666.

Chinese

重要消息

本文件載有關於 Rockdale 市政府的重要資訊，如果您有不明之處，請於星期一至星期五，上午8時30分至下午4時30分，及星期六上午9時至下午1時，前來位於 2 Bryant Street, Rockdale，市政府的顧客服務中心。市政府的職員會很樂意為您安排傳譯員的服務。

您也可以聯絡電話傳譯服務處，電話 131 450，並請他們代您致電 9562 1666 給 Rockdale 市政府。

Macedonian

Важно:

Овој документ содржи важни информации за Rockdale City Council (Градската општина на Rockdale). Ако не го разбирате, ве молиме, посетете го општинскиот Customer Service Centre (Центар за услуги на клиенти), кој се наоѓа на 2 Bryant Street, Rockdale, од понеделник до петок, од 8.30 наутро до 4.30 попладне и во сабота од 9.00 наутро до 1.00 попладне. Вработените во општината со задоволство ќе ви организираат да користите преведувач.

Исто така, можете да телефонираше во Telephone Interpreter Services (Служба за преведување по телефон) на 131 450, и да ги замолиме во ваше име да се јават во Градската општина на Rockdale на 9562 1666.

Greek

Σημαντικό:

Αυτό το έγγραφο περιέχει σημαντικές πληροφορίες για τη Δημαρχία Rockdale City Council. Αν δεν τις καταλαβαίνετε, παρακαλείσθε να επισκεφτείτε το Κέντρο Εξυπηρέτησης Πελατών [Customer Service Centre] του Δήμου στο 2 Bryant Street, Rockdale, Δευτέρα - Παρασκευή από 8.30πμ - 4.30μμ και Σάββατο από 9.00πμ - 1.00μμ. Το Προσωπικό του Δήμου θα χαρεί να κανονίσει υπηρεσίες διερμηνέων για σας.

Μπορείτε επίσης να επικοινωνήσετε με τις Τηλεφωνικές Υπηρεσίες Διερμηνέων [Telephone Interpreter Services] στο 131 450 και να τους ζητήσετε να τηλεφωνήσουν στο Rockdale City Council στο 9562 1666 για λογαριασμό σας.

Spanish

Importante:

Este documento contiene información importante sobre el Rockdale City Council (Municipio de Rockdale). Si no la entiende, le rogamos concurrir al Centro de Servicio al Cliente del Municipio, ubicado en 2 Bryant Street, Rockdale, atención de lunes a viernes, de 8:30 am a 4:30 pm y el sábado de 9.00 am a 1.00 pm. El personal del municipio se complacerá en obtener los servicios de un intérprete para usted.

Puede asimismo llamar al Servicio Telefónico de Intérpretes al 131 450 y pedirles que llamen de su parte al Rockdale City Council, teléfono 9562 1666.

Caring for the Environment — In the interest of protecting and preserving our environment, Rockdale City Council uses Nordset paper for all of its pre-printed paper requirements. Nordset has been awarded the Nordic Swan label for environmentally friendly pulp and paper manufacturing. It is manufactured with fibre obtained from sustainable plantation forest, it is oxygen bleached, Totally Chlorine Free (TCF), dioxin and acid free. Nordset can be recycled and is biodegradable.

Mayor's message – to be added

General Manager's Message – to be added

Introduction

The Rockdale City Plan 2013 – 2025 is our long term community plan that identifies the aspirations of the community and establishes a framework with partners that will shape the City and deliver community outcomes. We use the term City Plan to refer to the whole of our Integrated Planning and Reporting framework made up of:

- Community Strategic Plan 2013 – 2025
- Resourcing Strategy consisting of the Long Term Financial Plan and Asset Management Strategy 2013 – 2025 and the Workforce Management Plan 2013 – 2017
- Delivery Program 2013 – 2017 and annual Operational Plans covering the same period



The City Plan stretches beyond the next ten years, identifying the outcomes, long term strategic responses needed to achieve the community's aspirations, as well as the shorter term principle activities and actions to progress towards achieving the agreed outcomes.

The City Plan is developed through extensive community engagement and covers all areas of concern to the community, many of which are not in the control of Council to deliver. Council can influence or have concern over issues (such as health and well being, community safety, affordable housing or better public transport) and our role in delivering those issues for the community is in working through partnership, advocacy, providing information and influence. The Community Strategic Plan recognises that others in our communities (individuals, community groups, businesses, governments and agencies) will also need to contribute to future outcomes and sets out Council strategies to make that a reality.

The strength of the plan will be its ability to harness our community's energy and partnerships with the community, service providers, business and other levels of

government to make a real difference. It demands strong leadership from Council in working with others to achieve our vision and community outcomes.

Financial Sustainability

Rockdale City Council is committed to working towards achieving the community's aspirations set out in the Rockdale City Plan 2013 - 2025. Whilst other partners will be involved in delivery, the Council's ability to align its resources to deliver the Plan is the most important element in achieving it.

Rockdale City Council has included in its Management Plans and City Plans over a number of years the challenges of long term financial sustainability. The cost of goods and services increases each year by an amount greater than our income as a result of a number of income constraints (such as rate pegging and other regulations on pricing). This creates a structural financial problem referred to as the 'Income Gap'. Rockdale City Council will not be financially sustainable into the future unless we take action to address this structural financial problem now.

There is an income gap because of increases in income not keeping up with cost increases; ageing infrastructure; cost shifting from other levels of government; a growing population, and increasing public expectation for service delivery. Cost shifting from the NSW Government to Rockdale City Council is estimated at around \$4 million p.a.

Rockdale City is not alone in facing these challenges. Most NSW Councils have been facing financial sustainability over many years. The practice of rate pegging in NSW over the past 30 years has resulted in councils across NSW foregoing \$850 million per year compared to councils in other States. Rockdale's share of this equates to a shortfall of \$12 million per year (Independent Local Government Review Panel).

Council's policy over recent years has been to set a balanced cash budget each year to maintain operational levels and any shortfall has been funded by a reduction in asset renewals. The NSW Government-imposed efficiency saving compounds this problem each year. In 2011/12 this resulted in Council under funding renewals by around \$15 million.

The total value of the infrastructure backlog is currently estimated at \$38.5 million. Council manages over \$995 million of assets, as well as continuing to provide services the community expects. We are currently not spending enough money to renew our existing assets. Last year we only reached 21% of renewal expenditure needed.

The population of Rockdale City has grown steadily, and in the five years to 2011 grew by 5.7%. In addition, the population growth in Rockdale City is largely a result of increased density (high rise) which tends to attract minimum rate assessments. However, the demand on services is higher than for lower density growth e.g. increasing demand for open space and public facilities.

Council has taken various measures to deal with its financial challenges and it against this background that community engagement was undertaken and Councillor Workshops were held to develop and capture aspirations.

The Long Term Financial Plan

The Long Term Financial Plan 2013 – 2025 is developed as part of the Rockdale City Plan. It acts as a tool for stakeholders (Council and the community) to use in deciding what resources Council needs to apply to deliver on the outcomes contained within the Community Strategic Plan. This Long Term Financial Plan seeks to answer to the following questions:

- Can we survive the financial pressures of the future?
- What are the opportunities for future income and economic growth?
- Can we afford what the community wants?
- How can we go about achieving these outcomes?

In particular the Plan models the financial implications of the Community Strategic Plan 2013 - 2025 strategies, along with the ability to maintain existing facilities and infrastructure based on a range of assumptions and within known constraints. Council uses this long term plan as a guide to achieving financial sustainability in the long term.

For Council to achieve financial sustainability, all four financial sustainable principles must be met.

- Council must achieve a **fully funded operating position** reflecting that Council collects enough revenue to fund operational expenditure, repayment of debt and depreciation,
- Council must **maintain sufficient cash reserves** to ensure that it can meet its short term working capital requirements,
- Council must have a **fully funded capital program**, where the source of funding is identified and secured for both capital renewal and new capital works,
- Council must **maintain its asset base**, by renewing ageing infrastructure which is identified, and by ensuring cash reserves are set asides for those works which are yet to be identified.

The biggest single financial issue facing Council is the need to repair and replace ageing assets, while providing new assets to meet the needs and expectations of the community.

In order to balance the budget some years ago, significant cuts were made to the budget allocated to maintain assets, rather than cutting back services. This means there is currently a financial backlog of \$38.5 million which is needed to bring these assets up to a satisfactory standard for the community.

As Council could not afford to do these works without cutting back services, Council successfully gained a Special Rate Variation of 5% per year in 2007/08. Four percent (4%) of this (approximately \$1.3 million p.a.) is used towards asset rehabilitation and upgrade works with the other one percent (1%) used to continue with the Safer Community Program.

In addition, Council applied for a 3% Special Rate Variation for 2010/11 for a 7 year program of renewals of community buildings and amenities. The NSW Government approved a 3 year Program which provides an additional \$1.1 million p.a. and that SRV expires on 30 June 2013.

Financial Sustainability Strategy

The Council is proposing a three pronged approach to meet the financial challenges that Rockdale City faces:

- 1) Productivity improvements and savings in service delivery** (this is discussed in more detail in the Long Term Financial Plan and a saving target of 0.5% has been set which means a saving of \$250,000 p.a.).
- 2) Reviewing Council's property portfolio to optimise returns and value for money** (this is discussed further in the draft Delivery Program and Long Term Financial Plan).
- 3) A special rate variation specifically for expenditure on the renewal of our community assets.**

Long Term Financial Plan: Financial Models – Scenario 1 – Successful SRV Application

At its meeting on 6 March 2013 Council resolved to apply for a one-off percentage increase to general income to replace the expiring 3% Community Buildings SRV in 2013/14, and apply for a multi year Special Variation to general income commencing from 2014, consisting of a 3% increase (on top of an estimated rate peg of 3%) in each of the years 2014/15, 2015/16, 2016/17 and 2017/18 after which the Special Variation would be included in the rates base.

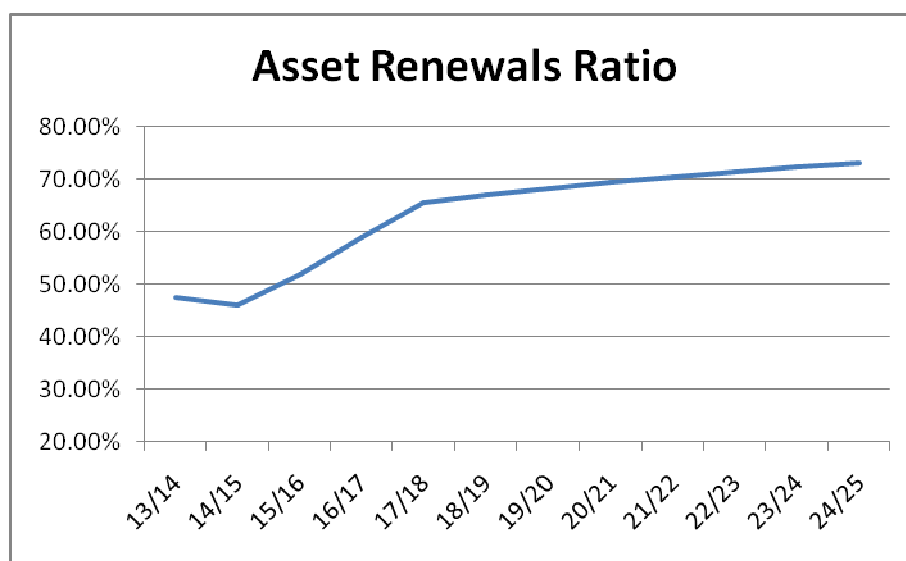
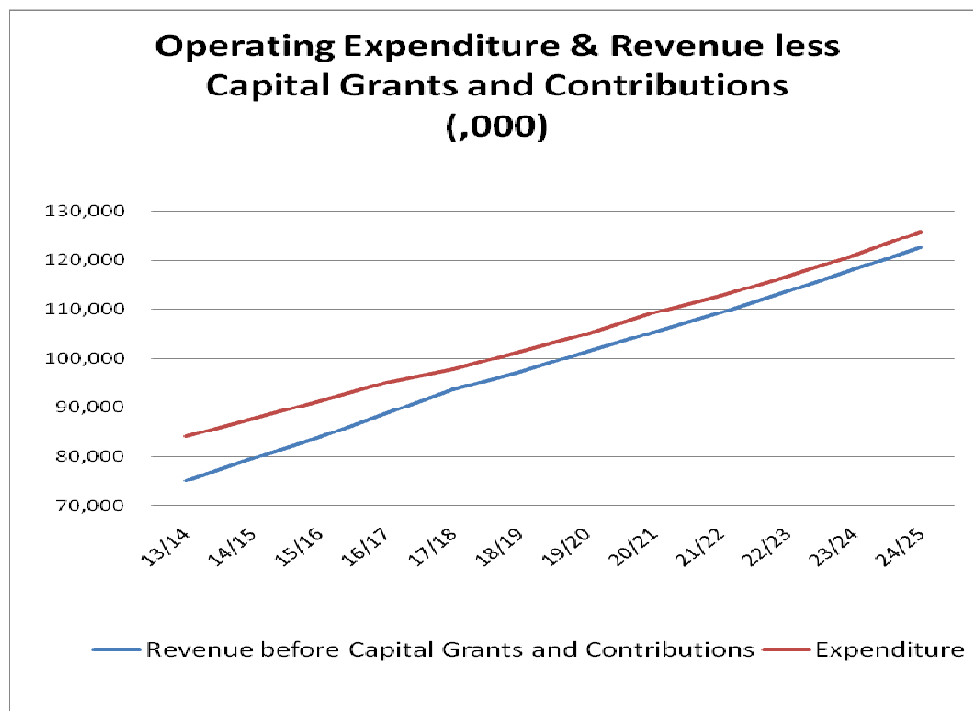
Council also approved the Special Rate Variation Program of Works detailed at pages 48 to 50, on the understanding that the funds collected from the SRV will be quarantined, used only for the proposed works, and reported to the community.

Council also approved the proposed Productivity Improvements and Savings Program of \$250,000 p.a. for the period of the Delivery Program 2013 - 2017.

This is described as Scenario One in the Long Term Financial Plan and is based on the current known financial position and incorporates a successful SRV application; a self imposed efficiency improvement program and the completion of two major projects Rockdale City Library and the Bexley Pool redevelopment and investigation into a third major project: the Arncliffe Youth Centre.

Over the twelve years of Scenario One, the operational deficit before capital grants and contributions reduces from \$10.2 million to \$2.5 million. The asset renewal ratio improves from 34% to 74% moving Council closer to financial sustainability.

The graphs below show the results of Scenario 1 - a successful SRV Application



Financial Models – Scenario 2 – No new SRV

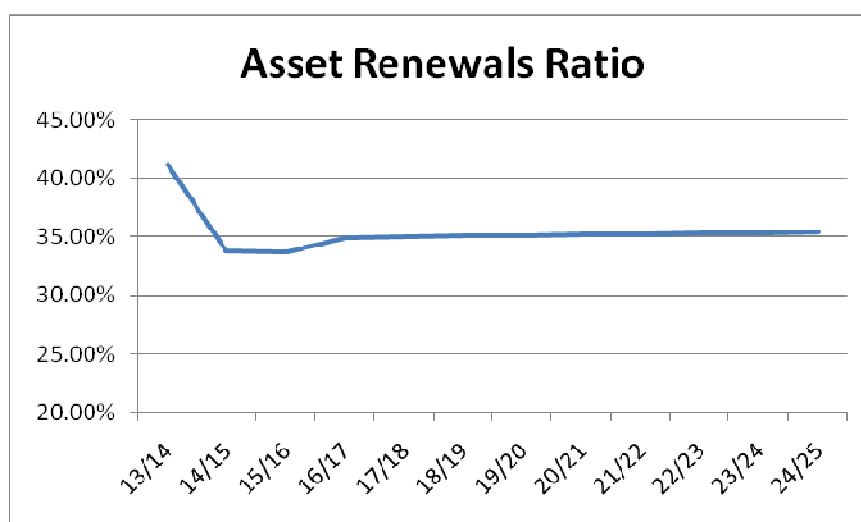
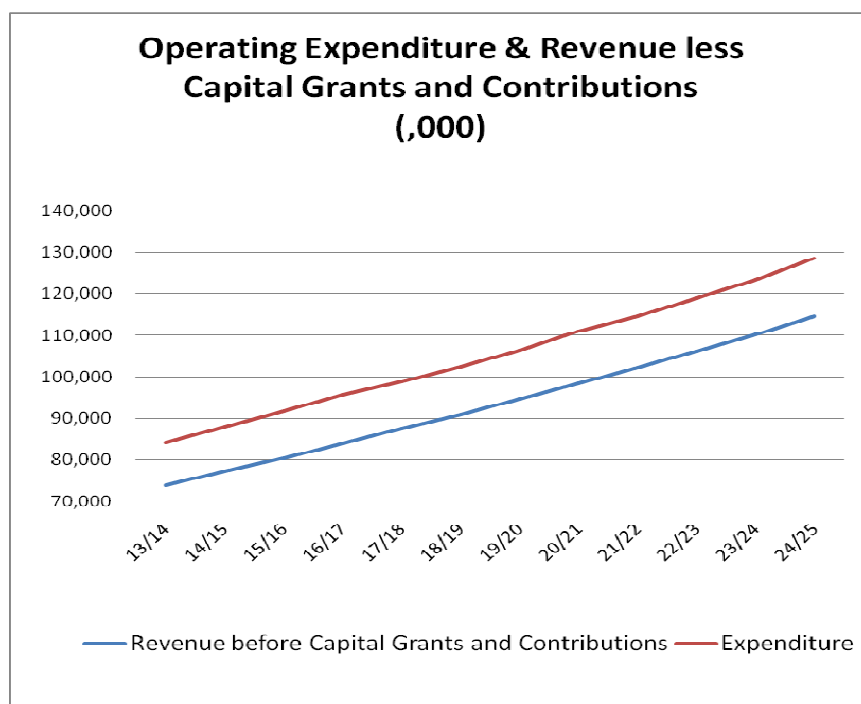
Scenario Two modelled in the Long Term Financial Plan, is based on the current known financial position and incorporates the two major capital works projects and the operational efficiency gains transferred to asset renewals, but does not include the SRV proposal.

In this scenario the operational deficit before capital grants and contributions remains relatively constant at \$10.2 million, the improvement in Councils financial sustainability is due to the increased spending on asset renewal as a result of efficiency gains.

Financial Models – Scenario 3 – Do Nothing

Scenario Three in the Long Term Financial Plan is 'Do Nothing' based on the current known financial position and incorporates the two major projects, but no efficiency gains and no SRV. Financial sustainability reduces as the quantum of asset renewal decrease creating a significant liability for future generations with a deficit of almost \$9 million each year.

The following graphs show the 'do nothing' income gap and asset renewals ratio – Scenario 3 in the Long Term Financial Plan.



Financial Sustainability Conclusion

In all three scenarios developed, Council has met one or two of the financial sustainability principles but not all four. To achieve financial sustainability Council must increase operational revenue or reduce operational expenditure or a mixture of both or reduce the

value and number of assets held and maintained. So, successful SRV applications will result in a big improvement in Council's financial sustainability, but does not completely solve the problem. Improvements proposed in the Asset Management Strategy including detailed conditions assessments and community engagement on service levels will further contribute to closing the gap.

Successful SRV applications, with the other elements of the 3 pronged approach, will allow Council to deliver its responsibilities in the Delivery Program, towards achieving the objectives of this Community Strategic Plan, and the work is yet to be completed on the reductions in services and asset condition that will need to be made if the application is unsuccessful.

Your Councillors' aspirations

In September 2012 the community elected a new Council to take up the opportunity to lead the community's strategic plan and help achieve the vision and outcomes.

As part of preparing the new Rockdale City Plan the Councillors were involved in a series of workshops where they discussed what is important to achieve in the term ahead. A report was considered by Council on 7 November 2012 concerning the City Plan Community Engagement Strategy including consulting on the proposal for a 3% (above the rate peg) Special Rate Variation. Council resolved to hold a workshop in early December to consider financial issues and Councillors' aspirations further. Those workshops were held on 29 November and 8 December 2012. The outcomes were that Councillors had aspirations in a number of areas including asset renewals that could be funded through the Special Rate Variation proposal.

Councillor aspirations identified in Induction Workshops and the Workshops held in November and December include:

Major Projects

- Bexley Swimming and Leisure Centre
- New Rockdale City Library
- Youth Centre in Arncliffe.

Other projects identified included:

- Arncliffe Park Amenities Block
- Ramsgate Beach Thriving Town Centre
- Returfing Scarborough Park

These last 3 projects are included in the proposed 5 year SRV Works Program at Appendix 1.

Funding for Major Projects is from different sources and is detailed below.

One of the main issues discussed at workshops was paid parking, and this has been raised in recent community engagement as well in terms of traffic management, and alternatives to raising rates. Other spending aspirations are being considered in the development of the 4 year operational budget and capital program.

Recognising that the City of Rockdale is a growing, diverse community with a range of opportunities and challenges, the Councillors' key aspirations to meet the community vision and needs are summarized below.

That Council develops partnerships and works with the community, stakeholders, non government organisations and other levels of government to:

- Address the amount of illegal dumping across the area through reviewing what other councils with multiple unit dwellings are doing
- Work with State Government to address crime prevention and community safety issues
- Fix up the playgrounds to ensure they are safe, attractive and provide shade
- Manage the demand and provision of sport and recreation facilities
- Promote all our assets across the local government area and not just the beaches
- Develop a vision and plan for Wolli Creek that includes open space, parking, sporting facilities and retail
- Continue to work with the community and stakeholders to increase recycling
- Work with local business to explain the reasons for and benefits of footway trading
- Review parking and traffic in the town centres
- Replace the bridge between Turrella and railway station
- Encourage the involvement of young people in Council and in other activities across the City
- Ensure a well managed Council that provides cost efficient services
- Review how we enable the community to be involved in Council meetings
- Provide better opportunities for the community to be engaged and listened to on issues that are important to them
- Provide the Councillors with support and information so they can advocate with the State Government on big picture issues
- Review the pensioner rebate
- Leave Rockdale better than when we found it

The new Council recognised the importance of Integrated Planning and Reporting and the need for improvements to the existing City Plan. The new Council, on 7 November 2012, endorsed the recommendations of the previous Council's 'End of Term Report' including:

- The review of City Plan undertaken by the incoming Council ensures that partners are identified and involved in the development, implementation, and measurement of the revised Plan.
- The incoming Council undertake a substantial review of City Plan with the community, going back to first principles and setting clear directions.
- The incoming Council to ensure better integration between the Community Strategic Plan and Delivery Program with the Long Term Resourcing Strategy of the Long Term Financial Plan, Long Term Asset Management Strategy, and Workforce Management Plan.
- The incoming Council should consider priorities for the new term of Council so that Rockdale City Council can be the best Council we can be. The priorities recommended by the Executive Team are:

- Forming an effective and strong partnership between Councillors and the Executive Team
- Reviewing Council's organisational structure to build on our strengths and achieve a strong performance culture and pride in our City
- Building strong organisational capacity to improve results and accountability to keep Councillors and the community informed.
- Ensuring effective internal and external stakeholder and community engagement through adhering to Council's practice engagement.
- Establishing clear direction on key assets including the pool and civic precinct.
- Better management of assets and asset planning process
- Facing up to the challenges of achieving financial sustainability and commence an Investment Strategy Working Party with Councillors.
- Fostering sound partnerships with State and Federal agencies.
- Strengthening partnerships with local community organisations and groups, and Local businesses.
- Community capacity building.
- Reviewing and developing Council policies, plans and strategies for better transparency and accountability.
- Establishing effective advocacy to demonstrate civic leadership.
- Ensuring that our Plans and services are based on Social Justice Principles to ensure equitable access to Council's services and facilities.

Major Projects

The new Council is progressing two Major Projects, the Bexley Swimming and Leisure Centre, and the Rockdale City Library to meet community needs and aspirations. The draft Capital Program also includes \$150,000 for a more detailed feasibility study into the proposal for an Arncliffe Youth Centre as the next Major Project to be undertaken by Council.

Rockdale City Library



The desired outcome for the Rockdale City Library includes:

1. A modern library facing on to the Princes Highway
2. Development of function rooms such as conference rooms/meeting rooms available for use by Council and the community
3. Reception spaces to provide dual function of customer service for Council business with library and the community
4. Town Hall building to remain the heart of the Civic Centre and to include adaptive reuse principles sympathetic to its heritage fabric of the spaces vacated by the library and office space.

Some of the proposed key inclusion of facilities includes:

1. Conference Room
2. Small meeting and tutorial rooms
3. Improved computer facilities and opportunity to embrace technological changes
4. Open and more diverse spaces to provide a range of activities in a manner that does not impact upon the enjoyment of the library by other users who may not necessary be engaged in that activity

Councils in NSW take guidance for any upgrade of their central library from the State Library of NSW, *People Places*, planning document.

Total Project Cost		\$16.4 million
Funding Sources	Developer Contributions	\$4.7 million
	Library Reserve	\$2.3 million
	Asset Sales/Loans	\$9.4 million

Bexley Pool – Bexley Swimming and Leisure Centre



Mixed Facilities include:

1. Olympic standard Outdoor 50 metre pool
2. Indoor 25 metre pool
3. Warm Water Program pool
4. Children's Play pool
5. Spa and Sauna
6. Gymnasium
7. Café
8. Crèche

Total Project Cost		\$31.5 million
Funding Sources	Developer Contributions	\$13.2 million
	Asset Renewal Funds	\$5 million
	Asset Sales	\$10.3 million
	Grant Target	\$3 million

Costs and benefits	
541,000	Number of visits each year
\$109,000	Annual Operating Profit
\$31.5 million	Project Cost
\$23.5 million	Lifecycle Cost – existing
\$26.05 million	Lifecycle Cost – new
5 million	Visit during lifetime – existing
27.05 million	Visit during lifetime – new

Strategic Planning Framework

Community Strategic Plan

The Community Strategic Plan identifies the long term aspirations our communities want to see delivered in the City. The Strategic Plan stretches beyond the next ten years, identifying the outcomes, and long term strategic responses needed to achieve the agreed outcomes. It demands strong leadership from Council in working with others to grow our City sustainably into the future.

The Rockdale Community Vision is

“One Community, Many Cultures, Endless Opportunity”

This vision is built around four strategic **community outcomes** of:

Outcome 1 - *Rockdale is a welcoming and creative City with active, healthy and safe communities.*

Outcome 2 - *Rockdale is a City with a high quality natural and built environment and valued heritage in liveable neighbourhoods. A City that is easy to get around and has good links and connections to other parts of Sydney and beyond.*

Outcome 3 - *Rockdale is a City with a thriving economy that provides jobs for local people and opportunities for lifelong learning.*

Outcome 4 - *Rockdale is a City with engaged communities, effective leadership and access to decision making.*

These outcomes are supported by objectives and strategies that will guide our City for the next 12 years. The outcomes are closely connected and are interdependent on each other - they should not be viewed in isolation.

Resourcing Strategy

The Resourcing Strategy outlines Council’s capacity to manage assets and deliver services over the next twelve years in seeking to resource the components of the Community Strategic Plan for which Council is responsible. The Resourcing Strategy includes three key elements - a Workforce Management Plan that covers the 4 years of the Delivery Program, an Asset Management Strategy, and a Long Term Financial Plan that cover the 12 years of the Community Strategic Plan.

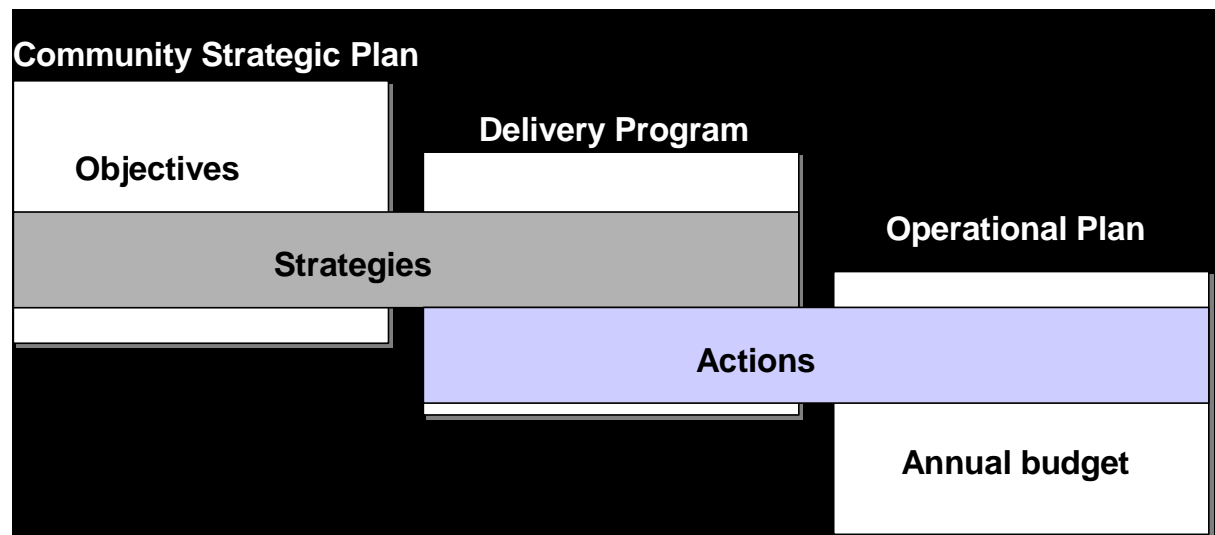
To prepare the Resourcing Strategy, Council determines its capacity and how to effectively manage its finances and assets as well as planning to have the right people in the right place at the right time with the right skills through its Workforce Management Plan. This Plan also ensures that the objectives of the City Plan are delivered through work plans and performance management.

Delivery Program

The 4 Year Delivery Program links the ‘planning’ in the long term Strategic Plan with the ‘implementing’ in the annual Operational Plan. It is the strategic document that guides the

organisation's work program over the Council's four year term and is Council's 'Accountability Plan'. It sets out clear priorities, ongoing activities and specific actions Council will undertake, within its responsibilities and capacity, towards achieving the community's outcomes.

The following diagram shows how the Community Strategic Plan, Delivery Program and Operational Plan fit together.



Operational Plan

The annual Operational Plan is the 'implementing' part of Council's key strategic documents, and outlines all of Council's services. All services deliver a range of ongoing service activities, and may also identify specific tasks to be undertaken in the year ahead. Both ongoing activities and specific tasks contribute to the implementation of Council's Delivery Program.

Community Engagement Strategy

The Community Engagement Strategy outlines how Council will engage with its communities and relevant stakeholders in reviewing, developing and finalising the Community Strategic Plan. The Community Engagement Strategy is based on the International Association of Public Participation (IAP2) spectrum – Inform, Consult, Involve, Collaborate and Empower. To engage with the community effectively, Council is committed to the "involvement" level. Involvement means that Council will work directly with communities throughout the process to ensure that community aspirations, concerns and issues are consistently understood and considered.

To capture what the community thought were the most important things to focus on, there has been a range of engagement activities, including surveys, community forums, on-line discussions, and more. To read what the community said please refer to page 29.

Reporting back to our community

To assess progress in implementing the Council's City Plan 2013 – 2025 (specifically the Delivery Program 2013 – 2017) a range of qualitative and quantitative performance measures will be used. In particular, the focus will be on measuring outcomes to understand if the Council has made a difference “on the ground” for the community.

To obtain feedback on how Council is travelling it will:

- Undertake Community Surveys to measure perceptions of the community on progress in achieving the objectives of the City Plan (this may be done through developing a Community Panel with ongoing engagement)
- Use quantitative asset based measures to measure actual improvement in built asset condition e.g. roads, footpaths, and buildings.
- Use other quantitative measures to assess service delivery and results achieved by different services

The results from these performance measures will be reported to Council in the six monthly and annual Progress Reports on implementing the Delivery Program through actions in the Operational Plan. At the end of the Council term in 2016 an End of Term Report will be presented to the last meeting of Council for the current term answering three questions:

- **Did Council do what it said it would do towards achieving the objectives of the Community Strategic plan?**
- **Did other partners in the process do what they said they would do towards achieving the objectives of the plan?**
- **Were these actions effective – did anything change or start to improve?**

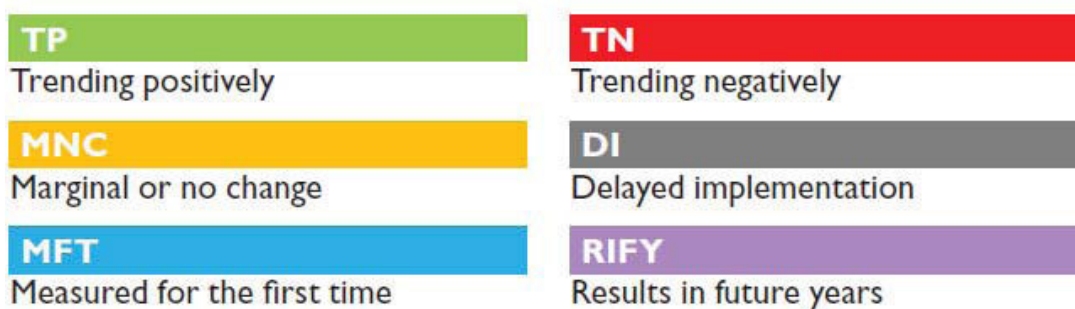
How has Council performed so far?

In August 2012 the outgoing Council developed an End of Council Term Report to the community on its progress in implementing the Community Strategic Plan during its term. This was only one year as the Community Strategic Plan was adopted by Council in June 2011. The new Council adopted the report and the City Plan Community Engagement Strategy on 7 November 2012.

- Were the actions effective – did anything change or start to improve?



38% of measures were trending positively; 9% trending negatively; 19% marginal or no change; 13% were measured for the first time, 2% delayed in implementation and 19% will have results in future years.



Community Outcomes	Trends
A vibrant, healthy and socially connected City of many cultures	38% trending positive
A sustainable City	25% trending positive
A strong economy	25% trending positive
Appropriate infrastructure	100% of all measures will show results in future years
A leading organisation	75% trending positively

How the Rockdale City Plan was developed

The table below demonstrates how Rockdale's City Plan was developed with leadership from the Council. The circle in the centre contains the community vision for the City of Rockdale to 2025 and the boxes surrounding it are elements that have contributed to the development of the community vision and the City Plan. The development of the Plan has been informed by the demographic studies and other research, our medium term strategies and plans and the Plan gives due regard to relevant state and regional plans as well as national influences.

The Plan is based on community engagement including asking our community what they would like Rockdale City to be like in 2025.

The Plan has been developed based on the social justice principles of equity, access, participation and rights to develop a balanced quadruple bottom line of economic, environmental, social and community leadership issues and underpinned by the principles of multiculturalism and the NSW Council Charter in the Local Government Act.

Social Justice Principles of:

Equity - Establishing fairness in decision making and allocation of resources particularly for those in need.

Access - Securing fairer access for people to economic resources, services and rights essential to improving their quality of life.

Participation - Achieving maximum opportunity for all people to participate in decisions which affect their lives.

Rights - Establishing and promoting equal rights for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

NSW Council Charter

Includes:

- Exercise community leadership
- Engage in long term strategic planning on behalf of the community
- Custodian and trustee of public assets
- Principles of ecologically sustainable development
- Provide adequate, equitable and appropriate services and facilities for the community

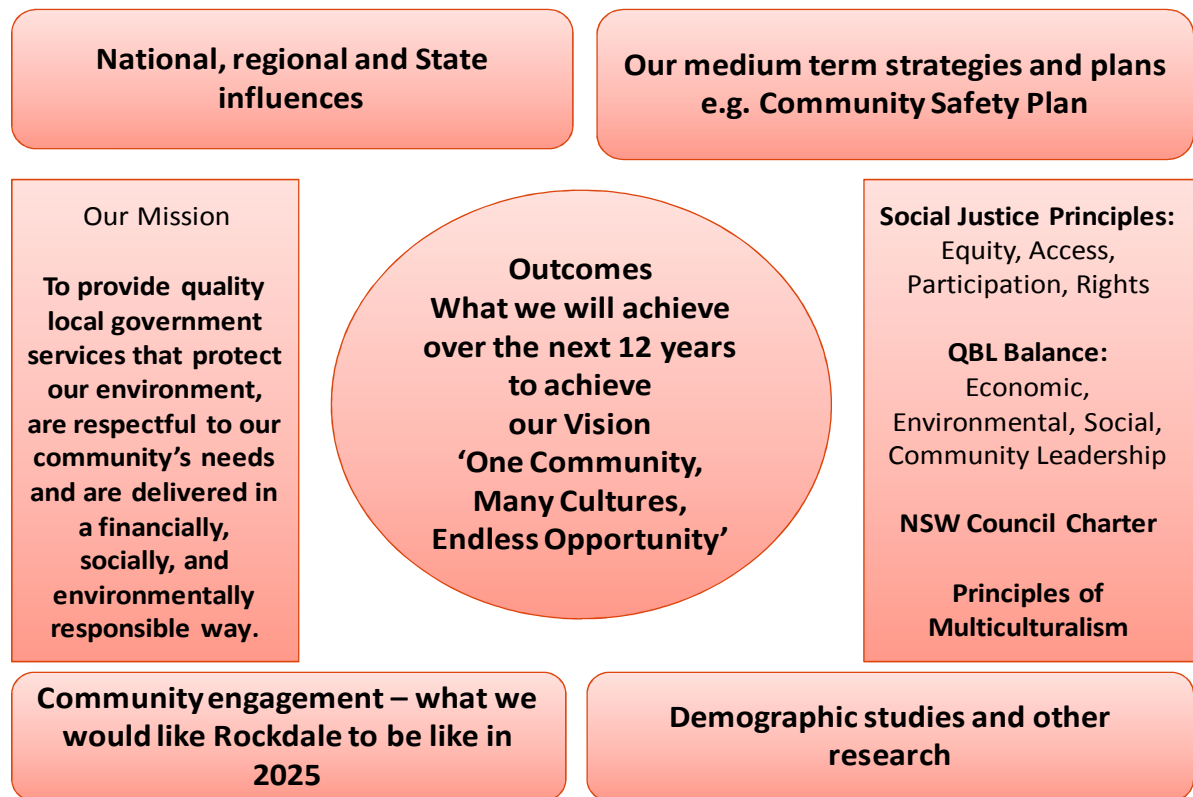
Principles of Multiculturalism

Leadership – so all can take part in public life

Community Harmony – respect language, culture and religion with English as the common language

Access and Equity – opportunity to participate in NSW Government programs

Economic and Cultural Opportunities – linguistic and cultural assets recognised as a valuable resource



City of Rockdale

History

The traditional owners of the City of Rockdale include the Cadigal, the Gwegal and the Bidjigal tribes who were known as 'Water People'.

The City of Rockdale, previously known as the Municipality of West Botany and the Municipality of Rockdale, was declared in 1995 and covers an area of 29.8 square kilometres. It is a local government area in southern and St George regions of Sydney, in the state of New South Wales, Australia. The city centre is located 12 kilometres south-south-west of the Sydney central business district, on the western shores of Botany Bay.

One of the first early Sydney residents to see the potential in the district was a merchant named Alexander Brodie Spark who built a magnificent home – Tempe House - on the banks of the Cooks River in 1836. A series of such land grants were made throughout the early 1800s to encourage settlement in the area, but it was not until a dam was built across the Cooks River in 1839 that the population really began to increase substantially. The crossing led to the opening up of the whole of the St George district.

The variety of trades and occupations meant that early Rockdale was a mixture of grand homes and estates, small cottages, factories and industrial areas, hotels and taverns, shops, dairies, quarries, market gardens, orchards and farms.

With further growth in the 1930s and 40s increasingly cultural and social development saw the area become famous for the number and quality of its musical societies, theatres, orchestras and opera companies. Rockdale Town Hall became the social centre of the area, with regular dances, musical and theatrical performances and meetings being held there.

The 1940s and 50s saw increased urbanisation of Rockdale but its story has and continues to be shaped by the waves of migrants from across the globe. Rockdale has developed into one of the most proudly multicultural areas in Sydney.

People

At the 2011 Census, there were 97,340 people in the Rockdale local government area, although the estimated residential population is 102,843. Since the 2006 census there was a population growth of 5.7% which is on par with the national average. Of the total population 49.4% were male and 50.6% were female. Aboriginal and Torres Strait Islander people made up 0.6% of the population.

In 2011 the median age of people in the City of Rockdale was 36 years, with increasing numbers of children aged between 0 and 4 years and a higher proportion of people aged between 25-29 years than in 2006.

The cultural diversity of the city continues to grow with a growth in the proportion of people who speak a language other than English at home. There have been significant increases in the proportion of people born in China and Nepal with small decreases of people born in Greece, the Former Yugoslav Republic of Macedonia and Lebanon. The city has also seen an increase in the numbers of couples with young children and the median weekly income for residents within the City of Rockdale was on par with the national average.

The City's family and household structure saw new trends between 2006 and 2011 with the largest increases being couples with children, couples without children and lone person households. Household sizes grew.

Incomes in Rockdale grew, with large increases in the medium highest and highest income groups.

The Index of Relative Socio- Economic Disadvantage (SEIFA) has been developed to document the socio-economic wellbeing of an area from a relative sense to allow for some comparison between areas. This index is derived from attributes such as low income, low educational attainment, high unemployment, jobs in relatively unskilled occupations and variables that reflect disadvantage rather than measure specific aspects of disadvantage (e.g., Indigenous and separated/Divorced). City of Rockdale was ranked the 12th lowest out of the 43 local governments in the Sydney Statistical Division in 2006. The 2011 index is due at the end of March.

The largest changes in the occupations of residents between 2006 and 2011 in Rockdale City were for those employed as:

- Professionals (+1,670 persons)
- Community and Personal Service Workers (+852 persons)
- Managers (+488 persons)
- Technicians and Trades Workers (+345 persons)

(Demographic information is based on the 2011 census)

The City

The City of Rockdale is a highly urbanised area and is served by a number of transport connections provided by the East Hills and Illawarra railway lines, multiple bus routes and major roads including the M5 East, Princes Highway and General Holmes Drive. The City is also bordered by Sydney Airport with the International Airport being within the City boundaries. The majority of land within the City is used for residential purposes, although there are a large number of important industrial and commercial precincts and areas of open space.

The eastern side of the City features the magnificent Lady Robinson beach and Cook Park, a major recreation reserve which runs along the 10km eastern border of the City. Brighton le Sands is a popular restaurant and entertainment strip located on the shores of Botany Bay. Other beachside suburbs are predominantly residential in nature, including Kyeemagh, Ramsgate Beach, Dolls Point, Sandringham and Sans Souci. There is a significant employment centre focussed along West Botany Street, Kogarah around Production Avenue, Ramsgate. A number of significant reserves are also located in this part of the City including Scarborough and Bicentennial Parks along the wetlands corridor, Tonbridge Reserve and Peter Depena Reserve.

The western area of the City, which includes the suburbs of Carlton, Bexley, Kingsgrove, Bexley North and Bardwell Valley, is predominately residential. Bexley swimming pool and a number of the City's schools are located in this part of the City, along with significant parklands, golf courses and natural areas in the Bardwell Valley corridor.

The northern end of the City has traditionally contained industrial areas mixed with older residential suburbs. Turrella and Arncliffe and Wolli Creek contain a mix of residential, commercial and industrial uses. The Wolli Creek area is undergoing a transformation from an industrial precinct to a high density mixed use precinct. The impetus for this redevelopment can be attributed to the opening of the Wolli Creek railway station in 2000 and the area's excellent transport connections to the Sydney CBD and linkages to the Cooks River open space network.

The future

Over the next 20 years, some parts of the City will have developed and changed in response to economic and population growth, while other parts of the City will be protected to preserve their existing character that is so highly valued by the community. Future growth is likely to occur in the centres of Rockdale, Wolli Creek, Brighton Le Sands, Bexley and Bexley North, which have the most significant opportunities for redevelopment.

The City is expected to accommodate approximately 5,900 additional dwellings and 410,000 square metres of additional commercial floor space within the next 10-15 years. It is expected that the large majority of new dwellings will be in the form of medium and high density housing, focussed around existing centres. The majority of new jobs are expected to occur in existing centres and industrial areas, and the proposed Cooks Cove trade and technology precinct.

What assets do we have?

City of Rockdale assets include:

- 177 buildings including:
 - 46 Community Facility Buildings
 - 67 Parks Buildings
 - 3 Rockdale Administration and Town Hall Buildings
 - 11 Depot Buildings
 - 6 Library Buildings
 - 3 Swimming Pools and Similar Structures
 - 8 Swimming Pool buildings
 - 16 Commercial and 17 Residential Buildings
- 254km of sealed roads
- 522km of kerb and gutter
- 485km of footpaths
- 44 bridges and culverts
- 143km of pipe, 5973 pits, 4km of box culverts, 7km of earth-lined creek, 3km of open channel and 0.28km of brick arches for storm water drainage
- Two 18 hole golf courses
- Parks, recreation and natural environment – 215 (including natural areas, sporting grounds, parks, area of cultural significance and general community use)
 - 23 Reserves have a sports component, including two turf cricket pitches and a synthetic hockey pitch
 - 70 Playgrounds
 - 69 Sports amenities buildings and public toilets
- 8km of Lady Robinsons Beach on historic Botany Bay



Relationship with State Plans

In planning for Rockdale City Council it is important to be mindful of Regional and State Plans and the impacts they have on our City. Recently the NSW Government has developed a number of key Plans that shape and guide not only our Region, but also the City of Rockdale.



NSW 2021

NSW 2021 is a 10-year plan to guide policy and budget decision making and, in conjunction with the NSW Budget, to deliver on community priorities. It sets long-term goals and measurable targets, and outlines immediate actions to achieve these goals.

These reflect the Government's commitment to whole of state growth and delivery, to improve opportunities and quality of life for people in regional and metropolitan New South Wales.

NSW 2021 will drive the Government's agenda for change in NSW to:

- Restore economic growth
- Return quality health, transport, education, police, justice and community services, putting customer service at the heart of service design
- Build infrastructure that drives our economy and improves people's lives
- Strengthen our local environments, devolve decision making and return planning powers to the community
- Restore accountability and transparency to government, and give the community a say in decisions affecting their lives.

The NSW State Plan was considered when developing the Rockdale City Plan 2013- 2025 and supports many of the objectives and strategies.

Southern Sydney Regional Action Plan – Localising NSW 2021

The Southern Sydney Regional Action Plan identifies the immediate actions the NSW Government will prioritise. These actions will complement the long term strategies being developed for NSW and will focus delivery to ensure they meet the priorities of local people.

The Southern Sydney region includes the local government areas of Hurstville City, Kogarah, Rockdale City and Sutherland Shire.

The Plan has 5 priority actions

- Deliver more efficient and connected transport
- Boost the local economy and employment
- Build liveable and sustainable cities
- Improve social connections and support for vulnerable communities
- Reduce alcohol related violence and antisocial behaviour

Metropolitan Strategy

Metropolitan Strategy is the 20-year plan to build liveable places across Sydney. It will guide future planning and investment decisions covering housing, economic development and jobs, open space and the transport we need to connect our homes, jobs, education and recreation facilities.

State Infrastructure Strategy

The **State Infrastructure Strategy** is the 20-year strategy to identify and prioritise the delivery of critical public infrastructure that drives productivity and economic growth. The Strategy will present the NSW Government with clear and strategic options for delivering infrastructure and market reform in a way that provides best value for taxpayers.

Long Term Transport Masterplan

The **Long Term Transport Master Plan** is the 20-year plan to return quality services through a world class transport system for NSW. It includes objectives for transport and identifies the priorities needed to create a transport system that meets a range of needs.

Draft NSW Freight and Ports Strategy

The freight task in NSW is expected to double to 794 million tonnes by 2031. The draft NSW Freight and Ports Strategy aims to provide a transport network that allows the efficient flow of goods to their market, by delivering a freight network that efficiently supports the growth of the NSW economy, and balances freight needs with those of the broader community and environment.

Draft South Sub Regional Strategy

Sub regional planning is an intermediate step in translating the Metropolitan Strategy at a local level, and recognises that some issues extend beyond local government boundaries and require a 'sub regional' approach. The draft Sub regional Strategies act as a broad framework for the long term development of the area, guiding government investment and linking local and state planning issues. They also provide the detail required to guide the preparation of Principal Local Environmental Plans (LEPs), which is the key legislation that links local councils and NS W Government in land use planning for each local government area.

Future development will be influenced by the needs of an ageing population, smaller families and changing family structures.

The draft Strategy aims to ensure that the Southern Sub region achieves the Metropolitan Strategy target of an additional 35,000 new dwellings and 29,000 new jobs for the region by 2031.

One of the key actions identified for Rockdale is explore options for future development of Rockdale town centre and Botany Bay foreshore.

NSW Ageing Strategy

The NSW Ageing Strategy describes how the NSW Government intends to work towards its vision. This work will be done in partnership with the private sector, community organisations and, most importantly, the people of New South Wales.

The Ageing Strategy is an initiative of NSW 2021, the Government's plan for NSW. The strategy takes a 'life course' approach to ageing. It describes how the NSW Government intends to work with people at different life stages to help them remain healthy and independent for as long as possible.

Sydney over the next 20 years - A Discussion paper (May 2012)

This discussion paper draws on the objectives in NSW 2021 and sits within a framework of long term planning (20 years) that also includes the State Infrastructure Strategy and Long Term Master Plan.

"By 2031 Sydney will have 1.4million more people, need 570,000 more homes and 600,000 more jobs."

The key themes in the discussion paper are:

- Housing our growing population
- Providing jobs and economic opportunities
- Providing efficient transport networks
- Providing the infrastructure we need
- Providing equitable access to a great lifestyle
- Protecting our environment and building resilience to natural hazards
- Protecting productive rural and resource lands
- Connecting with the regions
- Delivering the Strategy

Community Engagement

Council is committed to building partnerships with the community and a range of stakeholders, and seeking greater involvement in the activities and decision making processes of Council. It believes that quality engagement with the community and various stakeholders are essential foundations of good governance.

The City Plan Community Engagement Strategy involved broad community engagement for developing the Rockdale City Plan 2013-2025.

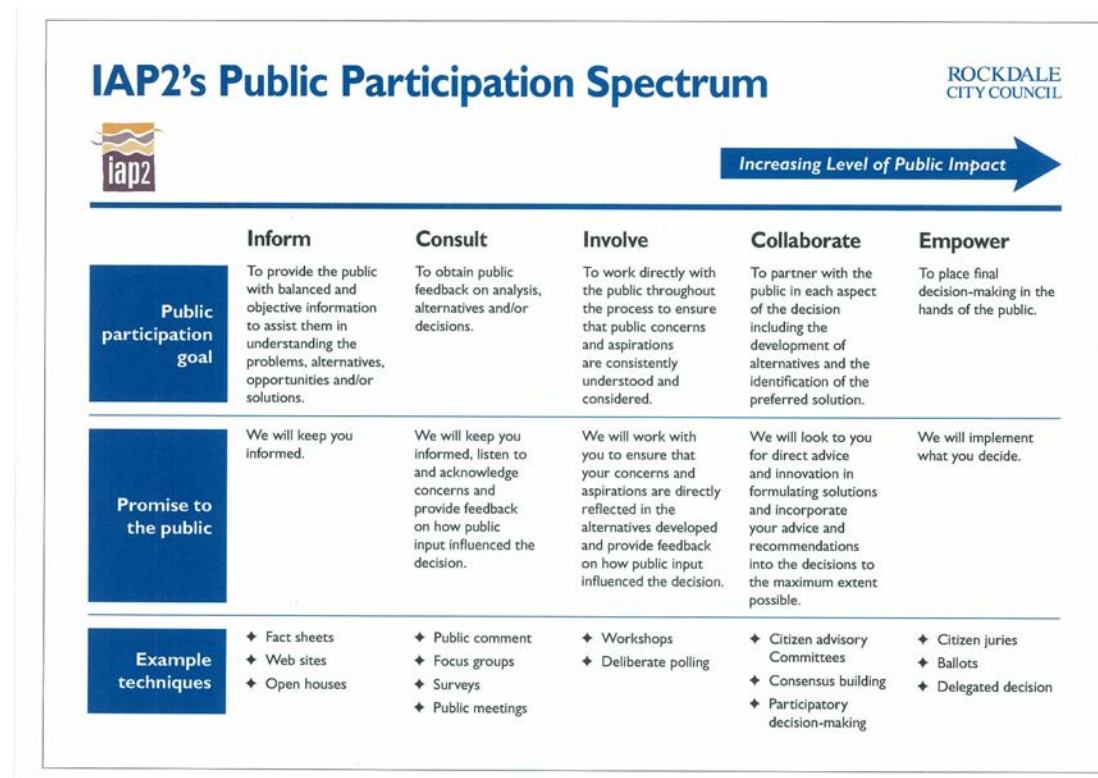
The objectives of the Community Engagement Strategy included:

- Validate what the community told us in 2011 in the development of the Rockdale city Plan 2011-2025
- Identify and verify the community outcomes for the Rockdale City Plan 2013-2025
- Collect any additional information from the community – their needs, aspirations and expected levels of service
- Seek community acceptance and support for a rate increase.

Council's community engagement was based on the International Association of Public Participation (IAP2) spectrum of levels - inform, consult, involve, collaborate and empower.

To engage with the community effectively Council undertook a range of engagement tools in order to "involve" the community effectively.

INVOLVE means that Council was committed to working directly with the community throughout the process of developing the City Plan to ensure that community aspirations, concerns and issues were consistently represented, considered and understood.



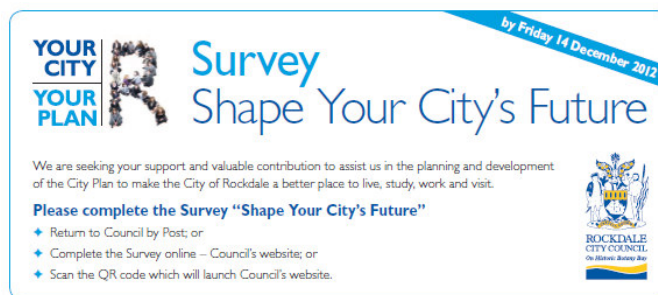
What engagement tools were used?

1) 'Have Your Say' - Online Engagement:



In association with 'Bang the Table' Council created an online moderated engagement hub 'Your City: Your Plan 2013 – 2025' which encouraged stakeholders to take initiative in staying informed on current as well as upcoming projects.

2) Survey 'Shape Your City's Future' - Online and Hard Copy:

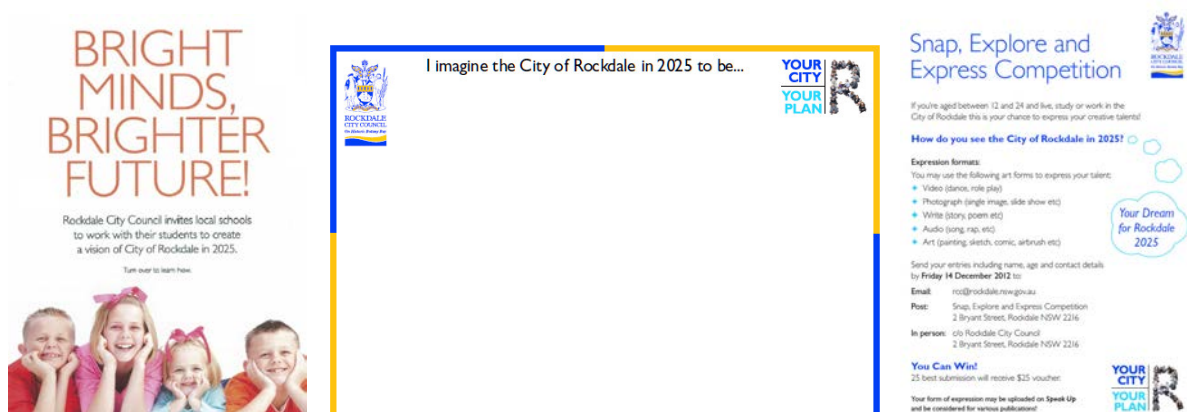


The 'Shape Your City's Future' Survey was uploaded on the Have Your Say – Your City Your Plan 2013 – 2025 online hub and hard copy versions were available in all Council Libraries, Customer Service Centre, special meeting groups, Information Booths and Community Forums.

3) Competitions

Held competitions to encourage the specified age group to envision and creatively depict the City of Rockdale in 2025. Listed below are the names and specified age groups for each competition:

- Bright Minds, Brighter Future Competition - Local Schools
- Children's Postcard Art Competition - Children aged 5 to 11 years
- Snap, Explore and Express Competition - Young People 12 – 24 years



4)

4) Working in Partnership with the State Government

Council is committed to working in partnership to increase the health and well being of the local community. This includes promoting active living as well as encouraging behaviour change to prevent ill health. A Health Partnership meeting was held in Rockdale on 5 February between Council officers and high level representatives from the South Eastern Sydney Local Health District, the South Eastern Medicare Local and the Office of Communities.



5) Forums

Three community forums provided an opportunity for detailed conversation on what the community would like the City of Rockdale to be in 2025 and the proposed rate increase. The forums were structured to facilitate discussion on aspirations, needs, improvements, Council's roles and the financial implications to the community in small groups.

Council held three community forums in Stage 1 - Community Strategic Plan and proposal for a rate increase.



6) Information Booths



An Information Booth was held in each of the five wards. Councillors were invited to attend every Information Booth and several Council officers and partners from community organisations were present at each location. The Information Booths created the opportunity for people to ask questions, share ideas and find out more information on the City Plan and Engagement Strategy in an informal manner. People were invited to the Community Forums, and filled out questionnaires.

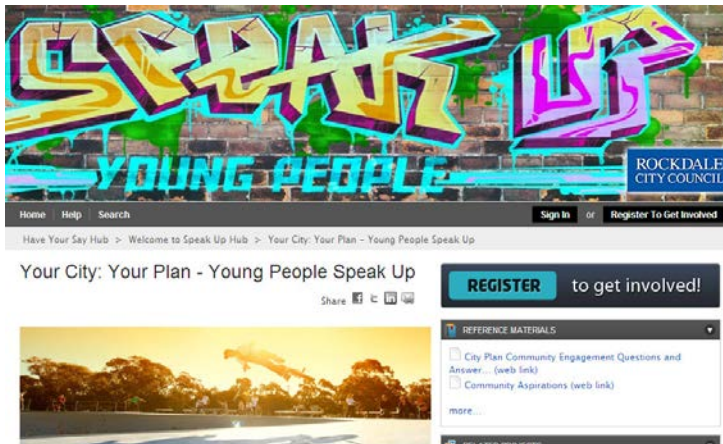
7) Community Events

Council officers attended a number of community events and festivals to talk to the community about their vision for the City of Rockdale in 2025, to inform on the City Plan and to answer questions. The events that were covered include:

- Food 'n' Groove
- St George Migrant Information Day
- Spring into Summer – Bexley North

8) Interagency Meetings

Council liaised with community organisations to assist in addressing the needs representative in the diverse community members residing in the City of Rockdale. The aim of the interagency meetings was to unite local community services through partnerships to assist in the planning, development and implementation of the City Plan.



Council recognises the importance of liaising with local community service providers that deliver services to young people. Council collaborated with Arncliffe Community Centre, MTC Work Solutions, PCYC St George, Rockdale Community Services, Rockdale City Youth

Council, Shopfront and St George Youth Services to develop a young people specific online hub and assist in promoting the ideas of the community's young people. As a result of two meetings held and a moderated online hub for young people was created called 'Speak Up'.

9) Rockdale City Youth Council

Council met with Rockdale City Youth Council to discuss how Council can engage young people in the City of Rockdale. Rockdale City Youth Council members were invited and encouraged to attend the meetings on developing the 'Speak Up' young people online hub with community services providers. Youth Council presented ideas of how Council can effectively engage young people through online page design, regular page updates and prizes such as vouchers for completion of questionnaires.

10) Senior Citizens' Groups

Rockdale City Council values the contributions of older community members, Council officers visited four senior citizens groups to capture the ideas of our community's senior members. Listed below are the group meetings that Council attended:

- Australian Macedonian Pensioners Association
- Greek Seniors
- Italian Seniors
- Macedonian Women 'Dobro Utro'.

What our community said

Feedback from **young people** was generally positive. They were asked '**What are the top 3 things you like about the City of Rockdale?**' And the top 3 responses were:

1. I like how Rockdale City Council has improved at consulting with the community.
2. Rockdale's proximity to Sydney CBD.
3. Rockdale's multicultural population and the Council's embracing of this.

The top three responses to question two 'What are the top 3 improvements you would like to see happen across the City of Rockdale?' have been summarised and listed below:

1. Upgrade Bexley Swimming Pool
2. Build the new central library.
3. Reopen the Town Hall as soon as possible

The following conclusions have been developed from the feedback received during the three **Community Forum sessions** which has been used in the development of the City Plan.

Rockdale's **Community Safety** Program was developed in 2003/4 and the City Plan engagement sought specific feedback on safety matters, and on harmonious communities.

In discussion of the community issues and aspirations and the outcome – **Rockdale is a City with healthy, active, safe and inclusive communities** the following safety comments were made:

- Continue to fix up toilets and sports amenities to provide safety.
- Safety influences economy (nobody will come) security camera → better infrastructure All aspiration bullet points are important especially people of all ages feel safe and equitable and affordable access.
- Put up a speed camera on Grand Parade
- Bring back the police station in Rockdale (and Kingsgrove) policing a key asset to ensure safe communities (**safety**).
- Safety in city supports growth in the economy.
- Safe access between transport hub and community hall.
- Hoons on Moate Avenue Brighton-Le-Sands.
- Cars and motorbikes noise.
- Advocate for more police.
- New Years Eve – needs to be a larger police presence along Grand Parade Brighton.
- Lack of station managers. (Safety)
- People of all ages feel safe and secure at home and in the community → because they can actually see police on the streets.
- Night beach lights (e.g. beach in Townsville Queensland)
 - To promote night beach activities e.g. beach volleyball.
 - To improve surveillance on night vandalism.
- (Shared Cycle Ways) We need safe cycle and pedestrians and also seniors who ride scooters, all children, all families through Rockdale City Council Suburbs.
- Lighting in Cahill Park (Mugging).
- (Safety) Businesses held up in Wolli Creek. Better police presence.

Community Safety

1. What makes you feel safe when you're out and about?

- Community members.
- More people on the streets – lack of walking means less people out.
- Too many people jump in the car.
- Less reporting and sensationalizing on crime
- Publicise opening hours and community activities.

2. How can we work together to make the community feel safer?

- Community members looking out for one another.
- Walking kids to school, initiate 'Walking Bus' for school.

3. What more could be done? What can the community do?

- Lack of street lighting.
- Community to look out for each other.
- Confidence to notify police with information.
- Bexley Road (**safety issue**)
- Junction that connects to railway.
- Safety – Barriers (safety fence)
- Foot bridges?
- Community orientated development.
- Bowling club (Bexley)
- Redeveloped/updated
- POLICE STATIONS

Harmonious Communities

1. Do you know your neighbours?

- Yes
- Yes I know my neighbours. One said no as he is new to the area

2. Do you feel part of the community?

- Yes
- Yes feel part of the community. They ranged from living in the area from 1 year to 45 years

3. Is it a welcoming place?

- Sort of – no more or less welcoming than anywhere else but it is a city its normal.
- Need to promote community facilities more as they seem to be under used
- "I feel Rockdale is a welcoming place but no more or less than anywhere else. It is a city after all"

4. What can members of the community do to make a difference?

- Be invited in community activities –
- respect neighbours, smile, there are lots of community centres and halls that seem unused
- maybe hold more events like movie nights.

- Pride, contribute, local shops supported, be welcoming, keep smile and an eye out for your neighbour.
- We need public space in each area – to encourage knowing each other.
- Greater community involvement.
- Greater knowledge of community facilities.
- Community members should get involved in community activities like this.
- “Respect each other, smile
- Maybe hold more community events such as movie nights

When the community engagement process commenced six outcomes were used as a basis of conversation. These outcomes were:

- Rockdale is a City with healthy, active, safe and inclusive communities
- Rockdale is a City with a high quality natural and built environment that reflects the aspirations of the community now and for future generations.
- Rockdale is a City with culturally rich and creative communities and lifelong learning
- Rockdale is a City that is easy to get around and has good links to other parts of Sydney and beyond
- Rockdale is a City with a thriving economy, jobs for local people and affordable housing
- Rockdale is a City with engaged communities, effective leadership and access to decision-making

As the engagement process evolved and the community identified their aspirations, issues and concerns the six outcomes were merged into four outcomes reflecting the areas of priority for the community.

The revised outcomes are outlined below with a summary of what the community said.

Outcome 1 - Rockdale is a welcoming and creative City with active, healthy and safe communities.

- Like clean streets and attractive streetscapes
- Address illegal dumping
- Upgrade local parks and playgrounds
- Services and activities for young people e.g. basketball court
- Pool and recreation centre in Bexley
- Outdoor gyms in western parks
- Fix up facilities in community centres
- Well designed parks and sports fields
- Celebrate cultural diversity
- Plan for elderly and provide aged housing
- Advocate for more police
- Better lighting at bus stops
- Beach activities such as beach volleyball

Outcome 2 - Rockdale is a City with a high quality natural and built environment and valued heritage in liveable neighbourhoods. A City that is easy to get around and has good links and connections to other parts of Sydney and beyond.

- Address pollution particularly around waterways and from trucks
- Reduce waste and increase use of renewable energy
- Plant more trees
- Community gardens
- Improved public transport
- Improvement and maintenance of footpaths
- Ensuring high quality developments
- Protect and celebrate all our heritage
- Install public art
- Bushcare regeneration programs
- Public spaces for people to get together
- Better connected cycleways
- Address traffic in the suburbs

Outcome 3 - Rockdale is a City with a thriving economy that provides jobs for local people and opportunities for lifelong learning.

- More shops and greater variety of shops
- Quality cafes and restaurants
- Markets across the City
- New central library
- Diverse experience for tourists
- Parking to support development
- More parking at train stations
- Business parks to attract more diverse employment market
- Create a 'modern' City with modern places to attract more talent (e.g. free WIFI)

Outcome 4 - Rockdale is a City with engaged communities, effective leadership and access to decision making.

- Support from State Government to help Council deliver its services
- Council work smarter
- More opportunities for community input into decision making
- Promote Council facilities and services better
- Look at reducing assets
- Better customer service i.e. provision of information and response to letters

What our community said about the proposed rate increase

The Community Engagement Plan for the Special Rate Variation (SRV) was an addendum to the City Plan Community Engagement Strategy and built on the discussions of financial sustainability in the development of City Plan. The Plan included:

- Special Newsletter Your City – Your Assets – Your Rates that provided a sound awareness of the special rate increase and reply paid questionnaire were delivered to 38,000 households and local business in the City of Rockdale)
- A special formatted Special Newsletter, Your City – Your Asset – Your Rates, was available on Council’s website under Have Your Say and Updates and promoted to 491 users of the website, together with the questionnaire
- A reply paid questionnaire with the Rate Notices was posted to 32,000 rate payers along with their rate reminder notices in January 2013. The questionnaire incorporated brief information on the special rate variation and council web address along with the QR code (an option for people to just scan the code and directly takes them to the Your City – Your Asset – Your Rates online page)
- Letter to local members of NSW Parliament
- Reply paid questionnaire and Special newsletter was distributed at Council’s event organised during engagement period i.e. Australia Day. A pack including the Newsletter and questionnaire was given to new citizens and the Newsletter and questionnaire were handed out to guests
- The Community Forum was held on Thursday 7 February 2013. The Mayor made a presentation and the Mayor and senior staff answered questions and discussed issues with the participants. The forum was attended by 30 people including 4 other Councillors.

Option 1 - I support a 3% Special Rate Variation to renew the following types of assets:

- Amenities Blocks Upgrades (sports amenities buildings and toilets)
- Community Building Upgrades
- Sports Fields Refurbishments
- Road Renewals
- Playground Upgrades
- Foreshore Infrastructure Upgrades
- Branch Library Upgrades

Option 2 - I somewhat support a 3% Special Rate Variation but suggest cuts such as (indicate 5 you would cut):

- ☐ Reduce the frequency of road renewals and repairs.
- ☐ Close a number of public toilets as they become unusable.
- ☐ Remove playground equipment when it becomes unsafe.
- ☐ Do not renew sports fields and only allow playing and training on two days a week during the season.
- ☐ Stop subsidising rents for community groups using community facilities that provide services such as child care, aged care, and services for people with disabilities (which will make those services more expensive).
- ☐ Close Bexley Swimming Pool in the winter.
- ☐ Increase useage charges for hiring Community Halls and Sports Fields and swimming.
- ☐ Do not hold community events like Food 'n' Groove, Chinese New Year, CreARTivity, New Year's Eve Fireworks and Carols by the Sea.
- ☐ Other – please give details

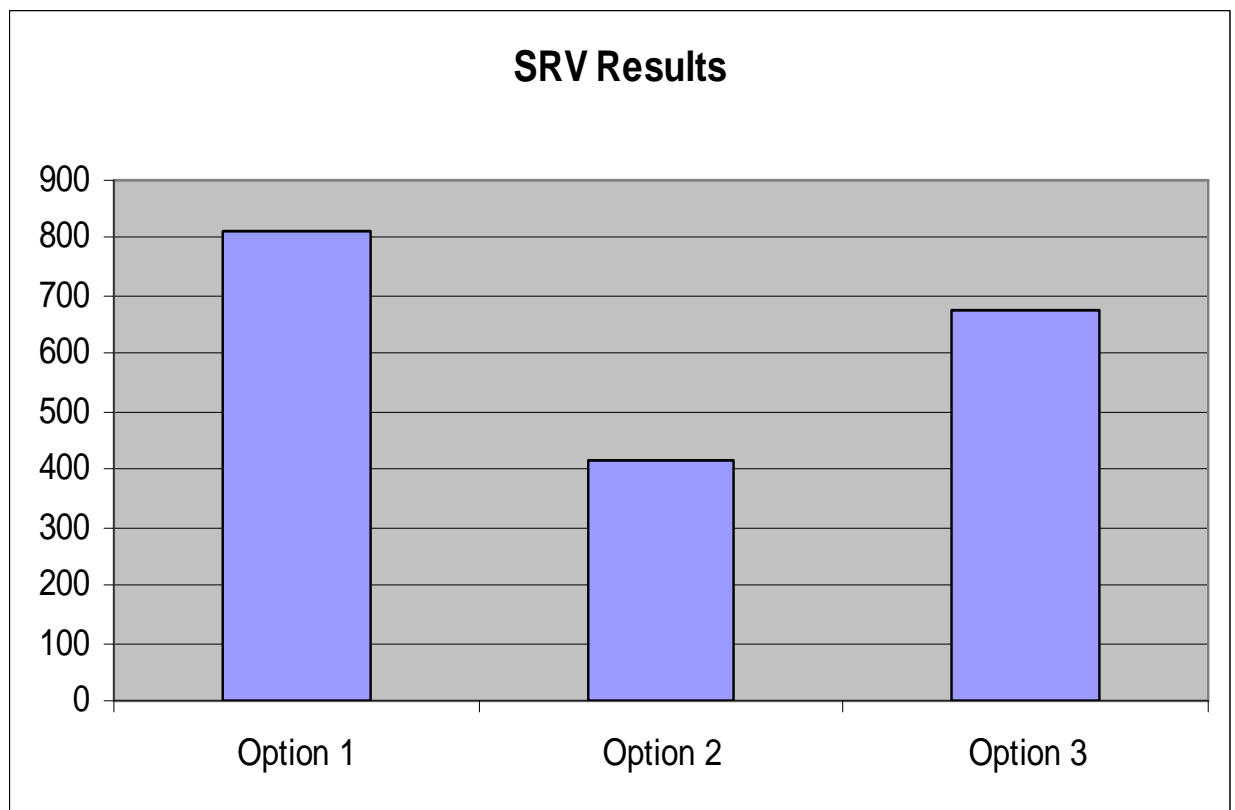
Option 3 - I do not support a Special Rate Variation and accept that this means the following type of cuts:

- Reduce the frequency of road renewals and repairs.
- Close a number of public toilets as they become unusable.

- Remove playground equipment when it becomes unsafe.
- Do not renew sports fields and only allow playing and training on two days a week during the season.
- Stop subsidising rents for community groups using community facilities that provide services such as child care, aged care, and services for people with disabilities (which will make those services more expensive).
- Close Bexley Swimming Pool in the winter.
- Increase useage charges for hiring Community Halls and Sports Fields and swimming.
- Do not hold community events like Food 'n' Groove, Chinese New Year, CreARTivity, New Year's Eve Fireworks and Carols by the Sea

The results from both online and hard copy questionnaires were:

Option 1	813	43%
Option 2	414	22%
Option 3	<u>676</u>	35%
	1903	



Partnerships

An important component for achieving the Rockdale City Plan is partnerships with the community, business, non government organisations and other levels of government.

As part of developing the City Plan Council met with a range of stakeholders to discuss issues and actions that could be worked on collaboratively. The following outlines examples of these joint partnerships.

Urban Activation Precincts

The Urban Activation Precinct program has been established by the State Government to help deliver on its policy to substantially increase the supply of housing and employment, improve housing choice and housing affordability. The Precincts are areas that the Minister for Planning & Environment considers to have redevelopment potential of a scale that significantly contributes to the State's planning objectives.

Council has a strong desire to encourage redevelopment in these parts of the City, which is reflected in its corporate plans and urban planning framework, including the Rockdale Town Centre Masterplan and Princes Highway Corridor Strategy.

The program is an opportunity for Council to partner with the State Government to fast track the redevelopment of these key locations and open a funding source for local and State infrastructure that would otherwise be beyond Council's financial capacity.

Health

Partnership working has been established with the South Eastern Sydney Local Health District and the South Eastern Sydney Medicare Local to integrate planning between different levels of government; to deliver priorities in the Southern Sydney Regional Action Plan, and to deliver on reporting and delivery in the Rockdale City Plan 2013 – 2025 particularly in the areas of personal health and well-being and availability of health services.

Office of Communities

Partnership working has been established with the Office of Communities in the Department of Education and Communities for integrated planning between different levels of government; to deliver priorities in the Southern Sydney Regional Action Plan, and to deliver on reporting and delivery in the Rockdale City Plan 2013 – 2025 particularly in the areas of community services and facilities availability, and community connectedness for young people.

Roads and Maritime Services (RMS)

Council continues its long term partnership with the Roads and Maritime Services (Roads Division) through the Rockdale Local Traffic Committee on matters affecting traffic and road safety in the local area.

The partnership has developed into a collaborative working approach to a number of projects affecting the State Road Network and local infrastructure, such as improved pedestrian facilities crossing The Grand Parade to Cook Park. This issue was identified by the

community in developing the Cook Park Plan of Management, and the joint planning works undertaken by both Council and the RMS has reduced costs and improved the coordination of outcomes. The RMS assists Council in the development of appropriate strategies to improve traffic and road safety, and provides grant funding opportunity to implement initiatives.

Council is working on developing better partnerships with the RMS (Maritime Division) for the long term management of the Botany Bay Foreshore. The foreshore has been affected by significant erosion in past and recent years, and both organisations have an interest in better coordination of planning and responses to storm events and sand drift.

Planning and Infrastructure

Council works in partnership with the Department of Planning & Infrastructure by providing input into planning reform and policy development, by involving the Department in the development of strategies and masterplans for key locations across the City, and by working closely to facilitate the efficient and thorough assessment of planning proposals.

Environment Protection Authority (EPA)

Council works in partnership with the EPA on waste management issues relating to:

- Illegal dumping
- Resource Recovery
- Recycling initiatives
- Infrastructure planning in providing accessibility to the community to recycle problem waste

EPA provides guidelines and resource tools to deliver the priorities in the NSW Waste Avoidance & Resource Recovery Strategy and action plan.

The EPA recently released Waste and Resource Recovery Initiative “Waste Less, Recycle More” which is a 5 year, \$465.7 million package to assist local government, industry and other stakeholders to improve resource recovery and waste management in NSW. Rockdale City Council will apply for grants. To support this initiative, the NSW Government has recently released a draft NSW Illegal Dumping strategy, and is soon to release a draft Energy from Waste policy for public comment. A new litter strategy will be developed in consultation with local councils, industry and community organisations.

Local Community Partnerships

Council will continue to provide financial and in-kind support to community groups through its Community Grants and financial assistance programs and will identify emerging communities which require assistance as well as continuing to support strong partnerships with local service providers such as the St George Migrant Resource Centre

Community outcomes

Outcome 1 - Rockdale is a welcoming and creative City with active, healthy and safe communities.

A welcoming and creative city

Rockdale continues to attract people from all cultures, drawn here by Rockdale's enthusiasm for new ideas, experiences and cultural adventures. A city that enjoys a genuinely multilingual culture, accessible to all its residents and businesses,

The city will have retained its social values of friendship and compassion. We will enjoy a strong sense of helping each other, welcoming new residents and visitors, tackling homelessness, supporting our young people and holding a high regard for our Indigenous communities.

Active, healthy and safe communities

The city's local neighbourhoods and public spaces will be designed for the safety and enjoyment of all people. Residents and visitors will have quality recreational and community facilities and a range of activities and events that enable people to connect with each other and enjoy an active and healthy lifestyle. Our city will be a place where everyone feels safe, without fear for their personal safety or property - secure in their homes, streets, parks and travelling throughout the city.

Objective	Strategy
1.1 Our community's health and well being will increase	1.1.1 Build a healthy community where people of all ages and abilities can enjoy an environment free of public health risks
	1.1.2 Work with the community and increase the cleanliness of Rockdale City
	1.1.3 Build a healthy community with people of all ages and abilities
	1.1.4 Improve the access and effectiveness of services available to all members of the community to improve health and well being
1.2 Our community feels safe in their homes, workplace and in public spaces	1.2.1 Work with partners and the community to identify and address community safety issues

Objective	Strategy
1.3 Our community is welcoming and inclusive and celebrates its cultural diversity and community harmony	<p data-bbox="810 266 1273 365">1.3.1 Ensure we value and support our Aboriginal and Torres Strait Islander communities</p> <p data-bbox="810 445 1334 510">1.3.2 Build a welcoming and empowered community that embraces cultural diversity</p> <p data-bbox="810 553 1353 689">1.3.3. Build a vibrant and exciting City that reflects the range of cultures, entertainment, events and networks that contribute to the well being of its community.</p>
1.4 Our City has quality and accessible services, community and recreational facilities	<p data-bbox="810 857 1324 994">1.4.1 Ensure that community buildings and facilities are designed, delivered and maintained in a manner that is sustainable and reflects the needs of the community.</p> <p data-bbox="810 1075 1342 1173">1.4.2 Provide parks, reserves and recreation areas which reflect the qualities of the City's social and environmental needs</p> <p data-bbox="810 1254 1297 1352">1.4.3 Ensure that facilities and the public domain support and encourage physical activity</p> <p data-bbox="810 1395 1347 1494">1.4.4 Ensure equitable and affordable access to services and facilities for our established and emerging communities.</p>

Outcome 2 - Rockdale is a City with a high quality natural and built environment and valued heritage in liveable neighbourhoods . A City that is easy to get around and has good links and connections to other parts of Sydney and beyond.

Quality natural and built environment

The City will provide a balance of homes, shops and higher density housing with access to attractive open space, a network of parks, liveable neighbourhoods for active living, and public spaces that improve the quality of our city life and strengthen our sense of 'place'. Housing will be well designed and meet the changing needs of people of different ages, abilities, incomes and family/work/leisure needs so that they can participate in their local communities at every stage of their lives.

Our community will ensure it protects and enhances the natural habitat on public and private lands. Our water catchment areas will be clean, provide healthy eco-systems, free of pollutants. We will work to ensure that it is part of everyone's everyday life to 'reduce, reuse and recycle' and we will continue to plan to mitigate impacts of climate change.

Valued heritage

Our City will protect and value its natural, built and cultural heritage and ensure our future builds on and reflects our past.

Easy to get around and has good links and connections

Through successful integration of residential development with transport, community services and employment, Rockdale City will get the best from its infrastructure. We will have an effective road network and walkways and bikeways for pedestrians, cyclists, wheel chairs, prams and micro-electric vehicles – linking neighbourhoods to key destinations throughout the city. Our public transport will meet current and future user needs and the City's road network will be safe and efficient for all users, delivering economic benefits to the community and business.

Our City will facilitate high-speed information and communication technology to 'virtually' connect places where people work, live and play.

Objective	Strategy
2.1 Our City protects and enhances our natural environment including our beaches, waterways, bushland and foreshore areas.	2.1.1 Protect, preserve and promote the City's natural resources
	2.1.2 Demonstrate leadership in responding to climate change through action and adaptation

Objective	Strategy
2.2 Our City has a well managed and sustainable built environment, quality and diverse development with effective housing choice	<p>2.2.1 Ensure planning enables the provision of quality affordable housing</p> <p>2.2.2 Promote high quality, well designed and sustainable development and places that enhances the City</p>
2.3 Our community will demonstrate leadership in maximising efficient use of resources and minimising waste	2.3.1 Ensure waste minimisation to reduce the impact on the environment
2.4 Our City will value and protect our heritage	2.4.1 Ensure that Rockdale's natural and built heritage is respected, protected and well maintained reflecting the rich and diverse past of both indigenous and European settlement.
2.5 Our community will be able to get around with a range of effective linkages across the City and beyond	<p>2.5.1 Ensure that the City's transport networks and infrastructure are well planned, integrated and maintained</p> <p>2.5.2 Ensure sustainable current and future transport needs of the community providing access to services and facilities and enabling active living</p> <p>2.5.3 Ensure the City has access to wireless technology and opportunities to enhance a digital economy</p>

Outcome 3 - Rockdale is a City with a thriving economy that provides jobs for local people and opportunities for life long learning.

Thriving economy

Rockdale City will have a strong and diverse economy offering a range of employment, products and services and a creative and innovative commercial economy.

Lifelong learning

The City will provide a range of pathways to participate in lifelong learning so people can share their knowledge with each other and the broader community. Our libraries will be vibrant hubs where people learn easily, connect with each other in discussion, relax on their own with a book, or use technologies to create and research.

Objective	Strategy
3.1 Our City offers a diverse range of education and lifelong learning opportunities	3.1.1 Ensure access to life long learning so that our community can maximise its potential
3.2 Our city comprises a thriving and robust economy with diverse industry and employment	3.2.1 Develop effective partnerships to build a prosperous economy 3.2.2 Enhance opportunity for diverse employment and income generation through business growth and investment 3.2.3 Identify opportunities to develop and enhance local business growth opportunities
3.3 Our City has vibrant town centres that provide a range of services and experiences for our residents, workers and visitors.	3.3.1 Provide a strategic approach to tourism

Outcome 4 - Rockdale is a City with engaged communities, effective leadership and access to decision making.

Engaged communities and access to decision making

Rockdale City will have a high level of community participation in debate and decision making on issues that affect the City.

Effective leadership

Our City will continue to provide leadership for its community with a sound foundation of effective governance and financial management, and advocacy that brings more resources our way, ensuring the success of current planning and future endeavours.

Objective	Strategy
4.1 Rockdale City's citizens are enabled, encouraged and able to participate in planning and decision making that affects the city.	4.1.1 Council engages the community in decision making, planning and delivery of outcomes 4.1.2 Build a sound partnership between council and the community and other stakeholders
4.2 Increase understanding and value of democratic processes and role of elected representatives	4.2.1 Ensure high level of Council representation exists to adequately advocate and lobby on issues relevant to the City and the community
4.3 Rockdale City Council ensures and implements an effective governance framework for the delivery and management of its services and infrastructure	4.3.1 Enable continuous improvement through technology, service and process review to deliver effective services to meet community needs
4.4 Rockdale City Council ensures transparent and effective financial , asset and risk management	4.4.1 Ensure a Council with effective and efficient planning and financial management that ensures a sustainable future for the community 4.4.2 Ensure effective planning and management of Council's assets to meet current and future community needs 4.4.3 Ensure Council undertakes effective risk management planning and process

Special Rate Variation Program						
All costs at 2012 - not indexed. Table shows only SRV funded component of project cost.						
Civil Infrastructure	Suburb	13/14	14/15	15/16	16/17	17/18
Kerb and guttering rehabilitation		\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Resheet and rehabilitation of road pavements.	Various				\$1,155,435	\$1,155,435
		\$ 10,000	\$ 10,000	\$ 10,000	\$ 1,165,435	\$ 1,165,435
Thriving Town Centres Program	Suburb	13/14	14/15	15/16	16/17	17/18
Ramsgate Beach Thriving Town Centre	Ramsgate Beach	\$400,000	\$400,000	\$400,000		
Wollongong Road	Arncliffe				\$400,000	\$400,000
		\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
Playground and Park Improvements	Suburb	13/14	14/15	15/16	16/17	17/18
Annual maintenance program for safety compliance.	Various Locations	\$80,000	\$100,000	\$100,000	\$100,000	\$100,000
Aqua Flora Reserve - playground upgrade	Sandringham	\$72,000				
Dowsett Park- playground upgrade	Kingsgrove	\$48,000				
Kingsland Road Reserve - playground upgrade	Bexley		\$125,000			
Arncliffe Park - playground upgrade	Arncliffe		\$175,000			
Robertson St Reserve - playground upgrade	Kogarah		\$125,000			
Bexley Park - playground upgrade	Bexley		\$315,435			
Leo Smith Reserve - playground upgrade	Ramsgate		\$125,000			
Moorefield Reserve - playground upgrade	Kogarah		\$125,000			
Peter Depena Reserve - playground upgrade	Dolls Point		\$315,000			
Stotts Reserve - playground upgrade	Bardwell Park			\$125,000		
Silver Jubilee Park - playground upgrade	Bardwell Valley			\$250,000		
Dominey Reserve - playground upgrade	Bexley			\$160,145		

Cahill Park* (Sect 94 To Supplement) - playground upgrade	Wolli Creek				\$100,000	
Slade Road Reserve - playground upgrade	Bardwell Park				\$125,145	
Cook Park (Emmaline St-President Ave)	Monterey				\$175,000	
Cook Park (Ramsgate St-Emmaline St)	Ramsgate Beach				\$135,000	
Highgate St Reserve	Bexley					\$125,000
Yamba Woorra Reserve	Rockdale					\$125,000
Kingsgrove Avenue Reserve	Kingsgrove					\$125,000
Scott Park	Sans Souci					\$175,000
		\$ 200,000	\$ 1,405,435	\$ 635,145	\$ 635,145	\$ 650,000

Sport & recreation	Suburb	13/14	14/15	15/16	16/17	17/18
Bexley Oval and outer - field refurbishment	Bexley		\$100,000			
Scarborough Park - Irrigation, surface and drainage	Kogarah			\$1,255,435	\$1,255,435	
Bexley Swimming and Leisure Centre - Loan repayment	Bexley			\$770,290	\$770,290	\$770,290
Arncliffe Pk	Arncliffe					\$300,000
Firmstone Gardens	Rockdale					\$675,000
AS Tanner Reserve	Monterey					\$280,000
		\$ -	\$ 100,000	\$ 2,025,725	\$ 2,025,725	\$ 2,025,290

Community buildings and Public Amenities	Suburb	13/14	14/15	15/16	16/17	17/18
High priority asbestos removal identified through Asbestos Management Plan	Various	\$650,000				
Cook Park - Scarborough St public amenities	Monterey	\$350,000				
Arncliffe Park Amenities	Arncliffe	\$292,435				
Gardiner Park Amenities	Banksia	\$100,000				
Cook Park opposite Emmaline Street public amenities	Ramsgate Beach	\$330,000				
San Souci Branch Library - refurbishment and expansion	Sans Souci	\$300,000				

Guild theatre roof replacement	Rockdale		\$452,000			
Peter Depena Reserve - South amenities	Dolls Point		\$330,000			
Jack & Jill Kindergarten	Bexley		\$150,000			
Arncliffe Pre School Kindergarten	Arncliffe		\$160,000			
Bexley North Public Toilet	Bexley North		\$250,000			
Bicentennial Park Central Amenities	Rockdale		\$530,000			
Brighton Early Childhood Centre	Brighton-Le-Sands			\$115,000		
Gilchrist Park Amenities	Bexley North			\$530,000		
Wilson's Cottage heritage item	Rockdale			\$430,000		
Bexley Oval Toilets and Kiosk	Bexley			\$500,000		
Scott Park Toilet Block	Sans Souci			\$285,000		
Peter Depena Reserve Toilets West	Dolls Point				\$330,000	
Old St David's Church	Turrella				\$200,000	
Rockdale Park Amenities	Rockdale				\$250,000	
Syd Frost Hall - internal refurbishment	Ramsgate				\$200,000	
Rockdale Community Aid	Rockdale				\$150,000	
Tonbridge Street Reserve Amenities and Kiosk	Ramsgate Beach				\$742,435	
Administration Building	Rockdale					\$1,600,000
Kyeemagh Boat Ramp Reserve	Kyeemagh					\$275,000
		\$ 2,022,435	\$ 1,872,000	\$ 1,860,000	\$ 1,872,435	\$ 1,875,000
	Program Total	\$2,632,435	\$3,787,435	\$4,930,870	\$6,098,740	\$6,090,725