



*City of Canterbury*  
*City of Cultural Diversity*

SUSTAINABLE  
CANTERBURY

# Community Strategic Plan 2014 - 2023

Adopted 13 February 2014



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## Community Languages

If you have difficulty reading this document, our community language staff are happy to assist you.

Call us on 9789 9300.

### ARABIC

إذا كنت تجد صعوبة في قراءة هذه الوثيقة، فإنه من دواعي سرور موظفينا الذين يتكلمون لغات المجتمع تقديم المساعدة لك. يرجى الاتصال بنا على الرقم 9789 9300.

### CHINESE

如果您閱讀本文件時感到困難，我們的社區語言職員會很樂意為您提供協助。請致電9789 9300給我們。

### GREEK

Αν δυσκολεύεστε να διαβάσετε αυτό το έγγραφο, το προσωπικό κοινοτικών γλωσσών μας ευχαρίστως θα σας βοηθήσει. Παρακαλείστε να μας τηλεφωνήσετε στο 9789 9300.

### ITALIAN

Se avete difficoltà a leggere questo documento, il nostro personale bilingue sarà lieto di aiutarvi. Chiamateci al numero 9789 9300.

### KOREAN

이 문서를 이해하시는데 어려움이 있을 경우 언어 담당 직원이 도와 드릴 수 있습니다. 9789 9300 으로 전화해 주십시오.

### VIETNAMESE

Nếu quý vị gặp khó khăn trong việc đọc tài liệu này, chúng tôi có nhân viên ngôn ngữ cộng đồng rất vui lòng giúp đỡ quý vị. Xin điện thoại đến chúng tôi ở số 9789 9300.

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## Message from the Mayor and General Manager

Welcome to the City of **Canterbury's Community Strategic Plan** for 2014-2023. This is your plan for the future, outlining what the people of Canterbury have said they want life in the City to be like as it develops over the next ten years.

The Community Strategic Plan is also a plan for a Sustainable Canterbury, balancing the environmental, social, and economic needs of people here now with the needs of future generations. A Sustainable Canterbury means protecting the things we like about the City, and making life better where we can. This Community Strategic Plan describes what making life better means, creating a picture of the future we want, and how we can all work together to achieve it.

There are a number of things that our community has said are priorities – things that need action now. These include better roads, less traffic congestion, good parks and gardens, balanced development, a cleaner Cooks River, better shopping, and a cleaner, safer, and greener City. Council does not have complete or direct responsibility for all these things, but can and will advocate, inform and influence where it needs to. There are also roles for state and federal government agencies, businesses, community organisations, and individuals within our community to contribute to achieving our goals for the City of Canterbury.

**Council's role in achieving the vision is, however, significant, and we will continue to deliver a wide range of services and infrastructure – roads, footpaths, cycle ways, drains, aquatic centres, libraries, community centres, and parks, sporting fields and natural reserves, all designed to make life better for our community. The Community Strategic Plan is the guiding document for a set of other documents – our Integrated Plans – that outline the activities Council intends to undertake, and the resources it needs to do so.**

We would like to take this opportunity to thank the many people who participated in the wide range of activities through which we have learned what our community wants for the future. These have included completing surveys, participating in community forums, visiting information stalls at events and festivals, and writing or drawing pictures of the future, as many school children did. Your contribution to the creation of this plan is greatly appreciated.

We invite you to read this plan and look for ways you can contribute to making life better here in our City, and create a more Sustainable Canterbury. If you would like to be a part of preparing future plans, please register your interest on our website

[www.canterbury.nsw.gov.au](http://www.canterbury.nsw.gov.au).



**Cr. Brian Robson**  
Mayor



**Jim Montague PSM**  
General Manager

## A quick guide to our Integrated Plans



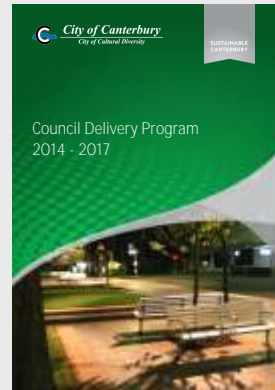
The Community Strategic Plan identifies the long-term aspirations our community has for life and work in Canterbury City. It **describes the City's** future through five themes, each with Long Term Goals and

Outcomes, which cover the broad range of topics that are important for our City and our communities. Alongside the Outcomes are Strategies – which Council, partner organisations and individuals can use to work towards achieving the Outcomes, and Trend Indicators – things that can be monitored to determine if progress toward the Outcomes is being made. The State of the City reports on the implementation and effectiveness of the Community Strategic Plan.



The Resource Strategy **outlines Council's** capacity to manage assets and deliver services over the next ten years. The Resource Strategy includes three key elements – a Strategic Asset Management Plan

describing infrastructure policies and requirements, a Workforce Management Strategy describing staff policies and requirements, and a Long Term Financial Plan, which sets policy directions for rates, borrowing, investments, service levels and additional infrastructure.



The Council Delivery Program is the strategic document which guides the action of Council for the next four years. It outlines the Activities – services, initiatives and infrastructure programs – that Council intends to undertake, and the

Resources (people and money) needed to do so. The Council Delivery Program is structured around Outcomes, showing those Activities that are part of Council Strategies working towards achieving an Outcome. The Council Function responsible for undertaking the Activity and Council Performance Indicators are also shown.



The Council Annual Budget and Operational Plan supports the Council Delivery Program by providing specific information on the Activities that Council will undertake and measures of performance. In

particular the details of Council Strategies (and associated Strategy Indicators), Services (and associated Output Estimates and Service Standards), and Initiatives to be delivered by each Function, Infrastructure Projects to be delivered, and the assignment of responsibility for implementation and reporting for these items, are included in the Operational Plan. The details of income and expenditure for the next year are included in the Annual Budget. Each year performance in relation to these things is reported in the Annual Report.

## Sustainable Canterbury

We want Canterbury to be sustainable.

This means balancing the ecological, societal, economic and human habitat needs of present generations so they do not compromise the needs of future generations.

It means our City is a great place to live, play and work for people here now, and in the future.

It means keeping the things we like about our City, and making life better where we can.

This Community Strategic Plan describes what making life better means and ways we can all work together to achieve this.

## Our vision for Canterbury City

The City of Canterbury is a great place to live, play and work.

Here people from many diverse nations and cultures live together harmoniously, and there is a great sense of community.

The City is clean and tidy, there are plenty of trees, and roads, footpaths and town centres are well-maintained giving the City an attractive appearance.

There are still lots of houses, not too many units or high-rise, a balance of residential and business areas, affordable places to live, and valuable heritage houses have been preserved.

Traffic flows smoothly and safely, with a minimum of congestion. Our City is pedestrian and bicycle friendly. There is good public transport, and enough parking.

There are beautiful parks, gardens, and green open spaces, particularly along the Cooks River, with outdoor recreation facilities, walking tracks and bike paths, and plenty of places for children to play.

It feels safe to live here, with low crime, and enough lighting in streets and parks.

Shopping is diverse and cheap, in particular offering foods from many cultures. There are thriving retail centres and local businesses, and more job opportunities, particularly in professional fields.

We take care of our natural environment, save water, recycle, support community gardens, and use renewable energy.

All the services and facilities we need are here for learning, health and fitness, sport, art and cultural expression.

Our council listens and responds with meaningful action to provide the things we need.

## Canterbury City now

Located in the magnificent city of Sydney, New South Wales, Australia, only 17 kilometres south-west of the CBD, the City of Canterbury is known for its many diverse cultures, friendly people, exotic foods, great restaurants, and unique shopping experiences. There are scenic parks, historical sites, and an extensive range of sporting and recreational facilities - Belmore Oval, Canterbury Racecourse, and Canterbury Ice Rink just to name a few.

The City has an area of 34 square kilometres and is largely residential, comprising 17 suburbs including open space corridors surrounding the Cooks River in the north-east, Wolli Creek in the south, and Salt Pan Creek in the west.

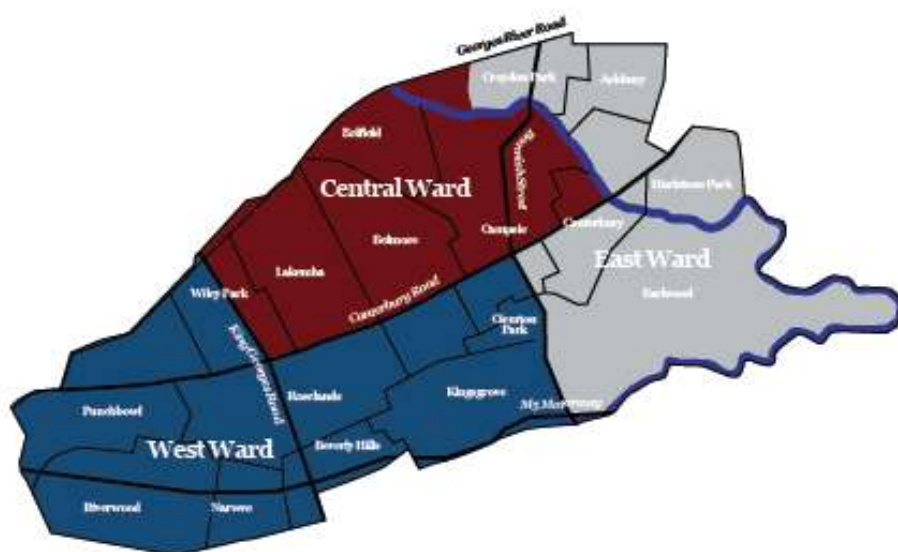
Originally inhabited by Aboriginal communities from the Bediagal people of the Dharug nation, the area has welcomed waves of settlers from every corner of the globe. Canterbury now has a very culturally diverse population with residents from over 129 different countries. Almost half were born overseas - 45% in countries where

English is not the first language, and 64% speak a language other than English at home.

The City has a very high population density with almost 145,000 residents living mostly in houses and two- or three-storey units.

There are excellent public transport and road networks throughout the area. Major retail precincts include town centres in Belmore, Campsie, Earlwood, Lakemba and Punchbowl, and Roselands Shopping Centre. There are smaller centres in Belfield, Canterbury, Hurlstone Park, Narwee, and Wiley Park. Major industrial precincts include Canterbury, Kingsgrove North and Riverwood. Canterbury Hospital is also a focus for associated medical facilities and services.

The City is geographically well placed, close to services, and major transport links including the M5 motorway, King Georges and Canterbury Roads, freight rail lines, Port Botany and Sydney airport. The Sydney CBD is just a short drive or train ride away.





## Canterbury City in 2023

Canterbury City is growing. **After a decline in population in the five years to 2006, Canterbury's population** has grown by almost 10,000 in the five years to 2011, at an average of 1.3% per year. By 2023 the population is forecast to grow to 157,000, an increase of 12,000. Targets set by the NSW State **Government's** draft Sydney Metropolitan Strategy also require an increase in the number of dwellings and jobs in Canterbury City.

**Canterbury's built environment is characterised by a high quantity of residential land, and some industrial areas on the perimeter of the council area.** A number of older residential areas have the potential for redevelopment to accommodate population and housing growth. Canterbury Road has also been identified as a Potential Enterprise Corridor, and an important local employment focus.

Things we think will change in the next ten years

	Now	2023	Increase
People living in Canterbury	145,000	157,000	+12,000
People under 15	29,000	32,000	+3,000
People over 65	19,000	23,000	+4,000
Dwellings in Canterbury	51,000	55,000	+4,000
Workers living in Canterbury	60,000	65,000	+5,000
Jobs in Canterbury	24,000	28,000	+4,000

## Making the vision a reality

The Community Strategic Plan is the means by which we can turn our vision for Canterbury City into reality. It describes the City's future through five themes, each with Long Term Goals and Outcomes, which cover the broad range of topics that are important to us. Alongside the Outcomes are Strategies – which Council and Partners will use to work towards achieving the Outcomes. Also alongside the Outcomes are Trend Indicators – things we are monitoring to determine if progress toward the Outcomes is being made. Other plans we have that will contribute to achieving the Outcomes are included, as are examples of things individuals can do to contribute to achieving the Outcomes.

The Themes and Long Term Goals are listed below.

Theme		Long Term Goal
	1	Attractive city
		1.1 Attractive streetscapes 1.2 Balanced development 1.3 Prosperous economy
	2	Stronger community
		2.1 Embracing diversity 2.2 Health and Safety 2.3 Access to services
	3	Healthy environment
		3.1 Transport alternatives 3.2 Responsible use of resources 3.3 Care for the natural environment
	4	Strategic leadership
		4.1 Engaged community 4.2 Healthy finances 4.3 Effective governance
	5	Improving council
		5.1 Efficient services 5.2 Responsible employer 5.3 Well-maintained equipment

## Structure of the plan

On the following pages the outcomes and trends; and strategies, partners, other plans, and what you can do, to achieve the outcomes, are presented for each long term goal.

Theme

Long Term Goal



Outcome

What people have said  
they want the future to be  
like

Trends and Numbers

What is actually happening



Strategies

What we plan to do

Partners

Who is working on this

What you can do

Things you can do to help  
achieve these outcomes

Other Plans

More detailed plans to  
achieve these outcomes

# 1 Attractive city

## 1.1 Attractive streetscapes

### What people have said they want the future to be like Outcomes

- 1.1.1 Our City is clean and tidy, with less graffiti, and rubbish removed from streets quickly
- 1.1.2 Our City is green, with street gardens and trees planted and maintained
- 1.1.3 The appearance of streets, and shops in town centres, is improving

### What is actually happening Numbers

2,000 tonnes of dumped rubbish and 500 abandoned vehicles are removed by council each year



350 street trees are planted by council each year

17,000 square metres of graffiti is removed by council and Bankstown Probation and Parole Service each year

### What we plan to do Strategies

- Clean and maintain streets, trees and public places
- Implement a comprehensive and responsive graffiti removal program
- Administer the tree preservation policy
- Provide pre-booked clean up service, and remove and dispose of dumped rubbish

### Who is working on this Partners

-  Council
-  Bankstown Probation and Parole Service



## What is actually happening Trends

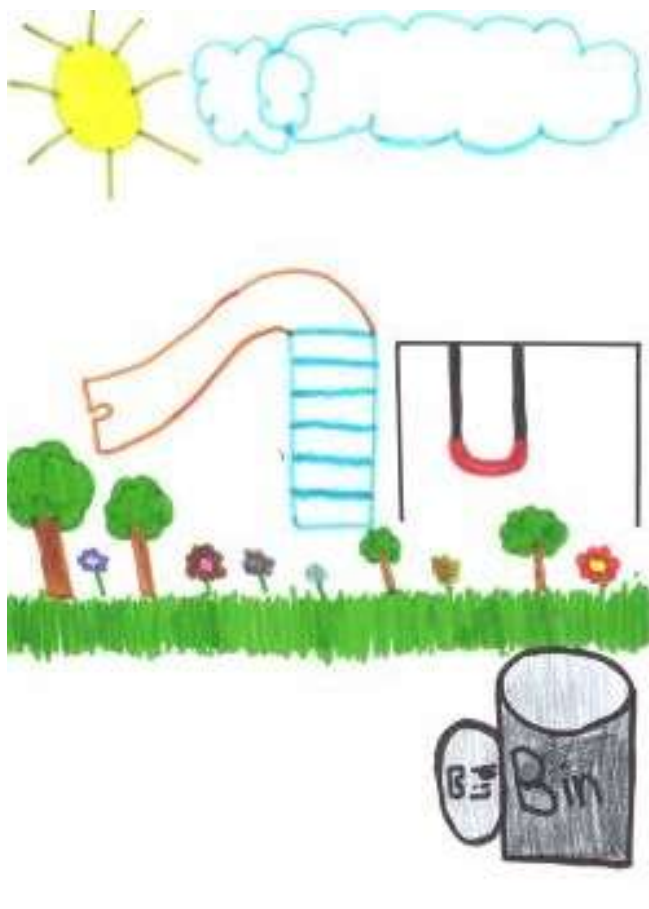
Trend Indicator	2012 Trend
➤ Resident satisfaction with City appearance	Just improving ➡
➤ Dumped rubbish and abandoned vehicles	Just improving ➡
➤ Street trees planted	Stable ↕
➤ Instances of graffiti and their removal	Improving ➡

## What you can do

- ✓ Use the pre-booked clean up service
- ✓ If you see rubbish on the street, let council know. We will pick it up as soon as possible.
- ✓ If you see any graffiti, let council know so it can be removed.
- ✓ **Don't litter** - put all your rubbish in an appropriate bin.
- ✓ Look after trees on your property and in your street.

## Other plans we have

- 📄 Illegal Dumping Strategy
- 📄 Tree Preservation Policy
- 📄 Street Tree Management Plan
- 📄 Graffiti Management Plan



# 1 Attractive city

## 1.2 Balanced development

### What people have said they want the future to be like Outcomes

1.2.1 Development brings attractive and sustainable buildings and homes, and a balance of houses and units, residential and business areas, and historic and modern streetscapes

### What is actually happening Numbers

Since 2006 1,130 new dwellings have been created (380 separate houses and 750 high density flats or apartments)

35% of households are renting, compared to 30% for the rest of Sydney.

Canterbury City has 354 hectares of public open space

### What we plan to do Strategies




- Assess and report on development applications and issue building related certificates
- Assess, recommend improvements, and regulate where necessary, environmental performance of industrial and commercial businesses
- Produce urban planning policies which facilitate sustainable urban development
- Regulate building standards including fire safety and unauthorised building

### Who is working on this Partners

- 👤 Council
- 👤 NSW Department of Planning



## What is actually happening Trends

Trend Indicator	2012 Trend
➤ Dwelling types	Just deteriorating 
➤ Housing tenure	Just improving 
➤ Open space per person	Stable 

## What you can do

- ✓ Participate in the development of urban planning policies and plans
- ✓ Contact council for advice when planning renovations or additions to your home

## Other plans we have

- 📄 Canterbury Local Environmental Plan
- 📄 Canterbury Development Control Plan 2012
- 📄 Development Contributions Plan
- 📄 Open Space Strategy



# 1 Attractive City

## 1.3 Prosperous economy

### What people have said they want the future to be like Outcomes

- 1.3.1 Town centres are vibrant, with a variety of shops and entertainment venues in main shopping centres, busy cafés and restaurants, outdoor dining areas, and an attractive village-feel to local shopping areas
- 1.3.2 Businesses in our City are prosperous and growing, and there are more local jobs, particularly in professional fields
- 1.3.3 The profile of our City is improved locally and beyond

### What is actually happening Numbers

23,800 jobs, 54,700 workers in Canterbury City

8,300 people that live and work here

3,200 retail jobs in, 1,800 jobs in cafes and restaurants

### What we plan to do Strategies

- Promote and coordinate improvements to town centres and industrial precincts
- Attract business investment
- Develop and implement initiatives that support local business growth and employment
- Establish effective communications between council and businesses
- Facilitate the provision of a range of support services to businesses
- Promote and facilitate skills acquisition and development for businesses
- Facilitate appropriate use of public space for filming
- Promote the City via Australian and international partnerships

### Who is working on this Partners

-  Council
-  NSW Trade and Investment
-  Local Chambers of Commerce
-  Southern Sydney Business Enterprise Centre
-  Neighbouring councils



## What is actually happening Trends

Trend Indicator	2012 Trend
➤ Jobs in retail and food industries	Deteriorating ←
➤ Local jobs per resident workforce	Just deteriorating ←
➤ Resident satisfaction with local restaurants	Stable ↔
➤ Resident views on what the City is known for	Just improving →

## What you can do

- ✓ Buy local and support local businesses
- ✓ Promote City attractions to friends and family outside the City.

## Other plans we have

- 📄 Towards 2032 – Economic Development and Employment Strategy
- 📄 Anzac Mall Place Management Strategy
- 📄 Regional Economic Development Strategy



## 2 Stronger community

### 2.1 Embracing diversity

#### What people have said they want the future to be like Outcomes

- 2.1.1 We are a friendly and harmonious community which values our many different cultures
- 2.1.2 We have opportunities and community spaces for expression and appreciation of local heritage, arts, music and culture

#### What is actually happening Numbers

97% of residents like living in Canterbury.

10% of residents are volunteers and 11% provide unpaid assistance to a person with a disability, long term illness or old age.

#### What we plan to do Strategies

- Enhance community harmony by facilitating a diverse range of innovative projects
- Improve meaningful connections between children's services, agencies and schools
- Facilitate citizenship ceremonies, community festivals and events to promote the City of Canterbury, its people, cultures, traditions and businesses, and the values of respect unity and peace.
- Improve understanding and awareness of heritage issues
- Facilitate library program and events which promote the richness of Canterbury's cultural diversity, heritage and identity.

#### Who is working on this Partners

- 👤 Council
- 👤 NSW Department of Education
- 👤 NSW Department of Planning
- 👤 NSW Office of Environment and Heritage



## What is actually happening Trends

Trend Indicator	2012 Trend
➤ Percentage of people who like living in their local area	Just improving ➡
➤ Volunteering and unpaid care	Just improving ➡

## What you can do

- ✓ Participate in our local events and festivals
- ✓ Volunteer with a local community organisation

## Other plans we have

- 📄 Conservation Management Plans for heritage items (Moorefield Centre, Orion Centre, Beulah Vista, War Memorials, Amenities Buildings, Parks and Trees)





## 2 Stronger community

### 2.2 Health and safety

#### What people have said they want the future to be like Outcomes

- 2.2.1 Healthy lifestyles are supported by parks and gardens with outdoor recreation facilities, playgrounds for children, well-maintained sports grounds and aquatic centres, and community gardens
- 2.2.2 We have access to adequate health services including doctors, a hospital, and community health and fitness programs
- 2.2.3 Our city is safe, with low crime, a strong police presence, and adequate street lighting

#### What is actually happening Numbers

320,000 people visit our aquatic centres each year

In 2011 there were 20% fewer crime incidents per 100,000 people in Canterbury than NSW.

In 2011 there were also 10% fewer crime incidents in Canterbury than in 2009.

In 2011 there were 900 road crashes and 560 road casualties

#### What we plan to do Strategies

- Construct, maintain and facilitate equitable use of parks, sports fields, gardens and bushland and facilities
- Plan for and support the delivery of recreation services and facilities
- Provide safe, accessible and attractive aquatic facilities, and deliver fitness and recreation programs that meet the needs of the diverse range of user groups
- Provide stormwater management
- Facilitate innovative community health and safety projects, and improve health and safety through education and regulation
- Facilitate local emergency management
- Facilitate the provision of street lighting
- Provide community parking patrol & regulatory services.

#### Who is working on this Partners

-  Council
-  NSW Health
-  NSW Sport and Recreation
-  NSW Food Authority
-  Royal Life Saving Association of Australia
-  YMCA
-  Energy Australia
-  SES
-  Sydney Water



## What is actually happening Trends

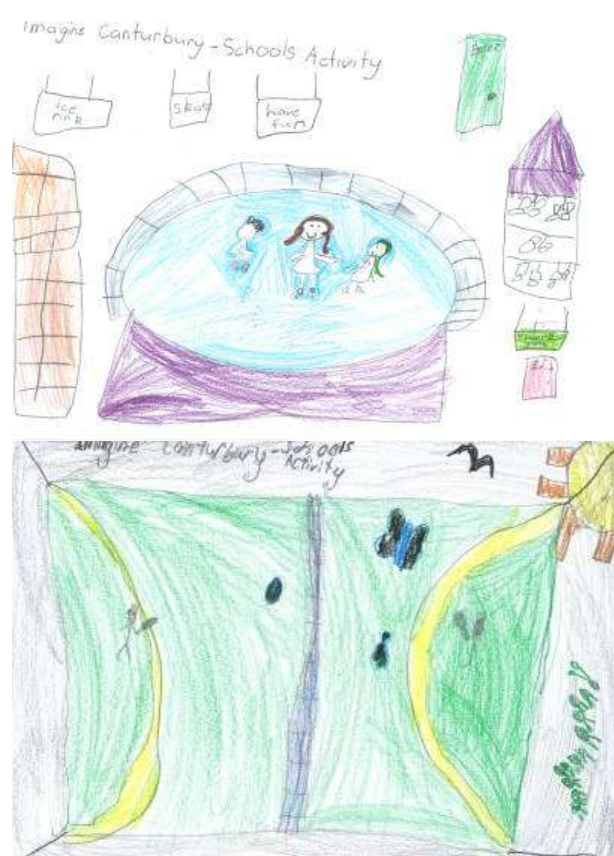
Trend Indicator	2012 Trends
➤ Physical activity	Stable 
➤ Community perceptions of crime and safety	Just improving 
➤ Incidence of crime	Improving 
➤ Road crashes and casualties	Stable 

## What you can do

- ✓ Get active! Play a sport, ride a bike along the Cooks River, explore the Regional Park, become a member at our Aquatic Centres or Morris lemma Indoor Sports Centre.
- ✓ Take care on the roads, driving, cycling or walking.

## Other plans we have

- 📄 Strategic Recreation Plan
- 📄 Community Safety Plan
- 📄 Bushland Plans of Management
- 📄 Emergency Risk Management Plan
- 📄 Road Safety Action Plan
- 📄 Healthy Communities Action Plan
- 📄 Climate Change Adaptation and Risk Management Plan



## 2 Stronger community

### 2.3 Access to services

#### What people have said they want the future to be like Outcomes

- 2.3.1 We have community facilities that are appropriate and well-used
- 2.3.2 Services and facilities are available in our City **to meet the diversity of people's needs, and** that expand as our population grows
- 2.3.3 We have access to local education resources including early learning, schools, TAFE and other opportunities

#### What is actually happening Numbers

43,200 residents have a work related qualification, 20,500 a tertiary qualification.

800,000 people visit our libraries a year, 30,000 to attend a learning program.

63% of residents have a broadband internet connection

There are 56 early learning centres for children 0-4 years in Canterbury

#### What we plan to do Strategies

- Plan for and support the delivery, and construct and maintain community buildings and facilities
- Enhance community wellbeing by facilitating a diverse range of innovative projects
- Provide Libraries that are vibrant and welcoming community hubs, with collections that meet the diversity of customer needs, that promote a love of reading, life long learning, and provide a wide range of high quality programs to meet the evolving needs of our community.
- Provide quality care, education, recreation and intervention services for children aged birth to 12 years that are responsive to the needs of children and families.

#### Who is working on this Partners

- ✎ Council
- ✎ Canterbury City Community Centre
- ✎ Riverwood Community Centre
- ✎ Other Community Organisations
- ✎ Migrant Resource Centre
- ✎ South West Sydney Institute of TAFE
- ✎ State Library NSW
- ✎ Salvos Legal Service



## What is actually happening Trends

Trend Indicator	2012 Trend
➤ Vocational or higher education qualifications	Improving ➡
➤ People attending library learning programs	Improving ➡
➤ Internet access	Improving ➡
➤ Availability and distribution of childcare	Stable ↔

## What you can do

- ✓ Visit our libraries, borrow printed books and e-books, learn about how to use computers or the internet, learn another language.
- ✓ Keep on learning eg. get a work-related qualification from TAFE.

## Other plans we have

- 📄 Community Facilities Plan
- 📄 Library Strategic Plan
- 📄 Pedestrian Access Mobility Plans
- 📄 Ageing Strategy



## 3 Healthy environment

### 3.1 Transport alternatives

#### What people have said they want the future to be like Outcomes

- 3.1.1 We have well-maintained roads that are safe and provide for smooth traffic flow and less congestion
- 3.1.2 Our City is pedestrian- and bike-friendly, with well-maintained footpaths and bike paths connected across the City through town centres, streets and parks
- 3.1.3 There are enough buses and trains, and they run on time
- 3.1.4 Parking for cars and bikes, and bus shelters or seats, are available near shops and public transport

#### What is actually happening Numbers

60% of residents travel to work by car, 25% by train

There are 370 kilometres of roads and 548 kilometres of footpaths in Canterbury

94% of the roads in Canterbury are in fair condition or better.

#### What we plan to do Strategies

- Provide designs for and expert advice on traffic and transport matters; assess the need for and coordinate installation and maintenance of traffic facilities; coordinate Traffic Committee
- Construct and maintain civil infrastructure including roads, traffic devices, drainage, footpaths, and signs.
- Provide road safety programs, advice and education
- Develop and encourage an accessible transport network that caters for the needs of pedestrians, cyclists, public transport and motor vehicle users.

#### Who is working on this Partners

-  Council
-  Roads and Maritime Services
-  NSW Department of Communities
-  Bankstown Canterbury Community Transport
-  Inner West Community Transport
-  City Rail and Rail Corp



## What is actually happening Trends

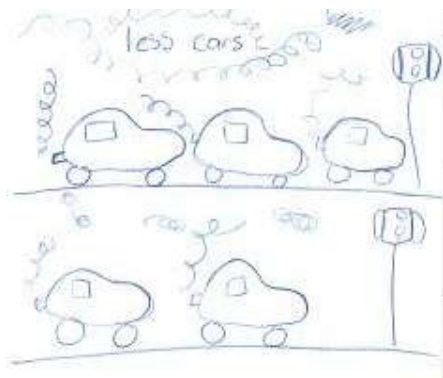
Trend Indicator	2012 Trend
➤ Road pavement condition	Just deteriorating ←
➤ Footpath condition	Just improving →
➤ Method of travel to work	Just improving →

## What you can do

- ✓ Leave the car at home, take public transport, walk or cycle where you can.

## Other plans we have

- 📄 Asset Management Plan
- 📄 Infrastructure Renewal Plan 2020
- 📄 City Bike Plan
- 📄 Town Centres Parking Strategy
- 📄 Canterbury Road Masterplan



### 3 Healthy environment

#### 3.2 Responsible use of resources

##### What people have said they want the future to be like Outcomes

- 3.2.1 Energy consumption and greenhouse gas emissions from our activities are reduced
- 3.2.2 Water consumption from our activities is reduced
- 3.2.3 Waste from our homes and businesses is minimised through resource recovery

##### What is actually happening Numbers

12 billion litres of water used by homes & businesses in Canterbury each year

540 million kWh of electricity used by homes & business in Canterbury each year.

34,000 tonnes of rubbish from Canterbury goes to landfill each year

Recycling and garden vegetation means 42% of waste is diverted from landfill

##### What we plan to do Strategies

- Encourage the installation of energy conserving technologies and promote renewable energy sources.
- Encourage the installation of water conserving technologies and apply Sustainable Urban Water Management principles (SUWM).
- Plan for and provide appropriate and efficient contracted rubbish, recycling, and garden vegetation collection, disposal and processing services
- Provide community education that promotes and supports the effective delivery of the waste collection services, and waste minimisation and recycling

##### Who is working on this Partners

- 👤 Council
- 👤 NSW Office of Environment and Heritage
- 👤 Housing NSW
- 👤 Riverwood Community Centre



## What is actually happening Trends

### Trend Indicator

➤ Council and community water consumption

### 2012 Trend

Stable



➤ Council and community energy consumption

Just improving



➤ Community waste generation and recycling

Just improving

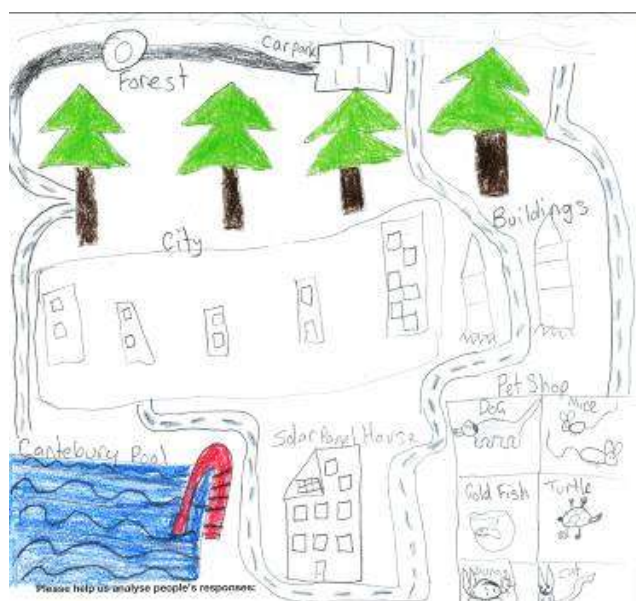


## What you can do

- ✓ Install low power globes LED or CFLs
- ✓ Turn off your TVs and computers at the power point, **don't leave them on standby**
- ✓ Get rid of a second fridge if you have one
- ✓ Purchase water saving appliances when replacing them
- ✓ Install a water tank or solar panels
- ✓ Use your recycling and garden vegetation bins to divert as much as you can from your rubbish bin.

## Other plans we have

- 📄 Environmental Management Plan
- 📄 Water and Energy Savings Action Plans
- 📄 Greenhouse Local Action Plan



## 3 Healthy environment

### 3.3 Care for the natural environment

#### What people have said they want the future to be like Outcomes

- 3.3.1 Water quality and aquatic habitat in our City is improved – we have a clean Cooks River system
- 3.3.2 Biodiversity is enhanced and protected
- 3.3.3 Air quality is improved
- 3.3.4 Noise amenity is improved
- 3.3.5 People in our community are aware and actively support protection of our natural environment

#### What is actually happening Numbers

50 tonnes of rubbish removed from stormwater treatment devices per year

Only 2% high air pollution days in Earlwood

3,500 new trees planted each year

17 hectares of new natural vegetation area created in 2012

#### What we plan to do Strategies

- Ensure Council's assets are managed to reduce impacts on waterways and comply with environmental discharge regulations
- Work collaboratively to apply sustainable urban water management principles for total catchment management.
- Promote the ecological values of the City's open space and bushland and implement management plans.
- Provide information and sustainability education

#### Who is working on this Partners

-  Council
-  Cooks River Alliance
-  NSW EPA
-  Sydney Water
-  Sydney Catchment Management Authority
-  Wollie Creek Preservation Society

## What is actually happening Trends

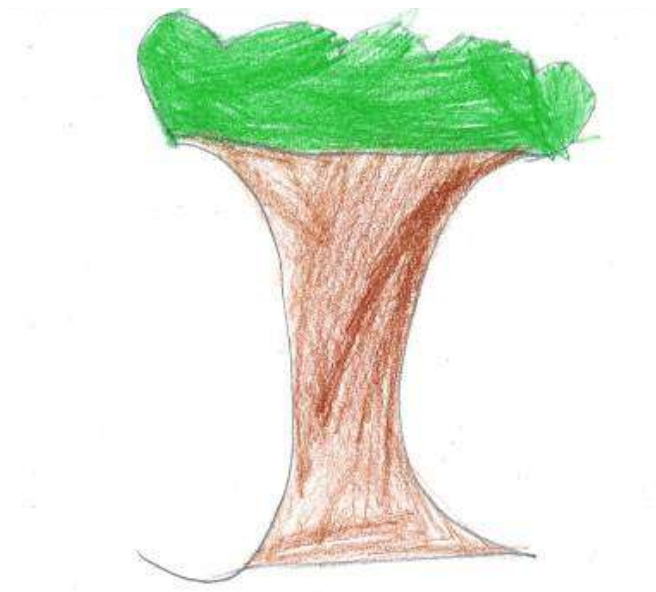
Trend Indicator	2012 Trend
➤ Pollution days and complaints	Stable 
➤ Areas available to enhance biodiversity	Improving 
➤ Trees planted and trees removed	Just improving 
➤ Volunteering in environmental activities	Improving 

## What you can do

- ✓ Join a tree-planting or bushcare group, or clean-up crew.
- ✓ Ride along the Cooks River near Gough Whitlam Park and see the salt marshes.
- ✓ Take a walk through the Regional Park.

## Other plans we have

- 📄 Environmental Management Plan
- 📄 Cooks River Foreshore Strategic Plan
- 📄 Biodiversity Plan
- 📄 Estuary Management Plan





## 4 Strategic leadership

### 4.1 Engaged community

#### What people have said they want the future to be like Outcomes

- 4.1.1 We work with our Council to advocate with impact about key local issues
- 4.1.2 Our Council values and encourages active community participation
- 4.1.3 We can obtain the information and advice we need about issues that affect us
- 4.1.4 We can obtain the information we need about the services, facilities and programs our Council offers

#### What is actually happening Trends

Trend Indicator	2012 Trend
➤ Satisfaction with consultation and information	Stable 
➤ Website visits (in 2012 - 420,000)	Improving 
➤ Customer enquiries (in 2012 - 160,000)	Just improving 





#### What we plan to do Strategies

- Promote access and equity and advocate for the people of our community.
- Anticipate, develop and monitor implementation of environmental policies, develop partnerships within and outside council to deliver environmental outcomes
- Implement activities to inform, and encourage participation by residents, business, community groups and associations, and staff
- Use engagement and consultation as aids to ensure library collections and services meet community needs
- Prepare and report on the Community Strategic Plan
- Provide accurate and timely information to residents on issues that affect them, and on access to services
- Provide mapping and GIS services

#### Other plans we have

-  Advisory Committee Policy
-  Community Engagement Policy

#### Who is working on this Partners

-  Council
-  NSW Health
-  Housing NSW
-  NSW Department of Premier and Cabinet

## 4.2 Healthy finances

### What people have said they want the future to be like Outcomes

- 4.2.1 Our Council's strong financial position is protected by long term planning and accurate reporting
- 4.2.2 Resources are available to deliver the services and infrastructure we need

### What is actually happening Trends

Trend Indicator

- Independent assessment of financial position

2012 Trend

Stable



### What we plan to do Strategies

- Provide long term financial planning, financial advice, and budgeting and financial control
- Provide timely and accurate collection of revenue, payments, and recording of transactions.
- Ensure maximum return on investment portfolio
- Facilitate the optimum use of council property assets
- Increase local sponsorship in our festivals and events
- Obtain grants for infrastructure and traffic projects

### Other plans we have

- 📄 Asset Management Plans
- 📄 Long Term Financial Plan
- 📄 Infrastructure Works Program
- 📄 Delivery Program
- 📄 Annual Budget
- 📄 Development Contributions Plan
- 📄 Strategic Property Plan

### Who is working on this Partners

- 👤 Council
- 👤 NSW Treasury
- 👤 Commonwealth Department of Regional Australia, Local Government, Arts and Sport





## 4 Strategic leadership continued

### 4.3 Effective governance

#### What people have said they want the future to be like Outcomes

- 4.3.1 **Our Council's leadership and operations** are honest, transparent and accountable
- 4.3.2 Our Council creates infrastructure that meets our needs, works well and is built to last
- 4.3.3 **Our Council's plans** and policy provide clear direction
- 4.3.4 Our Council manages its exposure to risk responsibly
- 4.3.5 Our Council complies with its legislative obligations



#### What is actually happening Trends

Trend Indicator	2012 Trend
➤ Satisfaction with council performance	Just improving 
➤ Governance Health Check assessment	Improving 
➤ Access to information requests	Improving 
➤ Customer requests and complaints	Just deteriorating 



#### What we plan to do Strategies

- Prepare financial, statutory, grant funding and statistical reports, and maintain register of assets.
- Provide administrative support to the Mayor, councillors and the General Manager and support meetings of council and committees
- Maintain Asset Management Systems to manage infrastructure and create works programs.
- Design, construct and maintain infrastructure.
- Prepare and report on corporate plans
- Implement corporate risk management, negotiate insurance cover, and manage insurance claims.
- Create, maintain, archive and dispose of Council records, providing appropriate access to customers
- Integrate sustainability principles into Council policy and practice
- Ensure legal compliance through the effective administration of policies.

#### Other plans we have

-  Governance Improvement Plan
-  Risk Management Plan

#### Who is working on this Partners

-  Council
-  NSW Division of Local Government

## 5 Improving council

### 5.1 Efficient services

What people have said they want the future to be like Outcomes

5.1.1 Our Council provides reliable services that represent value for money

What we plan to do  
Strategies

- Acquire and distribute goods and services ensuring value for money, and in accordance with legislative requirements and council policies
- Facilitate implementation of business improvement projects
- Enable a culture of continual improvement and best practice
- Optimise customer service and efficiency of operations through enhanced technology

Other plans we have

- 📄 Service Review Implementation Plan
- 📄 Customer Service Charter



## 5 Improving council continued

### 5.2 Responsible employer

What people have said they want the future to be like Outcomes

5.2.1 Our Council employs skilled people who work safely and enthusiastically

What we plan to do Strategies

- Partner with internal and external customers to effectively deliver people services that cultivate a productive culture and promote sound workplace relations.
- Deliver learning and development solutions to meet statutory requirements, and support staff development and organisational performance.
- Maintain a safe workplace.

Other plans we have

- 📄 Workforce Management Plan
- 📄 Equal Opportunity Plan
- 📄 Workplace Health and Safety Plan
- 📄 Learning and Development Plan

## 5.3 Well maintained facilities

What people have said they want the future to be like Outcomes

5.3.1 Our Council has modern, safe and well maintained facilities, plant and equipment

What we plan to do Strategies

- Provide and maintain IT infrastructure, applications, and systems that are functional, flexible, cost-effective and environmentally-friendly
- Maintain infrastructure, applications and systems to ensure the lowest downtime
- Maintain and administer Geographic and Property Information Systems.
- Maintain and clean Council buildings and facilities
- Manage provision of plant and vehicles to meet Council's operational needs, coordinate plant and vehicle replacement
- Safeguard Council's assets, staff and customers by coordinating effective and appropriate security arrangements

Other plans we have

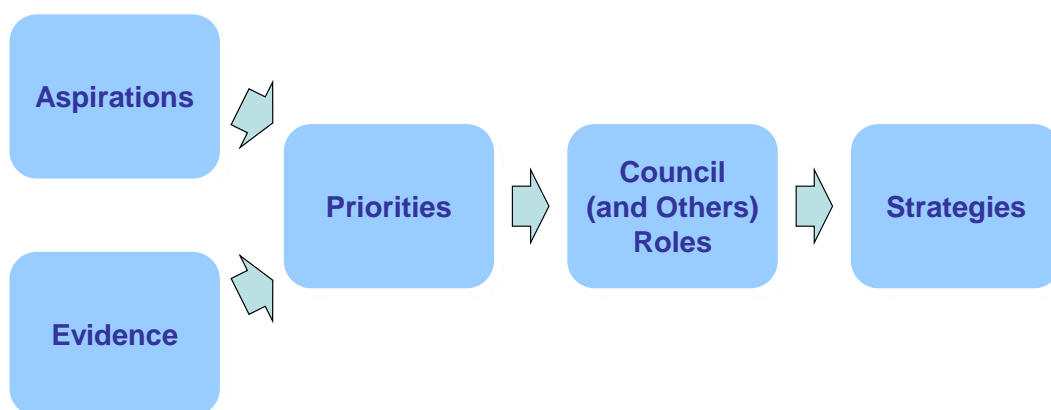
- 📄 Information Technology Strategic Plan
- 📄 Business Continuity Plans

Clock Tower, Anzac Mall, Campsie



## How this Plan was developed

We developed this Community Strategic Plan by asking our community what their aspirations were, gathering evidence on community needs, and using these two things to determine priorities, that is, the outcomes that are most important. We also looked at the place Canterbury City has in its region, in metropolitan Sydney, and identified things happening nationally and globally that might influence these priorities. We then identified the roles that council and others have, what each can do, and developed strategies to achieve these outcomes. This is illustrated below.



## Aspirations

Over the past three years we have done many things to find out our community's aspirations.

In October – November 2010, as part of the preparation of our first Community Strategic Plan, we undertook a comprehensive program of community engagement, asking people what they think of Canterbury City, what they want it to be, and how we can make it better.



We conducted a telephone survey, and made the survey available in printed form and on our website. Information stalls were set up at community events and festivals, and in town centres, asking people for their feedback. We conducted community forums in each Ward – at Riverwood Community Centre (West Ward), the Orion Centre (Central Ward), and Earlwood Caring Community Centre (East Ward).

The forums were very positive and enjoyed by staff and the many participants who attended. Participants came from different backgrounds – ethnic, religious, age, work and economic, and had a genuine willingness to work with council to address issues of concern to them, and offer ideas to help develop council and community plans to shape the future of the City.



What people like most about Canterbury City now

affordable attractive houses care for environment

central location cheap shopping

places for children to play childcare clean clubs Cooks River

cultural activities good schools festivals food friendly people

green spaces helpful council heritage hospital improving

appearance library multicultural

nice place to live beautiful parks

public transport quiet and peaceful racecourse safe

services and facilities sporting facilities street lighting

swimming pools traffic calming trees village feel waste services

We also involved children, inviting schools and early learning centres to participate in a range of activities including writing and drawing what they liked about Canterbury City and what they wanted for the future. Their artwork is presented throughout this plan.



In November 2012 we again conducted a telephone survey, asking residents to tell us what they liked about Canterbury, and how we can make it better. We also asked them to indicate the importance of, and their satisfaction with a range of council services and facilities.

The word clouds on these pages show what people like about Canterbury City, and what a better life looks like. Bigger words mean that more people mentioned these things.

We have tried to capture, in one way or another, all the different things people told us, and created outcomes from these. We have also, as much as possible, tried to use the specific words people used in their responses, in the outcomes.

Outcomes are shown in this plan like this:

#### What people have said they want the future to be like Outcomes

- 2.2.1 Healthy lifestyles are supported by parks and gardens with outdoor recreation facilities, playgrounds for children, well-maintained sports grounds and aquatic centres, and community gardens
- 2.2.2 We have access to adequate health services including doctors, a hospital, and community health and fitness programs
- 2.2.3 Our city is safe, with low crime, a strong police presence, and adequate street lighting

### What a better life looks like in Canterbury City in the future

arts and cultural activities connected bike paths prosperous businesses  
places for children to play **cleaner** greater  
community spirit clean Cooks River less crowded  
**balanced development** support for disabled local  
education entertainment care for the environment more festivals  
better footpaths community gardens fine as is **greener** better health  
services affordable houses **improving appearance** recognise  
indigenous more local jobs bigger library better lighting less multicultural  
facilities for older people **more parks** better parking public  
transport quiet and peaceful lower council rates clean restaurants more cafés  
responsive council **better roads** **safer** services and  
facilities shopping sporting facilities upgraded swimming pools public  
toilets **less traffic congestion** activities for youth

## Priorities

We can't do everything at once. We have to start with the most important things. As a result we have interpreted the things that people mentioned most when we asked them what a better life looked like as priorities. The top 10 priorities are listed below, with the relevant outcomes, and the strategies we are implementing to achieve them.

Priorities	Outcomes	Strategies
1. Better roads 2. Less traffic congestion	3.1.1 We have well-maintained roads that are safe and provide for smooth traffic flow and less congestion	<ul style="list-style-type: none"> <li>Construct and maintain civil infrastructure including roads, traffic devices, drainage, footpaths, and signs.</li> <li>Provide designs for and expert advice on traffic and transport matters; assess the need for and coordinate installation and maintenance of traffic facilities; coordinate Traffic Committee</li> <li>Provide road safety programs, advice and education</li> </ul>
3. Cleaner	1.1.1 Our City is clean and tidy, with less graffiti, and rubbish removed from streets quickly	<ul style="list-style-type: none"> <li>Clean and maintain streets, trees and public places</li> <li>Implement a comprehensive and responsive graffiti removal program</li> <li>Provide pre-booked clean up service, and remove and dispose of dumped rubbish</li> </ul>
4. Parks and gardens	2.2.1 Healthy lifestyles are supported by parks and gardens with outdoor recreation facilities, playgrounds for children, well-maintained sports grounds and aquatic centres, and community gardens	<ul style="list-style-type: none"> <li>Construct, maintain and facilitate equitable use of parks, sports fields, gardens and bushland and facilities</li> <li>Plan for and support the delivery of recreation services and facilities</li> <li>Provide safe, accessible and attractive aquatic facilities, and deliver fitness and recreation programs that meet the needs of the diverse range of user groups</li> </ul>
5. Balanced development	1.2.1 Development brings attractive and sustainable buildings and homes, and a balance of houses and units, residential and business areas, and historic and modern streetscapes	<ul style="list-style-type: none"> <li>Assess and report on development applications and issue building related certificates</li> <li>Assess, recommend improvements, and regulate where necessary, environmental performance of industrial and commercial businesses</li> <li>Produce urban planning policies which facilitate sustainable urban development</li> <li>Regulate building standards including fire safety and unauthorised building</li> </ul>

Priorities	Outcomes	Strategies
6. Cleaner Cooks River	3.3.1 Water quality and aquatic habitat in our City is improved – we have a clean Cooks River system	<ul style="list-style-type: none"> <li>• Ensure Council's assets are managed to reduce impacts on waterways and comply with environmental discharge regulations</li> <li>• Sustain sub-catchment planning and education programs for stormwater management and facilitate stakeholder groups to build capacity of the community's role in integrated sustainable water management.</li> </ul>
7. Better shopping	1.3.1 Town centres are vibrant, with a variety of shops and entertainment venues in main shopping centres, busy cafés and restaurants, outdoor dining areas, and an attractive village-feel to local shopping areas	<ul style="list-style-type: none"> <li>• Promote and coordinate improvements to town centres and industrial precincts</li> </ul>
8. Safer	2.2.3 Our city is safe, with low crime, a strong police presence, and adequate street lighting	<ul style="list-style-type: none"> <li>• Facilitate innovative community health and safety projects, and improve health and safety through education and regulation</li> <li>• Provide community parking patrol &amp; regulatory services.</li> </ul>
9. Greener	1.1.2 Our City is green, with street gardens and trees planted and maintained	<ul style="list-style-type: none"> <li>• Clean and maintain streets, trees and public places</li> <li>• Administer the tree preservation policy</li> </ul>
10. Improved appearance	1.1.3 The appearance of streets, and shops in town centres, is improving	<ul style="list-style-type: none"> <li>• Clean and maintain streets, trees and public places</li> </ul>








## Evidence

Evidence of community needs is found in the State of the City report. This is a report on the implementation and effectiveness of the Community Strategic Plan. The report observes the movement of a series of Trend Indicators. These Trend Indicators were included the 2011 Community Strategic Plan and were developed to reflect the community outcomes included in this Plan. Movements in these indicators enable an assessment of whether progress has been made towards the outcomes. The report also outlines highlights of actions that have been undertaken in the past four years with the intention of achieving the outcomes. The trend observed provides some indication of whether or not these actions have been successful. In this way the State of the City has informed the development of this new Community Strategic Plan, and has assisted Council and other agencies plan appropriately for the future of Canterbury City.

For each Trend Indicator there is an introduction to the indicator, a snapshot of the current trend, and a commentary on the trend and the basis for an assessment of the status of that indicator. Action highlights list key actions that have been undertaken over the past four years with the intention of achieving the community outcomes.

There are five status levels: improving, just improving, stable, just deteriorating, and deteriorating. The following symbols are used to designate these levels:

Improving	
Just improving	
Stable	
Just deteriorating	
Deteriorating	

There are 42 trend indicators. Of these 10 are improving, 16 are just improving, 11 are stable, 4 are just deteriorating, and 1 is deteriorating. This is a very good result overall with the bulk (88%) of the indicators being stable or showing some improvement, and only five indicators (12%) showing some deterioration. Our desired trend for most indicators is that they be improving.

Trend Indicators are shown in this plan like this.

### What is actually happening Trends

Trend Indicator	2012 Trend
➤ Pollution days and complaints	Stable 
➤ Areas available to enhance biodiversity	Improving 
➤ Trees planted and trees removed	Just improving 
➤ Volunteering in environmental activities	Improving 

Current values for the Trend Indicators are shown also like this:

### What is actually happening Numbers

50 tonnes of rubbish removed from stormwater treatment devices per year  
Only 2% high air pollution days in Earlwood  
3,500 new trees planted each year  
17 hectares of new natural vegetation area created in 2012

We will continue to monitor these Trend Indicators to see if we are making progress toward the Outcomes. Over the next four years we will also review the indicators to make sure they are adequate to do this.

## Guiding principles

### Social Justice

In developing this Community Strategic Plan and other plans we have considered the following social justice principles:

- Equity – there should be fairness in decision making, prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances.
- Access – all people should have fair access to services, resources and opportunities to improve their quality of life.
- Participation – everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives
- Rights – equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.



Our Community Strategic Plan reflects these four social justice principles and we have ensured that social considerations are adequately addressed in the preparation of other plans. This has meant that much of the work previously undertaken for the Social and Community Plan has been continued. In particular, we have continued to prepare and use both demographic and social profiles, which are particularly relevant for our diverse community.

## Community Harmony

The development of this and other plans has also been guided by the Statement of Common Values prepared by the City of **Canterbury's Multicultural** Advisory Committee:

- The City of Canterbury aims to foster a harmonious and co-operative community where a sense of community means all persons matter and all of us belong.
- The City of Canterbury recognises mutual respect is important to developing a resilient community. We need to seek understanding through open and honest dialogue by listening to each other and accepting our differences.
- The City of Canterbury promotes residents actively working together to deliver the best possible outcome for the community.
- By upholding these values, we will be able to build trust and hope within the community and to invest in the future.

## Sustainability

The City of Canterbury is committed to balancing the ecological, societal, economic and human habitat needs of its region so that the needs of the present generation do not compromise the needs of future generations. As a result, in developing this Community Strategic Plan and other plans we have considered the following sustainability principles, which are recognised internationally as the basis for guiding planning, decision making and implementing actions for sustainability.

- The Precautionary Principle – requires us to anticipate damage before it occurs and take responsibility for this damage, even if currently there is a lack of scientific data on the process, operation, interactions or damage.
- Intergenerational Equity – requires us to consider the needs and resources available for both the current and future generations. We should not pass on debts which will be difficult to service, including financial, environmental, educational, health or housing debts to future generations.
- Conservation of Biologically Diversity and Ecological Integrity – requires us to maintain or improve biological diversity, ecological health and ecological integrity to ensure these systems can support life, continue to provide resources and services used by industry, business and indigenous peoples. Biological diversity and health are important as the natural environment has ecological, genetic, social, economic, scientific, educational, cultural and aesthetic values.

- Improved Economic Valuation including Environmental Factors – includes environmental costs in the valuation of assets and services. For example, the cost of wood should include the costs associated with the loss of ecological functions of forests, the cost of disposal of by-products and the end product, costs of pollution created as a result of felling, transporting and manufacture and the cost of changes (ecological, human, cultural, etc) in adjacent land.
- Quadruple Bottom Line (QBL) – considers society, ecology, economy and governance in decision making and measuring an **organisation's success**. Governance includes accountability, transparency, effective financial, asset and human resource management and engaging with the local community and other stakeholders. QBL also requires us to report on these four areas.

## Sustainability Health Check

An important way of making sure we are creating a Sustainable Canterbury has been to match the themes and associated long term goals in our Community Strategic Plan to the Sustainability Health Check outcome areas of Ecology, Society, Economy, Human Habitat and Governance. In doing this we have also made sure our Community Strategic Plan is a sustainability plan.

Theme	Long Term Goal	Sustainability Health Check Outcome Area – Goal
1. Attractive city	1.1 Attractive streetscapes	Human Habitat – effective infrastructure and services
	1.2 Balanced development	Human Habitat – quality built places and spaces
	1.3 Prosperous economy	Economy – healthy economic activity Economy – meaningful employment Economy – prosperous communities
2. Stronger community	2.1 Embracing diversity	Society – respecting cultural heritage Society – creative communities
	2.2 Health and safety	Human Habitat – safe and healthy communities
	2.3 Access to services	Human Habitat – effective infrastructure and services Society – community health and well-being
3. Healthy environment	3.1 Transport alternatives	Human Habitat – efficient transport and access
	3.2 Responsible use of resources	Economy – efficient resource use
	3.3 Care for the natural environment	Ecology – protecting biodiversity Ecology – maintaining healthy waterways Ecology – respecting the landscape Ecology – protecting air quality
4. Strategic leadership	4.1 Engaged community	Governance – good community participation Society – good community relations
	4.2 Healthy finances	Governance – adequate resources and support Governance – effective stewardship
	4.3 Effective governance	Governance – compliance and accountability

## Other factors

### Global and national trends

CSIRO identifies six global future megatrends likely to impact local government:

1. ensuring quality of life for current and future generations with limited resources;
2. degradation of the natural environment, including the challenge of climate change;
3. the transition of billions of people in Asia and, to a lesser extent, South America and Africa out of poverty into the middle classes;
4. more older people who will increase pressure on resources, but who can also provide a wealth of skills, knowledge, and wisdom;
5. technology allowing individuals, communities, businesses and governments to selectively access a broader range of information through multiple channels;
6. rising demand for experiences over products, and the importance of social relationships

Other reports have identified trends at a national level that are likely impact on Canterbury City:

- Structural change in world and national economies and local impacts – including the growing influence of the economic imperative. Canterbury is already seeing the effects of such changes in declining retail and manufacturing in its local economy.
- Social change – including the movement of **Australia's baby boomers into retirement**, increasing population densities and changing cultural mix in metropolitan areas. Canterbury is already experiencing these changes, with significant overall population increases, an ageing population, and much cultural diversity. These changes have also contributed to an increase in employment in the Health and Community Services sector.
- Housing supply and affordability, especially in major cities.

### NSW 2021

NSW 2021 is the NSW Government's strategic business plan for the next 10 years, setting priorities for action and guiding resource allocation. NSW 2010 is based around five strategies:

1. Rebuild the Economy – restore economic **growth and establish NSW as the 'first place in Australia to do business'**
2. Return Quality Services – provide the best transport, health, education, policing, justice and family services, with a focus on the customer
3. Renovate Infrastructure – build the infrastructure that makes a difference to both **our economy and people's lives**
4. Strengthen our Local Environment and Communities – improve **people's lives by** protecting natural environments and building a strong sense of community
5. Restore Accountability to Government – — talk honestly with the community, return planning powers to the community and give people a say on decisions that affect them.

There are clear links between the NSW 2021 Goals and the Long Term Goals in this Community Strategic Plan. As we work on the Strategies to achieve the Long Term Goals, we will contribute to achieving the NSW 2021 Goals. The table opposite shows these links.



NSW 2012  
Strategies and Goals

Community Strategic Plan  
Long Term Goals

**REBUILD THE ECONOMY**

1. Improve the performance of the NSW economy
2. Rebuild State finances
3. Drive economic growth in regional NSW
4. Increase the competitiveness of doing business in NSW
5. Place downward pressure on the cost of living
6. Strengthen the NSW skill base

1.3 Prosperous economy

**RETURN QUALITY SERVICES**

- |           |  |
|-----------|--|
| TRANSPORT | <ol style="list-style-type: none"> <li>7. Reduce travel times</li> <li>8. Grow patronage on public transport by making it a more attractive choice</li> <li>9. Improve customer experience with transport services</li> <li>10. Improve road safety</li> </ol> |
|-----------|--|

3.1 Transport alternatives

- |        |  |
|--------|--|
| HEALTH | <ol style="list-style-type: none"> <li>11. Keep people healthy and out of hospital</li> <li>12. Provide world class clinical services with timely access and effective infrastructure</li> </ol> |
|--------|--|

2.2 Health and safety

- |                             |  |
|-----------------------------|--|
| FAMILY & COMMUNITY SERVICES | <ol style="list-style-type: none"> <li>13. Better protect the most vulnerable members of our community and break the cycle of disadvantage Increase opportunities for people with a disability by providing supports that meet their individual needs and realise their potential</li> </ol> |
|-----------------------------|--|

2.3 Access to services

- |           |  |
|-----------|--|
| EDUCATION | <ol style="list-style-type: none"> <li>14. Improve education and learning outcomes for all students</li> </ol> |
|-----------|--|

2.3 Access to services

- |                  |   |
|------------------|---|
| POLICE & JUSTICE | <ol style="list-style-type: none"> <li>15. Prevent and reduce the level of crime</li> <li>16. Prevent and reduce the level of re-offending</li> <li>17. Improve community confidence in the justice system</li> </ol> |
|------------------|---|

2.2 Health and safety

**RENOVATE INFRASTRUCTURE**

- |  |
|--|
| <ol style="list-style-type: none"> <li>18. Invest in critical infrastructure</li> <li>19. Build liveable centres</li> <li>20. Secure potable water supplies</li> </ol> |
|--|

1.1 Attractive streetscapes

1.2 Balanced development

**STRENGTHEN OUR LOCAL ENVIRONMENT AND COMMUNITIES**

- |  |
|--|
| <ol style="list-style-type: none"> <li>21. Protect our natural environment</li> <li>22. Increase opportunities for people to look after their own neighbourhoods and environments</li> <li>23. Make it easier for people to be involved in their communities</li> <li>24. Increase opportunities for seniors in NSW to fully participate in community life</li> <li>25. Fostering opportunity and partnership with Aboriginal people</li> <li>26. Enhance cultural, creative, sporting and recreation opportunities</li> <li>27. Ensure NSW is ready to deal with major emergencies and natural disasters</li> </ol> |
|--|

2.1 Embracing diversity

3.3 Care for the natural environment

2.2 Health and safety

**RESTORE ACCOUNTABILITY TO GOVERNMENT**

- |  |
|--|
| <ol style="list-style-type: none"> <li>28. Restore confidence and integrity in the planning system</li> <li>29. Restore trust in State and Local Government as a service provider</li> <li>30. Improve government transparency by increasing access to government information</li> <li>31. Involve the community in decision making on government policy, services and projects</li> </ol> |
|--|

1.2 Balanced development

4.1 Engaged community

4.3 Effective governance

## Sydney Metropolitan Strategy

A new draft Metropolitan Strategy has been **released that sets the framework for Sydney's** growth and prosperity to 2031 and beyond. It lays a planning foundation for all 41 councils in the metropolitan region with the aim of **cementing Sydney's position as Australia's pre-eminent city.** The Metropolitan Strategy estimates that by 2031:

- the population will grow by 1.3 million, taking total population from 4.3 million to 5.6 million people.
- The population will change, with 900,000 people over the age of 65, or nearly twice that of today. There will also be more than one million people under 15 years of age.
- Greater Western Sydney will be home to more than half of the population
- The economy will continue to shift away from manufacturing to a stronger finance and services focus.

The focus of the strategy is on boosting housing and jobs growth across all of Sydney. Relevant to Canterbury, the draft South subregional strategy (which includes Canterbury, Hurstville, Kogarah, Rockdale and Sutherland councils) estimates population growth to 2031 of 76,000, and sets targets for increases in housing and jobs of 42,000 and 43,000 respectively.

What this means for Canterbury is that by 2023 there will be an additional 12,000 people, needing an additional 4,000 dwellings, and an additional 4,000 jobs.

The Canterbury Local Environmental Plan 2012 and Towards 2032 Economic Development Strategy are two key plans we are implementing to support achievement of these targets.

## Destination 2036

In 2011 NSW local government civic leaders came together to consider the future of their communities and began to develop a plan for how they could best serve them over the next 25 years. At the gathering a new shared vision for local government in NSW was developed, along with five strategic directions that could support the achievement of this vision. Over the subsequent months an Action Plan was developed.

Work continues across the sector on these activities, including the work of the Local Government Review Panel looking at structural arrangements, and a comprehensive review of the Local Government Act.

The vision for NSW Local Government is strong communities through partnerships.

## Destination 2036 Vision

By 2036 all NSW communities will be healthy and prosperous – led and served by strong, effective and democratically elected local governments. Through leadership, local knowledge and partnerships with community, government and other sectors, we will plan our futures and deliver quality services and infrastructure. We will be recognised, respected and responsible for:

- ▶ Upholding the highest ethical standards
- ▶ Sound financial management
- ▶ Sensitive environmental stewardship
- ▶ Meaningful community engagement, advocacy and leadership
- ▶ Our adaptability, innovation and learning
- ▶ Developing the full potential of our people
- ▶ Responding to our diverse cultures, environments and economies
- ▶ Creating places that people value

## Destination 2036 Strategic Directions

### EFFICIENT AND EFFECTIVE SERVICE DELIVERY

Establish frameworks that facilitate and encourage effective, responsive and innovative service delivery.

### QUALITY GOVERNANCE

Enhance the governance framework to ensure community confidence in councils and to further enable Local Government to meet community needs and challenges.

### FINANCIAL SUSTAINABILITY

Ensure the financial sustainability of councils.

### APPROPRIATE STRUCTURES

Develop a variety of Local Government structural models to suit different environmental contexts.

### STRONG RELATIONSHIPS

Improve the relationship between the State and Local Government by working as partners, with a clear understanding of respective roles and responsibilities and for the benefit of our communities.

## Canterbury Council

The City of Canterbury Council is responsible to our community through the Community Strategic Plan to achieve real improvements in the quality of life for people living and working in the City of Canterbury.

### Services

With an annual expenditure over \$100 million, council is responsible for a wide range of services and infrastructure including roads, community facilities, libraries, parks, garbage removal, urban planning, and development control.

We provide services to children including Family Day Care, four Early Learning Centres and a modest support service. We have a central library in Campsie, and three branch libraries in Earlwood, Lakemba and Riverwood, with 140,000 items available for loan including 26,000 in other languages.

We maintain 27 sports grounds, 95 play grounds, 217 passive open spaces, 114 drainage reserves and 4 bushland reserves. A highlight is the Riverwood Wetlands, an area which since 2004 has been totally transformed from an old and under-used paddock into a popular recreation site for people of all ages, from toddlers to seniors. Works have included construction of wetlands, walkways and cycleways around an ornamental pond, landscaping and gardening, a new car park, additional automatic toilets and community gardens.

We are proud of our waterways, and have a built a cycleway along the Cooks River for people to discover the natural beauty of our City. In addition to having a large range of recreation and leisure facilities, we cater for the diverse range of people and cultures which make up our community, which dedicated services for the aged, children and youth. We also offer a wide range of multicultural services and facilities for our culturally diverse community.

Our waste and recycling system includes collection of rubbish (red lid bin), recycling (yellow lid bin) and garden vegetation (green lid bin), and has been significant in reducing the amount of rubbish to landfill. In addition the amount of materials collected in our City for re-use has virtually doubled since 2002. Council, like many of its counterparts, is also investigating Alternative Waste Technologies for the future of waste collection in our City.

### Major facilities

Our major facilities include:

- Aquatic and Fitness Centres at Roselands and at Tasker Park, Canterbury
- Wiley Park Amphitheatre
- Canterbury golf course at Kingsgrove (9 hole)
- Velodrome at Undercliffe
- Belmore Youth Resource Centre
- Belmore Sports Ground
- Morris lemma Indoor Sports Centre
- Early Learning Centres at Earlwood, Hurlstone Park, Lakemba and Punchbowl
- Libraries at Campsie, Earlwood, Lakemba and Riverwood.
- Punchbowl Multipurpose Centre
- Community Centres - Canterbury City Community Centre, Earlwood Caring Community Centre, Riverwood Community Centre, six Senior Citizens Centres and The Carrington Centre.

## Major projects over the next 10 years

Our recently adopted Development Contributions Plan outlines a number of major projects which may be undertaken over the next 10 years.

Reference	Description (Location)
Parks Improvement Works Program	<ul style="list-style-type: none"> <li>⇒ Salt Pan Creek Reserve - Open Space Masterplan Implementation (Riverwood)</li> <li>⇒ Salt Pan Creek Reserve - Tip Closure and remediation (Riverwood)</li> <li>⇒ Ewen Park - Masterplan Implementation (Hurlstone Park)</li> <li>⇒ Wiley Park - Implement Master Plan (Wiley Park)</li> <li>⇒ Rotary Park - New playground and amenities at (Riverwood)</li> <li>⇒ Campbell Oval - New Synthetic Running Track (Canterbury)</li> <li>⇒ Tasker Park - New wet and dry playground (Canterbury)</li> <li>⇒ Waterworth Park - Field Renovation plus additional field (Earlwood)</li> <li>⇒ Rosedale Reserve - New amenities Block (Croydon Park)</li> <li>⇒ Tasker Park - Facilities Improvement (Canterbury)</li> <li>⇒ Rotary Park - New Pedestrian and Bike path to King Georges Road (Riverwood)</li> <li>⇒ Guide Park Belmore - Youth Recreation centre (Belmore)</li> <li>⇒ Beaman Park - Field Renovation (Earlwood)</li> </ul>
Community Facilities Plan 2006	<ul style="list-style-type: none"> <li>⇒ Earlwood Library and Community Centre (Earlwood)</li> <li>⇒ Canterbury/ Hurlstone Park Community Centre (Canterbury)</li> <li>⇒ Fit-out Campsie Community Arts Centre (Campsie)</li> <li>⇒ Riverwood Library (Riverwood)</li> <li>⇒ Design and Construction of Lakemba Community Centre (Lakemba)</li> </ul>



## Other plans we have

Over the past few years we have also prepared a number of more detailed plans for specific topics. These have included, for example:

- 📄 Community Facilities Plan
- 📄 Strategic Recreation Plan
- 📄 Illegal Dumping Prevention Strategy
- 📄 Towards 2032 Economic Development Strategy
- 📄 Ageing Strategy
- 📄 Biodiversity Strategy
- 📄 Water and Energy Savings Action Plan

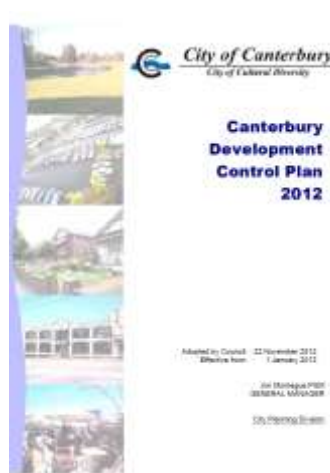
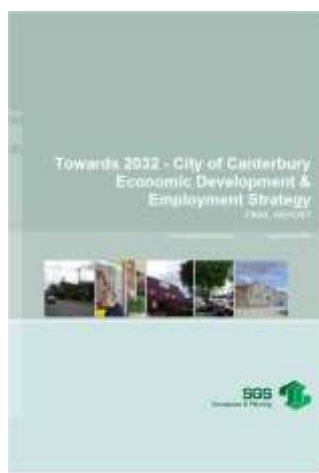
Preparation of these detailed plans has followed much the same pattern as described previously: environmental analysis to identify needs and aspirations; identification of priority outcomes; consideration of the roles of council and others ; identification of actions; identification of measures to determine progress toward outcomes, and performance in relation to actions; allocation of actions to responsible

functions (in council) or partners (outside council); and incorporation of actions into **Council's Delivery Program and Operational Plan.**

Where they contribute to achieving outcomes in a long term goal, other plans are shown in this plan like this:

### Other plans we have

- 📄 Strategic Recreation Plan
- 📄 Community Safety Plan
- 📄 Bushland Plans of Management
- 📄 Emergency Risk Management Plan
- 📄 Road Safety Action Plan
- 📄 Healthy Communities Action Plan
- 📄 Climate Change Adaptation and Risk Management Plan



## Activities and Performance Indicators

The following pages outline the activities council is already undertaking to achieve long term goals and outcomes, and the performance indicators it uses to determine if these things are being done well.

### 1 Attractive City

What our community wants Long Term Goals and Community Outcomes	What we are already doing Activities	How we'll know if we're doing these things well Performance Indicators
<b>1.1 Attractive streetscapes</b>		
1.1.1 Our City is clean and tidy, with less graffiti, and rubbish removed from streets quickly	⇒ Cleaning buildings, streets and town centres ⇒ Removing dumped rubbish	⊙ Response time to abandoned vehicles, graffiti and dumped rubbish
1.1.2 Our City is green, with street gardens and trees planted and maintained	⇒ Improving streetscapes ⇒ Planting and maintaining street trees	⊙ Resident satisfaction with cleanliness, parking, road maintenance
1.1.3 The appearance of streets, and shops in town centres, is improving		
<b>1.2 Balanced development</b>		
1.2.1 Development brings attractive and sustainable buildings and homes, and a balance of houses and units, residential and business areas, and historic and modern streetscapes	⇒ Urban planning ⇒ Development assessment	⊙ Complaints regarding the development assessment process ⊙ Time to process development applications and certificates ⊙ Resident satisfaction with development outcomes
<b>1.3 Prosperous economy</b>		
1.3.1 Town centres are vibrant, with a variety of shops and entertainment venues in main shopping centres, busy cafés and restaurants, outdoor dining areas, and an attractive village-feel to local shopping areas	⇒ Encouraging economic development ⇒ Improving town centres ⇒ Council partnership projects	⊙ Implementation of town centre improvements ⊙ Implementation of Business events according to plan ⊙ Employment lands available (ha)
1.3.2 Businesses in our City are prosperous and growing, and there are more local jobs, particularly in professional fields		
1.3.3 The profile of our City is improved locally and beyond		

## 2 Stronger Community

What our community wants Long Term Goals and Community Outcomes	What we are already doing Activities	How we'll know if we're doing these things well Performance Indicators
<b>2.1 Embracing diversity</b>		
2.1.1 We are a friendly and harmonious community which values our many different cultures	⇒ Citizenship ceremonies ⇒ Community events	⊙ Attendance at community events and festivals ⊙ Attendance at library cultural events
2.1.2 We have opportunities and community spaces for expression and appreciation of local heritage, arts, music and culture		
<b>2.2 Health and safety</b>		
2.2.1 Healthy lifestyles are supported by parks and gardens with outdoor recreation facilities, playgrounds for children, well-maintained sports grounds and aquatic centres, and community gardens	⇒ Maintaining and improving parks and playgrounds ⇒ Maintaining and improving sporting fields ⇒ Aquatic centres ⇒ Multipurpose centre in Punchbowl ⇒ Morris Iemma Indoor Sports Centre ⇒ Compliance and enforcement ⇒ Fire services & local emergency management ⇒ Public amenities and rest centres ⇒ Street lighting	⊙ Use of aquatic centres / golf course / parks / sporting fields ⊙ Food shop, regulated premises, cooling tower, swimming pool, and companion animals inspections and compliance ⊙ Resident satisfaction with street lighting
2.2.2 We have access to adequate health services including doctors, a hospital, and community health and fitness programs		
2.2.3 Our city is safe, with low crime, a strong police presence, and adequate street lighting		
<b>2.3 Access to services</b>		
2.3.1 We have community facilities that are appropriate and well-used	• Community facilities • Family day care and long day care centres	⊙ Use of community centres / senior citizens centres / children's services ⊙ Library book stock per capita
2.3.2 Services and facilities are available in our City to meet the <b>diversity of people's needs</b> , and that expand as our population grows	• Occasional care and Outside school hours care • Community grants • Services for seniors, disabled, and youth	⊙ Library loans and visits ⊙ Attendance at library programs
2.3.3 We have access to local education resources including early learning, schools, TAFE and other opportunities	• Community information • Multicultural programs • Social planning • Libraries & libraries special programs • Maintaining and improving community buildings and amenities	

### 3 Healthy Environment

What our community wants Long Term Goals and Community Outcomes	What we are already doing Activities	How we'll know if we're doing these things well Performance Indicators
<b>3.1 Transport alternatives</b>		
3.1.1 We have well-maintained roads that are safe and provide for smooth traffic flow and less congestion	⇒ Maintaining and improving roads and footpaths, and carparks	⊙ Implementation of Road Safety Action Plan
3.1.2 Our City is pedestrian- and bike-friendly, with well-maintained footpaths and bike paths connected across the City through town centres, streets and parks	⇒ Constructing bus shelters ⇒ Improving disability access ⇒ Improving footpaths and bikepaths ⇒ Constructing traffic features ⇒ Improving road safety ⇒ Managing traffic issues	⊙ Implementation of Cycle Plan ⊙ Resident satisfaction with provision of parking
3.1.3 There are enough buses and trains, and they run on time		
3.1.4 Parking for cars and bikes, and bus shelters or seats, are available near shops and public transport		
<b>3.2 Responsible use of resources</b>		
3.2.1 Energy consumption and greenhouse gas emissions from our activities are reduced	⇒ Waste audit & education ⇒ Clean up service ⇒ Domestic waste collection	⊙ Trends in council water consumption ⊙ Trends in council energy consumption and greenhouse gas emissions
3.2.2 Water consumption from our activities is reduced	⇒ Dumped rubbish collection ⇒ Greenwaste collection ⇒ Recycling collection	⊙ Trends in council waste generation and recycling
3.2.3 Waste from our homes and businesses is minimised through resource recovery	⇒ Trade waste collection	⊙ Resident satisfaction with waste services
<b>3.3 Care for the natural environment</b>		
3.3.1 Water quality and aquatic habitat in our City is improved – we have a clean Cooks River system	⇒ Environmental education ⇒ Water Sensitive Urban Design ⇒ Cooks River Alliance	⊙ Number of and participants in RiverLife tours / community tree planting events
3.3.2 Biodiversity is enhanced and protected	⇒ Environmental projects ⇒ Sustainability projects ⇒ Biodiversity projects	⊙ Litter removed by pollution control devices and volunteers
3.3.3 Air quality is improved	⇒ Leachate management	⊙ Proportion of weed infestations controlled
3.3.4 Noise amenity is improved		
3.3.5 People in our community are aware and actively support protection of our natural environment		

## 4 Strategic Leadership

What our community wants Long Term Goals and Community Outcomes	What we are already doing Activities	How we'll know if we're doing these things well Performance Indicators
<b>4.1 Engaged community</b>		
4.2.1 We work with our Council to advocate with impact about key local issues	⇒ Corporate communications ⇒ Customer service ⇒ Advisory committee support	⊙ Website usage ⊙ Resident satisfaction with consultation by council
4.2.2 Our Council values and encourages active community participation		
4.2.3 We can obtain the information and advice we need about issues that affect us		
4.2.4 We can obtain the information we need about the services, facilities and programs our Council offers		
<b>4.2 Healthy finances</b>		
4.1.1 Our Council's strong financial position is protected by long term planning and accurate reporting	⇒ Finance operations ⇒ Property portfolio management	⊙ Organisational expenditure within budget ⊙ Minimise outstanding rates, charge & debts
4.1.2 Resources are available to deliver the services and infrastructure we need		⊙ Investment rate of return ⊙ Success of grant applications
<b>4.3 Effective governance</b>		
4.3.1 Our Council's leadership and operations are honest, transparent and accountable	⇒ Corporate strategy ⇒ Facilitating council meetings ⇒ Providing support to councillors	⊙ Governance Health Check Aggregate Score ⊙ Currency of policy register
4.3.2 Our Council creates infrastructure that meets our needs, works well and is built to last	⇒ Executive operations ⇒ Governance ⇒ Records management	⊙ Response times for access to information requests
4.3.3 Our Council's plans and policy provide clear direction	⇒ Risk and insurance ⇒ Asset Management	⊙ Standards for response to complaints are met
4.3.4 Our Council manages its exposure to risk responsibly		
4.3.5 Our Council complies with its legislative obligations		



## 5 Improving Council

What our community wants Long Term Goals and Community Outcomes	What we are already doing Activities	How we'll know we're doing these things well Performance Indicators
<b>5.1 Efficient services</b>		
5.1.1 Our Council provides reliable services that represent value for money	<ul style="list-style-type: none"> <li>⇒ Purchasing</li> <li>⇒ Service Review Program</li> <li>⇒ Information management</li> </ul>	<ul style="list-style-type: none"> <li>⊙ Percentage of enquiries dealt with by customer service centre</li> <li>⊙ Customer service standards are met for response to enquiries / requests.</li> <li>⊙ Plant utilisation</li> </ul>
<b>5.2 Responsible employer</b>		
5.2.1 Our Council employs skilled people who work safely and enthusiastically	<ul style="list-style-type: none"> <li>⇒ Recruitment</li> <li>⇒ Performance Management</li> <li>⇒ Learning and Development</li> <li>⇒ Workplace Health and Safety and Rehabilitation</li> </ul>	<ul style="list-style-type: none"> <li>⊙ Lost time injuries</li> <li>⊙ Workers compensation claims</li> <li>⊙ Absenteeism</li> <li>⊙ Staff turnover</li> </ul>
<b>5.3 Well maintained equipment</b>		
5.3.1 Our Council has modern, safe and well maintained facilities, plant and equipment	<ul style="list-style-type: none"> <li>⇒ Communications</li> <li>⇒ Fleet management</li> <li>⇒ Information technology</li> <li>⇒ Operations facilities</li> </ul>	<ul style="list-style-type: none"> <li>⊙ IT customer requests resolved within SLA requirements</li> <li>⊙ Buildings maintained in accordance with condition standards</li> <li>⊙ Plant vehicles and equipment maintained in accordance with schedules</li> </ul>

## 2013 Rates and Services Review

As a result of the increases in population the City has experienced over the past five years Council is experiencing a rise in demand for services, which are becoming increasingly costly to provide. In addition, we now have more up-to-date forecasts of the cost of improving our infrastructure. This has identified a growing need to spend more money on essential community assets like roads, footpaths, drains, parks and other facilities.

The rise in demand for services, and more up-to-date forecasts of the costs of maintaining and improving our infrastructure have resulted in an estimated shortfall from 2014-15 of approximately \$12.5 million per year.

In order to address these issues and to ensure **Council's financial sustainability** from June 2013 to February 2014 we have involved our community in the 2013 Rates and Services Review, exploring options for changes in the range and level of services, and the means to fund these.

The Review aimed to determine the appropriate levels of service and infrastructure condition; whether or not some services should continue to be provided, and if not, which ones should be discontinued and when; and the level of a Special Rate Variation our community would be willing to accept. It was undertaken in two phases:

- a) a collaborative phase which took place from June to November 2013, in which a series of conversations were conducted about the challenges facing council and the ways in which they could be resolved with a deliberative group (the Community Working Group), a randomly selected representative sample of the Canterbury community.

During this phase engagement of the broader community took place via a variety of means whereby the conversations with the deliberative group were made as publicly available as possible, and feedback was gathered.

- b) a consultative phase which took place from mid-December 2013 to February 2014 in which the broader community of the City of Canterbury was informed of the strategy preferred by the Community Working Group, including the proposed size and timing of a proposed Special Rate Variation, and feedback was gathered.

### Project Steering Group

Early in the Review we invited a group of community leaders to advise us on the best ways to engage with our diverse community. This group has provided useful insight on the formation of the Community Working Group and the activities needed to ensure broader engagement is effective.

### Collaborative Phase

Activities in the collaborative phase included:

- Community Working Group  
We also asked an independent market research company to recruit a group of people to represent the range of different perspectives typical of the Canterbury community. This group was representative in terms of gender, age, location, cultural background, renters and owners, users of council services, ratepayers, residents and business owners, and people having lived a long or short time in the City.

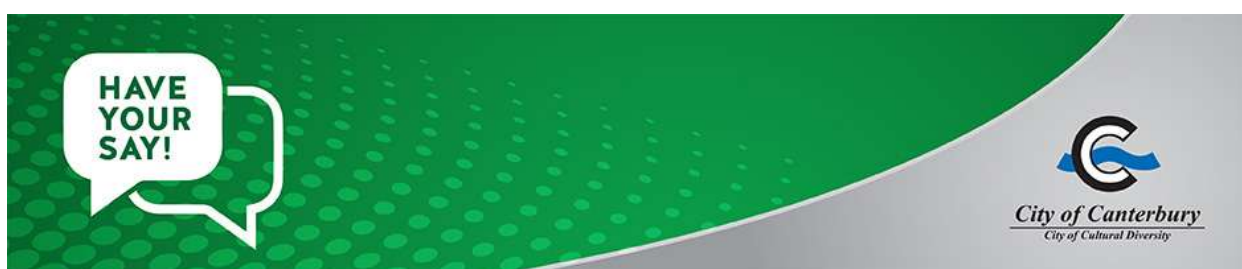
Over the period August to November 2013 this group met six times, each for several hours, working through a series of conversations to better understand what council does and how much it costs, what the challenge is and how it might be solved, and to work together to find a solution that the whole group could support.

- Broad community engagement  
Throughout this time we used our email newsletter, council column, social media such as Facebook and Twitter feed, Canterbury Connects App, posters and flyers distributed across the city, and emails to our community networks, to invite people to participate in the review.

Advertisements were also placed in local English and community language newspapers. Language assistance has been available via our Customer Service Centre.

A Fact Sheet outlining the background to, purpose of and process for the review, and scope of the challenge facing council was distributed to all ratepayers with rate notices in July 2013.

Contributions were invited via the website <http://haveyoursaycanterbury.com.au>, and feedback forms at Libraries, Childrens Centres, Senior Citizens and Community Centres.



## Community Working Group

The Community Working Group (CWG) was the central element of the engagement process for the Review. The CWG was a randomly selected representative sample of the Canterbury community. It is with this group that conversations about the challenge facing council have been held, and the ways in which they could be resolved have been explored.

Over a period of four months from August to November 2013 the Community Working Group meet six times, each time for several hours, working through series of structured conversations to gain a better understanding about what council does and how much it costs, what the challenge is and how it might be solved, and to work together towards a solution that the whole group could support.

- Meeting 1 – 1 August 2013:  
The group was introduced to each other, to the rates and services review program, and to the issue. They developed a list of questions about council rates and services. Council staff prepared answers to these questions for discussion at the second meeting.

- Meeting 2 – 20 August 2013:  
The answers to the questions from the first meeting were reviewed and discussed. There was then a discussion around three scenarios for service reductions and rate increases. A number of things emerged as common values when considering the impact of reducing the services council provides. This then lead to a discussion and development of a shared definition of the challenge facing council. The group expressed the challenge facing council:

*How can council maintain the services needed to improve the high quality of life in Canterbury, keep costs down and find alternative sources of income so that rates can be kept as low as possible, and clearly demonstrate the need for any increase in rates?*

- Meeting 3 – 11 September 2013:  
The group were provided with profiles for sixteen different service areas and asked to consider how important each service area was. They brainstormed possible strategies to solve the challenge, thinking specifically about the service areas and their income, service levels, and costs, coming up with over 50 different ideas.

Meeting 1 – Introductions





Prioritising service areas



Between meeting 3 and meeting 5, Council staff reviewed these to see which ones had already been implemented, which ones were feasible, and how much benefit they might provide.

- Meeting 4 – 9 October 2013:

The group discussed the future they wanted for the City of Canterbury and the services needed to achieve this desired future. They developed a list of key features of a good solution to the challenge which formed evaluation criteria.

- Meeting 5 – 23 October 2013:

The group discussed the feasibility of the ideas that were generated at the third meeting. They then generated and evaluated options. The initial evaluation resulted in considerable discussion about the application of the criteria, and it was agreed that no clear preferred option(s) had emerged. It was also agreed that the evaluation needed to be repeated at the next meeting in a way that included a way of interpreting the criteria and weightings for the criteria.

The prioritised service areas





- Meeting 6 – 7 November 2013:  
The group refined the criteria, generated new options, and evaluated them. Again no clear preferred option emerged. The group then discussed the features common to all options and came up with a new option that they all could support.

#### Councillor briefing

A briefing to inform councillors of the Community Working Group's preferred option, and the process by which it has been developed was held on 13 November 2013. Members of the Community Working Group attended this briefing to present the preferred option to councillors, and were available to answer questions.

Community Working Group members, councillors and staff at the Councillor Briefing



### The preferred option

The Community Working Group created an option to meet the forecast annual deficit in 2014-15 of \$12.5 million that combined increases in user fees, ways to generate additional income, reductions in services and standards of infrastructure, efficiencies in council operations, borrowing, and rate increases that they could all support. The ideas for these different components were generated by the Community Working Group, and assessed for feasibility and potential benefit by council staff.

The characteristics of this option that meant it could be supported were:

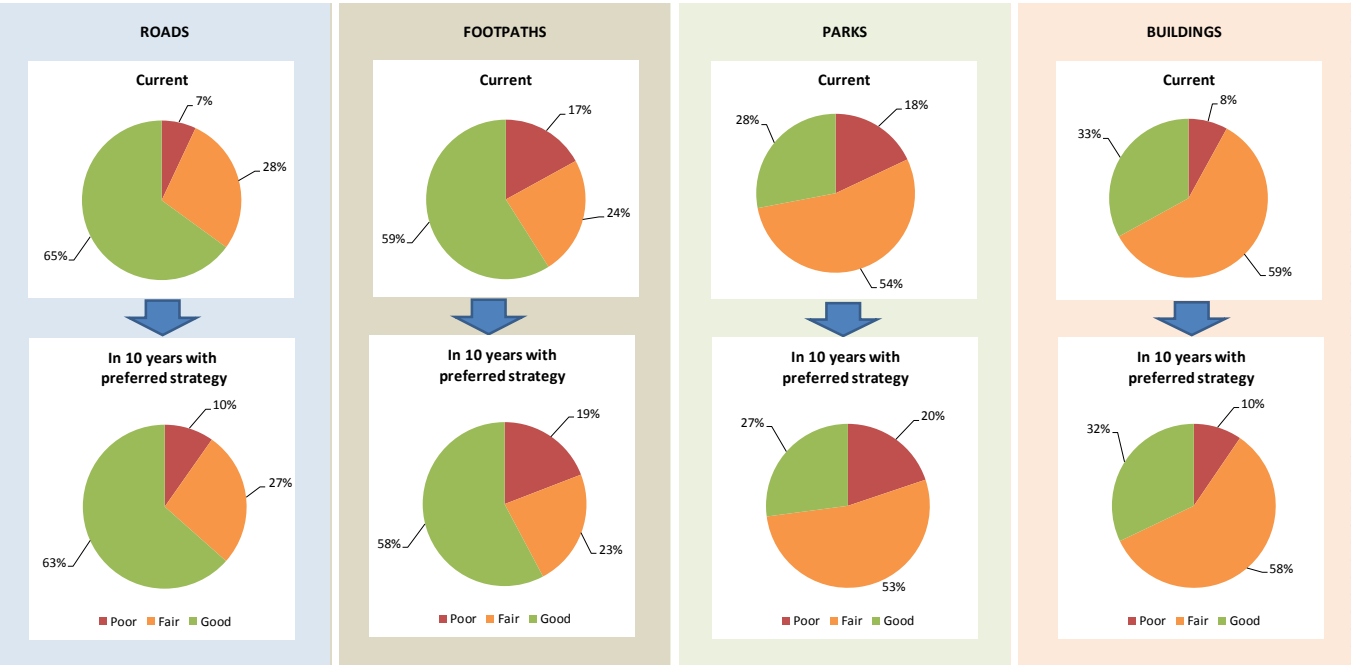
- Maintain as many services as possible, including libraries and pools, and especially considering future population increases;
- Combine a range of strategies, including additional income, fee increases, service reductions, borrowing, and rate increases;
- Accept as little infrastructure deterioration as possible;
- Achieve efficiencies in council operations;
- Have a 'middle of the road' rate increase;
- Borrow so that infrastructure maintenance is shared with future generations.

The option preferred by the Community Working Group is as follows:

OPTION PREFERRED BY COMMUNITY WORKING GROUP	
Initiative	Benefit
Increase income through commercial activities or user fees <ul style="list-style-type: none"> <li>- Increase charges to users of sporting fields and community facilities.</li> <li>- Lease areas of aquatic centres and parks for income generating activities.</li> <li>- Undertake commercial operations that earn income.</li> </ul>	\$0.2 million
Service reductions <ul style="list-style-type: none"> <li>- Close outdoor pools alternately during winter, but leave indoor pools open.</li> <li>- Reduce the frequency of street cleaning and focus on most important areas.</li> <li>- Have just one large festival per year.</li> <li>- Reduce free nature strip mowing.</li> </ul>	\$0.5 million
Achieve further efficiencies in council operations <ul style="list-style-type: none"> <li>- Review excess for public liability insurance.</li> <li>- Alternative management of the aquatic centres.</li> <li>- Discontinue more expensive payment channels, encourage more direct debit payments and charge for credit card payments, and issue rates notices by email to reduce postage costs.</li> <li>- Pay staff fortnightly, use electronic payslips.</li> <li>- In partnership with community groups provide more legal walls for graffiti to reduce cost of removal in other areas.</li> <li>- Achieve savings through implementing the dumped rubbish minimisation strategy, changes to structure of regulatory services, and alternative resourcing of Information Technology where appropriate.</li> <li>- <b>Provide Women's Rest Centres services through partnership with community organisations.</b></li> </ul>	\$1 million
Infrastructure deterioration <ul style="list-style-type: none"> <li>- Accept some deterioration in roads, footpaths, parks and buildings</li> </ul>	\$1.5 million
Borrowing <ul style="list-style-type: none"> <li>- Borrow \$36.5 million for infrastructure backlog rather than spend \$3.65 million per year for 10 years, and repay over 30 years. This spreads the burden of backlog over a longer period, and reduces the impact on current ratepayers.</li> <li>- Repayments are \$2.65 million per year, so the net benefit per year in the first ten years is \$1 million.</li> <li>- Over the thirty year period total interest paid is \$43 million, an extra \$1.43 million per year, and the debt service ratio would increase from 1.6% to 4.3%.</li> </ul>	\$1 million
Rate increase <ul style="list-style-type: none"> <li>- 4.6% per year for 3 years above the rate cap</li> <li>- Average residential rate in 2016 \$1,186</li> <li>- Increase above the rate cap by 2016 \$145</li> </ul>	\$8.3 million
Total	\$12.5 million

### Infrastructure deterioration

Whilst there was a general agreement that it was important to maintain services and service levels, it was accepted that to keep the rate increase as low as possible some infrastructure deterioration would have to be accepted. This means a few more roads, footpaths, buildings and parks will be in a poorer condition than they are now. The reduction is just \$1.5 million out of a total amount of about \$40 million on infrastructure. The graphs below show the likely change in condition with the preferred option.



Examples of both good and poor condition are shown below.



## Alternative options

Whilst the group discussed many different options as they worked towards a preferred one, there are two that provide a useful comparison in understanding implications of the challenge facing council. These are no rate increase, or no service reductions, and are detailed below.

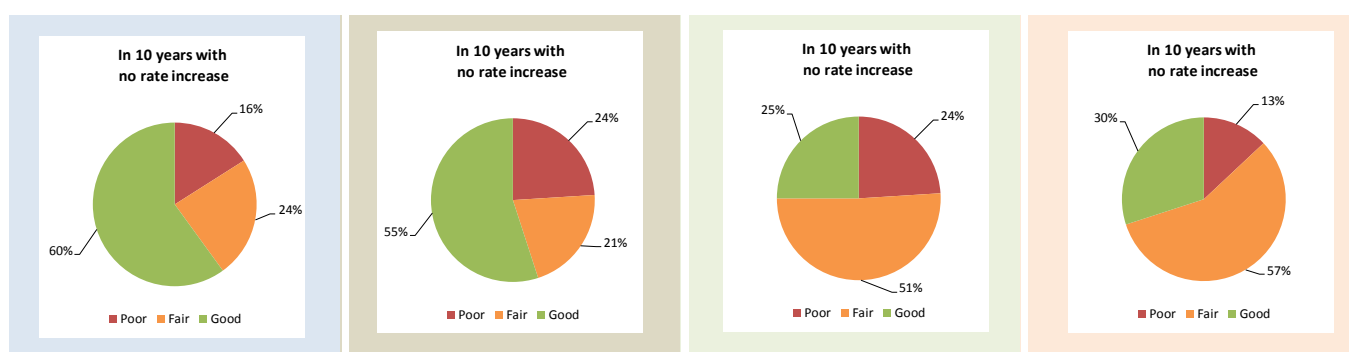
NO RATE INCREASE	
Initiative	Benefit
Increase income through commercial activities or user fees As for the preferred option plus: - Introduce pay for parking in car parks and town centres	\$0.5 million
Service reductions - As for the preferred option plus: - Close branch libraries - Close one aquatic centre, either at Canterbury or Roselands	\$4 million
Achieve further efficiencies in council operations As for the preferred option.	\$1 million
Infrastructure deterioration (\$7 million) - Accept serious deterioration in roads, footpaths, parks and buildings, resulting in major failures and extreme repair costs at some future time.	\$7 million
No borrowing	nil
No rate increase	nil
Total	\$12.5 million

The Community Working Group was not able to support the following aspects of these alternative options:

- A rate increase of more than 4.6%.
- Pay for parking in either car parks or town centres.
- Serious deterioration in infrastructure.
- Closure of libraries or aquatic centres.

NO SERVICE REDUCTIONS	
Initiative	Benefit
No increases in user fees	nil
No service reductions	nil
Achieve further efficiencies in council operations As for the preferred option.	\$1 million
No infrastructure deterioration	nil
No borrowing	nil
Rate increase - 6.3% each year for 3 years above the rate cap	\$11.5 million
Total	\$12.5 million

The graphs below show the likely change in condition with no rate increase.





## Consultation Phase

A report to the meeting of Council on 28 November 2013 provided an update on the Rates and Services Review, and Council adopted the preferred strategy for the purpose of making our community aware of the likely changes and to encourage further community contribution.

A community awareness campaign took place via a range of activities during mid-December 2013 to early February 2014. It included exhibition from 10 January to 7 February 2014 of this Community Strategic Plan, the Council Delivery Program, Strategic Asset Management Plan, and Long Term Financial Plan. The activities included:

- Haveyoursaycanterbury website  
Details of the proposed strategy and the documents on exhibition were made available on the haveyoursaycanterbury website. Over the period of the Rates and Services Review the website has been visited by over 7,800 people, and explored by almost 5,000.



- Letterbox drop  
A letter box drop of a Fact Sheet outlining the engagement process to date, and the proposed strategy including details of the proposed rate increase took place in the week commencing 30 December 2013. A total of 65,000 copies were distributed to all residential and business properties (not just ratepayers) in the City.
- Mailout to non-resident ratepayers  
Distribution of the Fact Sheet by addressed mail to all non-resident ratepayers. A total of 6,400 copies were distributed in this manner. This took place in the week commencing 13 January 2014.





- Information stalls

Information stalls were held in eight town centres and at the Australia Day Festival, where council staff distributed the information sheet and answered questions from passers-by. These stalls, which took place over the period 14 January – 30 January 2014, were held for four hours in larger town centres (Belmore, Campsie, Earlwood, Lakemba and Punchbowl), and for two hours in smaller town centres (Belfield, Croydon Park and Hurlstone Park). Around 2,500 copies of the information sheet were distributed in this way, numerous questions answered, and a small amount of feedback was received.

- Information Sessions

Ten information sessions were held at community centres and senior citizens centres across the City, with a mix of morning, afternoon and evening sessions. A presentation outlining the proposed strategy was made, questions answered and feedback received.

- Advertising

The activities were supported by advertising in the council column and email newsletter, posters in libraries and community centres and on information signs in Campsie and Hurlstone Park, and advertising in four other language newspapers (Chinese, Arabic, Vietnamese, and Greek).



### Information Stalls

Location	Date and Time
Belmore Town Centre	14 January 2014 12pm – 4pm
Lakemba Town Centre	16 January 2014 1pm - 5pm
Punchbowl Town Centre	21 January 2014 10am - 2pm
Belfield Town Centre	23 January 2014 10am - 12pm
Hurlstone Park Town Centre	24 January 2014 10am - 12pm
Croydon Park Town Centre	24 January 2014 2pm - 4pm
Australia Day Festival	26 January 2014 10am – 3pm
Campsie Town Centre	28 January 2014 1pm - 5pm
Earlwood Town Centre	30 January 2014 1pm - 5pm

### Information Sessions

Location	Date and Time
Lakemba Lakemba Senior Citizens Centre	13 December 2013 10am - 12pm
Riverwood Riverwood Community Centre	13 December 2013 2pm - 4pm
Punchbowl Punchbowl Community Centre	15 January 2014 10am - 12pm
Earlwood Earlwood Senior Citizens Centre	16 January 2014 10am - 12pm
Ashbury Ashbury Senior Citizens Centre	21 January 2014 2pm - 4pm
Belmore Belmore Senior Citizens Centre	22 January 2014 10am - 12pm
Lakemba Canterbury City Community Centre	22 January 2014 2pm - 4pm
Riverwood Riverwood Senior Citizens Centre	29 January 2014 10am - 12pm
Campsie Council Administration Centre	29 January 2014 6pm - 8pm
Punchbowl Punchbowl Community Centre	30 January 2014 6pm - 8pm

## Issues raised or suggestions made

Twenty written submissions were received in response to the proposal, via email, letter and one contribution to the [haveyoursaycanterbury](http://haveyoursaycanterbury.com.au) website. The issues raised and suggestions made, and comments on each, are outlined below.

- Proposed approach seemed reasonable  
Across the whole range of broader engagement activities, after the approach **had been explained, and people's questions** had been answered, the greater number of people agreed that the proposed approach sounded reasonable.
- Provide a lift at Punchbowl Station  
During the information stall at Punchbowl a number of people requested a lift be installed at Punchbowl Station. Although this is a State Government responsibility, Council could write to the relevant department to advocate for this.
- Concern regarding condition of infrastructure  
Some people were concerned about the current condition of infrastructure either in their street or neighbourhood. These included playgrounds, footpaths, kerb and gutter, and roads. These issues have been noted and are the subjects of further planning (eg. we are currently preparing a Playground Strategy), have been incorporated into our future Works Programs (footpath, kerb and gutter repairs), or are a State Government Responsibility (eg. condition of Bexley Road).
- Increase efficiency  
A number of people suggested improved productivity and efficiency as an alternative to the proposed rate increase. Significant savings have already been achieved in the last five years from our Service Review Program and these were documented extensively

## in the 'Answers to Questions from the Community Working Group' and made

publicly available. The Service Review Program has resulted in staff numbers being reduced from over 700 to 530, and savings in employee expenses of over \$5 million per year alone. Reductions in other expenses have also been achieved. Further efficiencies of \$1 million per year have been incorporated into the proposed approach in order to keep the rate increase as low as possible.

- Consider alternatives to rate increase  
There were a number of suggested alternatives to the proposed rate increase, including the sale of non-productive assets, increasing user pays, reducing non-essential services and increasing grants from other levels of government. All of these alternatives were considered by the Community Working Group, and have been incorporated into the proposed approach in order to keep the rate increase as low as possible.
- Perceived inequity in rates due to higher property values in the East of the City  
A number of people were concerned that they were paying much higher rates than the average and perceived this to be inequitable. Some people also thought that because property values were increasing, the rates received by council must also be increasing. The way in which the City of Canterbury can levy property rates, however, is regulated by the NSW Government. Any increase in the total rate income which council is able to obtain from all ratepayers (business and residential) is limited to a percentage that is set by the Independent Pricing and Regulatory Tribunal (IPART). This is known as the rate cap. In 2013-15 this percentage is 2.3%.

The amount paid by each ratepayer, however, **is calculated multiplying a 'rate in the dollar'** by the land value of that property. If the result is below a minimum amount, then a minimum rate applies. The rateable land value of properties is determined regularly by **the Valuer General**. The **'rate in the dollar'** (also known as the ad valorem rate) is calculated by dividing the total rate income which council is permitted to obtain from all rate payers by the total value of all the rateable properties.

If for example a particular ratepayer pays double the average rate, this means that the rateable land value of their property is double the average value across the whole of the City of Canterbury. This does not mean Council obtains more income, simply that this **ratepayer's contribution to the total income** that council is permitted to receive is more than the average. Elsewhere in the City, where ratepayers have properties that are valued at less than the average, they will pay less than the average rate.

This system of allocating rates using property values has been established and is regulated by the NSW Government. Council does not have the ability to change it. The only decision available to Council is whether or not to increase its total rate income each year by the maximum permitted by IPART, or to apply for a Special Variation above the rate cap.

- **Impact on pensioners**  
It is acknowledged that the proposed rate increase will impact on pensioners and others on limited and fixed incomes such as self-funded retirees. This was one of the views that were heard strongly from the Community Working Group, which was representative of the broader Canterbury community, and was

able to voice the different perspectives from across this community.

The existing pensioner rebate is provided by the NSW Government and has not changed significantly for many years. Further ways in which pensioners can be assisted are being considered.

- **Concern about borrowing**  
Some concern was expressed about the size of the borrowing program proposed because of the risk of future increases in interest rates. Borrowing is being considered as a means of keeping the proposed rate increase as low as possible, and is targeted directly at **the infrastructure backlog**. **Council's policy is** firmly against borrowing for operational purposes as distinct from capital expenditure.
- **Achieve savings from different waste collection approaches**  
There were a number of suggestions for achieving savings from different waste collection systems including user pays for rubbish collection to support recycling, having households contract directly for waste collection, returning to the old clean up approach of four set dates per year, having a combined food and garden waste collection system, and more education to reduce dumping. Some of these suggestions are being considered as part of our future waste strategy.

Changes to the waste collection system will not, however, improve the deficit. This is because under State Government legislation, Council must levy an Annual Charge for waste collection services, and the revenue so gained must only be used for waste collection services. Any savings in waste collection costs must be used to reduce the Annual

Charge, and cannot be used to fund other services.

**Council's current waste collection and disposal contract costs** are, however, comparatively low. The major contributing factor to increases in the Annual Charge for **Domestic Waste is the NSW Government's Waste Levy** – a tax on waste going to landfill. This charge has increased by an average of 25% per year for the past five years, and currently costs the people of the City of Canterbury around \$2.75 million per year.

- **Community Working Group not representative**  
Some people thought that the Community Working Group was comprised of community leaders with vested interests in preserving services that benefited them. On the contrary the Community Working Group was comprised of everyday people from across the City recruited by an independent market research company to represent the range of different perspectives typical of the Canterbury community.
- **Unable to use website**  
Some people experienced difficulty in using the haveyoursaycanterbury website. This website is designed to work in a modern browser, and people with an older browser would not have been able to use the full functionality of the website. We offered information stalls, information sessions, and written, phone and email contact as alternatives. Many people used these.

Also, in order to contribute to the forums on the website people were asked to register a screen name and provide their suburb. This was to manage contributions and determine which ones were from people living or

working in the City of Canterbury. Where people chose not to register, they were unable to contribute using the website and had to use other means.

- **Obtain additional income from new development**  
It was suggested that more high density development could provide additional income and avoid the need for a rate increase. It was also suggested that rates for new unit dwellings could be increased and charges to developers could be increased to fund additional services.

More dense development does accommodate an increase in population into the limited area of the City of Canterbury. Because of the limits on the way in which council is allowed to levy property rates under the Local Government Act, however, the additional income from rates on more dense development does not necessarily cover the costs of the additional demand for services generated by the additional population. An analysis using ABS data of average number of people per household indicates that the average rate per head of population actually decreases when a parcel of land is subdivided into smaller strata lots.

Increases in the number of dwellings results in Council receiving contributions under S94 of the Environmental Planning and Assessment Act 1979. These contributions are quarantined and must only be used for specific projects such as the acquisition, development and improvement of public facilities. These funds cannot be used to fund **Council's day-to-day operations** or fund asset renewal. The amount that can be levied is also capped by State Government legislation.

## Impact of the proposed rate increase

The total rate increase our community has proposed is 7.5% each year for three years, including an estimated 2.9% each year for the rate cap.

With just the rate cap the average residential rate would increase from \$955 in 2013-14 to \$1,041 per year in 2016-17.

With the Special Rate Variation the average residential rate will increase to \$1,186 in 2016-17. This is an increase above the rate cap over the three years of \$145, or \$48 each year.

The average business rate would increase from \$4,190 in 2013-14 to \$5,205 in 2016-17, an increase of \$1,015, or \$338 each year.

## Next Steps

Council has decided to submit an application to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation. If IPART approves the increase, it will be effective from 1 July 2014.

### Get more information

Obtain more information via:

Email: [council@canterbury.nsw.gov.au](mailto:council@canterbury.nsw.gov.au)

Website: <http://haveyoursaycanterbury.com.au>

Call: 9789 9300

Post: PO Box 77 CAMPSIE 2194

Visit: Customer Service Centre, Campsie,  
Libraries in Campsie, Earlwood, Lakemba and  
Riverwood