

COUNCIL MEETING ATTACHMENTS

(CIRCULATED UNDER SEPARATE COVER)

Strathfield Municipal Council

Tuesday 3 March 2020

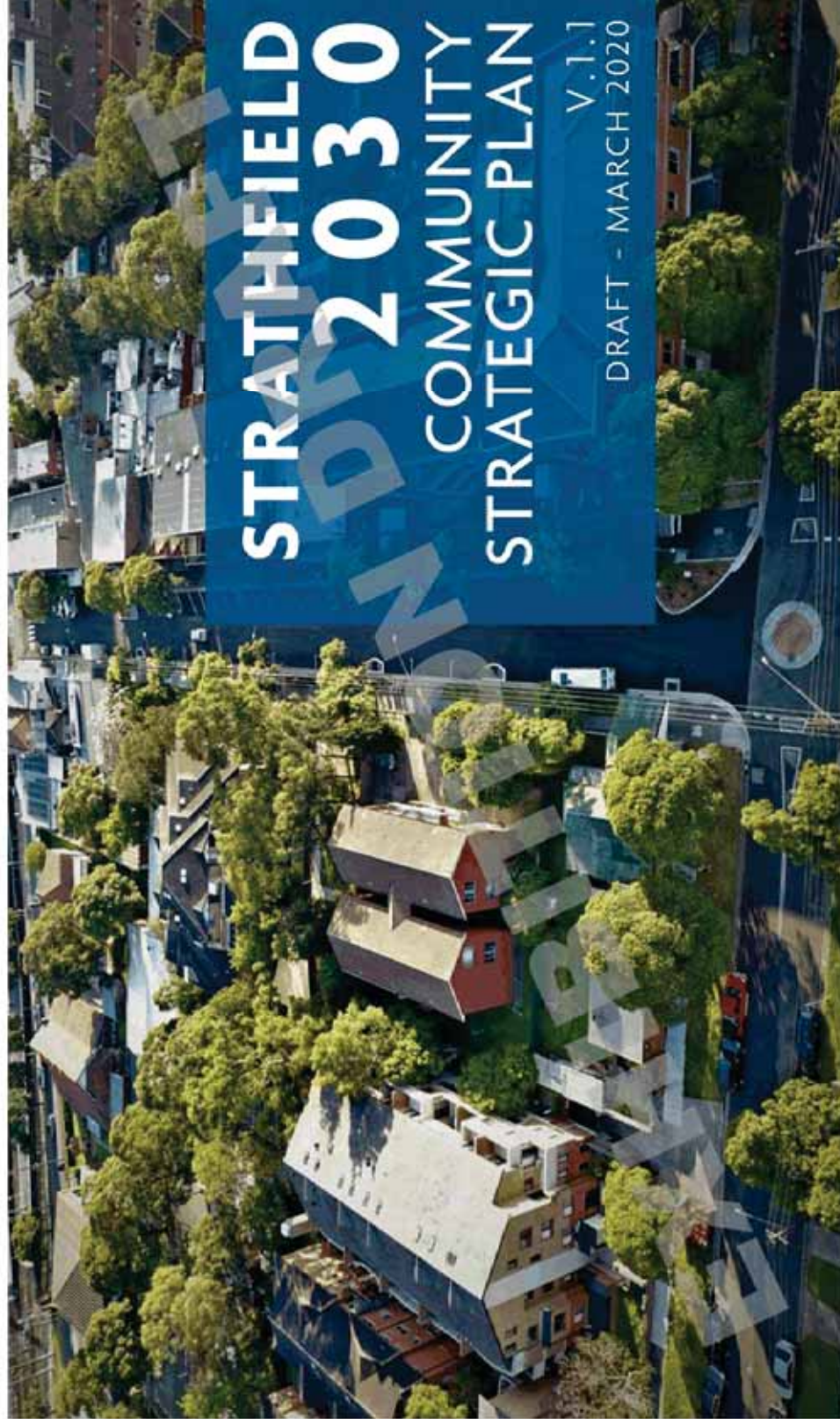
6:30pm
Council Chambers
65 Homebush Road, Strathfield

UNDER SEPARATE COVER ATTACHMENTS

TABLE OF CONTENTS

Item	Page No.
CEO1 Strathfield Council Community Strategic Plan 2020-2021	
Attachment 1 Strathfield 2030 Community Strategic Plan - Exhibition Draft	4
DEU2 Strathfield Local Strategic Planning Statement 2040 - Response to Submissions	
Attachment 1 Strathfield 2040 - Draft Local Strategic Planning Statement	271
Attachment 2 Strathfield 2040 - Draft Local Strategic Planning Statement Implementation Plan.....	372
Attachment 3 LSPS Submission Summary Table.....	409

ATTACHMENT 1



Beautifully Strathfield

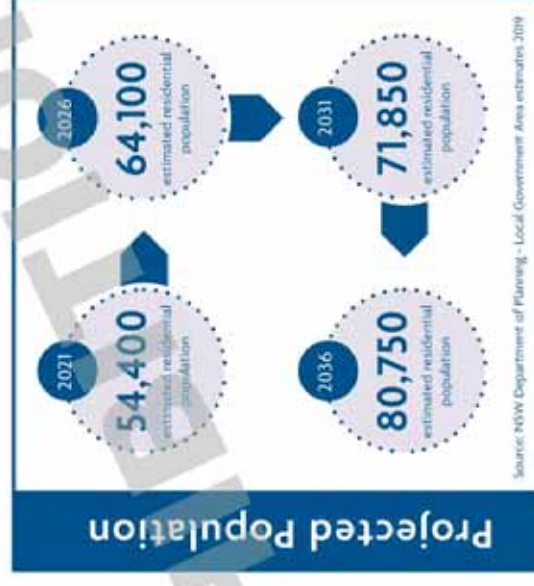




Strathfield Local Government Area (LGA)



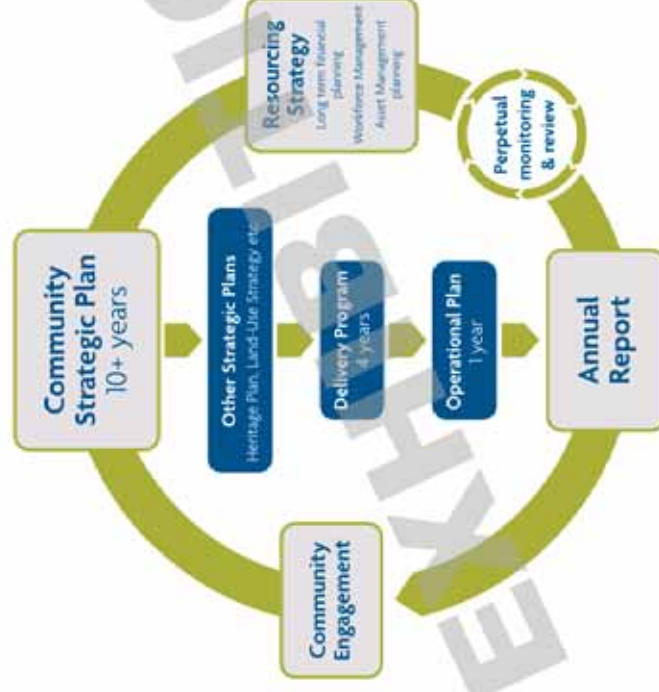
Strathfield 2030 Draft Community Strategic Plan



Welcome

This is a short introduction on how to read, understand and provide feedback to Council on this Plan.

The Plan is a document that draws together what the Strathfield community has identified as important priorities and community aspirations for the Council to achieve over the next 10 years. These set the framework for Strathfield to remain an attractive and liveable place for residents and visitors.



Strathfield Council

The Plan also serves as a guide to Council's key external partners to ensure that all strategies work together to meet the aspirational goals of the Strathfield community. The integration of each component of the Plan is described below:

- The 10 Year Community Strategic Plan is informed by a community engagement process. This is supported by the 10 year Resourcing Strategy.
- The 4 year Delivery Program is informed by the Community Strategic Plan.
- The 1 year Operational Plan articulates actions that Council plans to achieve in the first year of the 4 year Delivery Program.
- Council's Community Engagement Strategy is attached in Appendix 1. This document explains the process taken by Council in preparing the Strathfield Community Strategic Plan 'Strathfield 2030'.

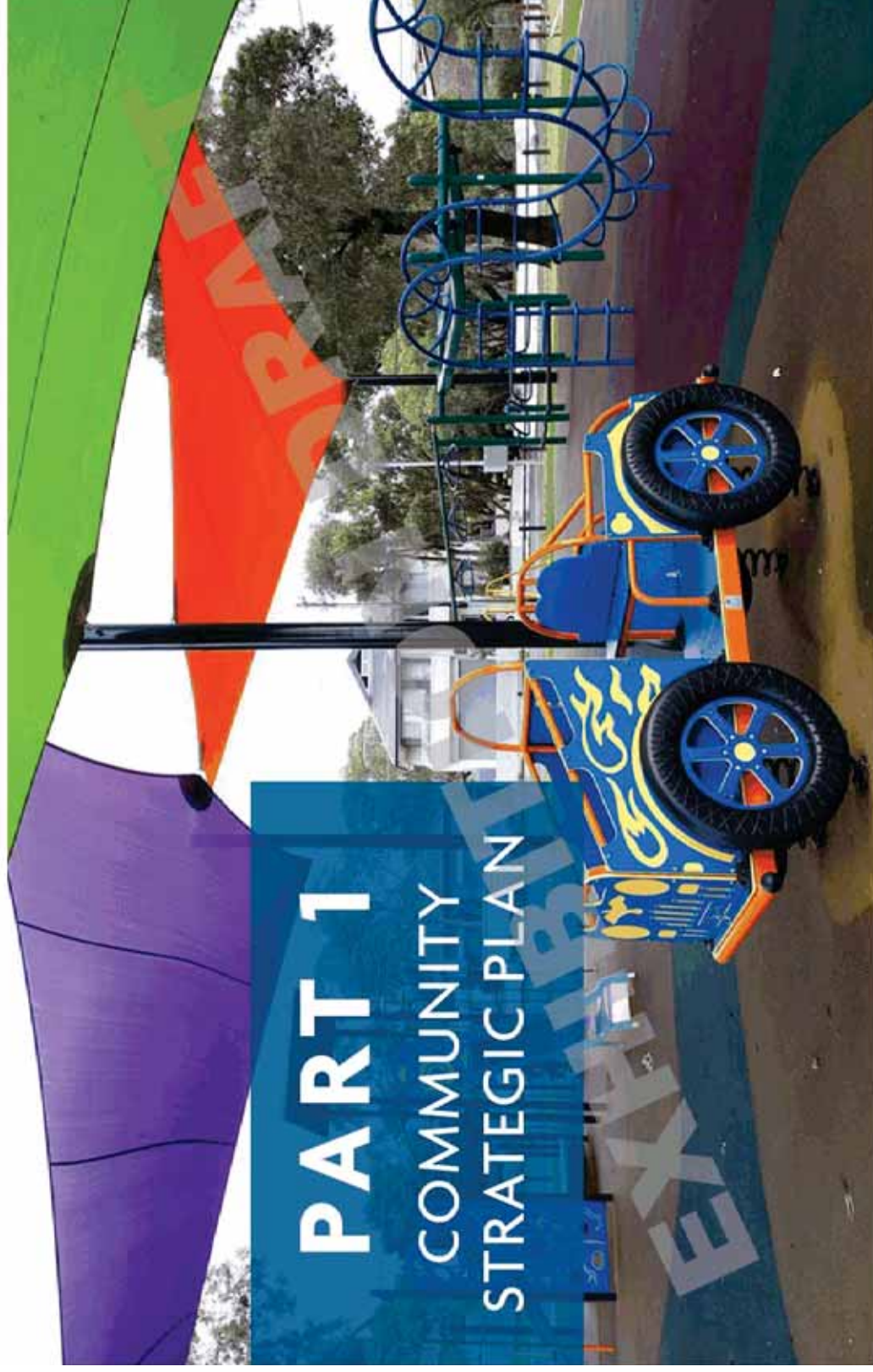
Finally, Council welcomes your feedback.

- **Email:** council@strathfield.nsw.gov.au
- **Mail:** The Chief Executive Officer, Strathfield Council, PO Box 120, Strathfield NSW 2135.

Table of Contents

PART 1:	Community Strategic Plan	7
Chapter 1	Mayor's Message	8
Chapter 2	Introduction	9
Chapter 3	State and Regional Context	17
Chapter 4	About the Strathfield Area	19
Chapter 5	Shaping Our Vision	23
	Community Goals and Strategies	25
THEME 1	Connectivity	27
THEME 2	Community Wellbeing	31
THEME 3	Civic Pride and Place Management	35
THEME 4	Liveable Neighbourhoods	39
THEME 5	Responsible Leadership	43
	Performance Measures	45
	Conclusion	47
Appendix 1	Community Engagement Strategy	49
Appendix 2	Strathfield Community Snapshot	53
PART 2:	Resourcing Strategy	57
Part 2A	Long Term Financial Plan	59
Part 2B	Workforce Management Plan	83
Part 2C	Asset Management Policy	93
Part 2C	Asset Management Strategy	97
Appendix A	Self Assessment Checklist	129
Part 2C	Asset Management Plan	131
PART 3:	Four Year Delivery 2018-2022 and One Year Operational Plan 2020-2021	153
Section 1	Introduction	155
Section 2	Delivery Program and Operational Plan	165
Section 3	Resourcing the Operational Plan 2019-2020	189
Part 3A	Fees and Charges 2019-2020	205





Mayor's Message

I am pleased to present the *Strathfield 2030* Community Strategic Plan.

The plan represents our community's long term vision for Strathfield's future and how Council intends to work with residents, ratepayers and businesses. In developing the plan, we undertook significant engagement with those who have an interest in the Strathfield area to collate the shared views and perspectives of the wider Strathfield community.

Strathfield 2030 is the community's plan. It has been created from a strong foundation of research and analysis, as well as a continuing dialogue with residents, and the government, community and business sectors.

Strathfield Council has adopted five broad themes. The community has expressed their priorities and this plan will implement their community vision for Strathfield by 2030. Under each of these five themes, Council has set clear goals and expanded these with strategies for how these can be achieved.

These strategies are the ways in which Council will develop, provide and deliver programs which recognise the importance of planning for quality development and urban design protecting our heritage and local character, infrastructure and services for our growing community, integrated and connected transport networks, social cohesion and safe neighbourhoods, engaging, activated and clean town centres and neighbourhoods and protection and enhancement of Strathfield green spaces.

To achieve Strathfield's vision and deliver on each of the strategic directions, Council will need to not only carry out its Delivery Program, but also pursue and enter into partnerships with the community, businesses and governments through to the year 2030.

It is important to understand that with the Community Strategic Plan comes a commitment from Strathfield Council to continue to engage with the community and to work collaboratively with all stakeholders as progress is made to ensure the best outcomes for all.

Cr Antoine Doueïhi
Mayor of Strathfield
March 2020

Strathfield Council



Chapter 1: Introduction

Strathfield Council is required under the Local Government Act 1993 to establish and implement a Community Strategic Plan that engages the community via a strategy based on social justice principles and identifies the community's main priorities and aspirations for the future.

According to section 402 of the Local Government Act 1993, the essential requirements of a Community Strategic Plan for the Strathfield area are as follows:

- The community strategic plan has been developed and endorsed by the council
- The plan identifies the main priorities and aspirations for the future of the local government area
- It covers a minimum timeframe of at least 10 years
- It must establish strategic objectives together with strategies for achieving those objectives
- It must address civic leadership, social, environmental and economic issues in an integrated manner
- It must address social justice principles of equity, access, participation and rights
- It is adequately informed by relevant information relating to civic leadership, social, environmental and economic issues
- It is developed having due regard to relevant State and regional plans
- Council must prepare and implement a Community Engagement Strategy based on social justice principles for engagement with the local community in developing the Community Strategic Plan

- Council must publish a copy of the plan on its website and provide a copy to the Departmental Chief Executive (Local Government).

The following principles for strategic planning apply to the development of the integrated planning and reporting framework under 8C of the Act:

- Identify and prioritise key local community needs and aspirations and consider regional priorities
- Identify strategic goals to meet those needs and aspirations
- Develop activities, and prioritise actions, to work towards the strategic goals
- Ensure that the strategic goals and activities to work towards them may be achieved within council resources
- Regularly review and evaluate progress towards achieving strategic goals
- Maintain an integrated approach to planning, delivering, monitoring and reporting on strategic goals
- Collaborate with others to maximise achievement of strategic goals
- Manage risks to the local community or area or to the council effectively and proactively
- Make appropriate evidence-based adaptations to meet changing needs and circumstances.

Strathfield Community Strategic Plan 2030 is about the future of the whole Strathfield community. It represents the aspirations of the people who live, visit and work in the Strathfield area. It is a 10 year plus

strategy that has been developed as a collaborative effort between the community and Council.

Strathfield Community Strategic Plan 2030 defines a sustainable direction for the Strathfield Local Government Area (LGA) and sets out the strategic direction which Council will follow in achieving the needs of our community for the next 10 years.

Strathfield Community Strategic Plan 2030 has been developed so that it can be delivered as a partnership between Council, state agencies, community groups and individuals. It addresses a broad range of issues that are relevant to the whole community.

Strathfield 2030 is designed to address four questions for the community:

- Where are we now?
- Where do we want to be in 10 years' time?
- How will we get there?
- How will we know when we've arrived?

To achieve this direction, Council has:

- Developed a resourcing strategy to plan Council's use of community assets, infrastructure, staff and resources to deliver the objectives of the plan
- Aligned Council's programs and services with the key themes and directions of this plan
- Established performance measures to assess our progress

Strathfield's Vision

The community vision describes the community's aspirations for the future of the Strathfield Local Government Area by 2030:

"Strathfield is a culturally diverse and socially cohesive community with respect for its heritage and environment and proud of its well-connected transport, business and educational institutions".

Guiding Principles

Strathfield 2030 is based on sustainability and social justice principles. The NSW Local Government Integrated Planning and Reporting framework recognises that communities do not exist in isolation; they are part of a larger natural, social, economic and political environment that influences and shapes their future direction.



Strathfield Council





Sustainability & Quadruple Bottom Line

A sustainable Strathfield Council area is one that meets the needs of the present, without compromising the ability of future generations to meet their own social, economic, environmental and civic leadership needs.

This Plan identifies the various roles that council can play in achieving sustainability across a number of different areas including maintaining a strong local economy, supporting local communities, improving natural and built environments and providing strong and responsible leadership.

Planning for sustainability across all these areas, and identifying and responding to change in our community and in our environment, will result in better outcomes for our current and future generations.

Sustainability underpins all aspects of this Community Strategic Plan. *Strathfield 2030* is founded on the quadruple bottom line (QBL) approach, which addresses environmental, social, economic and civic leadership considerations. Applying a QBL approach ensures that community priorities are addressed in a balanced and holistic manner.

Council acknowledges that its decisions and actions have an impact on the quality of life of both present and future generations. The desired result is to balance sustainability considerations to provide positive influences toward community wellbeing while maintaining or enhancing those aspects the community most values in the ecological, social, cultural and economic environments.

These sentiments have been endorsed by the wider community and as such each of the five themes reflects environmental, economic, social and civic leadership considerations.

Social Justice Principles

The principles on which all of the plan's outcomes and directions are based are the principles of social justice. Social justice means a commitment to ensuring:

- There is fairness in the distribution of resources (equity)
- Rights are recognised and promoted (rights)
- People have fairer access to the economic resources and services essential to meet their basic needs and to improve their quality of life (access)
- People have better opportunities for genuine participation and consultation about decisions affecting their lives (participation).

These principles are intrinsic to Council's work and Council acknowledges the rights of all individuals to equal access to services and facilities within the Strathfield Local Government Area. Council is committed to identifying and addressing physical, communication and attitudinal barriers that exist in the delivery of services and facilities to the community.

Council has adopted the *Community Access Plan* and is committed to implementing this plan and the *Disability Discrimination Act 1992 (Comm)* and the *Disability Inclusion Act 2014 (NSW)*.

Framework for the Plan



Strathfield 2030 is based on five broad inter-related themes that are derived from an extensive community engagement process, which identified priorities for the community's future.

Under the five themes there are key goals and subsequent strategies for Council to facilitate in partnership with the community, government agencies and business.

These five key strategic directions are supported by key goals that will guide the Strathfield area in the next 10 years.



Methodology in Developing the Community Strategic Plan

Strathfield 2030 was developed over 2017 and 2018 involving comprehensive and extensive community engagement, including review of Council's strategies, plans, studies and surveys, issues arising from review of NSW state and regional plans and input from stakeholder groups.

This process aimed to provide residents, workers, students and visitors with the opportunity to 'have your say' on the future of Strathfield and is supported by Council's Community Engagement Strategy.



Developing the Plan through Community Engagement

An important component in the preparation of the Strathfield Community Strategic Plan 'Strathfield 2030' was the engagement of the Strathfield community in 2017 and 2018.

Based on Council's Community Engagement Strategy, Council undertook a number of community and stakeholder engagements to ensure it collaborated and was informed of the community's aspirations for the next 10 years and its future vision for Strathfield.

An assessment of Strathfield Council area's community profile was undertaken and appropriate engagement methods selected including household surveys, focus groups, interviews, meetings and summits. Council engaged broadly across the community to obtain feedback from a broad range of community members.

The key activities included:

- 2 Community Surveys: one issued to a Community Panel and the other open to any member of the community to complete. The surveys received over 700 responses
- 6 focus group meetings with youth, CALD, Centenary Park residents, apartment dwellers, women and a general group. Meetings were held in January and February 2018
- Youth Summit held in February 2018
- Seniors Forum held in February 2018
- Interviews with schools and businesses in December 2017

Making it Happen

Council will have a key custodial role in shaping and guiding the future of the Strathfield area. However, there are also a range of other key stakeholders who play a vital role. These include Strathfield's residents, local businesses, community organisations and other agencies at the Commonwealth and State government level. Through cooperation, it will also be important to achieve value for money and a coordinated approach to meeting our community's needs and priorities in the future.

The outcomes in this plan will determine the priorities for the Strathfield Council area and the services and projects that Council delivers over the next 10 years. The resources (time, money, assets and people) required to implement the strategies established by the Strathfield Community Strategic Plan 'Strathfield 2030' are defined in Council's long term Resourcing Strategy. This strategy includes a long-term financial plan, workforce management plan and asset management plan.

Strathfield Council will track how it progresses with 'Strathfield 2030' during the next 10 years. While the strategies and their delivery may evolve over time, progress across the main strategic directions and goals will be monitored and reported back to the community at regular intervals on what we have achieved via our Annual Report, as well as an End of Term report for the current term of Council.

- Interviews with stakeholders including community organisations, government agencies, sporting clubs, representatives of retailers, police and real estate agents
- Workshops with Councillors and Council Managers in 2017 and 2018.

Council engaged specific groups whose voices are not often heard in community discussions, as well as community, health and service organisations providing services to the Strathfield area. Council engaged with:

- People living in apartments
- Residents from culturally and linguistically diverse (CALD) backgrounds
- Older residents
- Young people - high school and university students
- People living with a disability
- Childcare services
- Businesses, schools and representatives of shops
- Women
- Community organisations
- Sporting and recreational clubs
- Environmental groups
- Police
- Government and non-government health services

From February 2018 to April 2018, analysis of data collected and a review of the findings was made and the draft Strategic Plan was developed. The draft Plan was placed on public exhibition on 17 April 2018 for 30 days and adopted by Council on 5 June 2018. The Operational Plan, Budget and Resourcing Strategies are reviewed and adopted annually.



Chapter 2: State and Regional Context

Introduction

The Local Government Act 1993 requires that Council consider state and regional plans in the development of the Community Strategic Plan. The purpose is to integrate plans across tiers of government to deliver consistency and effective service and infrastructure delivery. The following plans and strategic documents have been considered in the development of the Community Strategic Plan - Strathfield 2030 in 2018.

Premier's Priorities

There are 18 state priorities being actioned by the NSW Government within five strategic areas of strong budget and economy, building infrastructure, protecting the vulnerable, better services and safer community.

Greater Sydney Commission

In 2016, the Greater Sydney Commission (GSC) released six draft District Plans for Greater Sydney. The draft Plans aim to facilitate well-coordinated, integrated and effective planning for land use, transport and infrastructure across the Greater Sydney Region over the next 20 years. Strathfield Council is located within the Eastern City (previously Central District), which also comprises Sydney City and surrounding inner suburban areas. The draft Eastern City District Plan provides a housing supply target of 3,650 (2016 – 2021) for the Strathfield Council LGA. This equates to approximately 730 dwellings per year. The draft Eastern City District Plan identifies a series of actions to meet the outcomes of providing housing supply.

Other Relevant Strategies

- National Disability Strategy 2010-2020
- NSW Ageing Strategy 2016-2020
- National Ageing and Aged Care Strategy for people from Culturally and Linguistically Diverse (CALD) backgrounds
- Baseline of healthy eating and active living within NSW local government areas, Premier's Council for Active Living 2016
- Federal Government Smart Cities Plan 2016

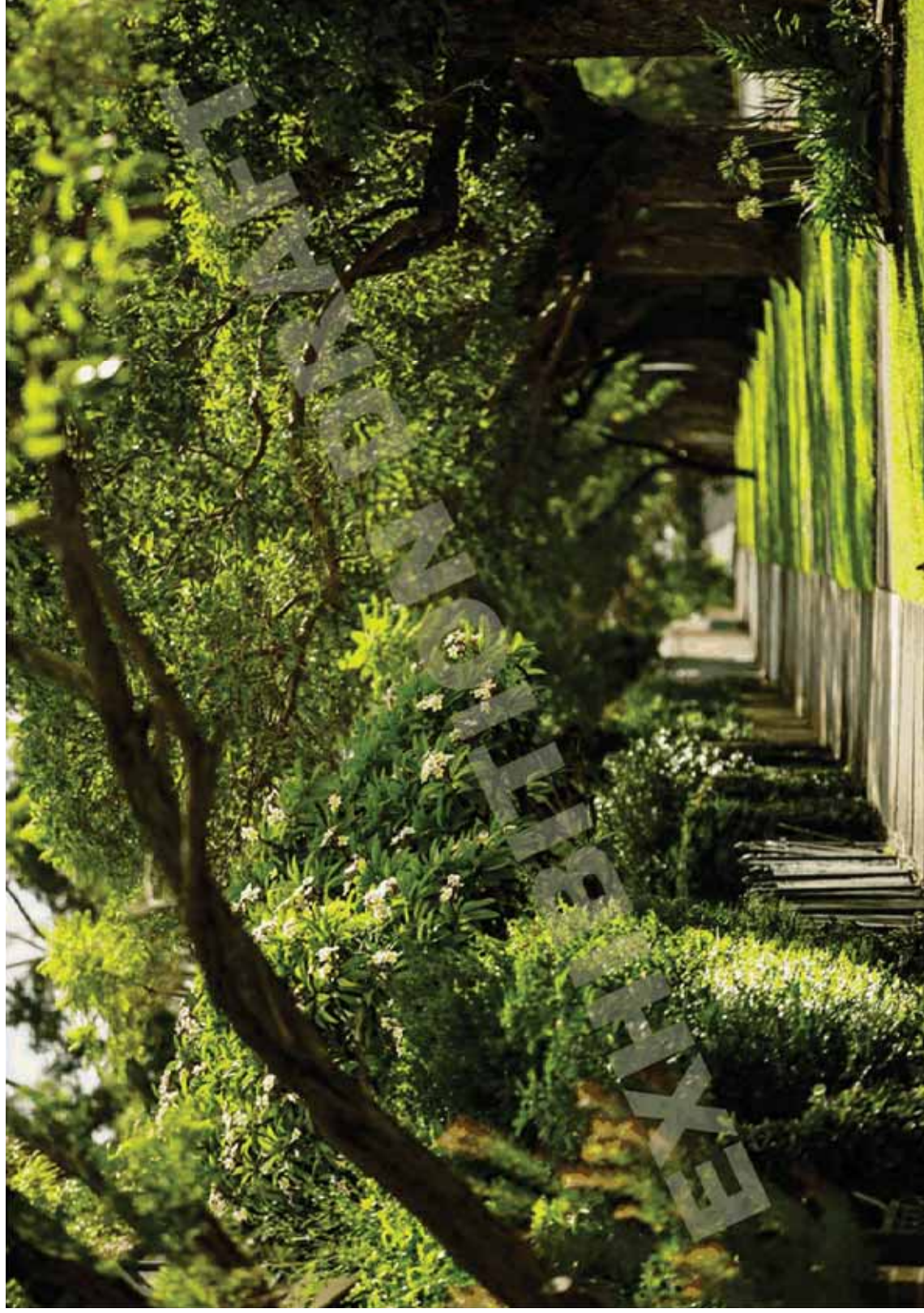
Strathfield Council Plans and Strategies

Strathfield Council has a wide range of plans that address community, land use and infrastructure issues.

- Strathfield Consolidated Development Control Plan
- Strathfield Local Environmental Plan
- Section 94 Direct Development Contributions Plan
- Section 94A Indirect Development Contributions Plan
- Community Access Plan
- Community Safety and Crime Prevention Strategy of the Community Strategic Plan - Strathfield 2030 in 2018.

Related Urban Planning Strategies

- State Infrastructure Strategy 2018-2028
- Future Transport 2056
- A Metropolis of Three Cities - the Greater Sydney Region Plan
- Parramatta Road Corridor Urban Transformation Strategy and Burwood, Strathfield and Homebush Planned Precinct



Chapter 3: About the Strathfield Council Area

Strathfield Council was incorporated in 1885 and is centrally located in Sydney's Inner West. The area is well known for its transport, schools, attractive streetscapes, parks and buildings.

Strathfield – the place

The Strathfield Council area is located in Sydney's Inner West about 10.5 kilometres from the City Centre and half way between Paramatta and the City. Strathfield Council has a total area of approximately 14.1 square kilometres.

Strathfield Council is bounded by Homebush Bay Drive to the north, Powells Creek, The Boulevard and Coronation Parade to the east, Punchbowl Road and Juno Parade in the south and Roberts Road, Chullora rail yards, Rookwood Cemetery and the Sydney Olympic Park rail line to the west.

The Council area includes the suburbs of Strathfield (postcode 2135), Strathfield South (2136), Homebush (2140), Homebush West (2140), part of Belfield (2191) and part of Greenacre (2190). Sydney Markets is also located within the Strathfield Local Government Area and has its own postcode, 2129.

The Council area is predominantly residential but has significant commercial and industrial areas. The major commercial centre is the Strathfield Town Centre adjacent to Strathfield Station, with commercial areas also located at Homebush, Homebush West, Sydney Markets, Strathfield South and Cave Road.

The Council area is a major transport hub with three train stations at Strathfield, Homebush and Flemington. Strathfield Rail Station is one of the largest stations in NSW featuring metro, regional, freight, country and state rail connections. Major roadways such as Paramatta Road, Hume Highway (Liverpool Road), Homebush Bay Drive/Centenary Drive and the M4/Westconnex pass through Strathfield.

The Council area is considered the educational centre of the Inner West with 15 public and private schools and a university.

Strathfield – its people

As at 30 June 2018, the estimated residential population (ERP) of Strathfield was 45,143. This represents an increase of 12,113 people since 2006. From 2006 to 2018, the population of Strathfield LGA has increased by over 12,000 persons, representing an increase of more than 30%. This steady growth is primarily due to construction of new unit developments. There has been a slight increase in persons per dwelling from 2.87 in 2011 to 2.91 in 2016 (2016 ABS Census).

Strathfield has a larger percentage of persons aged 25 to 34 years than Greater Sydney, 20.1% compared to 15.4%, and larger percentage of persons aged 18 to 24 years than Greater Sydney 12.1% to 9.5%. Correspondingly, other age groups are lower in proportion though most age groups increased numerically in the 2016 Census.

The largest changes in age structure in the Strathfield area between 2011 and 2016 were in the following age groups:

- 25 to 34 years (+2,245 people)
- 18 to 24 years (+727 people)
- 35 to 49 years (+658 people)
- 50 to 59 years (+410 people)

Analysis of the household/family types in the Strathfield Council area in 2016 compared to Greater Sydney and Inner West shows that there were a higher proportion of couple families with children and a lower proportion of lone households. Overall, 37.5% of households were couple families with children compared to 35.3% in Greater Sydney and 16.3% are lone households in Strathfield compared to 20.4% in Greater Sydney (2016 ABS Census).

The Indigenous population represents 0.3% of the Strathfield population or 115 people (2016 ABS Census).

The Strathfield Council area has greater cultural diversity than the rest of NSW with approximately 56.3% of residents born overseas compared to 36.7% for Greater Sydney Area (2016 ABS Census). Outside of those born in Australia, the main countries of birth are India, China, South Korea, Sri Lanka, Nepal, Vietnam, Hong Kong, Lebanon, Philippines and Italy. Nearly 64% of residents speak a language other than English at home which includes Cantonese, Mandarin, Korean, Tamil and Arabic (2016 ABS Census).

Strathfield's Natural and Built Environment

The Strathfield Council area has a large number of parks and natural areas, which include bush remnants, revegetated parkland, open parkland, urban neighbourhood parks and wetlands. About 9% of Council's total area is public parks and open space.

Strathfield Council's main waterways are: Saleyards and Powells Creek, in the north of the council area, which flow to join the Parramatta River at Homebush Bay and Cox's Creek and the Cooks River, which flow to the southeast to Botany Bay.

The Council area contains a high proportion of medium and high density type dwellings, 57.88% compared to 40.3% of separate houses (ABS 2016). This is a significant difference to Greater Sydney, where 47.8% are houses and 43.8% are medium to high density (ABS 2016 Census).

In the Strathfield Council area, 37.1% of households with a mortgage were making high loan repayments of \$2,600 or more per month in 2016 and 18.2% were paying low repayments, compared with 36.5% and 17.3% respectively in Greater Sydney (ABS 2016 Census).

Strathfield's Socio-Economic Profile

Strathfield LGA ranks in the top 20% of least disadvantaged areas in Australia with a Socio-Economic Index of Disadvantage and Advantage rating of 1063.

This index summaries information about the economic and social conditions of people and households within Council areas, including both relative advantage and disadvantage measures.

Strathfield's Economy

The Strathfield Council area has the highest amount of developed and undeveloped employment land in the Inner West.

Estimated Gross Regional Product (GRP) of Strathfield area was \$4.28 billion as at 30 June 2019 (NIEIR 2019).

6,602 businesses are registered in the Strathfield Council area (ABS 2018).

There is an estimated 29,805 jobs in the Strathfield Council area and 24,219 residents of Strathfield LGA are employed (NIEIR 2019).

The largest industry in the Strathfield Council area is Transport, Postal and Warehousing with 14.8% of total employment (4.7% NSW) followed by Retail Trade on 13.9% (9.7% NSW) and Wholesale Trade on 9.3% (3.1% NSW).

The resident labour force of the Strathfield LGA was composed of 64.6% full-time workers and 32.9% part-time; 55.3% were male and 44.2% were female.



The Governance of Strathfield

The Strathfield Council area is located in the federal electorates of Reid and Barton. Since the 2019 federal election, the elected representatives are for the electorate of Reid, Fiona Martin MP (Liberal Party) and the electorate of Watson, Tony Bourke MP (Labor Party).

Strathfield Council is located mainly in the state electorate of Strathfield and a small area in Greenacre in the electorate of Lakemba. Since the 2015 State election, the electorate of Strathfield is represented by Jodi McKay MP and electorate of Lakemba by Jihad Dib MP (Labor Party).

Strathfield Council has seven councillors including the Mayor. Council has no wards. The last Council election was held in September 2017. The following councillors were elected:

- Matthew Blackmore
- Antoine Doueithi
- Maryanne Duggan
- Nella Hall
- Stephanie Kokkalis
- Karen Pensabene
- Gulian Vaccari

The next council election is due to be held in September 2020.

Strathfield Council was incorporated on 2 June 1885, which included the suburbs of Redmyre (renamed Strathfield), Homebush and Druitt Town (renamed Strathfield South). The Council area has expanded in size with addition of new areas. This includes additions of the Flemington area (now Homebush West) in 1892 and the Richmond Road precinct in 1930, the former Homebush Council in 1947 and the west ward of the former Enfield Council in 1949. There have been two minor boundary adjustments in 1953 with Bankstown Council and 1992 with Auburn Council.





Chapter 4: Shaping Our Vision

Vision for Strathfield

A vision is important as it ensures decisions are made with a long-term, strategic focus. Without a clear vision it is more likely that decisions are made without a clear sense of purpose.

During Council's community engagement process in establishing the Community Strategic Plan, the vision of the community's aspirations for the future of the Strathfield Local Government Area by 2030 is:

"Strathfield is a culturally diverse and socially cohesive community with respect for its heritage and environment and proud of its well-connected transport, business and educational institutions".

Key issues for Strathfield

Key issues were identified during the community engagement process. The issues that the community most frequently raised include:

Issue Statement	Key Community Issues
All areas of Strathfield are accessible and connected by transport networks	- Available, accessible and reliable transport to all parts of the Strathfield Council area connecting with key locations, shopping centres and rail and buses - Advocating to NSW Government for expanded transport services - Traffic congestion - Mobility, ease of access and transport safety - Parking availability and traffic controls - Roads, footpaths and cycleway access and maintenance
Population growth is supported by planned and high quality infrastructure and services	- Impact of population growth and increased development must be supported by well-planned infrastructure and services which support liveable, healthy and active lifestyles - Needs of residents living in units is supported by quality and sustainable external and internal design and amenity, local facilities, open space and parks - External aesthetics of unit development is complementary with the built areas and streetscapes of Strathfield - Affordable housing
Strathfield urban design and development is well-planned, respects and reflects established heritage and character	- New development should respect and be compatible with existing local character, heritage and streetscapes - Development should be well designed and of high quality - Low-rise residential areas should be maintained and higher densities built around major transport hubs - Greater diversity of housing options
Keep Strathfield a beautiful garden suburb	- Keep Strathfield as the 'Oasis in the West' - Strathfield has accessible, attractive, planned and well maintained public areas, parks and open spaces - Maintain high quality streetscapes e.g. tree lined streets with well-maintained nature strips and street infrastructure - Maintain consistent approach to management of the public domain and natural environment - Promote and protect biodiversity and natural environment
Strathfield has facilities and programs to support the diverse need of the community	- Parks are designed to meet a diverse range of community, recreational and environmental needs - Availability and access to wide range of community and recreation facilities and programs for the whole community - Both indoor (such as Leisure Centre) and outdoor facilities are needed - Integrate technology into facilities and service delivery
Strathfield is socially cohesive and connected with a sense of belonging	- Support tolerance, diversity and social cohesion in Strathfield - Places and activities for social interaction and to bring neighbourhoods together - Develop strategies to address poor English proficiency
Strathfield is a safe place to live, work and visit	- Public domain is safe, well maintained and free from hazards and litter - Standards and regulations are enforced e.g. business, parking, public health, pollution control (including noise, air and water) - Low rates of crime and reduce anti-social behaviour - Eliminate graffiti, vandalism and illegal dumping
Strathfield has a sense of belonging and civic pride through identity, culture, events and shared events	- Shared values and sense of belonging - Identity and promotion of place - Recognising community achievements and Strathfield's history and heritage - Revitalise town centres and villages and diversity of business mix - Foster creativity, culture and learning
Strathfield's leadership engages the community, reflects community priorities in decision making and maintains long-term sustainability of the Council and its community	- Engage and inform community on proposals and decisions that affect them - Council works in partnership with community and key stakeholders - Improve communications to the community - Integrate technology to improve facilities and service delivery - Provide high quality customer services - Monitor, evaluate and report on Council performance

Chapter 5: Community Goals and Strategies

Strathfield 2030 is based on five broad inter-related themes that are derived from an extensive community engagement process, which identified priorities for the community's future.

Under the five themes there are key goals and subsequent strategies for Council to facilitate in partnership with the community, government agencies and business. Each of these five themes, which form the five pillars of *Strathfield 2030*, will be discussed in detail in the following pages.

The Delivery Program and Operational Plan sets out actions and strategies. Implementation and delivery of *Strathfield 2030* is assessed via performance measurements.







Chapter 6: Connectivity Theme

The Strathfield Council area is situated in one of the fastest growing regions in Australia, which poses challenges and opportunities for Strathfield to the year 2030 and beyond. Strathfield's central location and transport system is a key attraction for residents, schools and businesses to live, study or work in the Strathfield area. However, due to its central location and transport networks, the Strathfield area has been identified for significant growth for building and population in regional plans. Community engagement identified a number of current and future challenges in a rapidly changing environment.

Understanding how the Strathfield Council area connects and integrates with the broader region is critical to the strategic outlook particularly in the area of transport, infrastructure and communications. The broad theme of connectivity has three goals to deliver integrated, connected and accessible facilities and services in the areas of infrastructure planning, transport and technology and communications.

Our Challenges and Opportunities

Growth and Infrastructure

State and regional strategies mandating increased building density and population growth have and will continue to have significant impact on the Strathfield Council area. According to 2019 NSW Department of Planning estimates, there is a projected by 2031 of over 70,000 people and 25,000 dwellings in the Strathfield Council area.

Community engagement identified that planning for growth and infrastructure is a high community priority. Increasing new development, particularly medium to high rise development and population growth require well planned infrastructure and services such as schools, health and transport as well as local infrastructure such as open space, parks, community and recreational facilities, footpaths and roads.

Transport

Strathfield's central location in Sydney and rail stations are key attractions for residents, businesses and schools. Connected and integrated transport networks are central to quality of life, reducing social isolation, providing access to services, facilities, education and employment. Transport networks include vehicle and

non-vehicle transport and public and private services. Despite the advantages of these systems, transport access is not consistent across the Council area and issues such as traffic congestion and parking are major problems in Strathfield.

Although major transport infrastructure is controlled by State Government, Council provides and maintains local transport infrastructure such as local roads, footpaths and cycleways. Council also advocates to Government to improve access, frequency and coverage of public transport services.

Communications, Information and Technology

Available and emerging technologies can significantly improve Council's services with an integrated approach to service and facility management and access to information. However, to move forward, Council needs to upgrade and build infrastructure capacity to support new services.

Innovative communication technology is a rapidly changing landscape, however Council needs to utilise technologies to broaden and improve its communications to its diverse community, while balancing innovations against more traditional styles of communication.

What Issues are Important to the Community?

Council conducted extensive community engagement processes which identified the following priorities:

Planning for Growing Communities

Planning for growing communities was rated as a top priority in surveys and interviews and focus groups. Key issues include:

- Planning for population growth and increasing building density of medium to high rise development
- Delivering infrastructure and services that meet the needs of growing communities e.g. new and embellished parks and open spaces, current and future community facilities/hubs/centres e.g. leisure centre, places for information and learning, study spaces, programs which meet social, health, recreation, community needs
- Recognising that people living in units have different needs for services, infrastructure and development such as access to open space located close to their residence, access to public transport, spaces to gather and socialise, areas for recreation and sport, affordable living options, improvements to waste management, noise pollution caused by dense living conditions, parking options, feeling safe in a tolerant environment.

Transport

Transport was rated as the highest priority in two community surveys commissioned in 2017 and 2018 and traffic related issues were frequently raised in interviews and focus groups. The key issues include:

- Many areas in the Strathfield Council area are isolated and not serviced by transport or have infrequent services
- Traffic congestion and local traffic movement is creating difficulties moving around, particularly around the Strathfield Town Centre
- Concerns with mobility, ease and safety of movement using public and private transport
- Difficulties with access to on-street parking, due to time restrictions, by Council's residents and care and emergency workers
- Need to maintain good condition and access to roads, footpaths and cycleways, including provision of disability access.

Smart Cities and Communications

How the Council communicates with the community was raised frequently during community engagement as well as comments about Council's facilities and service delivery.

Improving Council's technology will provide opportunities to better communicate information as well as deliver more effective services and facilities.

A 'Smart City' approach can improve how Council interacts with its community from the availability of online transactions to use of technologies to upgrade waste collection services, public domain areas, transport, park planning etc.

Strathfield is a diverse community and therefore, varied techniques to communicate with the community are required balancing new technologies with more traditional style communications to ensure all sectors of the community are included and involved

Key Directions for the Future

The table on the right provides the three major goals and strategies that have been seen as important by the community in ensuring the realisation of the community's vision for the next 10+ years in the Strathfield Council area. The Community Strategic Plan goals and strategies are supported by Council's Delivery and Operational Plans, which provide detailed and resourced actions.

Connectivity Goals	Strategies (10+ year)	Partners
11 Growth sustained by well-planned and accessible infrastructure	11.1 Plan infrastructure and assets to meet needs of growing population 11.2 Deliver infrastructure and assets to meet community needs	- With NSW Government (agencies as required) - Other Councils
12 Connected and integrated transport networks servicing all areas of the Strathfield LGA	12.1 Improve state and regional transport connections to and throughout the Strathfield LGA 12.2 Connect and provide local transport networks within the Strathfield LGA	NSW Government transport agencies e.g. RMS, Transport for NSW, Sydney Buses
13 Transformed and connected information and service delivery	13.1 Improve service delivery and information access utilising technology 13.2 Utilise varied techniques to effectively communicate and inform the community	- NSW Government Agencies - Federal Government (Department of Communications) - Local Media







Chapter 7: Community Wellbeing Theme

The Strathfield Council area is a diverse, socially cohesive and connected community. Council plays an important role in facilitating opportunities for participation in learning, recreation, community programs and activities, promoting healthy and active communities through provision of facilities and programs and enhancing safety and wellbeing of the community by providing safe, clean, healthy and attractive environments.

The broad theme of Community Wellbeing has three goals to deliver socially cohesive and connected communities, healthy and active communities and safe and accessible places.

Our Challenges and Opportunities

Social Cohesion and Community Development

The Strathfield Council area is a diverse community, with 56% of the population born overseas and 64% speaking a language other than English at home. Strathfield also has a large young population, particularly those aged 18 to 34 years, which is higher than the Sydney average. However, due to large increases in population, most age groups are increasing in number. Due to the diverse nature of the local community, there are both challenges and opportunities in developing a socially cohesive and connected community.

The multicultural nature of Strathfield is well accepted by its local community and during community engagement many commented that Strathfield was a tolerant community and a safe and welcoming place for persons of all ages and backgrounds.

The harmonious nature of Strathfield's diverse community provides a strong foundation from which to build and deliver community and recreational programs and activities that cater for people of all ages, cultures and abilities.

Critical to this objective is building capacity and strong partnerships with community and government agencies and those within the community.

Healthy and Active Community

The Strathfield Council area is generally a healthy community, which can be enhanced by promoting healthy and active lifestyles, participating in preventative health such as early childhood vaccinations and health screening and health promotion. Working with partnerships with health and community service providers to promote and raise community awareness of healthy and active lifestyles, can result in lower levels of chronic illness and fewer hospital admissions.

Safe Places

Community safety is important to the local community. Safety relates to the condition of the public domains as well as crime in the local area. Council is generally responsible for the maintenance of the public domain.

Police and law enforcement is a State Government responsibility and the community expects improved access and allocation of resources to the Strathfield area. Council can work with Police and other agencies to improve community safety, provide community awareness programs and regular reporting on issues of community safety.

What Issues are Important to the Community?

Social Cohesion

The community identified that respect and tolerance for persons of all ages and backgrounds is highly valued in Strathfield and felt comfortable that diversity was well received and accepted.

An emerging issue of concern was the increasing statistic of poor or no proficiency in English language in the 2016 Census, and the community and key agencies identified that poor English proficiency created barriers to participation, services and belonging in the community.

Access to Community Facilities/Programs

The community identified that they require more activities and programs in the local area e.g. skills, learning, training and recreation to be educated, aware and socially connected.

Programs which provide frequency and consistency of activities for all age groups and specialised needs in the local area appear to be preferable to one-off events, with a schedule of programs promoted to the community in a full calendar year rather than by term to term.

With the growth in population, there is also an increase in demand for use of community space for social and informal settings, as well as for programmed activities and uses.

Parks, Sports and Recreation

The community identified that it values highly the parks, sporting and recreational spaces in the Strathfield Council area. It was also identified that having choice between formal sporting groups and other less organised activities such as walking groups, training in parks and other healthy activities and social gatherings was very agreeable to the community.

The use of parks at night was also identified as a means for both informal and formal events to occur, with safety issues needing to be addressed such as lighting as another means to promote community health and wellbeing.

Community Safety and Crime Prevention

Depending on community needs and government policy, community safety can encompass road safety initiatives, health reform, natural and man-made disaster relief and crime safety and prevention. To achieve community safety, council and police work in partnership to achieve crime prevention.

Safety, particularly in public areas, is important to the community. This can include removal of hazards e.g. footpath trips, tree pruning; as well as removal of graffiti, addressing vandalism and improving lighting on streets and parks.

There was general support for CCTV programs, especially in town centres and major transport hubs. Generally crime statistics have declined in the Strathfield Local Government area in the last few years, though there are areas of concern including mail fraud and domestic violence.

Key Directions for the Future

The table below provides the three major goals and strategies that have been seen as important by the community in ensuring the realisation of the community's vision for the next 10 years in the Strathfield Council area. The Community Strategic Plan goals and strategies are supported by Council's Delivery and Operational Plans, which provide detailed and resourced actions

Community Wellbeing Goals	Strategies (10+ year)	Partners
2.1 Socially cohesive and connected communities	2.1.1 Build community resilience, capacity and promote connected and socially cohesive communities 2.1.2 Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	- Local Stakeholders - Community, sporting and recreational organisations - Non-Government Organisations - NSW Government (agencies as required) - Federal Government (agencies as required) - Other Councils
2.2 Healthy and active communities	2.2.1 Provide and manage open space, recreation and community facilities and programs to meet community and recreational needs 2.2.2 Promote healthy and active living programs	- Local Stakeholders - Community, sporting and recreational organisations - Non-Government Organisations - NSW Government (agencies as required) - Other Councils
2.3 Safe and accessible places	2.3.1 Work with key stakeholders to address community safety issues 2.3.2 Plan and deliver strategies to improve community safety in Strathfield LGA 2.3.3 Prepare plans and provide resourcing for emergencies and natural disasters	- NSW Police - NSW Attorney-General's Department - SES - Local stakeholders - Local businesses - Community organisations - Other Councils





Chapter 8: Civic Pride & Place Management Theme

Civic pride is defined as having pride in your local area, but it's much more than just that. Civic pride brings a community together and makes us feel good about where we live. It can be as simple as sweeping a street, volunteering for a local organisation, discouraging litter and graffiti, shopping in the local area and maintaining beautiful gardens.

On a higher level, civic pride is supported by all levels of government, encompassing community recognition and civic ceremonies, active transportation, progressive urban design, the overall branding of the city, historic preservation and city planning. A well-designed suburb fosters community and neighbourhood development and promotes the health and wellbeing of its residents.

Alternatively, place management is the process of making places better. This is practiced through programs to improve a location or to maintain an already attained desired standard of operation. Place management can be undertaken by private, public or voluntary organisations or a mixture of each.

Our Challenges

Town Centres and Villages

Town and city centres serve a wide range of people and purposes. The importance of healthy vibrant town centres relates to the aesthetic look of the area, the business and retail services available, activities such as entertainment and dining options and proximity to transport and parking. Town centres and villages need to change and adapt to meet the needs of a growing diverse community to remain the destination of choice.

The community engagement also identified that residents often travel outside the Strathfield area for shopping and eating experiences because they feel Strathfield's offering is not as diverse as other areas.

The community identified that there needs to be more community space in town centres. With emerging development, community hubs need to be created to provide a place for learning, education and information sharing and promote social connection. It was also identified that improved parking is required near shopping centres for both cars and community buses.

Support Local Business

There are far-reaching advantages to deciding to "shop local." By supporting local businesses, you are in turn supporting your local economy; significantly more money stays in a community when purchases are made at locally owned – rather than nationally owned – businesses. Local businesses are more likely to utilise

other local businesses such as banks and other service providers which enables a robust local economy.

The community engagement identified the need to support local businesses through improving information access and availability and improving the aesthetic look around shopping precincts with more activation in commercial and retail strips.

Community Celebrating and Civic Pride

Civic pride is based upon an inclusive sense of being and belonging that offers a single shared identity to a diverse population. Maintaining an engaging and attractive public domain and contributions by groups and individuals can collectively lead to an improved sense of community, wellbeing and improvement in the appearance and activation of the local area.

Cultural Programs

Cultural programs, activities and events have a key role to play as they bring people together so that they learn with and from each other. Through this learning and sharing in active citizenship a core of shared civic values can be developed.

Civic pride and sense of identity and community is also enhanced by acknowledging, recognising and celebrating community achievements and the Strathfield Council area's history and heritage.

What Issues are Important to the Community?

There were many views on local retail and businesses ranging from concerns about mix and types of businesses as well as transport issues including, available parking and traffic congestion. Most participants of the community engagement process expressed that Strathfield needed greater diversity in the types of shops, restaurants, cafes and businesses.

It was also suggested that Council could be more involved in supporting and creating vibrant retail strips. Place management enables improvements in public and private spaces, rejuvenates structures and streetscapes, improves local business viability and public safety, and brings diverse people together to celebrate, inspire, and be inspired.

Quality of Life and Civic Pride in Strathfield

The "brand" of Strathfield has significant value to the community and it is important to them that the Council supports high standards of living by delivery of quality services.

The Strathfield brand is also seen by many to uphold property values and living standards, which is important to many home and land owners.

The community want to have pride in Strathfield being the place they live, work or study. Values are important to the community as they underpin their lifestyle choice to make Strathfield the place they choose to live, work or visit.

Compliance and Enforcement

Issues were raised about development in industrial areas, especially those in close proximity to industrial areas such as Belfield and Homebush West. The concerns were mainly the adverse impact on local and residential environment such as noise, traffic movements and pollution.

The community identified the need to regulate more consistently on waste, environmental health and parking. The major concerns for the community that required vigilant enforcement related to littering, waste, illegal dumping, graffiti and vandalism. It was suggested that education should be provided to address antisocial behaviour, noted especially in high traffic areas such as the town centre.

Town Centres

The community identified that town centres and villages need to be revitalised and more engaging and welcoming as residents travel outside of LGA for shopping and eating experiences due to lack of diversity of shops and business and there are perceptions of limited activation of commercial or retail strips. It was regularly commented that Strathfield Town Centre needs revitalisation and integrated transport.

Key Directions for the Future

The table below provides the two major goals and strategies that have been seen as important by the community in ensuring the realisation of the community's vision for the next 10 years in the Strathfield Council area. The Community Strategic Plan goals and strategies are supported by Council's Delivery and Operational Plans, which provide detailed and resourced actions.

Civic Pride & Place Management Goals	Strategies (10+ year)	Partners
3.1 Engaged and activated public places	3.1.1 Revitalise Town and Village centres 3.1.2 Develop and implement place promotion strategies 3.1.3 Support productive and well managed local businesses	- Local stakeholders - Local business - Non-Government Organisations - NSW Government (agencies as required) - Other Councils
3.2 Creative and cultural community	3.2.1 Facilitate and support cultural and learning programs and activities 3.2.2 Promote and deliver events that connect community and build social cohesion	- Local stakeholders - Local business - Non-Government Organisations - Commonwealth Government (Citizenship) - NSW Government (agencies as required) - Community and Recreational Organisations - RSL Sub-Branch - Other Councils





Chapter 9: Liveable Neighbourhoods Theme

Liveable Neighbourhoods are high quality, well planned and sustainable urban and natural environments that balance well designed and innovative development with existing local character. Changing lifestyles and population pressures require careful urban design and regulation, at both the state and local level, to maintain the character and liveability of Strathfield.

Our Challenges and Opportunities

Growth

State and regional strategies mandating increased building density and population growth have and will continue to have significant impact on the Strathfield Council area. According to 2019 NSW Department of Planning estimates, a population of over 70,000 people and 25,000 dwellings is projected by 2031 in the Strathfield Council area. This represents a significant increase from the estimated population in 2016 of about 42,000.

Community engagement identified that planning for growth and infrastructure is a high community priority. Increasing new development, particularly medium to high rise development and population growth require well planned infrastructure and services such as schools, health and transport as well as local infrastructure such as open space, community facilities, parks and roads.

Planning

The planning environment has changed significantly since the previous Community Strategic Plan. The establishment of the Greater Sydney Commission and district plans, Planning Panels and changes to planning legislation has lessened the Council's control of planning and development in the Strathfield Local Government Area.

Well located, well designed and properly maintained infrastructure produces better quality outcomes for the local community and also facilitates social inclusion. It is important to ensure that these developments are well planned and serviced by local infrastructure. Quality development outcomes have far reaching effects on the local area as a whole and enhance the liveability of these emerging neighbourhoods.

Affordable Housing

Affordable housing was noted in the community engagement as what Strathfield was worse in compared to the rest of Sydney. The State Environmental Planning Policy (Affordable Rental Housing) 2009 was introduced in 2009 and amended in 2011, to increase the supply of affordable rental and social housing in NSW.

Strathfield Council has developed a Value Sharing Policy capturing 30% of the value added to a development site resulting from a planning proposal to fund community benefits such as open space and affordable housing.

Living in Apartments

Strathfield local government area contains a high proportion of medium and high density type dwellings, 51.8% compared to 47.8% of separate houses (ABS Census 2016). This is a significant difference to Greater Sydney, where 40% are medium to high density.

There has been an increase in the development of apartment living in the Strathfield area which will continue with over 10,000 additional dwellings to be built by 2031. As Strathfield's population diversifies and increases, more residents will be living in medium to high density units, a trend that will continue in the future.

The Community Surveys held in 2007-2018 reported that 66% of residents believe that needs of people living in units was greater and different to those living in houses. These needs were identified as access to open and natural places, public transport, spaces to gather and socialise, areas for recreation and sport, affordable living options, waste management improvements, noise pollution, parking options, feeling safe and having tolerance.

Greening

The community identified that the Strathfield Council area should be maintained as a "Garden City". There were concerns about loss of green areas in the Strathfield Council area and erosion of established street and landscapes and condition of parks in the local area. The idea of greening was broader than open space and that it includes parks, trees (street and private), canopies, gardens, vegetation, natural areas and connecting biodiversity corridors.

Waste management

Waste management and associated issues of illegal dumping, pollution, recycling and waste reduction are all key Council services. Council must ensure it reaches a balance between providing services such as on-call clean ups and waste education programs and managing compliance issues such as illegal dumping and environmental pollution through enforcement.

Clean, well maintained and attractive Strathfield

Maintaining high quality amenity in the Strathfield Council area was an issue of significant importance to the local community.

'Amenity' involves issues of cleanliness, urban design and streetscape, which relates to other issues such as environment, pride, social cohesion and community values, value of investment in local area (residential and business) as well as perception of relationships between community safety and crime (in form of vandalism and graffiti).

Promoting a clean Strathfield and use of enforcement to get results. There appears to be little community

tolerance for littering, graffiti, vandalism etc.

Many felt that town centres, industrial areas and areas with units need to be improved and clean attractive places to shop and socialise during the day and evening are desired.

Providing and supporting a clean and attractive local environment is critical to the liveability of our local neighbourhoods. Clean and well maintained streets, parks and open spaces and efficient and effective waste and recycling services uphold and support public amenity and enjoyment of our local areas.

Enforcement and compliance

Protecting the local community is also achieved by managing compliance issues such as food safety, illegal dumping and environmental pollution through enforcement as well as monitoring building and associated works comply with legal and safety standards. It is also recognised that effective compliance is supported by education and community awareness.

Protecting natural environments

Together, the community and Council must monitor and address the accumulated effects of urban development on the built and natural environment. Some issues need a collaborative and regional approach such as improving river systems through building alliances with other partners.

Council will protect, maintain and enhance the natural environment to ensure that a balance is maintained between the pressures from population growth.

and the protection and enhancement of natural ecosystems.

To meet these challenges, Council will raise public awareness, encourage environmentally sensitive planning and design and promote sustainable living and business practices through targeted programs.

What issues are important to the Community?

Building and development - residential

The built environment of Strathfield is important to the local community. Improvements to urban design and the appearance of Strathfield: quality, well-built and well-designed housing.

Heritage and the history of the area is important and adds character and value to the Strathfield area. Preservation and protection of heritage areas and development compatible with local character of Strathfield is desired.

The community are concerned about over development, yet many living in medium or high rise development are more concerned that new development needs to be designed to meet 'birth to cradle' needs such as open space, playgrounds, adaptability for older persons or people with disabilities.

Community supported higher densities around major transport hubs or Parramatta Road but those

low density residential areas need to be maintained and protected in Strathfield.

Sustainable development, particularly well designed, resource efficient housing. Interviews concerning unit development raised issues about ongoing maintenance and costs of resources in properties without good sustainable design eg that poor design and lack of resource efficiencies was resulting in huge costs for future owners and tenants.

Living in multi-unit dwellings

There is a growing population in Strathfield of people living in multi-unit dwellings, who have specific needs and issues. People living in units raised concerns regarding external and internal design of unit developments and access to facilities, transport, indoor/outdoor passive and active spaces.

Key Directions for the Future

The table below provides the three major goals and strategies that have been seen as important by the community in ensuring the realisation of the community's vision for the next 10 years in the Strathfield area. The Community Strategic Plan goals and strategies are supported by Councils Delivery and Operational Plans, which provide detailed and resourced actions.

Liveable Neighbourhoods Goals	Strategies (10+ year)	Partners
4.1 Quality, liveable and sustainable urban design complementing local character	4.1.1 Plan and deliver urban design and development that balances growth with quality living, sustainable and aesthetic outcomes 4.1.2 Manage effective development assessment processes 4.1.3 Address housing affordability	- NSW Government (Department of Planning, Environment, Transport and other relevant agencies etc) - Local Stakeholders
4.2 Clean, attractive and well maintained neighbourhoods	4.2.1 Reduce waste and improve reuse and recycling 4.2.2 Maintain and enforce clean public area and health standards	- NSW Government (agencies as required) - Sydney Water - Other Councils
4.3 Thriving and resilient environment	4.3.1 Conserve, restore and enhance Strathfield's biodiversity and ecological health and resiliency 4.3.2 Develop environmental programs to educate and inform the community 4.3.3 Encourage sustainability and resource efficiency	- Local Stakeholders - Community organisations - Schools - Non-Government organisations - NSW Government e.g. Environment, Local Land Services and agencies as required - Other Councils

Strathfield 2030 Draft Community Strategic Plan





Chapter 10: Responsible Leadership

Responsible leadership involves trust and confidence in Council to make decisions based on community priorities. Community priorities are determined by meaningful and informed community engagement. Trust is underpinned by transparent, effective and accountable governance and management.

Strathfield's councillors were elected in 2017 for a three year term to represent the interests of the community, set strategic direction and policy, allocate resources and review Council's performance.

Our Challenges

Strathfield is a very diverse community. Council's challenge is engaging and understanding our community and ensuring that the community has an opportunity to take part in Council's decision making processes.

Changes are occurring in the local area, therefore providing timely notification of proposals and decisions and issuing informative communications to the community is important.

Managing effective and efficient Council operations based on ethical conduct, integrity, public accountability and transparency.

Sustainable financial management in order to maintain the long-term viability of Strathfield Council, it's people and assets.

Ensuring that Council has a highly skilled workforce in order to support the delivery of the Community Strategic Plan.

Providing safe work environments and identify, assess and proactively manage potential risks associated with the undertaking of all Council activities.

What Issues are Important to the Community?

Key issues from community engagement include:

- The community wants to know what is happening across Council and particularly in their neighbourhoods.
- Improved opportunities for members of the public to take part in Council's decision making processes
- Community engagement with key stakeholders and demographic groups such as the Youth Summit, Seniors Forum etc. should be held more frequently
- Access and timely information should be available on matters which have impact on the community. This can include decisions of council as well as information guidance on a range of council functions and activities
- Better access to information and services.

Key Directions for the Future

The table below provides the two major goals and strategies that have been seen as important by the community in ensuring the realisation of the community's vision for the next 10 years in the Strathfield area.

The Community Strategic Plan goals and strategies are supported by Council's Delivery and Operational Plans, which provide detailed and resourced actions.

Responsible Leadership Goals	Strategies (10+ year)	Partners
5.1 Trust in Council's leadership and decision making	5.1.1 Promote active community engagement and make decisions based on community priorities 5.1.2 Support integrity, transparency and accountability of decision making processes	• NSW Office of Local Government • Working with local stakeholders • Work with NSW Government (agencies as required) • Continued work with Federal Government (agencies as required)
5.2 Accountable Council performance	5.2.1 Undertake planning, review report and evaluate performance and progress 5.2.2 Employ and maintain a skilled workforce to deliver quality services 5.2.3 Promote organisational culture of safety, best practice and continuous quality improvement 5.2.4 Maintain long-term financial sustainability of Strathfield Council 5.2.5 Deliver efficient and effective Council services to the community	• NSW Office of Local Government • Working with local stakeholders • Work with NSW Government (agencies as required) • Continued work with Federal Government (agencies as required)

Performance Measures

To assess the status of Strathfield, a broad base of performance measurements are used which include evaluation of the effectiveness of projects and ongoing programs, internally and externally derived statistics, surveys and consultations. When these performance measures are assessed against the QBL Framework (social, economic, environmental and civic leadership), a broader picture can be formed as to the sustainability of the Strathfield area as a whole.

Council will provide progress reporting in Council's Annual Report and/or End of Term Report.

Performance measure	When	Source	Alignment with Issue Statements in CSP	QBL
Accessibility of transport connection	Annual	Annual Survey	All areas of Strathfield are accessible and connected by transport networks	Economic
Quality of infrastructure	Annual	Annual Survey	Population growth is supported by planned and high quality infrastructure and services	Economic
Quality of Council's Services	Annual	Annual Survey	Strathfield has facilities and programs to support the diverse need of the community	Civic Leadership
Communication and information access	Annual	Annual Survey	Strathfield has sense of belonging and civic pride through identity, culture, events and shared places	Civic Leadership
Community cohesion and acceptance of diversity	Annual	Annual Survey	Strathfield has sense of belonging and civic pride through identity, culture, events and shared places	Social
Engaging town centres	Annual	Annual Survey	Strathfield has sense of belonging and civic pride through identity, culture, events and shared places	Economic
Safe community	Annual	Annual Survey	Strathfield is a safe place to live, work and visit	Social
Waste diversion from landfill	Annual	Council record	Strathfield is a safe place to live, work and visit	Environment
Air and water quality	Annual	OEH air monitoring/Council record (water)	Strathfield is a safe place to live, work and visit	Environment
Responsiveness of Council staff	Annual	Annual Survey	Strathfield is socially cohesive and connected with sense of belonging	Civic Leadership
Quality of the built environment	Annual	Annual Survey	Strathfield urban design and development is well-planned, respects and reflects established heritage and character	Environment

Performance measure	When	Source	Alignment with Issue Statements in CSP	QBL
Appearance, quality and maintenance of streetscapes and public areas	Annual	Annual Survey	Strathfield urban design and development is well-planned, respects and reflects established heritage and character	Environment
Provision of open space and tree canopy	End of Term	Mapping	Strathfield urban design and development is well-planned, respects and reflects established heritage and character	Environment
Availability of parks and open space	Annual	Annual Survey	Keep Strathfield a beautiful garden suburb	Environment
Satisfaction with Council's Performance	Annual	Annual Survey	Strathfield urban design and development is well-planned, respects and reflects established heritage and character	Environment
Quality of Customer Experience	Annual	Annual Survey	Keep Strathfield a beautiful garden suburb	Environment
Responsible leadership of Council and Community	Annual	Annual Survey	Strathfield's leadership engages the community, reflects community priorities in decision making and maintains long-term sustainability of the Council and its community	Civic Leadership
Financial performance of Council against NSW Government benchmarks	Annual	Annual Survey	Strathfield's leadership engages the community, reflects community priorities in decision making and maintains long-term sustainability of the Council and its community	Civic Leadership
Inclusiveness in Council decision making processes	Annual	Council records and industry regulators	Strathfield's leadership engages the community, reflects community priorities in decision making and maintains long-term sustainability of the Council and its community	Civic Leadership
	Annual	Annual Survey	Strathfield's leadership engages the community, reflects community priorities in decision making and maintains long-term sustainability of the Council and its community	Civic Leadership

Conclusion

The Strathfield Community Strategic Plan 2030 has been prepared to reflect community priority issues as expressed during community engagement undertaken on behalf of Council during 2017-2018. It provides a unique opportunity for Council and the Strathfield community to set its vision and directions for the future and deliver on outcomes.

During the next ten years, Council together with its partners in the community, non-government sector and government agencies will work hard to deliver the following:

CONNECTIVITY - planning for infrastructure to meet the needs of growing population, transport networks that are integrated and connected, and transformed and connected information and service delivery.

COMMUNITY WELLBEING – supporting socially cohesive, connected and safe communities with access to public spaces and community facilities, and opportunities to participate in programs and activities that enhance healthy active lifestyles.

CIVIC PRIDE AND PLACE MANAGEMENT - engaging town centres and public places, cultural activities and learning promoting a sense of civic pride.

LIVEABLE NEIGHBOURHOODS - high quality, well planned, sustainable, clean and well maintained urban and natural environments that retain and reflect local character and support thriving and resilient natural environments and greenspaces.

RESPONSIBLE LEADERSHIP - The above goals will be underpinned by leadership and accountable Council services directed by the priorities of an engaged and connected community.

Effective implementation of these strategies depends not only on the actions of Council but collaboration with governments, educational institutions, community organisations and businesses.

The Strathfield Community Strategic Plan 2030 is accompanied by a Resourcing Strategy that establishes how the plan and its strategies may be funded and resourced with assets and people during the next ten years.





Appendix 1: Community Engagement Strategy

Introduction

Strathfield Council is required under the Local Government Act 1993 to establish and implement a Community Strategic Plan (CSP) that engages the community via a strategy based on social justice principles and identifies the community's main priorities and aspiration for the future.

The CSP is required to be developed and delivered as a partnership between Council, state agencies, community groups and individuals. It should address a broad range of issues that are relevant to the whole community.

The Community Strategic Plan is designed to address 4 questions for the community:

- Where are we now?
- Where do we want to be in 10 year's time?
- How will we get there?
- How will we know when we've arrived?

Council's role is to guide the community through the important discussions and to document the response in a meaningful plan. It should be understood clearly that it is not the Council's responsibility to deliver every aspect of the CSP.

Background

The Community Engagement Strategy is required to be developed to establish the community engagement processes and methods used in developing and reviewing the CSP. At the minimum the Community Engagement Strategy must identify relevant stakeholder groups within the community and outline methods of engaging each group.

As well, consideration must also be given to the expected levels of service expressed by the community when preparing the Community Strategic Plan.

It is also a requirement of the Local Government Act 1993 that the level of community engagement with a strategic plan is more detailed than general community consultation. In accordance with the International Association for Public Participation scale, the CSP may involve various layers of engagement (work with the public and ensure that public concerns and aspirations are consistently understood and considered) including collaboration (partnering with the public in each aspect of the decision including the development of alternatives and identification of the preferred solution) and empower the community.

Why we have a Community Engagement Strategy

The purpose of this Strategy is to clearly lay out Council's approach to community engagement with the community and those stakeholders who have an interest in the Strathfield Local Government Area.

This Strategy sets out:

- Council's approach to community engagement
- The principles that underpin Council's approach
- The primary stakeholder groups that should be approached for engagement regarding matters that affect them or that they have an interest in the approach to be taken when preparing or reviewing the Community Strategic Plan.

When and how is it to be used

This strategy has been prepared to guide the development of Strathfield 2030 - Council's Community Strategic Plan and other community engagements that are led by or facilitated by Strathfield Council.

Context

Whilst Council responds to many pieces of legislation, its overarching legal document is the Local Government Act 1993. The Local Government Act was amended in 2009 to establish a new planning and reporting framework for all councils in NSW. The changes recognise that communities do not exist in isolation, but are part of a larger natural, social, economic and political environment that influences and shapes their future direction.

Central to new framework is the acknowledgement that our community can provide a detailed understanding of the area in which they live and work and therefore should play a key role in shaping the direction for the Strathfield Local Government Area. This builds on directions long established at Strathfield Council for long term and sustainable planning.

Council's role guides the development of the Community Strategic Plan, and then plays its own part in its delivery (the Delivery Program) and liaises with other agencies and groups regarding their own progress made in delivering on the community aspirations as set out in the Community Strategic Plan. Council is required to provide a report to the community near the completion of a Council term on progress made on the Community Strategic Plan (End of Term Report).

Detailed Actions

Stage One - Preparation of background issues papers for the CSP involving:

- Research into existing NSW, regional and local Council plans, reports and strategies
- Compare and contrast various existing reports/plans/strategies
- Identification of issues and demographic changes including environment, economic, social and civic leadership

Stage Two - Engaging with the community

Engaging with the community on key issues in a variety of different forums to explore aspiration, views, strategies and key directions to be pursued in a revised ten year CSP, such as:

- a) Youth Summit
The Strathfield Youth Summit involving young people aged 15-24 years.
- b) Focus Groups
A series of focus groups:
 - Women
 - Apartment dwellers
 - Youth
 - Culturally and Linguistically Diverse residents
 - Emerging areas – residents of Centenary Park Homebush West
 - Older residents
 - General group

c) Community Panel Survey

- Two Community Surveys, one involving an online residents' panel consisting of a demographically representative panel of adult Strathfield residents in a number approximately equaling 1% of the population of Strathfield (around 400 people) and the other, a community-wide survey.

d) Interviews

- Interviews with educational institutions and businesses
- Interviews with community organisations, police, sporting clubs, government agencies, retail representatives, people living with disability and local real estate agents.

Stage Three - Developing the Draft Community Strategic Plan

- Discussion on levels of services and possible resourcing strategies (internally)
- Review research gained from previous stages
- Drafting and preparation of Draft CSP
- Reviewing the Resourcing strategy and Delivery program (internally)
- Refine the draft CSP with Councillors and stakeholders via further workshops

Stage Four - Community input and exhibition

- Council plan for information campaign to ensure as many community members are aware of CSP & delivery program
- Council consideration of the CSP
- Public exhibition of the CSP
- Consideration of public submissions
- Council's response to the CSP

Stage Five - Reviewing the CSP at the end of each Council term

Community provides opportunity to review Council's performance in achieving the objectives in CSP.

Conclusion

The above Community Engagement Strategy has enabled an accurate account of Strathfield's community vision for the future to be captured in this plan and a refined and representative Community Strategic Plan with clear priorities and actions to be created for the next 10+ years.





Appendix 2: Strathfield Community Snapshot

Geography

The Strathfield Local Government Area (LGA) has a total area of approximately 141 square kilometres. Strathfield Council is located in Sydney's Inner West about 10.5 kilometres from the city centre and half way between Parramatta and the city. The Strathfield Local Government Area includes the suburbs of Strathfield (postcode 2135), Strathfield South (2136), Homebush (2140), Homebush West (2140), part of Belfield (2191) and part of Greenacre (2190). Sydney Markets is also located within the Strathfield Local Government Area and has its own postcode, 2129.

Suburb	Postcode	Population (ABERP 2018)
Belfield	2190	1,482
Greenacre	2191	2,265
Homebush	2140	8,622
Homebush West	2140	9,737
Strathfield	2135	19,648
Strathfield South	2136	1,909

The Strathfield Town Centre, a subset of the Strathfield suburb, has an estimated population of 4,007 (ABS ERP 2018).

Homebush Bay Drive bounds the Local Government Area to the north, Powells Creek, The Boulevard and Coronation Parade to the east, Punchbowl Road and Juno Parade in the south and Roberts Road, Chullora rail yards, Rookwood Cemetery and the Sydney Olympic Park rail line to the west.

Strathfield LGA has a number of commercial centres. The major commercial centre is the Strathfield Town Centre adjacent to Strathfield Station, with commercial areas also located at Homebush, Homebush West, Sydney Markets, Strathfield South and Cave Road. Rail stations are located at Strathfield, Homebush and Flemington.

Strathfield LGA is divided between the Parramatta River and Cooks River catchments. The LGAs main waterways are Saleyards and Powells Creek, in the north of the LGA, which flow to join the Parramatta River at Homebush Bay and Cooks River and Coxs Creek in the south of the LGA, which flow to the southeast to Botany Bay.

Demography

It is estimated that by 2036, Strathfield LGA's population will number over 80,000 people, which is a significant increase from the 2016 estimated population of 42,400. The areas of highest population increase are in the transport corridors of Homebush, Homebush West and Strathfield Town Centre due to building of new units on land rezoned for medium to high-rise development.

Since World War II, Strathfield has become highly multicultural. After WWII, Strathfield was a destination for many European emigrants and refugees, especially Russian. In more recent times, residents born in China, India and Korea are residing in Strathfield. The most recent Census in 2016 indicated that 56% of the

population was born in countries other than Australia. Outside of those born in Australia, the main countries of birth are India, China, South Korea, Sri Lanka, Nepal, Vietnam, Hong Kong, Lebanon, Philippines and Italy. Nearly 64% of residents speak a language other than English, though most residents speak more than one language. Languages other than English spoken at home include Cantonese, Mandarin, Korean, Tamil and Arabic. 66% are Australian citizens.

According to Census 2016, Strathfield's largest age groups are young people aged 25 to 29 years (12.4%), 30 to 34 years (10.6%) and 20 to 24 years (9.6%). However, due to population growth, most age groups are increasing in numerical population. The median age of Strathfield residents is 32 years.

Family households are the predominant household structure in Strathfield LGA. The average household size is 2.9 persons.

The Strathfield community is highly educated, particularly in comparison to NSW and Australian averages. Census 2016 reports 38% of the population have a bachelor or higher degree compared to 28.3% of the Greater Sydney population.

Indigenous People

The indigenous people of Strathfield are the Wangal clan of the Darug tribe, though little remains of the former Aboriginal history of this area as any visible relics of indigenous occupation such as open campsites, axe grinding grooves and scarred trees are likely to have been removed as the Strathfield district was urbanised from the 1800s.

History

The first European land grants to free settlers commenced in 1793 in the District of Liberty Plains, partly located within the current Strathfield LGA. Subdivision of land for residential purposes commenced from late 1860s. Establishment of the railway is important to Strathfield's development. Railway stations were built in 1855 (Homebush), 1877 (Redmire, later Strathfield) and Flemington (1884). Strathfield Council was incorporated on 2 June 1885, including the suburbs of Redmire, Homebush and Drutt Town (now Strathfield South). The name 'Strathfield' was derived from a local home called 'Strathfield', originally built for the Lord Mayor of Sydney, Walter Renny in 1868.

Strathfield Council has expanded its boundaries over time. Extensions include: incorporation of Flemington area (1892); amalgamation with Homebush Council (1947); incorporation of west ward of Enfield Council (1949) and adjustments at the northwest boundary with Auburn Council (1992).

Strathfield Council

Built Form

The Strathfield Council area contains a number of recognisable architectural styles from each period of Strathfield's residential development commencing c.1870s. These include Victorian, Colonial Georgian, Queen Anne, Federation, Californian Bungalow, Spanish Mission, Tudoresque, Interwar, Post War II, Contemporary and Modern. Significant and rare examples of these architectural styles are protected by statutory heritage listing.

In 1920, Strathfield Council was the first Council to proclaim most of the Council area as a residential district. The proclamation excluded any trades, industries, shops, hotels and residential flats. This proclamation largely stayed in place until 1969 when the Strathfield Planning Scheme Ordinance (SPSO) was adopted. Since 1969, a significant number of residential flat developments have been built, particularly around the commercial centres of Strathfield, Homebush and Homebush West. Since the 1990s several high-rise residential developments were constructed in and around the Strathfield town centre, a trend which continues to meet State Government objectives for population and housing growth for metropolitan Sydney.

Geographical Characteristics

The landform of the Strathfield Council area rises from the low-lying areas to Liverpool Road, which runs along a substantial ridge, and divides the watersheds between the Parramatta and the Cooks River catchments. Strathfield has a number of waterways including Saleyards and Powells Creek which flow into

the Parramatta River at Homebush Bay and Cox's Creek and the Cooks River, which flow to the southeast to Botany Bay.

The predominant rock of the area is Ashfield Shale, a unit of the Wianamatta Group of shales. The Wianamatta Group overlies the Hawkesbury Sandstone and represents the most recent of Sydney's sedimentary rocks. The soils are predominantly heavy clays, derived from the underlying shale.

Flora and Fauna

Urbanisation and land clearing have significantly reduced natural bushland areas in the Strathfield Council area. The remaining bushland areas are fragmented thereby reducing the viability of habitat to support populations of native fauna. The main greenspace types in the Strathfield Council area are confined largely to urban parks and reserves which include bush remnants, revegetated parkland, open parkland, urban neighbourhood parks and wetlands. Cox's Creek Bushland Reserve contains the threatened ecological community of Cooks River/Castlereagh Ironbark Forest, which formerly existed across most of the non-tidal areas prior to clearing for rural and urban development. Revegetated parkland sites consist of mostly native tree, shrub and ground cover species planted in blocks or strips along the upper Cooks River and at Mason Park. Open parkland sites are dominated by open grassed and paved surfaces with some areas of indigenous and exotic vegetation. These are located within residential and industrial areas of the Strathfield LGA. A remnant wetland complex of she-oaks, mangroves and saltmarsh fringe the mudflats, debris

islands, and shallow open water at the Mason Park Wetlands.

Residential Development

The Strathfield Council area is primarily residential with over 33% of total land area occupied by residential property. Residential property ranges from free standing homes and retirement living to medium to high density units and townhouses. There is a wide variety of housing styles ranging from Victorian and Federation period homes to newer architectural styles.

Transport

The Strathfield Council area is known for its major transport systems. Trains and buses (public/private) service the Strathfield Council area including Strathfield, Homebush and Flemington Rail stations. Strathfield is one of the largest stations in Sydney and is part of a network which features metro, regional, freight, country and state rail connections. Strathfield is also serviced by public and private transport systems including buses and taxis. Public transport is provided by and/or regulated by State Government.

The road network in Strathfield LGA includes local and state roads. State roads include the M4 Motorway, Paramatta Road, Liverpool Road, The Boulevard, Centenary Drive, Homebush Bay Drive and Roberts Road. Council is generally responsible for local roads, while State Government is responsible for State roads including motorways.

Footpaths and cycleways are mainly provided and serviced by Strathfield Council. The Strathfield Council

area has extensive local walkways through streets and parks as well as the Bay to Bay Cycleway, which passes through many different council areas.

Education

Strathfield is also known as the educational centre of the Inner West. There are a large number of well regarded public and private schools and a university which service all levels of education at all ages. Community information services are provided through the local library service, community and educational organisations. Strathfield has a public library at Homebush, which provides access to books and digital materials, internet services as well as activities and meeting facilities.

Business and Retail

Strathfield is an important location for business and has the highest amount of developed and undeveloped employment land in the Inner West. Over 20% of land is industrial and railway land. In the 2019 year, it was estimated that over 29,000 jobs were across industries in the Strathfield LGA as well as over 6,600 businesses. In 2019, the estimated Gross Domestic Product (GDP) of Strathfield LGA was an estimated \$4.28 billion and the largest industries include transport, postal and warehousing, retail trade, wholesale trade, construction, education and training.

There are a number of shopping and town centre precincts in Strathfield. Services range from the larger Strathfield Town Centre to smaller village centres of Homebush, Homebush West, Strathfield South and Cave Road as well as Sydney Markets, suppliers

of produce through the State. Shopping centres are generally located near transport interchanges in Strathfield. Shops provide a range of services and food (including restaurants and cafes) to the local community and are operated by private business. Shopping centres including cafes and restaurants that provide opportunities for people to meet and socialise.

Parks and Recreation

Strathfield is also known for its many parks, open spaces and recreational facilities. 9% of Strathfield's land is dedicated to parks and open space. Strathfield has more parks per capita than any other Council area in the Inner West, ranging from the major parks such as Strathfield Park, Hudson District Park, Airey Park and Mason Park to small neighbourhood parks and open spaces. The Bay to Bay walk and cycleway connects Strathfield from south to north along the Cooks River and Powells Creek.

Parks and recreational facilities are managed by Council. Parks provide a range of services including playgrounds, sporting facilities, amenities and open areas for sport, leisure, event and social gatherings.

There are a wide range of sports facilities in and near the Strathfield LGA including sportsgrounds, regional facilities (Sydney Olympic Park as an example), golf courses, tennis centres, bowling alleys and gyms.







Part 2A: Long Term Financial Plan 2019-2029

Introduction

The 10 year Long Term Financial Plan (LTFP) serves to guide and inform Council's decision-making process in its planning for the delivery of the Community Strategic Plan.

Like most councils in NSW, Strathfield faces a challenge in funding its ongoing operations and maintaining its community assets. The growth in the costs of labour and materials, increasing demand for services, and cost shifting from other levels of government, combined with a legislated cap in revenue generated from rates, have created a challenging financial environment.

The LTFP reflects the Community Strategic Plan. It is also integrated with Council's Asset Management Plan and the Workforce Management Plan.

Financial Indicators

Key indicators used for measuring the financial sustainability of local councils in NSW are:

Financial Ratios	What It Measures	2017-2018 KPIs v (OLG)
Unrestricted Current Ratio	Measures an organisation's ability to fund its short term liabilities	3.70 (1.5:1)
Building and Infrastructure Renewal	To assess the rate at which these assets are being renewed relative to depreciation	373.08% (>100%)
Outstanding Rates & Charges	The amount of revenues owed to Council	2.24% (<5%)

In addition to the measures of performance outlined above, a key element of financial sustainability is its financial self-sufficiency. Strathfield derives around 72.33% of its own source revenue of which 54% is from the levying of rates, which is average for councils in the same local government grouping as Strathfield. At the same time employee costs account for around 36% of Council's operating expenditure.

Long Term Outlook

Council's ability to maintain its financial sustainability over the longer term is dependent on factors beyond Council's control. Costs are rising faster than Council's income, and with rates capped it is more difficult to maintain the same standard of services to the community.

A key challenge for Strathfield Council is that despite the NSW State Government's permissible rate pegging increase set at 2.7% for 2019-20 year the average annual increase for salaries and award based growth (including oncosts) is anticipated to be 3.25% to 3.40% from 2019/20 to 28/29 compounded over the 10 year term. When also considering the weighted average All Groups Consumer Price Index (CPI) of 2.2% to 2.5% it is clear that Council must continue its program implementing service reviews and operational efficiencies to be in a position to deliver a surplus budget result for the operational year and every other year thereafter. This is becoming a major struggle with each year that passes by.

It is also clear that fees and charges will inevitably need to incur some growth in line with inflation, market fluctuations and the costs of service delivery. Strong financial stewardship is a hallmark of this term of Strathfield Council and these increases have been kept to a minimum.

The pressure on Strathfield's finances is shared by all council's across NSW. Council maintains a position that it continues to operate within its means unlike many councils who have been required to apply for special rate variations. Strathfield Council is not intending to do this at present.

IPART NSW are currently indicating that 14 Councils have notified of their intention to apply for an SRV relating for YE 19/20 (this represents 11% of ALL NSW Councils). The breakup of SRV's by regions is "50/50" - **7 Sydney metropolitan councils and 7 regional & rural councils.**

Sydney metropolitan councils:

1. Burwood (previous SRV's granted under IPART: 1)
2. Camden (previous SRV's granted under IPART: 1)

3. Hunters Hill (previous SRV's granted under IPART: 2)
4. Ku-ring-gai (previous SRV's granted under IPART: 3)
5. North Sydney (previous SRV's granted under IPART: 2)
6. Randwick (previous SRV's granted under IPART: 3)
7. Sutherland

Regional and rural councils:

1. Dungog
2. Kiama (previous SRV's granted under IPART: 2)
3. Lithgow
4. Muswellbrook (previous SRV's granted under IPART: 3)
5. Port Stephens
6. Richmond Valley and (previous SRV's granted under IPART: 1)
7. Tamworth (previous SRV's granted under IPART: 1)

The TOP 10 LARGEST SRV's GRANTED during IPART's SRV role are as follows in order from largest to smallest:

- Berranald Shire Council 70.00% (over 7 yrs) (18/19)
- Parkes Shire Council 52.00% (over 4 yrs) (13/14)
- Maitland City Council 50.75% (over 7 yrs) (14/15)
- North Sydney Council 48.91% (over 6 yrs) (12/13)
- Lake Macquarie City 47.09% (over 7 yrs) (12/13)
- Tenterfield Shire Council 45.00% (over 4 yrs) (14/15)
- Wollondilly Shire Council 43.20% (over 4 yrs) (15/16)
- Waverley Council 40.50% (over 3 yrs) (11/12)
- Newcastle City Council 40.00% (over 5 yrs) (15/16)
- Gloucester Shire Council 39.00% (over 3 yrs) (15/16)

History of councils that applied for SRV in recent years gone by:

For the year 2018/19 IPART had received SRV applications from 13 councils of which they approved out right 9 and part approved 2 and refused the other 2. Those that received approval in full were Ballina Shire Council, Berranald Shire Council, Bellingen Shire Council, Clarence Valley Council, Hawkesbury City Council, Kempsey Shire Council, Lismore City Council, Randwick City Council, Shoalhaven City Council. Those partly approved were Kiama Municipal Council and Muswellbrook Shire Council and the two refused were Upper Hunter Shire Council and Wollondilly City Council.

Strathfield Council

In 2015-16 there were 21 councils across NSW that applied to IPART and were approved in full for special rate variations above the rate peg as approved in May 2015. One application was partially approved due to inadequate community consultation. These councils included Ashfield, Mosman, Willoughby, Wollondilly, City of Sydney, Blue Mountains, Newcastle, Gloucester, Wauchope, Ballina, Greater Hume, Narramine, Weddin, Gwydir, Coffs Harbour, Jerilderie, Oberon, Deniliquin, Kyogle, Marrickville, Shoalhaven.

In 2016-17, there were 12 councils across NSW that applied for special rate variation above the rate peg in 2016-17. Nine of the applications are for multi year increases under section 508A, to be retained permanently in the rates base. The other three are for single year increases under Section 208(2); one is for a temporary increase and two are for permanent increases. The councils that submitted a special variation application were: Clarence Valley, Great Lakes, Greater Tarree City, Gwydir Shire, Lachlan Shire, Lismore City, Penrith City, Singleton, Tweed Shire, Wagga Wagga City, Wingecarribee Shire, and Yass Valley.

In December 2015, 20 councils notified IPART that they intended to apply for a special variation. Under guidelines released by the Office of Local Government (OLG), councils that are the subject of merger proposals will not be eligible for a special variation or minimum rate increase for the 2016-17 rating year. Six councils that were the subject of merger proposals and had notified IPART of their intention to apply for a special variation did not submit applications.

On 17 May 2016 IPART announced that of the 12 councils across NSW that applied for special rate variation above the rate peg for FY 2016-17, approvals were given to 9 of the applications for multi year increases under section 508A, to be retained permanently in the rates base. The other three are for single year increases under Section 208(2); one is for a temporary increase and two are for permanent increases. The councils that submitted a special variation application were: Clarence Valley, Great Lakes, Greater Tarree City, Gwydir Shire, Lachlan Shire, Lismore City, Penrith City, Singleton, Tweed Shire, Wagga Wagga City, Wingecarribee Shire, and Yass Valley. Of these 12 councils, 10 were not on the State Government's list for amalgamations.

In December 2016, 8 councils submitted to IPART applications for special variations for the 2017-18 year. Two applications for single year SVs were both approved and

six for multi year SVs of which only two received full approval, two part approval and two were refused. One of the approved councils was Midcoast Council a newly formed council from the merger of Gloucester Shire, Great Lakes and City of Greater Taree councils on 12 May 2016. The special variation approved by IPART was for a cumulative 27.3% over four years. The justification was the need to fund asset renewal expenditure, reduce accumulated infrastructure backlog and fund ongoing environmental programs.

According to IPART, "Each application is carefully assessed against the criteria established by the Office of Local Government with councils required to demonstrate the need for and the purpose of the additional revenue, evidence of community consultation and an assessment of the impact on affected ratepayers. As councils must engage with the community when assessing options for a special variation, we expect that councils will have already sought and considered the community's views on the special variation. In addition, we require councils to explain productivity improvements and cost containment strategies that have been realised or are planned."

Note: The rate peg for 2019-2020 is set at 2.7%.

Updated guidelines for special variations emphasise the importance of integrated planning by councils with input from their local communities.

Funding for Infrastructure Maintenance & Renewal

Council over the next 10 years will continue to upgrade community facilities through the continued implementation of its 10 Year Infrastructure Plan, which is designed to deliver \$34.565m in community infrastructure asset upgrades and renewals over the 4 year delivery plan, \$12.34m in year one plus a further \$22.22m in years two to four.

Annexed to this report is a schedule of capital works proposed to be undertaken in 2019-2020.

Other Infrastructure Renewal Points

The 10 Year Financial Plan predictions regarding infrastructure spending are based on current expenditure levels which are indexed.

The Asset Management Plan (separately annexed) provides a strategy for the management of Council's \$423m asset portfolio. Of these assets, \$361m are depreciating assets that need to be maintained, renewed and eventually replaced. The Asset Management Plan allows Council to make informed decisions on the most cost effective use of its assets over the longer term to achieve the objectives of the Community Strategic plan, and support service delivery within the available resources and risk profile.

In preparing the Asset Management Plan, Council had identified and rectified a small gap in funding for infrastructure renewal which was managed as a priority from 2017/18 onwards leaving a naturally reoccurring balance due to non prioritisation of those assets experiencing infrequent or low usage by the community.

Whilst Council continues to investigate alternate sources of revenue, and has an ongoing program to drive down costs and find efficiencies, Council continues to deliver a zero balance cash budget without allowing it to impact on the renewal of infrastructure as well as the maintenance of those assets. Without addressing this in the Long Term the impact is that Council will see a decrease in the condition of its infrastructure that will leave future generations with a much higher cost to rectify in the future both on the capital renewal as well as the maintenance front. The impact also will flow onto the financial income statement possibly leading to an unsustainable financial operating performance result.

Financial Planning Strategies

The key objective of the Financial Plan remains the achievement of financial sustainability in the medium to long term, whilst still achieving Council's broader community vision and corporate objectives as detailed in Council's Plans.

The Long Term Financial Plan (LTFP)

The LTFP includes:

- Planning assumptions used to develop the Plan
- Key documents:
 - Projected income and expenditure
 - Balance sheet and
 - Cash-flow statement
- Methods of monitoring financial performance
- Financial modelling Scenario Base Case

The longer the planning horizon, the more general the Plan will be in later years, i.e. the tenth year of the 10 Year Plan does not include specific detail. As decisions are made more detail will be added to the LTFP. As Council finalises its Delivery Program every four years, the first four years of the LTFP will become firmer. As the Operational Plan is completed (annually) the detailed Resourcing Strategy will form the first year of the LTFP. The following diagram illustrates the relationships:

The 10 Year Financial Plan predictions regarding infrastructure spending are based on current expenditure levels which are indexed.

Year 1	Years 2-4	Years 5-10
Detailed resourcing strategy from the Operational Plan	Forward Estimates from the Delivery Program	Financial projections and assumptions

Figure 1 – Relationship between the Operational Plan, Delivery Program and Long Term Financial Plan.

Long Term Financial Plan Objectives

The LTFP intends to achieve the following objectives over the 10 year time-frame:

- Maintain existing service levels to the community
- Maintain a strong cash position
- Maintain a sufficient Employee Leave Entitlement Cash Reserve based on age and entitlements of staff in accordance with Council's Workforce Strategy.
- Capital expenditure on asset renewal, upgrades and extensions represents approximately a range of 30% to 14% of the annual expenditure from year 1 through to year 10.

Long Term Financial Model – Scenarios

Council has modelled only one long term financial scenario. It has been provided to the Office of Local Government in the inception year of LTFP reporting. Council has published the base scenario only which is reflective of Council's current day to day activities and service delivery.

Scenario – Base Case

This LTFP is developed using the current base year data and applying projected movements in a number of key drivers over its life.

The following assumptions have been used in the modelling:

Rates	2.7% in Year 1 2.5% in years 2-4 (based on conservative approach; then average 2.6% - 2.7% in years 5-10)
User charges & fees	Indexed by average 2.5% - 3.0% in line with CPI growth projections
Interest on investments	2.4% - 2.6% (based on current financial climate)
Grants & contributions	Based on past history
Employee costs	3.25% in year 1-4 3.25% - 3.4% average in years 5-10
Materials & contracts / Other expenses/Utilities	2.4%-2.5% years 1-10 Utilities average 4-5% years 1-10
Capital Contributions	-23% in Year 1 (decrease based on current property climate) Average 2.5% for year 2-4 Then 10% for years 5-10

Commentary

In the scenario, after 2019-20 Capital spend of \$14.949m, Council will maintain capital spending on assets at an expected level of \$10.418m to \$10.34m per annum for years 2-4 then ramp it up from \$13.3m to \$21.32m in years 5 to 9 before returning to the medium term level of \$11.53 in year 10.

The following is also noted:

- Income from continuing operations is forecast to exceed expenditure in years 1 to 10.
- Net operating result before capital grants & contributions shows a very small surplus for the ten years just above breakeven mark.
- Balance sheet and cash flow statement – forecast shows that Council's cash and investments position has positive growth from year to year.
- Available working capital will be strong for the full 10 years.

Under this scenario, the infrastructure spending is funded mainly from external grants and contributions and some internal reserves ranging from in excess of \$5m to \$12 million per annum from years 1 to 10. Assets are maintained at a fully serviceable level and are renewed/replaced as required.

INCOME STATEMENT – GENERAL FUND

	Actuals	Projected Years											
		Current Year		Projected Years									
		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations													
Revenue:													
Rates & Annual Charges		27,654,000	27,659,292	29,874,827	30,595,325	31,333,825	32,090,825	32,076,110	33,072,609	34,910,700	35,986,616	37,002,203	38,046,318
User Charges & Fees		5,384,000	5,487,593	4,730,452	4,849,300	4,971,000	5,095,300	5,227,778	5,363,709	5,503,156	5,646,238	5,793,041	5,943,660
Interest & Investment Revenue		1,285,000	1,445,967	1,389,927	1,444,800	1,560,400	1,696,900	1,834,269	1,972,776	2,112,145	2,252,499	2,423,863	2,596,263
Other Revenues		3,038,000	4,597,675	3,622,784	3,739,625	3,859,269	3,981,021	4,101,019	4,218,271	4,344,459	4,468,657	4,602,358	4,740,068
Grants & Contributions provided for Operating Purposes		3,019,000	2,796,518	2,555,334	2,425,000	2,465,863	2,547,800	2,611,495	2,676,782	2,743,702	2,812,295	2,882,602	2,954,667
Grants & Contributions provided for Capital Purposes		11,314,000	11,190,180	11,178,000	8,208,400	8,413,600	8,624,000	9,486,400	10,135,048	11,478,544	12,626,388	13,889,038	15,277,942
Other Income:													
Net gains from the disposal of assets													
Total Income from Continuing Operations		51,794,000	53,356,225	53,351,334	51,262,450	52,623,956	54,036,846	56,237,671	58,639,279	61,092,707	63,792,864	66,463,104	69,498,918

INCOME STATEMENT – GENERAL FUND (continued)

	Actuals 2017/18 \$	Current Year 2018/19 \$		Projected Years 2019/20 \$		2020/21 \$		2021/22 \$		2022/23 \$		2023/24 \$		2024/25 \$		2025/26 \$		2026/27 \$		2027/28 \$		2028/29 \$	
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Expenses from Continuing Operations																							
Employee Benefits & On-Costs	15,456,000	19,761,930		19,773,693	19,355,089	20,025,915	20,716,840	21,319,399	21,939,736	22,655,046	23,332,117	24,065,645	24,814,344	25,599,803	26,418,460	27,270,000	28,154,860	29,073,915	30,027,146	31,015,645	32,039,344	33,099,344	34,194,344
Materials & Contracts	7,616,000	7,762,553		8,017,404	8,244,500	8,175,100	8,277,900	8,382,583	8,489,657	8,599,803	8,712,596	8,828,146	8,946,585	9,067,000	9,190,460	9,317,000	9,446,860	9,580,000	9,716,460	9,856,344	10,000,000	10,147,344	10,297,344
Depreciation & Amortisation	5,743,000	6,286,500		6,486,500	6,524,803	6,686,149	6,710,604	6,894,464	7,182,353	7,333,000	7,618,460	7,862,789	8,120,045	8,391,460	8,677,000	8,977,000	9,291,460	9,620,000	9,963,460	10,321,460	10,695,344	11,085,344	11,491,344
Other Expenses	8,658,000	8,120,066		8,874,601	8,893,264	9,162,945	9,495,700	9,828,786	10,170,271	10,520,673	10,879,915	11,248,226	11,626,140	12,013,600	12,410,600	12,817,100	13,233,100	13,658,600	14,093,600	14,538,100	15,002,100	15,485,600	16,000,000
Net Losses from the Disposal of Assets	2,057,000	-		20,000	20,000	100,000	200,000	300,000	400,000	500,000	600,000	700,000	800,000	900,000	1,000,000	1,100,000	1,200,000	1,300,000	1,400,000	1,500,000	1,600,000	1,700,000	1,800,000
Total Expenses from Continuing Operations	39,530,000	41,940,049		42,172,259	43,037,656	44,150,109	45,401,044	46,725,231	48,192,343	49,548,584	51,141,089	52,590,906	54,149,114	55,817,460	57,505,060	59,212,100	61,039,460	62,987,100	65,055,100	67,243,600	69,562,644	72,022,644	74,623,644
Operating Result from Continuing Operations	12,264,000	11,416,176		11,179,075	8,224,794	8,473,848	8,635,802	9,512,439	10,456,927	11,504,123	12,651,815	13,962,198	15,348,804	16,811,460	18,360,000	19,994,900	21,716,460	23,525,500	25,423,500	27,410,644	29,487,644	31,654,644	33,912,644
Discontinued Operations - Profit/(Loss)	-	-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	12,264,000	11,416,176		11,179,075	8,224,794	8,473,848	8,635,802	9,512,439	10,456,927	11,504,123	12,651,815	13,962,198	15,348,804	16,811,460	18,360,000	19,994,900	21,716,460	23,525,500	25,423,500	27,410,644	29,487,644	31,654,644	33,912,644
Net Operating Result before Grants and Contributions provided for Capital Purposes	950,000	225,986		1,075	16,394	60,248	11,802	26,039	21,887	15,579	25,416	73,160	71,802	15,348,804	18,360,000	21,716,460	25,423,500	29,423,500	33,823,500	38,610,644	43,797,644	49,384,644	55,372,644

BALANCE SHEET – GENERAL FUND – 10 YEARS ENDING 30 JUNE 2029

	Actuals 2017/18	Current Year		Projected Years										2027/28	2028/29
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27					
ASSETS															
Current Assets															
Cash & Cash Equivalents	21,554,000	9,821,218	12,922,452	13,469,776	15,332,972	17,210,308	17,823,022	17,915,308	17,406,216	16,702,881	15,165,183	20,729,846			
Investments	32,000,000	33,000,000	33,000,000	38,000,000	43,000,000	48,000,000	53,000,000	58,000,000	63,000,000	68,000,000	73,000,000	81,000,000			
Receivables	3,268,000	3,005,519	2,915,645	2,886,554	3,013,518	3,141,561	3,283,598	3,427,980	3,570,559	3,717,311	3,860,688	4,107,582			
Inventories	210,000	158,523	164,340	168,966	169,327	170,745	173,209	175,732	178,319	180,971	183,689	186,475			
Other	83,000	96,173	104,342	105,953	107,283	109,889	112,701	115,481	118,333	121,256	124,254	127,328			
Total Current Assets	57,115,000	46,082,432	49,106,779	54,631,249	61,822,110	68,740,092	74,392,528	79,634,501	84,363,426	88,722,420	92,233,815	106,151,231			
Non-Current Assets															
Receivables	67,000	26,762	27,687	26,961	27,634	28,325	29,105	29,979	30,805	31,750	32,644	33,563			
Infrastructure, Property, Plant & Equipment	380,472,000	383,130,749	390,892,911	394,069,058	396,644,809	399,338,305	404,714,229	411,473,799	419,889,974	430,009,498	442,234,268	444,313,132			
Total Non-Current Assets	380,539,000	383,157,511	390,920,598	394,096,019	396,672,443	399,366,630	404,743,333	411,503,778	419,920,779	430,041,248	442,266,911	444,346,695			
TOTAL ASSETS	417,654,000	429,240,943	440,027,378	448,727,268	458,294,554	468,107,323	479,135,861	491,138,279	504,284,205	518,763,668	534,600,726	550,497,926			

BALANCE SHEET – GENERAL FUND (continued)

	Actuals 2017/18	Current Year 2018/19	Projected Years									
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
LIABILITIES												
Current Liabilities												
Payables	12,549,000	12,700,166	12,313,018	12,770,493	13,766,199	14,875,253	16,292,400	17,708,691	19,191,037	20,788,967	22,353,837	22,890,967
Income received in advance	317,000	317,598	301,110	308,730	316,462	324,376	333,328	342,528	351,864	361,703	371,692	381,958
Provisions	3,841,000	3,761,651	3,780,535	3,789,977	3,856,070	3,931,606	4,016,583	4,129,855	4,271,514	4,479,235	4,762,482	4,762,482
Total Current Liabilities	16,707,000	16,780,415	16,394,662	16,869,200	17,958,731	19,137,234	20,642,310	22,181,104	23,114,535	25,629,905	27,488,021	28,035,418
Non-Current Liabilities												
Provisions	133,000	222,349	223,465	224,023	227,030	232,394	237,417	244,115	252,486	264,765	281,508	281,508
Total Non-Current Liabilities	133,000	222,349	223,465	224,023	227,030	232,394	237,417	244,115	252,486	264,765	281,508	281,508
TOTAL LIABILITIES	16,840,000	17,010,764	16,618,126	17,093,223	18,186,661	19,369,628	20,879,727	22,425,219	24,667,021	25,894,669	27,769,529	28,316,926
Net Assets	400,814,000	412,230,176	423,409,251	431,634,045	440,107,893	448,743,694	458,256,134	468,713,081	480,117,184	492,868,999	506,331,197	522,181,000

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6

BALANCE SHEET – GENERAL FUND (continued)

	Actuals 2017/18	Current Year 2018/19	Projected Years									
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
EQUITY	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Retained Earnings	198,548,000	209,964,176	221,143,251	229,268,045	237,841,993	246,477,694	255,090,134	263,647,061	272,161,184	280,602,909	304,565,167	319,915,000
Revaluation Reserves	202,266,000	202,266,000	202,266,000	202,266,000	202,266,000	202,266,000	202,266,000	202,266,000	202,266,000	202,266,000	202,266,000	202,266,000
Council Equity Interest	400,814,000	412,230,176	423,409,251	431,634,045	440,107,993	448,743,694	458,298,134	468,713,061	480,217,184	492,868,999	506,831,197	522,181,000
Total Equity	400,814,000	412,230,176	423,409,251	431,634,045	440,107,993	448,743,694	458,298,134	468,713,061	480,217,184	492,868,999	506,831,197	522,181,000

CASH FLOW STATEMENT – GENERAL FUND

	Actuals		Current Year		Projected Years																				
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29													
Cash Flows from Operating Activities																									
Receipts:																									
Rates & Annual Charges	27,756,000		27,895,106		29,558,434		30,267,769		31,024,515		31,876,796		32,832,983		33,798,361		34,771,551		35,752,138		36,758,784				
User Charges & Fees	4,927,000		6,333,633		4,831,940		4,853,223		5,077,143		5,208,427		5,343,946		5,482,766		5,625,338		5,771,597		5,921,658				
Interest & Investment Revenue Received	1,094,000		1,123,624		1,387,938		1,489,963		1,626,702		1,777,717		1,919,080		2,068,220		2,207,469		2,356,271		2,461,154				
Grants & Contributions	14,021,000		13,794,005		10,684,312		10,895,093		11,167,327		12,082,885		13,095,170		14,204,009		15,418,715		16,748,749		18,208,615				
Bonds & Deposits Received	1,644,000		1,650,000		1,650,000		1,850,000		1,900,000		2,050,000		2,200,000		2,300,000		2,400,000		2,500,000		2,500,000				
Other	8,493,000		4,512,874		4,837,205		4,898,003		5,020,339		5,158,181		5,311,534		5,469,383		5,631,852		5,799,068		5,971,161				
Payments:																									
Employee Benefits & On-Costs	-15,201,000		-19,734,047		-18,702,391		-18,932,762		-20,912,980		-21,209,758		-21,799,506		-22,452,473		-23,088,811		-23,737,589		-24,789,497				
Materials & Contracts	-8,849,000		-7,498,353		-7,931,473		-8,224,917		-8,153,927		-8,240,134		-8,344,830		-8,451,187		-8,671,790		-8,786,295		-8,902,663				
Bonds & Deposits Refunded	-870,000		-1,050,000		-800,000		-850,000		-900,000		-950,000		-1,000,000		-1,050,000		-1,050,000		-1,200,000		-1,200,000				
Other	-11,389,000		-8,129,066		-8,871,601		-9,162,945		-9,495,700		-9,828,786		-10,170,371		-10,520,673		-10,879,915		-11,248,326		-11,626,140				

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65

CASH FLOW STATEMENT – GENERAL FUND (continued)

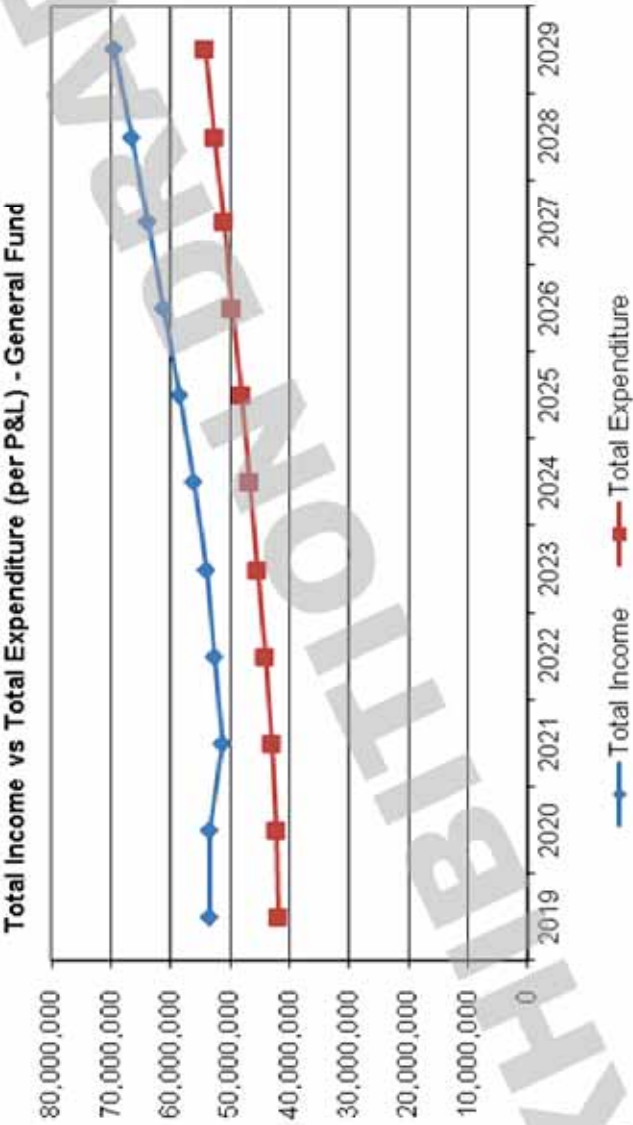
	Actuals 2017/18	Current Year 2018/19	Projected Years 2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Net Cash provided (or used in)												
Operating Activities	20,826,000	18,298,077	18,715,329	15,637,111	10,254,417	10,567,212	17,820,432	19,282,169	20,675,537	22,304,409	23,856,621	25,242,071
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	34,000,000	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	628,000	1,080,000	880,000	897,100	714,500	732,300	732,300	732,300	732,300	732,300	732,300	732,300
Purchase of Investment Securities	(49,000,000)	(1,000,000)	-	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)
Purchase of Infrastructure, Property, Plant & Equipment	(26,174,000)	(30,710,859)	(16,294,095)	(10,808,886)	(10,105,722)	(10,314,086)	(13,048,108)	(14,922,183)	(16,826,929)	(18,890,044)	(21,126,619)	(22,409,708)
Net Cash provided (or used in)												
Investing Activities	(40,546,000)	(30,030,859)	(15,614,095)	(15,109,786)	(14,391,222)	(14,561,786)	(17,315,808)	(19,189,883)	(21,094,629)	(23,157,744)	(25,384,319)	(27,677,408)
Cash Flows from Financing Activities												
Net Cash Flow provided (used in) Financing Activities	(19,720,000)	(11,732,782)	(3,101,234)	(547,325)	1,863,198	1,985,426	504,623	92,286	(419,092)	(793,335)	(1,537,698)	(5,564,663)
plus: Cash, Cash Equivalents & Investments - beginning of year	41,274,000	24,554,000	9,821,218	12,922,452	13,469,776	15,332,972	17,318,398	17,823,022	17,915,398	17,496,216	16,702,881	15,165,183
Cash & Cash Equivalents - end of year	21,554,000	9,821,218	12,922,452	13,469,776	15,332,972	17,318,398	17,823,022	17,915,300	17,496,216	16,702,881	15,165,183	20,729,846

CASH FLOW STATEMENT – GENERAL FUND (continued)

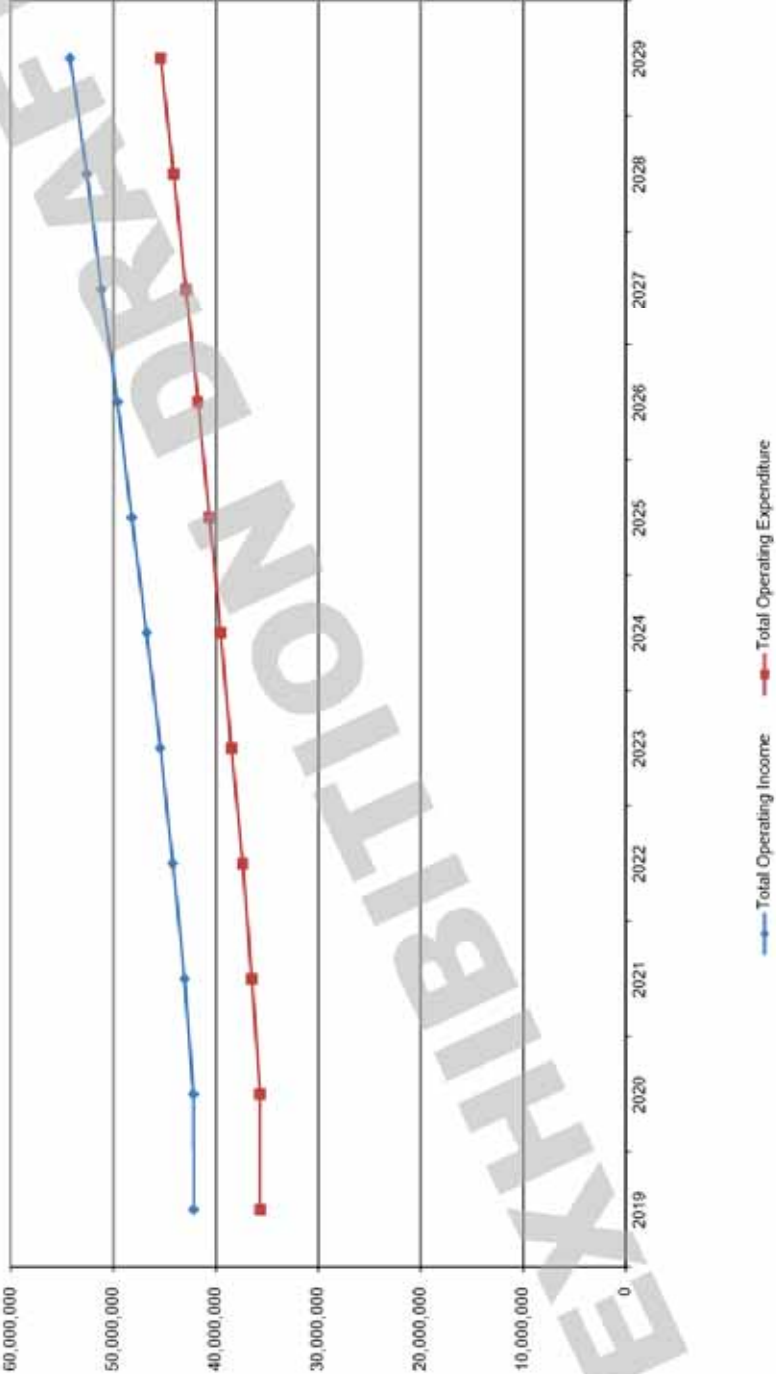
	Actuals 2017/18	Current Year 2018/19	Projected Years										2026/27	2027/28	2028/29
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27					
Cash & Cash Equivalents - end of the year	21,554,000	9,821,218	12,922,452	13,469,776	15,332,972	17,318,398	17,823,022	17,915,308	17,488,216	16,702,881	15,165,183	20,729,846			
Investments - end of the year	32,000,000	33,000,000	33,000,000	38,000,000	43,000,000	48,000,000	53,000,000	58,000,000	63,000,000	68,000,000	73,000,000	81,000,000			
Cash, Cash Equivalents & Investments - end of the year	53,554,000	42,821,218	45,922,452	51,469,776	58,332,972	65,318,398	70,823,022	75,915,308	80,496,216	84,702,881	88,165,183	101,729,846			
Representing:															
- External Restrictions	28,984,000	19,585,561	20,540,630	22,994,739	25,643,030	28,490,020	29,747,269	30,400,866	31,320,897	32,701,665	34,572,835	42,838,924			
- Internal Restrictions	13,000,000	11,693,919	14,155,760	16,750,307	20,000,304	22,095,410	25,974,809	29,018,448	31,176,564	32,337,887	32,204,146	37,208,997			
- Unrestricted	11,561,000	11,541,738	11,226,061	11,724,739	12,689,638	13,732,958	15,101,065	16,495,995	17,988,955	19,663,329	21,388,201	21,681,925			
	53,554,000	42,821,218	45,922,452	51,469,776	58,332,972	65,318,398	70,823,022	75,915,308	80,496,216	84,702,881	88,165,183	101,729,846			

Strathfield 2030 Draft Community Strategic Plan

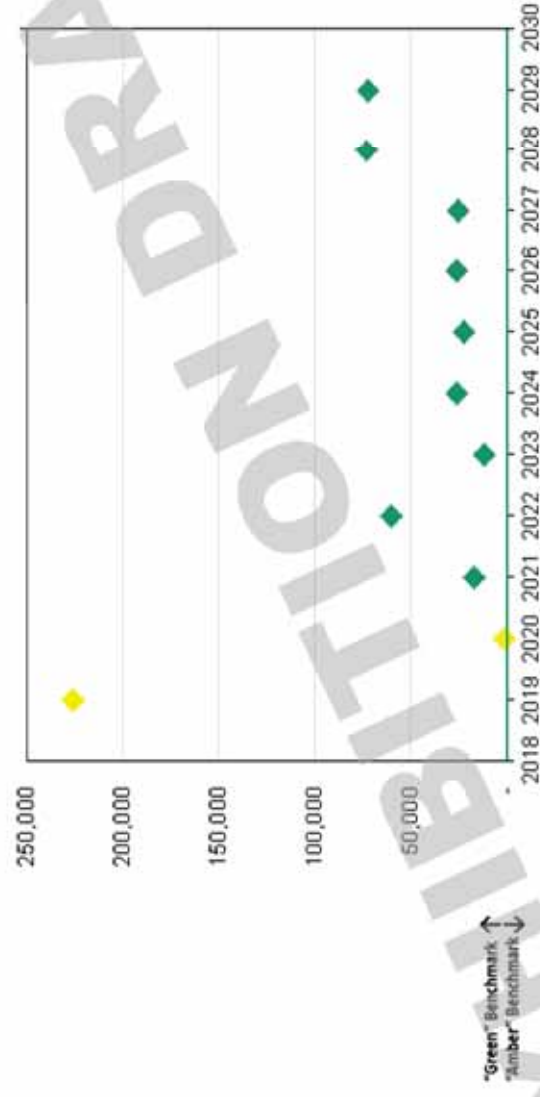
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Total Operating Income (excl. Capital Income) vs Total Operating Expenditure (excl. Depreciation) (per P&L) - General Fund



Result from Continuing Operations before Capital Grants & Contributions - General Fund

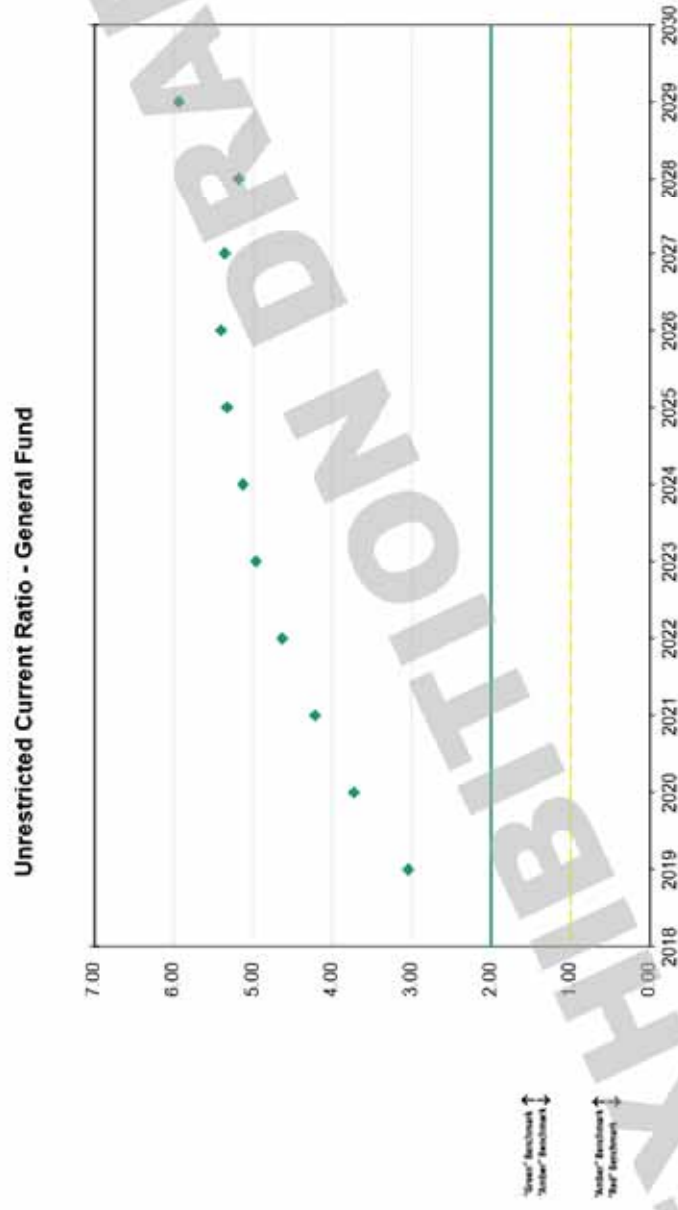


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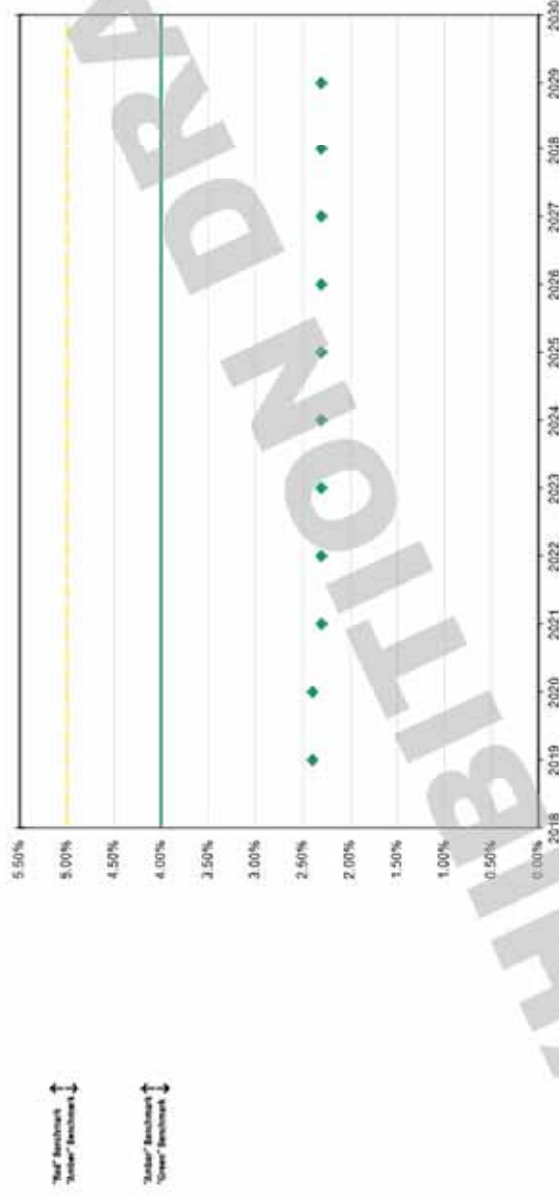
4

Own Source Operating Revenue Ratio - General Fund

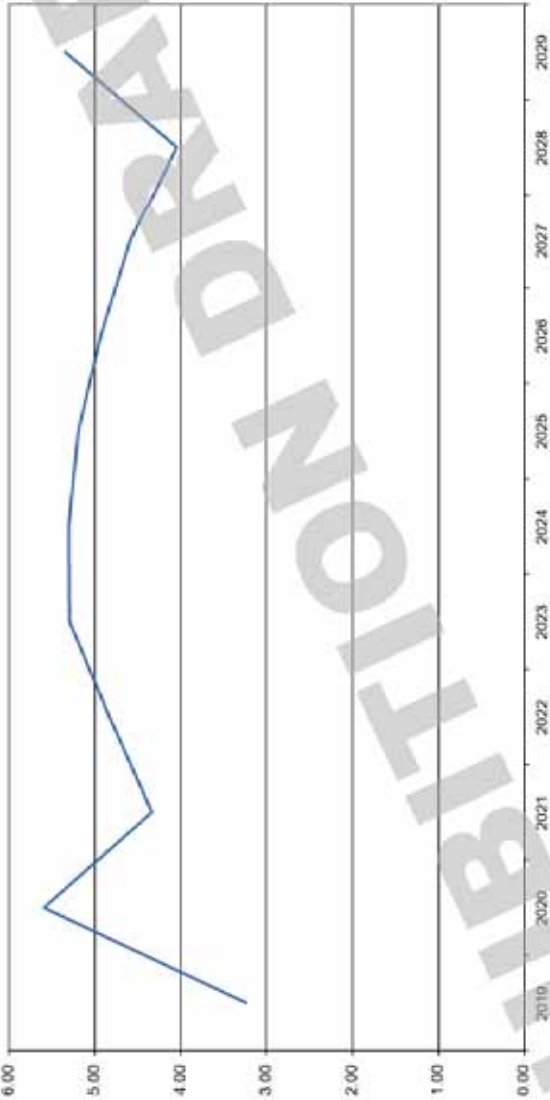




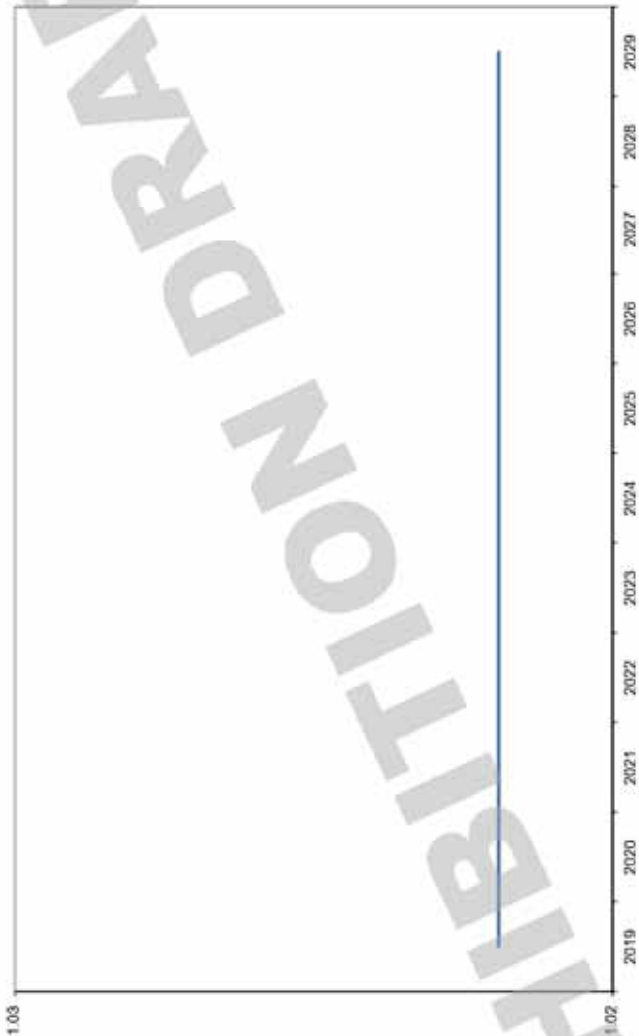
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage - General Fund



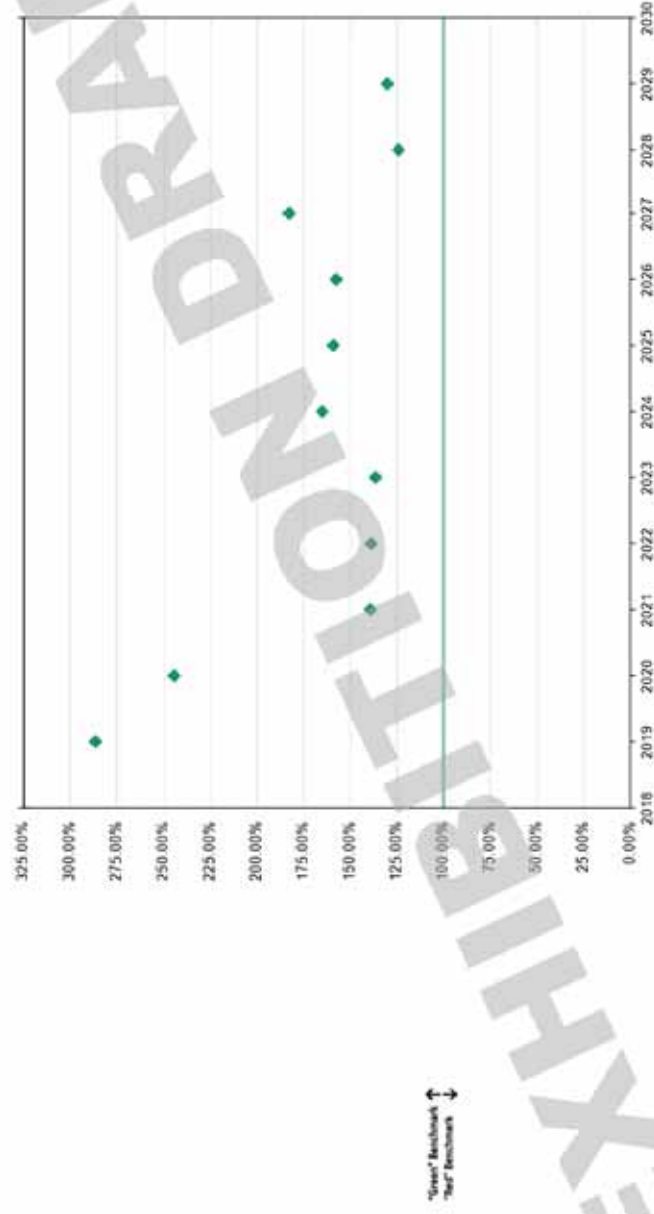
Cash Expense Cover Ratio - General Fund



Asset Maintenance Ratio - General Fund



Building & Infrastructure Renewal Ratio - General Fund



Strathfield Council





Part 2B: Workforce Management Plan

Message from the Chief Executive Officer

Our ten year Community Strategic Plan (CSP) concentrates on 5 key directions to ensure Strathfield Council are attending to the community's priorities. The CSP directions are:

1. Connectivity
2. Community Wellbeing
3. Civic Pride and Place Management
4. Liveable Neighbourhoods
5. Responsible Leadership

Our One Team, One Council, Moving Forward is Council's Workforce Management Plan that supports Council's values and key directions and assists Council in achieving its community vision.

The strategies identified will enable Council to evolve and attain a workforce that is flexible, adaptable and responsive to the Community's needs in the future resulting in improved infrastructure, service delivery and overall community satisfaction.

Our Workforce Management Plan will continue to adapt year on year to respond to the challenges Council faces with the emergence of new technology, an ageing workforce, skill and gender gaps as well as attraction and retention of skilled leaders and employees.

Council can only succeed with the right people in the right jobs. We acknowledge and understand that in order to successfully deliver for the community a major focus needs to be on our people. We aspire to be **One Team, One Council Moving Forward** for years to come.



Henry T. Wong
CEO





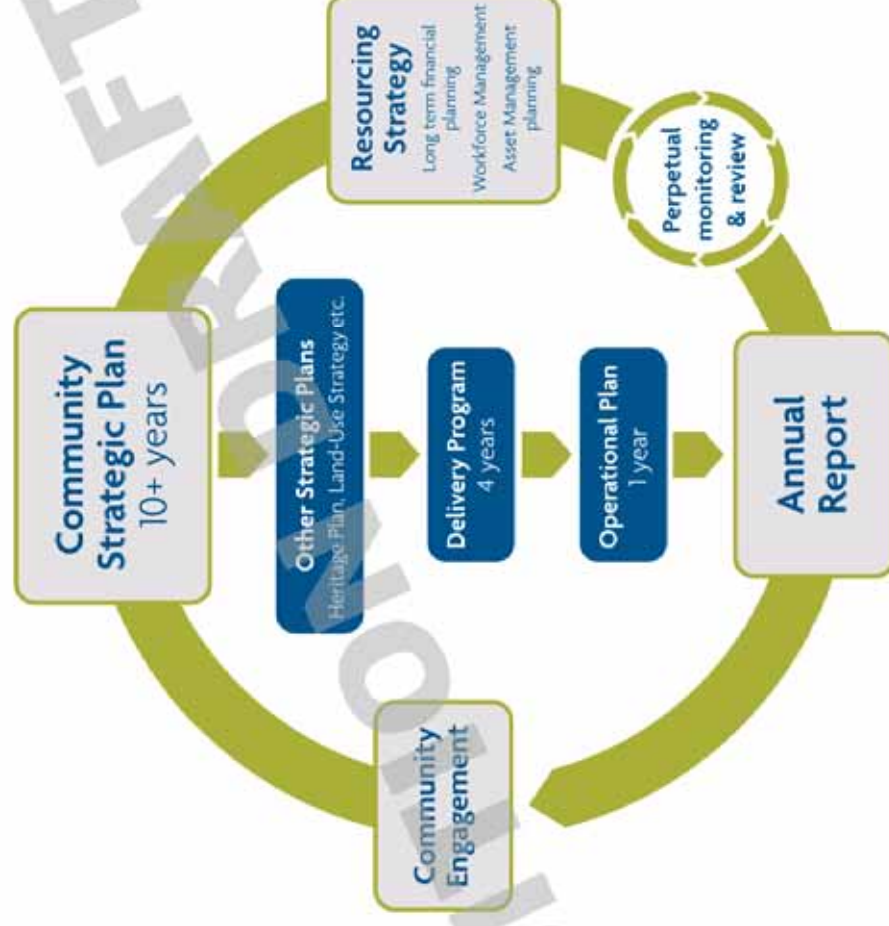
Introduction

The NSW Government's Integrated Planning and Reporting Framework require Councils to review and develop strategies pertaining to financial, asset management and workforce planning and form the Resourcing Strategy for the Council.

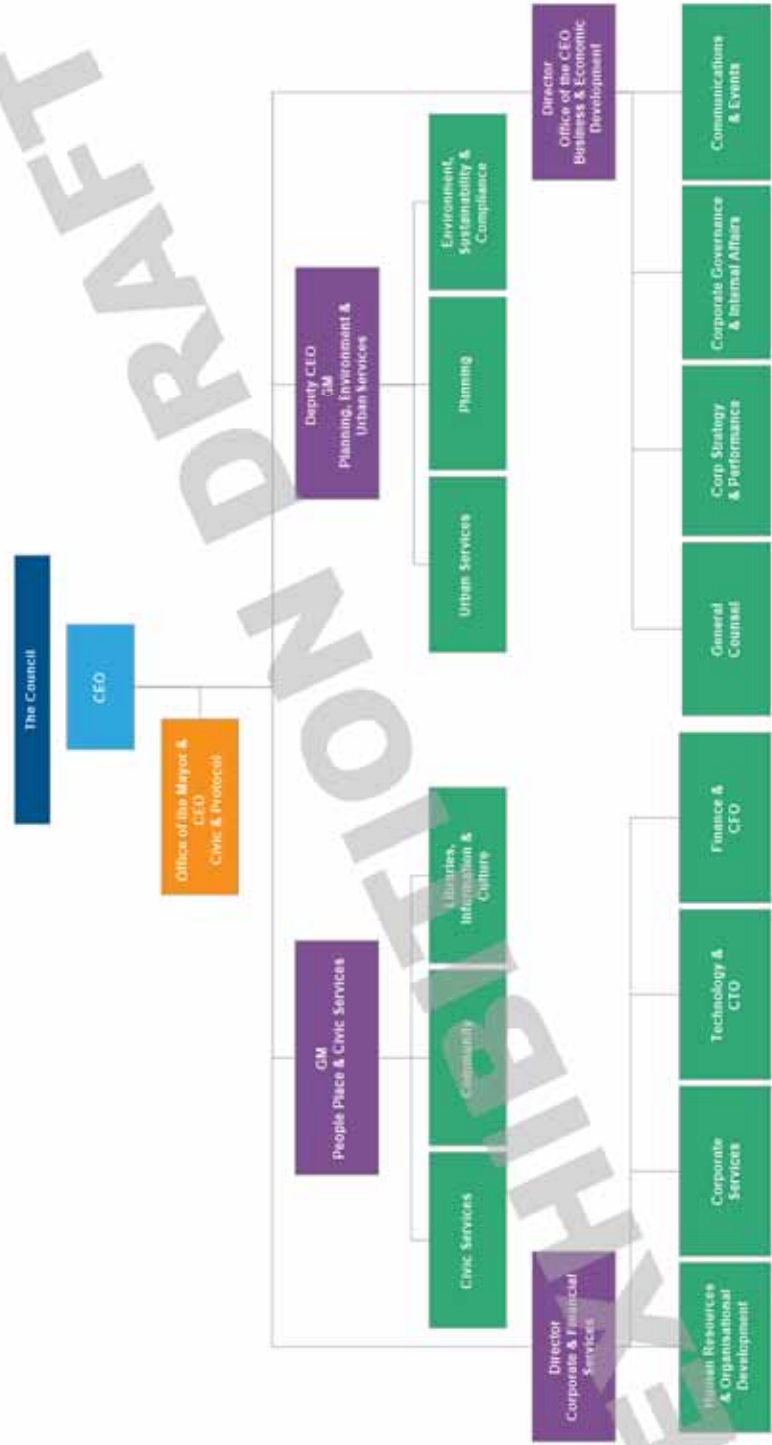
The Resourcing Strategy supports and enables the four year Delivery Program and the one year Operational Plan for Council.

Workforce planning is a continual process of identifying the strengths and opportunities for enhancement of the workforce; identifying threats and risks posed by internal or external factors; establishing future workforce requirements; and reviewing the effectiveness of strategies that ultimately aim to enhance and develop the collective capacity and capability of the workforce to deliver services to the communities within the Strathfield Local Government Area.

The following pages set out Council's functional structure; profiles the current workforce; identifies challenges that Council's workforce is projected to face in coming years; and specifies a series of strategies to enhance Strathfield Council's efficient, effective, adaptable and resilient workforce.



Our Organisational Profile



Council's Organisational Chart - March 2019

Workforce Profile

No.	Topic	Numbers	%
1	Approved number of positions	217	-
2	Headcount	188	-
3	Female employees	68	36.17%
4	Male employees	120	63.83 %
5	Female employees at Manager Level and above	7 out of 24	29.16%
6	Number of new starters in financial year	83	-
7	Length of service – less than 2 years	95	50.53%
8	Length of service – between 2-5 years	26	13.84%
9	Length of service – over 5 years	67	35.63%
10	Average length of service	6 years	-
11	Number of employees over the length of service average	74	12.76%
12	Turnover	45	23.93%
13	Staff turnover in first year of employment	14	7.44%
14	Female first year turnover rate	6	42.85 %
15	Male first year turnover rate	8	57.15%
16	Training spend per FTE p/a	\$815	-
17	Gender Diversity		
	Baby Boomers (1943 – 1966): 70	Male - 44 Female - 26	37.23%
	Generation X (1967 – 1980): 50	Male – 33 Female – 17	26.59%
	Generation Y and Younger (Post 1980): 68	Male –43 Female – 25	36.17%
	Average age across Council	44	-

*Data indicative as of 30 June 2017



Workforce Challenges

The Human Resources and Organisational Development department has undertaken a review of the workplace to identify workforce challenges that have formed the basis of this document.

The identified challenges are:

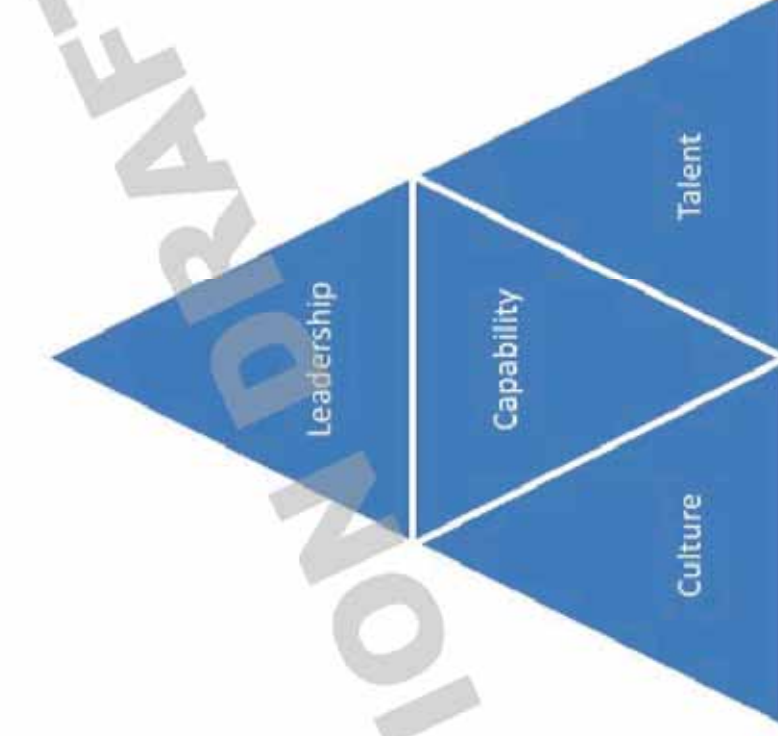
- Leadership and employee skill gaps
- Attraction and retention of skilled leaders and employees
- An ageing workforce
- Limited representation of female employees within Council
- Silo culture

Workforce Strategy

This document, One Team, One Council Moving Forward, represents our overall workforce strategy for how we will support our workforce in response to the challenges identified. By identifying Key Improvement Areas, we have established a framework on where to focus our attention.

Key Improvement Areas:

- Leadership
- Talent
- Capability
- Culture



Leadership

Encouraging open and honest communication among leaders and employees will enhance employee engagement and help drive high performance at Strathfield Municipal Council.

Key Improvement Area	Priority	Strategy	Measurement
Leadership	Communication	- Implement Leadership Development Program - Build a culture of open communication where feedback from staff is welcomed by senior leaders - Create forums for senior leaders to listen to staff's concerns - Assess current communication channels and adjust them in order to enhance how senior leaders keep staff informed of Council's matters	100% senior leadership participation in Leadership Development Program - Climate Survey leadership and involvement categories favourable scores % to increase
	Values	Facilitate Values Refresher sessions for leaders	Climate Survey leadership category favourable score % to increase

Talent

Having skilled individuals at all levels of the organisation is critical in creating and sustaining a high performance workforce.

Key Improvement Area	Priority	Strategy	Measurement
Talent:	Recruitment and Selection	- Develop selection panels' capability to select the right individual for the right job (meritocracy) - Introduce psychometric testing for the recruitment of all leader roles	Reduce total turnover rate by December 2020
	Skill Shortages	- Identify skill shortage gaps in key areas and develop and implement targeted attraction strategies to address them - Introduce Trainee and Apprentice positions covering areas with skill shortages - Provide career development opportunities to employees to transition into skill shortage jobs	Conversion of traineeships and apprenticeships to full time employment with Council
	Talent Management and Succession Planning	- Implement Leadership Development Program - Create matrix to determine high risk areas and action plan accordingly - Develop leaders' accountability for spotting, developing and retaining the next generation of leaders - Identify and review high potentials and develop IDPs that provide opportunities to grow, be empowered and work on interesting assignments	100% leaders participation in Leadership Development Program - Implement a succession plan for key areas of the business by June 2020
	Employee Value Proposition	- Develop Council's Employer Brand by conducting employee focus groups - Develop a strong online campaign highlighting benefits of working at Council	25% increase in job applicant response rate for shortage skills jobs within 6 months of roll out
	Diversity and Inclusion	- Include an EEOO goal in leaders IDPs - Enhance flexible working arrangements to target females with caring responsibilities - Introduce a marketing campaign to promote diversity and inclusion in the workplace	Increase female participation in Council's workforce by July 2020

Capability

Developing leaders and employees is important to improve employee engagement, enhance Council's performance and position Council a step ahead to serving the community of the future.

Key Improvement Area	Priority	Strategy	Measurement
Capability	Organisational Capability	Examine Council's SWOT, identify organisational capabilities required and implement HR, leadership and organisational practices aligned to Council's CGP	Improvement in all key HR metrics year on year
	Competencies	Review Competencies for each role	Improvement in all key HR metrics year on year
	Induction and Onboarding	- Introduce a 'Welcome Concierge' concept to ensure candidates are supported from the moment they apply to Council to the end of their probation period if selected - Implement Compliance Training Program	Feedback from focus groups is positive across all milestones of Council's Induction and Onboarding processes and is sustained
	Employee Development	- Implement Employee Development Program - Create IDPs	- Reduce total turnover rate by December 2020 - Climate Survey Learning and Development category favourable scores % increase
	Performance Management	- Review and enhance Council's performance management process and system - Clarify performance objectives focusing on right outcomes, provide honest feedback, introduce regular 1:1s and WFPs - Facilitate employee performance reviews - Implement new performance management process in July 2018	- End of Financial year performance review completed by end of June 2020 - New performance management process implemented by June 2020 - Climate Survey Performance Appraisal category favourable score % to increase
	Reward and Recognition	- Introduce informal recognition initiatives - Enhance Employee Service Awards	Climate Survey Rewards and Recognition category favourable score % to increase
	Managing Council's ageing workforce - Transition to Retirement (TTR)	- Promote TTRs - Adapt flexible working arrangements to cater for TTR - Ensure knowledge is shared by TTR employees with less experienced employees	Climate Survey Learning and Development category favourable score % to increase

Culture

Senior leaders play a very important role in developing a positive and professional work environment, one that creates a sustainable and high performing culture.

A best practice approach to leadership will contribute to engaging Council's staff and bring forward their best contribution to the organisation.

Key Improvement Area	Priority	Strategy	Measurement
Culture	Culture Management	- Implement Leadership Development Program - Reinforce Council's collective sense of purpose - Facilitate Values Refresher sessions - Leaders to reinforce desired behaviour when making salary review and stop progression decisions - Leaders and HR&OD team members to become the custodians of Council's culture and values	Climate Survey overall results to improve
	Change Management	Develop and launch Council's Change Management Model to be used by all leaders to ensure a consistent approach to change management is used across Council when implementing any system, process or culture change	Climate Survey Involvement category favourable score % to increase
	Employee Relations	Develop, implement and maintain an Employee Relations strategy to enable a positive work environment, increase communication with employees and reduce employee grievances	Climate Survey Leadership and Involvement categories favourable scores % to increase
	Reward & Recognition	Review salary structure and adopt a salary restructure that reflects the value of the jobs and ensures fair compensation	Climate Survey Rewards and Recognition category favourable scores % to increase
	Values	Introduce a Values Award – Double reward for targeted values (e.g. Teamwork across sections)	Climate Survey Cross Unit Cooperation category favourable scores % to increase

Review

This Workforce Management Plan shall be reviewed, updated and enhanced annually to reflect changes within the Council's business environment and projected impact of influence on the capacity of the workforce.

Part 2C - Asset Management Policy

1 Introduction

1.1 Title and Commencement

This policy is titled Asset Management Policy.

1.2 Background and Purpose of

Policy

The charter of local government established in the Local Government Act 1993 provides a set of principles that guide councils in the carrying out of their functions. In connection with asset management, the charter states that Council must:

- Provide directly or on behalf of other levels of government, after due consultation, adequate, equitable and appropriate services and facilities for the community and to ensure that those services and facilities are managed efficiently and effectively
- Have regard to the long term and cumulative effects of its decisions
- Bear in mind that it is the custodian and trustee of public assets and to effectively plan for, account for and manage the assets for which it is responsible
- Engage in long-term strategic planning on behalf of the local community.

The purpose of this policy is to guide the strategic management of Council's assets to ensure the sustainability, equity and affordability of Council's asset management for present and future Strathfield communities.

In 2009, the Local Government Act was amended to establish the integrated planning and reporting framework, which requires that council develops resourcing strategies, including asset management, to support strategies set out in the Community Strategic Plan and Delivery Program. Underpinning the planning and reporting framework is the need for council to take a long-term view when making decisions and the need to consider social, economic and environmental and civic leadership outcomes, also known as the 'quadruple bottom line (QBL)'. Asset Management Strategies must include an Asset Management Policy.

1.3 Objectives of the policy

The objectives of the policy is to set out a framework for implementing consistent asset management processes and ensure that adequate provision is made for long-term and sustainable asset management, which requires that:

- Assets are managed in accordance with relevant legislation, best practice, appropriate accounting standards and reporting requirements
- Assets management reflects the community's vision and priorities and is integrated with Council's Community Strategic Plan and Delivery Program
- 'Whole of life cost' approach is taken to asset management in the development of operational, maintenance, renewal, augmentation and investment
- Asset management is measured against defined levels of service
- "Quadruple bottom line" (QBL) sustainability outcomes are considered in development of strategies and policies.

1.4 Coverage of the Policy

This policy applies to all assets owned or controlled by Council and forms part of the resourcing strategy which supports Council's Community Strategic Plan whilst meeting the outcomes of the integrated planning and reporting framework in accordance with the Local Government Act 1993 and Office of Local Government's Integrated Planning and Reporting Guidelines and Manual.

1.5 Definitions

Council 'assets' are infrastructure assets and include but are not limited to:

- Buildings
- Roads and associated infrastructure
- Drainage and stormwater infrastructure
- Public open space and facilities such as playgrounds and sportsfields

Asset Management is the bringing together of management, financial, economic, engineering, and other disciplines applied to physical assets with the objective of providing the required level of service in the most cost effective manner.

Asset Management Strategy covers the development and implementation of plans and programs for asset creation, operation, maintenance, rehabilitation/ replacement, disposal, and performance monitoring to ensure that the desired level of service and other operational objectives are achieved at optimum cost.

Level of Service is the defined service quality for a particular service against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, statutory functional requirements, environmental, acceptability and cost.

Life Cycle is the cycle of activities that an asset (or facility) goes through while it retains an identity as a particular asset i.e. from planning and design through to decommissioning or disposal. It should be noted that infrastructure assets may have an indeterminate life and as such this definition may not apply.

"Strathfield 2030" is Council's Community Strategic Plan. This plan is Council's highest level plan that identifies the community's priorities and aspirations for the future and the plan strategies for achieving these goals.

"Sustainability" for the purposes of this policy means Quadruple Bottom Line (QBL) - economic, environmental, social and civic leadership considerations that underpin Council's strategic and resourcing strategies.

2 Policy Statement

Strathfield Council owns and/or operates a significant portfolio of assets. As custodian of the assets, Council is responsible for establishing and implementing optimal asset management strategies and practices that enable the assets to be sustained and related levels of service acceptable to the community to be provided at the minimal life cycle cost (LCC) whilst controlling exposure to risk and loss.

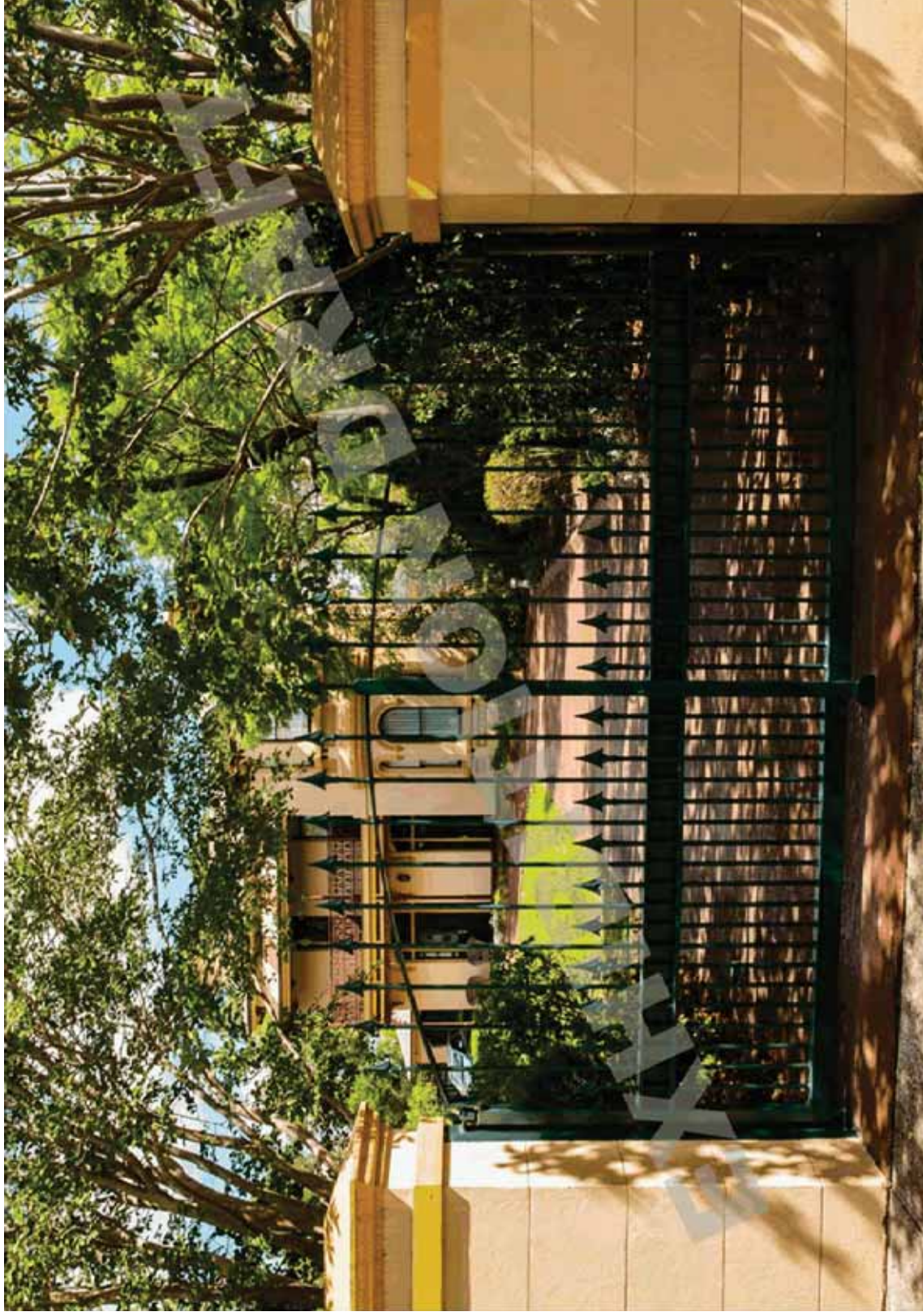
In order to achieve this, Council is committed to the following principles:

- Asset management strategy and planning will integrate with and support the vision, desired outcomes and objectives of the Community Strategic Plan, Delivery Program and Council policies and procedures.
- Development of asset management strategies will reflect the infrastructure requirements of present and future members of our community.
- 'Whole of life' costs will be used as basis for making decisions regarding asset acquisition, use, replacement, maintenance and disposal. Life cycle costs will be considered in all decisions relating to new services and assets as well as upgrading existing services and assets.
- Council provided infrastructure will be planned, designed, constructed, costed and maintained to ensure that the management of the infrastructure is sustainable.
- Third party agreement for use of Council's infrastructure such as Council facilities will include

provisions that recognise and support sustainable management of the relevant asset.

- A strategic and systematic approach to asset management that meets legislative requirements, embraces industry standards and best practice will be applied throughout Council.
- Councilors are responsible for ensuring that sufficient resources are available and applied to manage Council's assets and the longer term and cumulative effect of decision making is considered when determining Council policy, plans and strategies.
- The Chief Executive Officer and/or authorised officers are responsible for managing the assets. In accordance with this Policy, Council's adopted Asset Management Strategy and related Asset Management Plans.
- Assets will be accounted for in accordance with the requirements of the appropriate accounting standards and reporting requirements.
- Council will develop and review its Asset Management Plans on a minimum four year cycle.
- Council will maintain and update its asset management system with comprehensive information of all infrastructure assets.
- Council's asset management capabilities will be regularly reviewed and improved through necessary advances in technology, systems and processes and training.





Part 2C - Asset Management Strategy

1. Introduction

1.1 Background

Strathfield Council is following the guidelines that accompany the *Local Government Amendment (Planning and Reporting) Act 2009* in the development of this strategic asset management plan. The Act makes the development of a strategic asset management plan a mandatory requirement for NSW local governments.

The primary role of assets is to support the delivery of services that deliver Council's long term objectives. As Council's assets age there are increased maintenance, refurbishment and disposal costs which increase the cost of the services that they support.

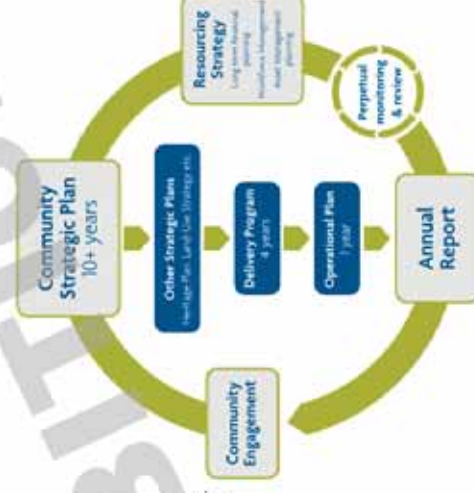
The cost of asset creation or acquisition is generally less than 20% of the life cycle cost of an asset which includes operation, refurbishment and disposal costs. Before any asset is purchased or constructed the life cycle costs and risks are considered as they will place an increased burden on Council's maintenance budget. In an extreme position, Councils can make themselves financially unsustainable in the longer term with an aggressive asset creation program that does not consider the life cycle costs.

The objective of this plan is to identify the balance between service delivery requirements to maximise the achievement of Council's long term objectives and the life cycle costs of asset ownership within agreed risk tolerances. The information currently available for each asset groups dictates the level of sophistication of the strategy for that asset class.

1.2 Planning Relationships

The current council planning framework has been revised to align with the legislated planning framework in the *Local Government Amendment (Planning and Reporting) Act 2009* and the Integrated Planning and Reporting Guidelines for Local Government in NSW. This plan has been developed in line with the legislated framework and guidelines.

The legislated framework addresses the balance between the resources available against the long term aspiration objectives of Council to ensure that there is not an over commitment to resources (particularly assets) in the short term.



The long term community strategic plan for Strathfield Council is outlined in *Strathfield 2030*.

This document provides a series of strategic drivers for the community with each driver having a number of goals and strategic actions to achieve the desired goals. It should be noted that *Strathfield 2030* includes objectives in which Council will perform an advocacy role of guiding the private sector and other entities in delivering the objectives in the plan.

The key strategic priorities have been developed and linked to a strategy in the long term community strategic plan. These priorities also guide the four year delivery program. As both the long term community strategic plan and the four year delivery program require community consultation, a strategy has been implemented to ensure that the priorities align with community requirements.

The integrated planning and reporting framework diagram shows the relationship between the various plans and resourcing strategies.

As part of this planning process, Council has also prepared a resourcing strategy which includes a Long Term Financial Plan, an Asset Management Policy, Asset Management Strategy and the Workforce Management Plan.

Strathfield 2030, the Delivery Program and Operational Plan have informed and been informed by the Resourcing Strategy, which includes Long Term Financial Planning, Workforce Management Planning and Asset Management Planning.

2. Policy and Objectives

2.1 Background

The charter of local government established in the Local Government Act 1993 provides a set of principles that guide councils in the carrying out of their functions. In connection with asset management, the Act states that a council must:

- Councils should invest in responsible and sustainable infrastructure for the benefit of the local community.
- Councils should have effective financial and asset management, including sound policies and processes for asset maintenance and enhancement.
- Councils should manage lands and other assets so that current and future local community needs can be met in an affordable way.
- Councils should consider the long term and cumulative effects of actions on future generations.

The purpose of this policy is to guide the strategic management of Council's assets to ensure the sustainability, equity and affordability of Council's service delivery for present and future Strathfield communities.

In 2009, the Local Government Act was amended to establish the integrated planning and reporting framework, which requires that council develops resourcing strategies, including asset management, to support strategies set out in the Community Strategic Plan and Delivery Program. Asset management

strategies must include an asset management policy.

The purpose of this policy is to guide the strategic management of Council's assets to ensure the sustainability, equity and affordability of Council's service delivery for present and future Strathfield communities.

In 2009, the Local Government Act was amended to establish the integrated planning and reporting framework, which requires that council develops resourcing strategies, including asset management, to support strategies set out in the Community Strategic Plan and Delivery Program. Asset management strategies must include an asset management policy.

2.2 Coverage

This policy applies to all infrastructure assets owned or controlled by Council and forms part of the resourcing strategy, which supports the Community Strategic Plan whilst meeting the outcomes of the integrated planning and reporting framework in accordance with the Local Government Act and Office of Local Government's Integrated Planning and Reporting Guidelines.

2.3 Objectives

The objective of the policy is to set out a framework for implementing consistent asset management processes and ensure that adequate provision is made for long-term and sustainable asset management, which requires that:

- Assets are managed in accordance with relevant legislation, best practice, appropriate accounting

- standards and reporting requirements
- Asset management reflects the community's vision and priorities and is integrated with Council's Community Strategic Plan and Delivery Program
- A 'whole of life cost' approach is taken to asset management in the development of operational, maintenance, renewal, augmentation and investment
- Asset management is measured against defined levels of service
- "Quadruple bottom line" (QBL) assessment of sustainability for social, economic, environmental and civic leadership outcomes is achieved.

2.4 Policy

Strathfield Council owns and/or operates a significant portfolio of assets. As custodian of the assets, Council is responsible for establishing and implementing optimal asset management strategies and practices that enable the assets to be sustained and related levels of service acceptable to the community to be provided at the lowest possible overall cost whilst controlling exposure to risk and loss.

In order to achieve this, Council is committed and adopts the following principles:

- Integrate asset management strategy and planning with the vision, desired outcome and objectives of the Strathfield Community Strategic Plan 'Strathfield 2030'
- Provide assets that reflect the infrastructure requirements of present and future members of our community
- Council will provide infrastructure that is planned.

designed, constructed, costed and maintained to ensure that infrastructure is sustainable.

- That a strategic and systematic approach to asset management that meets legislative requirements, embraces industry standards and best practice will be applied throughout Council.
- Councilors are responsible for ensuring that sufficient resources are applied to manage Council's assets and the longer term and cumulative effect of decision making is considered when determining Council policy, plans and strategies.
- The General Manager and/or authorised officers are responsible for the managing the assets in accordance with this Policy. Council's adopted Asset Management Strategy, and related Asset Management Plans.
- Assets will be accounted for in accordance with the requirements of the appropriate accounting standards and reporting requirements
- Council will develop and review its Asset Management Plans on a minimum four year cycle.
- Council will maintain and update its asset management system with comprehensive information of all infrastructure assets.
- Asset management capabilities will be regularly reviewed and improved through necessary advances in technology, systems and processes and training

Assets will be accounted for in accordance with the requirements of the appropriate accounting standards and reporting requirements:

- Council will develop and review its asset management plans on a minimum four year cycle
- Council's asset management capabilities will be regularly reviewed and improved through necessary advances in technology, systems and processes and training

2.5 Adoption of policy

Council's Asset Management Policy was adopted by Council at its meeting held on xx April 2020.





3. Levels of Service

3.1 Context

Asset management planning includes the active engagement of and consultation with the community to explain the impact on all people that use the infrastructure asset network, and to determine the community's service level expectations for infrastructure assets.

Quality information from community members and stakeholders ensures the current and future infrastructure across the Strathfield LGA is managed by Council to achieve the principles of equity, access, participation and right. This information from the community is integrated with data, research and technical and financial information in preparing Asset Management Strategies and Plans and Long Term Financial Plan.

The level of service for each asset category defines what Council intends to deliver to the community with respect to its assets and the level of service the community can afford. The level of service for each

asset category is based on community expectations, legislative requirements and Council policy.

Asset levels of service for each asset category focuses on how the community experiences the asset (relating to factors such as condition, quality, reliability, responsiveness, sustainability, timeliness, accessibility, cost and functionality) and technical characteristics required to deliver the asset.

There is a direct relationship between the level of service provided by an asset and the cost to provide it. As the level of service becomes higher, the cost to provide it also increases. Council considers these factors in relation to each asset category and for the infrastructure network as a whole.

3.2 Strathfield 2030

The Vision for Strathfield Local Government area is detailed in *Strathfield 2030* the Council's Community Strategic Plan and is detailed as:

"Strathfield is a culturally diverse and socially cohesive community with respect for its heritage and environment and proud of its well-connected

transport, business and educational institutions"

3.3 Levels of Service Standards

Strathfield Council has adopted asset condition 3 as 'satisfactory' for the purposes of asset management. This service standard was adopted by resolution of Council on 1 September 2015 following community engagement processes described in 3.4.

3.4 Community engagement

Council has consulted with the community on Council has consulted with the community on frequent basis since 2009 to engage the community in determining agreed service levels. The results of successive surveys and engagement have indicated that the assets of highest importance to the community are roads and footpaths, though all assets are considered to be of medium to high importance. Generally, the community is satisfied with the management of Council's assets, with no asset class achieving a less than medium satisfaction rating. On this basis, Council has adopted 'average' (condition 3) as the agreed minimum service level for management of all types of physical infrastructure assets.



In 2014, Council commissioned an independent community survey (IBS Research) to ascertain views on Council's management of community assets.

The top five assets were in the 'high' importance range with the most important asset to residents was found to be 'local roads' with 92.6% providing a high importance rating. The remaining four infrastructure assets were deemed 'medium' importance.

Libraries and parks, playgrounds and reserves were considered to be in the 'high' satisfaction rating with all other assets in the medium satisfaction rating. No asset was ranked with a low satisfaction rating.

This survey also indicated that the community considers that well maintained community assets were highly important. All the following statements received high agreement ratings:

- The appearance and attractiveness of my area is important to me (90.1% agreement)
- Well maintained and quality local infrastructure and facilities is important to the value of property in my area (86.3% agreement)
- Well maintained and quality local infrastructure provides with me with a better quality of life in my area. (82.5% agreement).

Infrastructure	Importance rating	Rating score
Local roads	1	High
Footpaths	2	High
Stormwater drainage	3	High
Parks, playgrounds and reserves	4	High
Kerbs and Gutters	5	High
Libraries	6	Medium
Sporting fields	7	Medium
Community buildings and halls	8	Medium
Bike paths	9	Medium

Infrastructure	Importance rating	Rating score
Libraries	1	High
Parks, playgrounds and reserves	2	High
Sporting fields	3	Medium
Stormwater drainage	4	Medium
Kerbs and gutters	5	Medium
Community buildings and halls	6	Medium
Bike paths	7	Medium
Local roads	8	Medium
Footpaths	9	Medium

In May and June 2015, Council conducted a community engagement which permitted any member of the public to have their say on Council's asset management. Council's community engagement process utilised number of techniques to enable the community to engage in the way/s that best suit their level of interest, availability and preferences. This included:

- An information flyer was issued to each household
- A community survey was advertised and accessible on Council's website. Print copies of the survey were available from Council's Customer Service and Libraries.
- Information on the review and engagement was published on Council website
- Static information displays with feedback options were featured at Strathfield Library
- Face-to-face engagement opportunities.

The results from the community engagement were consistent with previous engagements. Overall, the community considered Council's current asset management program to be well managed with no asset classes rating in the low category in either importance or satisfaction.

Infrastructure	Importance rating	Rating score	Infrastructure	Importance rating	Rating score
Local roads	1	High	Community buildings, libraries and halls	1	High
Footpaths	2	High	Parks, playgrounds and sporting fields	2	High
Community buildings and halls	3	Medium	Stormwater drainage	3	Medium
Stormwater drainage	4	Medium	Local roads	4	Medium
Kerbs and Gutters	5	Medium	Kerbs and Gutters	5	Medium
Parks, playgrounds and sporting fields	6	Medium	Footpaths	6	Medium

The survey requested that residents compared the standard of asset management to other council areas.

Question	Agreement response
Strathfield Council's assets are better maintained than other councils	72%
Strathfield Council's assets are in similar condition compared to other councils	17%
Strathfield Council's assets are worse than other councils	3%
Can't say	6%



3.5 Integration

Assets play an important part in the delivery of services to our community. As such infrastructure assets play both a direct and an indirect role in the delivery of a number of the key community drivers and Council actions. The table below indicates which assets play a role in the delivery of Councils key strategies linked to *Strathfield 2030*, the community strategic plan themes, goals and strategies.

Table 3.1 – Asset linkages to the Community Strategic Plan

Theme	Goal	Strategy	Roads	Drainage	Buildings	Parks
CONNECTIVITY	1.1 Growth sustained by well-planned and accessible infrastructure	1.1.1 Plan infrastructure and assets to meet needs of growing population	✓	✓	✓	✓
		1.1.2 Deliver infrastructure and assets to meet community needs	✓	✓	✓	✓
	1.2 Connected and integrated transport networks servicing all areas of the Strathfield LGA	1.2.1 Improve state and regional transport connections to and throughout the Strathfield LGA	✓	✓	✓	✓
		1.2.2 Connect and provide local transport networks within the Strathfield LGA	✓	✓	✓	✓
	1.3 Transformed and connected information and service delivery	1.3.1 Improve service delivery and information access utilising technology	✓	✓	✓	✓
COMMUNITY WELLBEING		1.3.2 Utilise varied techniques to effectively communicate and inform the community	✓	✓	✓	✓
	2.1 Socially cohesive and connected communities	2.1.1 Build community resilience, capacity and promote connected and social cohesive communities	✓	✓	✓	✓
		2.1.2 Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	✓	✓	✓	✓
	2.2 Healthy and Active Communities	2.2.1 Provide and manage open space, recreation and community facilities and programs to meet community and recreational needs	✓	✓	✓	✓
		2.2.2 Promote healthy and active living programs	✓	✓	✓	✓
CIVIC PRIDE AND PLACE MANAGEMENT	2.3 Safe and accessible places	2.3.1 Work with key stakeholders to address community safety issues	✓	✓	✓	✓
		2.3.2 Plan and deliver strategies to improve community safety in Strathfield LGA	✓	✓	✓	✓
		2.3.3 Prepare plans and provide resourcing for emergencies and natural disasters	✓	✓	✓	✓
	3.1 Engaged and activated public places	3.1.1 Revitalise Town and Village centres	✓	✓	✓	✓
		3.1.2 Develop and implement place promotion strategies	✓	✓	✓	✓
	3.2 Creative and cultural community	3.2.1 Support productive and well managed local businesses	✓	✓	✓	✓
		3.2.2 Facilitate and support cultural and learning programs and activities	✓	✓	✓	✓
		3.2.2 Promote and deliver events that connect community and build social cohesion	✓	✓	✓	✓

Strathfield Council

04

Theme	Goal	Strategy	Roads	Drainage	Buildings	Parks
LIVEABLE NEIGHBOURHOODS	4.1 Quality, liveable and sustainable urban design complementing local character	4.1.1 Plan and deliver urban design and development that balances growth with quality living, sustainable and aesthetic outcomes	✓	✓	✓	✓
	4.2 Clean, attractive and well maintained neighbourhoods	4.2.1 Reduce waste and improve reuse and recycling	✓	✓	✓	✓
		4.2.2 Maintain and enforce clean public areas and health standards	✓	✓	✓	✓
	4.3 Thriving and resilient environment	4.3.1 Conserve, restore and enhance Strathfield's biodiversity and ecological health and resiliency	✓	✓	✓	✓
		4.3.2 Develop environmental programs to educate and inform the community			✓	✓
4.3.3 Encourage sustainability and resource efficiency		✓	✓	✓	✓	✓
RESPONSIBLE LEADERSHIP	5.1 Trust in Council's leadership and decision making	5.1.1 Promote active community engagement and make decisions based on community priorities	✓	✓	✓	✓
	5.2 Accountable Council performance	5.1.2 Support integrity, transparency and accountability of decision making processes	✓	✓	✓	✓
		5.2.1 Undertake planning, review report and evaluate performance and progress	✓	✓	✓	✓
		5.2.2 Employ and maintain a skilled workforce to deliver quality services	✓	✓	✓	✓
		5.2.3 Promote organisational culture of safety, best practice and continuous quality improvement	✓	✓	✓	✓
		5.2.4 Maintain long-term financial sustainability of Strathfield Council	✓	✓	✓	✓
		5.2.5 Deliver efficient and effective Council services to the community	✓	✓	✓	✓

Strathfield 2030 Draft Community Strategic Plan

105

3.6 Service Level Outcomes

The asset management plans for each asset category specifically defines the community levels of service and the technical levels of service.

Community levels of service are related to the service that the community receives. The community's expectations with regards to levels of service are communicated to Council via consultation. This can be measured in a number of ways, both tangible and intangible, such as appearance of facilities, speed of service and availability of service

These levels of service have been combined to deliver five asset related service level outcomes. The service level outcomes are:

1. Accessibility
2. Quality
3. Responsiveness
4. Affordability
5. Health and Safety

Each of the service level outcomes is related directly to Council's Community Strategic Plan *Strathfield 2030* by the way each asset class helps deliver the services required by the community. These service level outcomes are essential to ensure the asset portfolio is not only maintained to a satisfactory level but also caters for the future demands of the community whilst balancing the potential risks to the community and the Council. The service level outcomes and how they are related to the assets and Council's strategies are detailed in Table 3.2 - Service level outcomes.

Strathfield Council

06

3.7 Accessibility

To ensure the asset base performs as required it is essential that the asset is generally available to the community as required. As a service outcome the council's customers will require assets that are accessible and can be relied upon to deliver the services that are not only expected, but the services that are required.



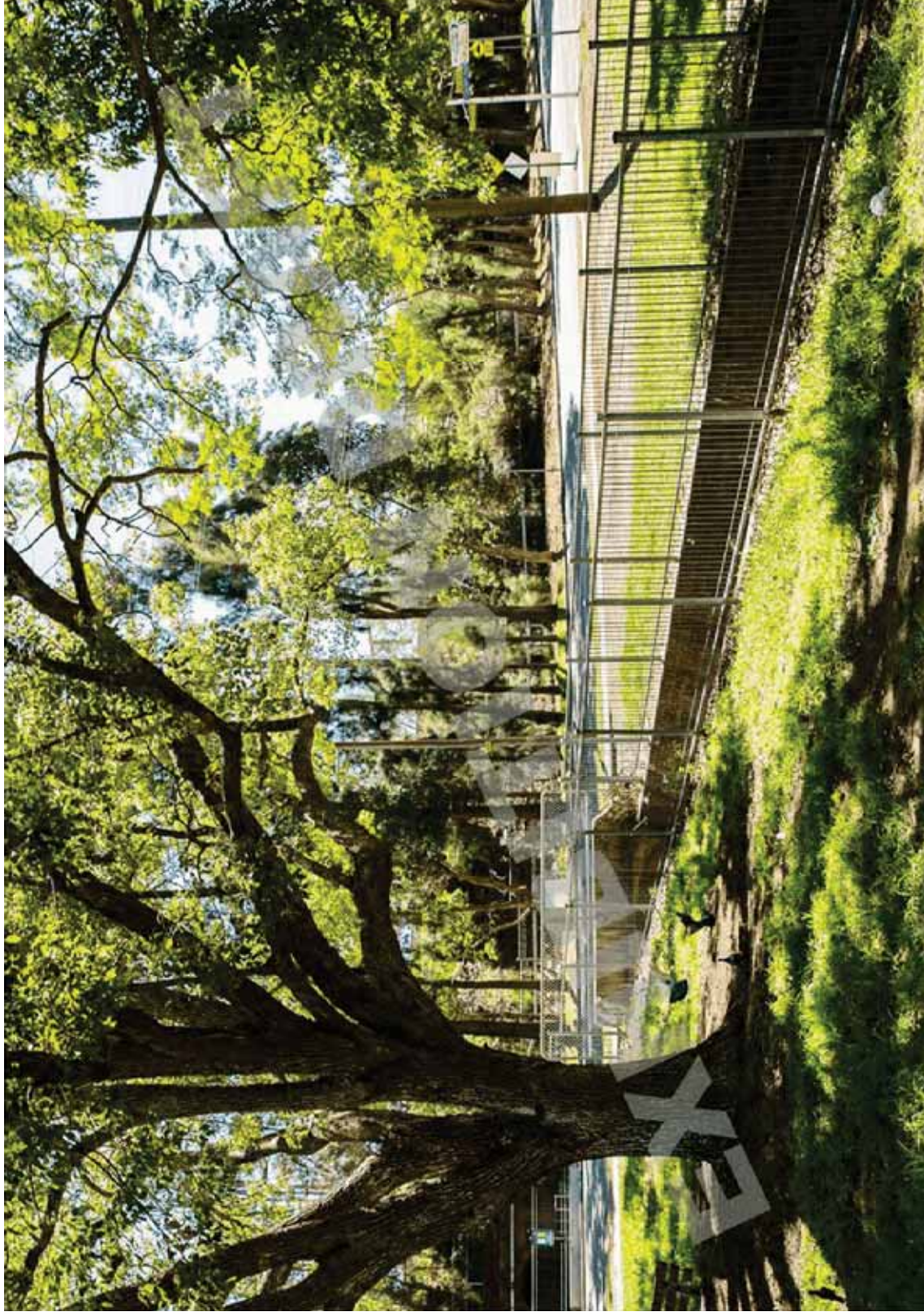


Table 3.2 – Service Level Outcomes

Theme	Goal	Strategy	Accessibility	Quality	Affordability	Responsiveness	Health & Safety
CONNECTIVITY	1.1 Growth sustained by well-planned and accessible infrastructure	1.1.1 Plan infrastructure and assets to meet needs of growing population	✓	✓	✓	✓	✓
		1.1.2 Deliver infrastructure and assets to meet community needs	✓	✓	✓	✓	✓
	1.2 Connected and integrated transport networks servicing all areas of the Strathfield LGA	1.2.1 Improve state and regional transport connections to and throughout the Strathfield LGA	✓	✓	✓	✓	
		1.2.2 Connect and provide local transport networks within the Strathfield LGA	✓	✓	✓	✓	✓
	1.3 Transformed and connected information and service delivery	1.3.1 Improve service delivery and information access utilising technology	✓	✓	✓	✓	✓
COMMUNITY WELLBEING	2.1 Socially cohesive and connected communities	2.1.1 Build community resilience, capacity and promote connected and social cohesive communities	✓	✓	✓	✓	✓
		2.2.1 Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	✓	✓	✓	✓	✓
	2.2 Healthy and Active Communities	2.2.2 Provide and manage open space, recreation and community facilities and programs to meet community and recreational needs	✓	✓	✓	✓	✓
		2.2.3 Promote healthy and active living programs	✓	✓	✓	✓	✓
	2.3 Safe and accessible places	2.3.1 Work with key stakeholders to address community safety issues	✓	✓	✓	✓	✓
		2.3.2 Plan and deliver strategies to improve community safety in Strathfield LGA	✓	✓	✓	✓	✓
		2.3.3 Prepare plans and provide resourcing for emergencies and natural disasters	✓	✓	✓	✓	✓

Theme	Goal	Strategy	Accessibility	Quality	Affordability	Responsiveness	Health & Safety
CIVIC PRIDE AND PLACE MANAGEMENT	3.1 Engaged and activated public places	3.1.1 Revitalise Town and Village centres	✓	✓	✓	✓	✓
		3.1.2 Develop and implement place promotion strategies		✓	✓	✓	✓
		3.1.3 Support productive and well managed local businesses	✓	✓	✓	✓	✓
	3.2 Creative and cultural community	3.2.1 Facilitate and support cultural and learning programs and activities	✓	✓	✓	✓	✓
		3.2.2 Promote and deliver events that connect community and build social cohesion	✓	✓	✓	✓	✓
LIVEABLE NEIGHBOURHOODS	4.1 Quality, livable and sustainable urban design complementing local character	4.1.1 Plan and deliver urban design and development that balances growth with quality living, sustainable and aesthetic outcomes	✓	✓	✓	✓	✓
		4.1.2 Manage effective development assessment processes	✓	✓	✓	✓	✓
		4.1.3 Address housing affordability	✓	✓	✓	✓	✓
		4.2.1 Reduce waste and improve reuse and recycling	✓	✓	✓	✓	✓
	4.2 Clean, attractive and well maintained neighbourhoods	4.2.2 Maintain and enforce clean public areas and health standards	✓	✓	✓	✓	✓
RESPONSIBLE LEADERSHIP	4.3 Thriving and resilient environment	4.3.1 Conserve, restore and enhance Strathfield's biodiversity and ecological health and resiliency	✓	✓	✓	✓	✓
		4.3.2 Develop environmental programs to educate and inform the community	✓	✓	✓	✓	✓
		4.3.3 Encourage sustainability and resource efficiency	✓	✓	✓	✓	✓
	5.1 Trust in Council's leadership and decision making	5.1.1 Promote active community engagement and make decisions based on community priorities	✓	✓	✓	✓	✓
		5.1.2 Support integrity, transparency and accountability of decision making processes	✓	✓	✓	✓	✓
RESPONSIBLE LEADERSHIP	5.2 Accountable Council performance	5.2.1 Undertake planning, review report and evaluate performance and progress	✓	✓	✓	✓	✓
		5.2.2 Employ and maintain a skilled workforce to deliver quality services	✓	✓	✓	✓	✓
		5.2.3 Promote organisational culture of safety, best practice and continuous quality improvement	✓	✓	✓	✓	✓
		5.2.4 Maintain long term financial sustainability of Strathfield Council	✓	✓	✓	✓	✓
		5.2.5 Deliver efficient and effective Council services to the community	✓	✓	✓	✓	✓

4. Future Demand

4.1 Demand forecast

The future infrastructure demand for community infrastructure and facilities is driven by changes and trends in:

- Population forecasts and density
- Changes in the demography of the community
- Lifestyle changes
- Residential occupancy levels
- Commercial/Industrial demand
- Technological changes which impact the asset
- Economic standing of the state
- Government policy
- Environmental needs, climate change etc.

4.2 Population forecasts

The estimated current and forecast resident population of Strathfield LGA from the New South Wales Local Area Population Projections is shown in the table below using a projected annual growth rate of 2.7%.

Table 4.1 – Population Projections (2016 NSW Department of Planning and Environment projections)

Year	Total Population	% age population 0-14 years old	% age population 15-39 years old	% age population 40-64 years old	% age population >65 years old
2041	82,500	11.685	31,609	25,373	11,823
2036	80,750	11.664	32,808	23,736	10,521
2031	71,850	12.297	30,629	20,062	8,859
2026	64,300	10.587	29,494	16,711	7,285
2021	54,400	8.404	26,490	13,644	5,877
2016	42,400	6.572	19,719	11,296	4,828

Strathfield Council

10

4.3 Changes in technology

Technology changes may affect the delivery of building services as a result of improvements to construction materials and methods and more efficient operational costs. These may potentially increase the life of some assets and reduce susceptibility to damage.

The major component of the historic population increase relates to increases in medium to high density unit dwellings in Strathfield. The population trend in Strathfield indicate large numbers of persons aged 15 to 35 years (38% in Census 2016), which is significantly larger than the Greater Sydney average (29.1%). There is generally smaller numbers of persons aged 65 years and over against Greater Sydney averages.

The 'de-aging' of the population is due to a range of factors including increased numbers of medium to high density unit development and attraction of large numbers of students and persons of working age to Strathfield due to its transport and accessible geographical location. New development in Strathfield is characterised by a younger demographic. The majority of population growth is likely to occur within the northern section of Strathfield surrounding the rail stations and in the Parramatta Road corridor.

4.4 Demand Management Plan

Table 4.2 - Future Demand Impact on Assets

Demand Factor	Impact on services – Building Assets	Impact on services – Drainage Assets	Impact on services – Roads Assets	Impact on services – Parks Assets
Population	Population growth will place an increased demand on buildings assets, especially libraries and community centres.	Population growth itself will not have a significant impact on drainage services, however the associated increase in buildings and impermeable areas will lead to increased demand on drainage assets.	Population growth will place an increased demand for the provision of roads assets and increased private vehicle and public transport usage.	Population growth will lead to an increased demand for and usage of parks and associated assets.
Demographics	The trend towards an increasing and younger population will place an increased demand on some buildings assets, especially libraries and community centres.		The trend towards an aging population will place a higher demand on public transport.	The trend towards a younger population may lead to an increased demand for certain types of parks assets e.g. sporting and recreational facilities.
Social/Economic			The trend towards increased medium to high density units will place a higher demand on public transport.	The trend towards increased medium to high density units will lead to an increased demand for and usage of parks and associated assets.
Transportation Changes			The design and provision of transport networks will need to address future needs, including the increased demand for public transport, cycle ways and footpaths.	
Increasing costs	Requirement to continue to maximise service delivery within the funding limitations.	Requirement to continue to maximise service delivery within the funding limitations.	Requirement to continue to maximise service delivery within the funding limitations.	Requirement to continue to maximise service delivery within the funding limitations.
Environment and Climate	Impacted by change such as more severe weather events.	Drainage assets will be impacted by change such as more severe weather events.	Some infrastructure assets may be impacted by change such as more severe weather events.	Some parks assets may be impacted by change such as more severe weather events.
Lifestyle	Will impact on the type and size of facilities provided into the future.			Will impact on the type and size of sports catered for with recreational assets.
Technology	May require improved environmental management of facilities.		May require improved environmental management of facilities.	

Strathfield 2030 Draft Community Strategic Plan

11

5. Current Situation

5.1 Asset management roles and responsibilities

The responsibilities relating to infrastructure assets within Council are as follows:

Council – Owns all assets and acts as a steward for the assets. The Council will set the asset management policy and vision, and ensures that resources are available for asset management activities.

Executive – Reviews the Strategic Asset Management Plan (including the four-year Asset Delivery Program) and asset business cases in line with the asset management policy, and advises Council on asset matters.

Executive Manager Urban Services – Is delegated by Council to act in the capacity of asset owner and make recommendations to Council, and responsible for the development of the Strategic Asset Management Plan, which recommends the most sustainable use of available funds across the asset portfolios.

Executive Manager Civic Services – Responsible for the establishment and delivery of operations and maintenance and capital works programs for parks and building assets.

Manager Civil Design – With his team, assets engineers etc.

5.2 Asset management Systems

All asset data for depreciation purposes is stored in the corporate financial system. The asset registers for asset management purposes are maintained in a series of standalone spread sheets maintained by the individual asset managers. It is recommended that to improve the asset management improvement program a single corporate asset register is established.

5.3 Data Collection and Validation

In the preparation of this asset management strategy and the development of the asset management plans, Council has used the most current and up-to-date information that it has available. This information will be required to be updated on a regular basis. Currently there is no fixed regime of data collection and or data validation. Data is collected as and when required.

As part of the asset management improvement plan it is proposed that these matters be addressed on an ongoing basis.





6. Life Cycle Management
6.1 Life Cycle Management Strategy

Council has collected asset condition data for most of its assets. This data is based on a 1 – 5 condition assessment as detailed across:

Condition Rating	Condition	Descriptor
1	Excellent	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Average	Satisfactory and routine work is required
4	Poor	Renewal required
5	Very poor	Urgent renewal/upgrading required

6.2 Asset Category – Roads

Demand Factor	Road Assets					
Holdings	Council provides a road and footpath network throughout the Strathfield Council area comprising: 993 km of Roads 187 km Kerb and Guttering 179 km Footpaths Cycle ways (not previously classed as a road asset) 5 Road Bridges 2 Pedestrian Bridges 3 Road Culverts 12 Car parks 5488 Signs 4947 Sign posts					
Available Data	A condition assessment of roads assets was undertaken in 2009. The current condition and estimated remaining useful life of the asset group was based on the following: - Roads surface Visual inspection - Footpaths Visual inspection - Bridges and culverts Visual inspection - Other transport assets Visual inspection - Roads pavement Visual inspection - Kerb and Guttering Visual inspection - Signs and Lines Visual inspection Condition is measured using a 1-5 rating system					
Condition Data	Condition Rating	Surface	Pavement	Footpaths	K&G	Bridges
	Excellent	35%	40%	40%	30%	40%
	Good	29%	30%	30%	30%	30%
	Average	36%	30%	25%	30%	25%
	Poor	0%	0%	5%	20%	5%
	Very poor	0%	0%	0%	0%	0%
Main Findings	Generally, Council's roads assets are fully utilised and provided in accordance with industry design and safety standards where relevant. Ongoing restoration of the road surface caused by the service utility companies maintaining their assets will continue to pose the greatest impact on Council's over-all road asset conditions. Overall residents perceive roads as a very important asset and are somewhat satisfied with the performance and delivery of the asset.					
Budget Implications	Maintenance expenditure levels are considered adequate to meet current community levels of service. Restoration work is undertaken to restore the assets following work on or under the asset carried out by others e.g. utilities companies. The restoration works are fully funded by the organisation that carried out the work on or under the road. The estimated expenditure for maintenance and renewals on road assets is to remain at existing levels. All new asset expenditure will effectively be funded from grants and / or developer contributions. Section 7 - Financial Forecasts details the asset expenditure over the life of this strategy. An ongoing works program will be developed to ensure optimal asset renewal expenditure, to achieve the adopted network service levels. It is anticipated that the financial projections will be reviewed in line with this approach on an annual basis and as required.					

6.3 Asset Category – Drainage

Demand Factor	Road Assets				
Holdings	Council provides a drainage network throughout the Strathfield Council the area comprising: 65.95 km Stormwater Pipes 2,447 Stormwater Pits 3.2 km Box Culverts 2.8 km Open Channels 1 Detention Basin Water quality devices - Freshwater Park and chain of ponds stormwater harvesting - Mason Park stormwater reuse				
Available Data	Council undertook a valuation of its drainage asset in 2015. The valuation included a desk top based reassessment of asset condition of the following drainage assets: - Stormwater pipes - Stormwater pits - Box culverts Condition is measured using a 1-5 rating system - Open channels - Water quality devices were not included in the valuation				
Condition Data	Condition Rating	Pipes	Pits	Culverts	Channels
	Excellent	20%	20%	20%	20%
	Good	10%	30%	20%	20%
	Average	60%	40%	40%	50%
	Poor	10%	10%	20%	10%
	Very poor	0%	0%	0%	0%
Main Findings	Generally, Council's Drainage assets are fully utilised and provided in accordance with industry design and safety standards where relevant. Council's Drainage assets have a much longer total life when compared to the other asset classes. As a result the drainage cleaning of debris is important to ensure drains collect the stormwater and channel it. In November and December 2017 4.8 tonnes of sediment was removed from pits alone in our targeted low lying areas. 30% leaf matter and 70% stilt and debris content was pulled out by contractors. Drainage assets need to be continually monitored to ensure that there is no accelerated decline in the condition of the assets. Drainage Assets are vulnerable to damage from over loading and major flood events, as a result the asset may not achieve its full life capacity. Damaged pit lintels are the major contributor to Drainage maintenance and renewal.				
Budget Implications	Maintenance expenditure levels are considered adequate to meet current Community Levels of Service. The estimated expenditure for maintenance and renewals on Drainage assets is to remain at existing levels. All new asset expenditure will effectively be funded through Council's sustainability program for the foreseeable future. Section 7. Financial Forecasts details the asset expenditure over the life of this strategy. An ongoing works program will be developed to ensure optimal asset expenditure, to achieve the adopted network service levels. It is anticipated that the financial projections will be reviewed in line with this approach on an annual basis.				

6.4 Asset Category – Parks

Demand Factor	Road Assets	
Holdings	Council provides parks services throughout the Strathfield Council area comprising: • 25 Playgrounds and 258 items • 61 Floodlighting installations at 10 separate parks • 12 Tennis Courts at the South End Tennis Complex	
Available Data	Basic information regarding Parks assets is available in the following registers: • Horticulture - Lands register • Arboriculture - Map info register • Playground equipment - Playfix The valuation includes a condition assessment. Condition is measured using a 1-5 rating system. Council has number of asset registers covering the majority of the Council's parks assets. Importantly, high risk assets such as playground equipment are inspected quarterly in accordance with Australian Standards. Updating of all registers and management of condition data will be an ongoing challenge for the organisation.	
Condition Data	Council's Parks assets are fully utilised and provided in accordance with industry design and safety standards where relevant. Evidence gathered through Council's community consultation suggests that Council's parks assets are generally in good condition and meeting community needs. Sporting oval capacity continues to be a challenge and strategies will need to be developed to ensure ongoing equitable access to playing fields. Due to the nature of Parks assets, the majority of works being carried out is maintenance work. This is particularly true for sports fields and tree management. In 2017, two new all weather synthetic fields were built at Strathfield Park and Mason Park which can be utilised each at 40-60 hours a week and has increased the number of hours for passive and active play.	
Budget Implications	Maintenance expenditure levels are considered to be adequate to meet current Community Levels of Service. This is in accordance with Council's overall asset strategy where ongoing productivity and service improvements will offset any increases in maintenance and operational costs required to maintain the existing levels of service. The estimated expenditure for maintenance and renewals on Park assets is to remain at existing levels. All new asset expenditure will effectively be funded from grants and / or developer contributions. Section 7, Financial Forecasts details the asset expenditure over the life of this strategy. An ongoing works program will be developed to ensure optimal asset renewal expenditure, to achieve the adopted network service levels. It is anticipated that the financial projections will be reviewed in line with this approach on an annual basis.	

6.5 Asset Category – Buildings

Demand Factor		Road Assets						
Holdings	Council provides a range of buildings across the Council area for public and Council use comprising:	5 Council Administration Buildings 1 Library 1 Hall 1 Residential building owned by Council 4 Child Care Centres 4 Community Centres 8 Council Depot Buildings 15 Park Buildings 5 Commercial Buildings						
		- Floors Building Envelopes - Fit-out Floor Fit-out Internal Screens - Roof Mechanical Services - Fire Services						
Available Data	Council undertook a Buildings Asset Valuation in 2011 by Seragon Building Consultants. The valuation included a condition assessment of all the building components which were summarised in the following buildings assets classes: The valuation includes a condition assessment. Condition is measured using a 1-5 rating system.	5 Council Administration Buildings 1 Library 1 Hall 1 Residential building owned by Council 4 Child Care Centres 4 Community Centres 8 Council Depot Buildings 15 Park Buildings 5 Commercial Buildings						
		- Floors Building Envelopes - Fit-out Floor Fit-out Internal Screens - Roof Mechanical Services - Fire Services						
Condition Data	Condition Rating	Floor	Envelope	Fit out Floor	Fit out Internal	Roof	Mechanical Services	Fire Services
	Excellent	20%	17%	0%	50%	13%	99%	81%
	Good	38%	32%	79%	17%	58%	1%	4%
	Average	31%	30%	17%	16%	27%	0%	0%
	Poor	12%	7%	4%	18%	2%	0%	14%
Main Findings	Very poor	0%	0%	0%	0%	0%	0%	0%
	Generally, Council's building assets are fully utilised and provided in accordance with industry design and safety standards where relevant. Council's building portfolio is generally in good condition, however as a result of a recent condition audit of the building assets existing funding will be reallocated internally to priority areas and to ensure that the building assets are maintained in accordance with the adopted community levels of service.							
Budget Implications	Maintenance expenditure levels are considered to be adequate to meet current required community levels of service.							
	The estimated expenditure for maintenance and renewal on building assets may increase as a result of the internal reallocation of funding. All new asset expenditure will effectively be funded from grants and / or developer contributions. Section 7, Financial Forecasts details the asset expenditure over the life of this strategy. An ongoing works program will be developed to ensure optimal asset renewal expenditure, to achieve the adopted network service levels. It is anticipated that the financial projections will be reviewed in line with this approach on an annual basis.							

7. Financial Forecasts

The following general assumptions have been made in preparing the expenditure forecasts:

- Depreciation values are at 30 June 2019 as shown in the annual financial statement. No allowance has been made for inflation. Note that for buildings assets, information is included as at June 2018 fair value assessment.
- The renewals program and forecasts have been established on the basis of the most recent condition assessment and currently assessed replacement values and limited historical cost data
- Maintenance costs allow for the forecast increase in assets due to development and increase demand on assets due to demand changes
- The rate and pattern of development are as detailed in Section 4 - Future Demand
- The average useful life and average remaining life of assets are based on current local knowledge, industry standards, historical trends and condition assessment.
- The expenditure data is reflected in the base case funding scenario in then Councils current Long Term Financial Plan.

The method of valuation of Council's assets is by 'fair value' in accordance with the Local Government Code of Accounting Practice and Financial Reporting, International Accounting Standard AASB116 and the DLG Circulars No. 06-43 & 06-75. Data sourced from Note B 9 ended 30 June 2019.

Asset Class	Replacement Value ('000s)	Accumulated Depreciation ('000s)	Depreciated Replacement Cost ('000s)
Roads/Bridges/Footpaths	\$175,970	\$58,493	\$ 117,477
Drainage	\$57,065	\$21,680	\$35,385
Parks/Open Space	\$43,575	\$9,609	\$33,966
Buildings	\$52,129	\$18,339	\$33,790
Total	\$328,739	\$108,121	\$220,618

The Asset Consumption Ratio measures the average proportion of "as new" value remaining in the assets. This ratio shows the written down current value of a local government's depreciable assets relative to their "as new" value in up to date prices. The ratio highlights the aged condition of the Councils stock of physical assets.

A ratio less than 50% indicates a rapid deterioration of the local government's asset base. Urgent investment may be required to ensure service levels are maintained. A ratio of 60% indicates an adequate usable level of service across individual asset categories.

The asset valuation data suggests that Council's assets have been depreciated by approximately 30% on average which would indicate that the assets have sufficient residual life to effectively manage the existing services of the Council.

Table 7.2 Asset operational and maintenance expenditure - highlights the expected asset expenditure projections for the period 2015-16 to 2028/29

The expenditure projection is based on maintaining the asset base. Operational activities are those carried out to keep the asset usable but have no impact on the condition of the asset such as cleaning, utilities and data collection. Maintenance activities are those required to maintain the ability of the asset to provide the required service levels. The expenditure projection also takes account of assets required to deliver the community strategic plan objectives

Table 7.2 - Asset Operational and Maintenance Expenditure

OPERATIONS AND MAINTENANCE EXPENDITURE

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Roads, Bridges, Footpaths Other	3,245	2,009	4,552	3,270	350	3,037	1,096	3,236	3,276	3,337	3,359	3,401	3,466	3,573
Drainage	93	397	72	185	180	326	244	241	249	257	266	274	280	287
Open Space\ Recreation Assets	2,019	895	3,427	2,323	2,600	2,960	2,978	2,996	3,014	3,032	3,051	3,069	3,077	3,205
Buildings	2,108	712	2,508	1,543	1,750	1,764	1,778	1,792	1,806	1,821	1,836	1,851	1,863	1,939
TOTAL	7,465	4,012	10,559	7,521	7,830	8,308	8,196	8,265	8,345	8,427	8,512	8,596	8,775	8,994

Table 7.3 - Asset renewal expenditure

		ASSET RENEWAL EXPENDITURE											
		Actuals			Current Year			Projected Years					
		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Roads	1,278	7,343	5,735	7,419	6,669	5,887	3,377	3,588	3,599	8,102	9,084	9,300	9,540
Drainage	-	200	86	337	700	461	400	300	530	203	805	820	850
Open Space\ Recreation Assets	3,323	5,096	9,131	6,525	2,000	3,525	500	500	700	1,200	1,300	1,000	1,000
Buildings	660	1,534	1,268	720	2,572	566	903	805	1,078	1,278	1,572	1,500	1,500
TOTAL	1,278	7,343	16,220	15,071	11,876	10,139	5,880	5,193	9,530	11,085	12,661	12,620	12,890

Table 7.4 New Asset Expenditure Prediction - highlights the expected new asset expenditure projections for the period 2015/16 to 2028/29

The New Asset Expenditure Prediction is based on works that create a new asset that did not previously exist or increase the capacity of or an existing asset. New works detailed in the Developer Contribution Plan are included in the expenditure prediction. The expenditure prediction also takes account of assets required to deliver the Community Strategic Plan objectives and are consistent with the current Long Term Financial Plan for the Organisation.

* It should be noted that there is no renewal expenditure for Council's Park assets. Currently Park asset renewal expenditure is included as part of the operation and maintenance expenditure. Part of Councils strategy for maintaining its assets, is to better determine the split between maintenance and renewal expenditure.

Table 7.4 - New Asset Expenditure Prediction

		NEW ASSET EXPENDITURE										
		Actuals		Current Year	Projected Years							
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
		5000	5000	5000	5000	5000	5000	5000	5000	5000	5000	5000
Road			413	500	-	-	-	-	-	-	-	-
Drainage			-	312	-	-	-	-	-	-	-	-
Parks	1005	1112	4359	499	200	143	-	-	-	559	-	-
Building	880	776	4599	500	-	-	-	-	-	-	-	-
TOTAL	1395	11132	5518	6230	500	143	-	-	-	559	0	0

Expenditure on new assets will in general terms be determined on development growth within the area and the rate of collection of contributions. Developer contributions will drive new asset expenditure.

Table 7.5 - Total asset expenditure prediction

Table 7.5 - Total asset expenditure prediction - highlights the total asset expenditure for the period 2015/16 to 2028/29

TOTAL ASSET EXPENDITURE																																		
	Actuals		Current Year		Projected Years		2015/16		2016/17		2017/18		2018/19		2019/20		2020/21		2021/22		2022/23		2023/24		2024/25		2025/26		2026/27		2027/28		2028/29	
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000		
Road	1,278	7,345	6,148	7,979	6,609	5,887	3,377	3,588	3,599	8,402	8,402	8,402	8,402	8,402	8,402	8,402	8,402	8,402	8,402	8,402	8,402	8,402	8,402	8,402	8,402	8,402	8,402	8,402	8,402	8,402	8,402	8,402	8,402	
Drainage	-	200	86	669	700	161	400	300	300	550	205	205	205	205	205	205	205	205	205	205	205	205	205	205	205	205	205	205	205	205	205	205	205	205
Parks	4,318	16,218	13,460	6,994	2,000	3,525	700	643	500	700	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	
Building	840	1,535	2,044	5,719	3,072	566	903	805	808	1,878	1,278	1,278	1,278	1,278	1,278	1,278	1,278	1,278	1,278	1,278	1,278	1,278	1,278	1,278	1,278	1,278	1,278	1,278	1,278	1,278	1,278	1,278	1,278	
TOTAL	6,456	25,306	21,718	21,301	12,376	10,119	5,180	5,336	5,207	9,530	11,085	11,220	11,220	11,220	11,220	11,220	11,220	11,220	11,220	11,220	11,220	11,220	11,220	11,220	11,220	11,220	11,220	11,220	11,220	11,220	11,220	11,220	11,220	

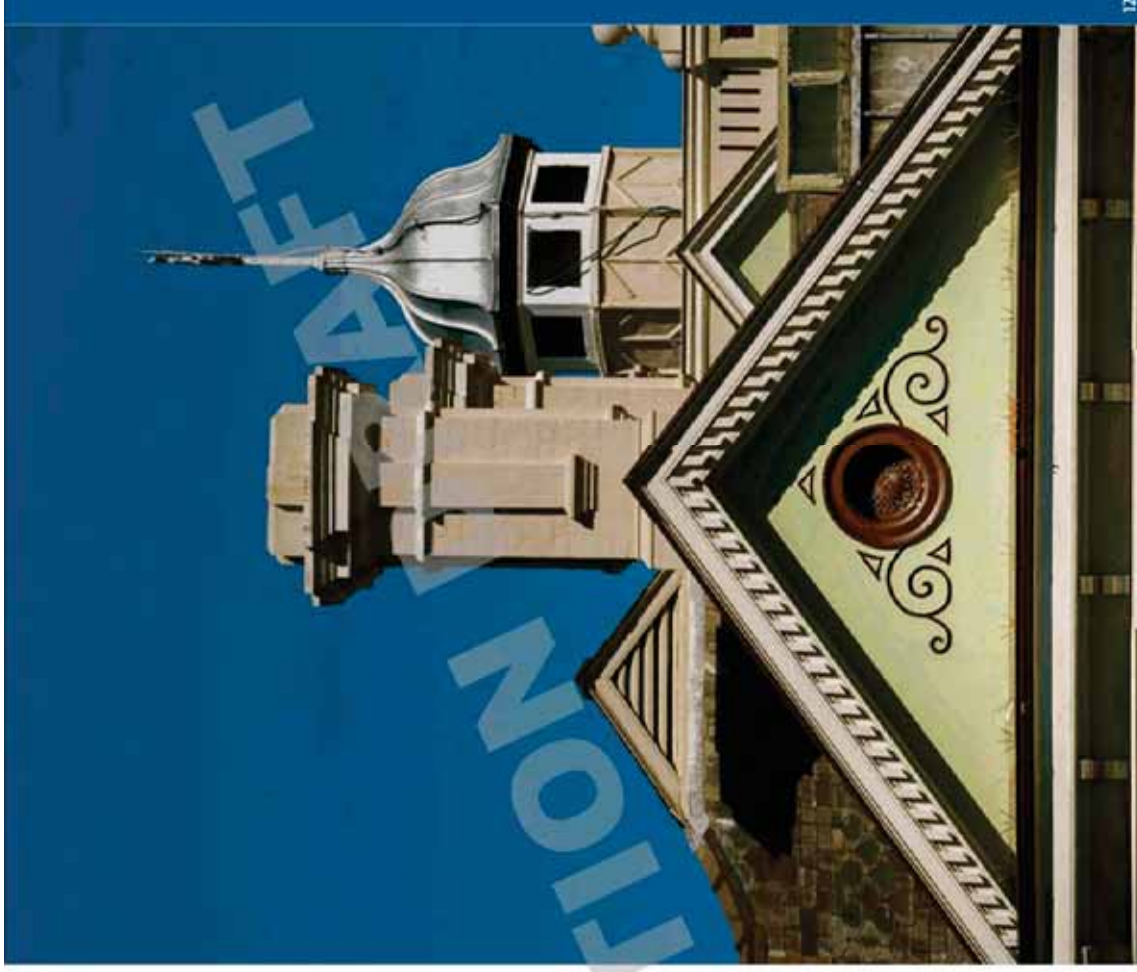
8. Critical Assets

Council has a team of professionals who have condition rated all the roads in the Local Government Area in 2019 and have embarked upon fixing/rejuvenating all conditions 4 and 5 rates in 2018/2019 financial year and have been addressed and repairs carried out to ensure a condition rating of 3 or better is delivered to our Community

All the footpaths have been assessed in 2019 and all condition rated 4/5 have been addressed and resources allocated and targeted to carrying out repairs

All the parks and have been being upgraded to meet current standards.

Bridges located at Telopea Avenue, Fraser Street pedestrian bridge, Fraser Street culvert, Water Street Bridge, Melville Reserve Bridge have all been assessed and deemed satisfactory except Telopea Avenue which needs some maintenance repairs to be carried out to the underside section. The shared ownership between Canada Bay and Strathfield Councils Pomeroy Bridge was assessed and certification was forthcoming 3 July 2018 whereby a structural assessment was carried out and the structure was found to have full capacity for General Mass Limit loads and therefore the existing load limits were removed.



9. Asset Management Strategy

An asset management strategy focuses development and implementation of plans and programmes for asset creation, operation, maintenance, rehabilitation/ replacement, disposal and performance monitoring to ensure that the desired levels of service and other operational objectives are achieved to optimum cost for the lifecycle of the asset.

Lifecycle Management aims to develop decision support information, to model future asset maintenance and rehabilitation requirements and compare these predictions with historical expenditure trends.

The lifecycle management strategies for each asset category will outline:

- Supporting data for each asset category
 - Holdings
 - Available data
 - Condition data
- Main findings
- Budget implications

If the cost of all the asset strategies exceeds the available budget Council will need to allocate funds to those assets that are of the highest priority.

9.1 Asset strategy

Councils overall strategy is to maintain and improve current asset condition by improved work processes and productivity improvements without any significant increasing of budget allocations. We aim to achieve this by adopting the following strategies;

- Ongoing service reviews and the adoption of improved management and work practices.
- Continue to investigate asset rationalisation to ensure that Council has the right quantity and mix of assets.
- Continue to review the break-up of asset expenditure to ensure that maintenance and renewal expenditure is appropriately captured
- Improve reporting on assets so that Council fully understand the long term implications of asset ownership.

Council recognises that it manages an extensive and complex range of assets and that the management of these assets must be undertaken in a responsible manner taking into account service delivery and Council's ability to manage the assets in a long term financially sustainable manner. Council will ensure that all assets are managed in long term sustainable manner which maximises productivity and utilisation of assets to meet the community and Council's objectives.

In order for Council's overall strategy to be achieved, it will be necessary to use at least core level asset management skills and practices across all asset classes. Council's strategy to achieve that is based on a gap analysis which has identified the gap between the current and desired practices and has a number of improvement actions to close the gap.

9.2 Gap analysis

An asset management gap analysis process has been undertaken for the overall Asset Management function.

The gap analysis process has included an:

- Assessment of current asset management practice against various desired asset management criteria and elements
- Assessment of desired/target asset management practice to be achieved within the target timeframe against various best practice asset management criteria and elements
- Identification of the gap between current asset management practice and desired/target asset management practice.

The results of the gap analysis are shown on the following page.

The results indicate that there are clear roles and responsibilities defined for the assets classes, however the areas showing the biggest gap include data processes and techniques and the strategic asset planning processes.

9.3 Improving Asset Management Capability

As part of our ongoing commitment to asset management within the organisation each asset class has a number of improvement tasks which have been prioritised and as each task is actioned Council's capability and capacity for improved management of assets will be enhanced. Below are the actions which will lead to improved management of Council's assets as a whole. Specific actions related to individual asset categories are included in the individual asset management plans.

Table 9.1 - Asset management Improvement Plan

Task	Priority
Review, develop and implement data collection processes	On going
Undertake further asset data collection and condition assessment	On going
Develop and implement a management and maintenance system including works orders and costing	On going
Implement capitalisation policy	On going
Collect and record lifecycle cost and expenditure data	On going
Review and develop long term capital work programs and financial forecasts, including separate identification of renewals and new forecasts	1
Review and develop asset inspection processes	1
Review and determine data management responsibilities	1
Review organisation structure and resourcing for asset management focus including clear definition of roles and responsibilities	1
Establish a procedure for long term forecasts for new works expenditure	1
Revise and develop risk management plan for the management of assets	1
Prepare management plans to identify how technical levels of service performance targets will be achieved	1
Development of levels of service	1
Develop customer request classification and reporting system	1
Develop and implement strategies for managing planned and unplanned maintenance	2

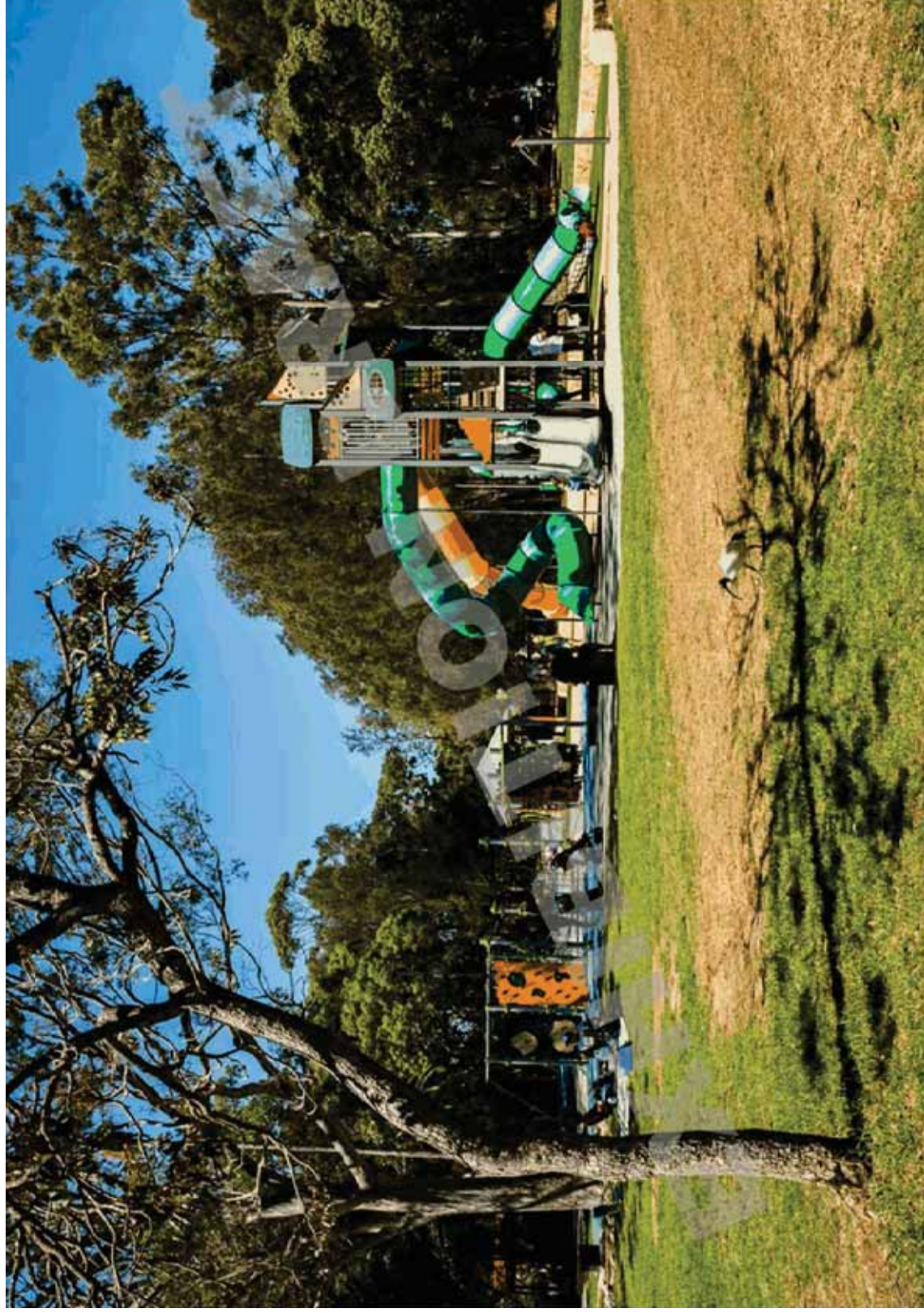
Task	Priority
Develop a consolidated asset register	2
Develop asset disposal policy and procedure	2
Develop new asset take over procedure and process, including responsibility for operation and maintenance of new assets	2
Develop capital project approval process including life cycle cost forecasts	2
Develop spatial systems for asset management representation and strategic use	2
Develop and implement asset management training and awareness program	2
Develop and implement asset rationalisation strategy	2
Review and further develop the asset management plan	3
Develop and implement service specifications and service level agreements	3
Integrate and interface asset systems, spatial systems and corporate/finance system	3
Undertake life cycle costing/planning	3
Review asset management policy	3





Appendix A – Self Assessment Checklist

Requirement	Reference	Yes	Partial	No	N/A	Link to evidence/examples
Asset Management Planning (AM)						
Council has accounted for and planned for all existing assets and any new asset solutions proposed in CSP and Delivery Program	EE - 2.9	✓				All assets are accounted for in Schedule 7 of Council's Annual Statements of Accounts.
AM plan/s exist to support the CSP and Delivery Program	EE - 2.10	✓				Asset management plans have been developed for all major infrastructure assets and take into account the objectives and strategies defined in the Community Strategic plan and Council's Delivery Plan.
Asset management strategy and plan/s have a minimum 10 year timeframe	EE - 2.11	✓				The AM strategy AMPs and LTPP cover a period of 10 years.
AM strategy includes a council endorsed AM policy	EE - 2.12	✓				The AM strategy includes an adopted AM Policy.
AM strategy identifies assets critical to	EE - 2.13	✓				Critical assets have been identified in the asset management strategy.
Council's operations and outlines risk	EE - 2.14	✓				Asset management improvement plan is included as part of this strategy.
management strategies for these assets	EE - 2.15	✓				Asset management plans have been completed for all infrastructure assets. Asset management plans for minor assets will be completed as required.
AM plan/s identify asset service standards	EE - 2.16	✓				Levels of service for all assets have been included in the asset management plans and the asset management strategy also includes the service level outcomes for all infrastructure assets.
AM plan/s contain long-term projections of asset maintenance, rehabilitation and replacement costs.	EE - 2.17	✓				Long term asset expenditure requirements are included as part of the asset management strategy and outstanding maintenance requirements included as part of Schedule 7 of the Statements of Accounts.
Condition of assets is reported in annual financial statements in line with the Local Government Code of Accounting Practice and Financial Reporting.	EE - 2.18	✓				Long term asset expenditure requirements are included as part of the asset management strategy and outstanding maintenance requirements included as part of Schedule 7 of the Statements of Accounts.



Part 2C - Communities Asset Management Plan

1. Introduction

This plan has been revised and developed to set out the plans on how Council assets are managed and maintained. The assets categorised include Facilities/Buildings, Roads, Drainage and Parks.

The primary role of asset management is to support the services that deliver Strathfield Council's long term objectives. As Council's assets age there are increased maintenance, refurbishment and disposal costs which increase the cost of the services that they support.

The current council planning framework has been revised to align with the legislated planning framework in the Local Government Act 1993 and the Integrated Planning and Reporting Guidelines for Local Government in NSW. This plan has been developed in line with the legislated framework and guidelines.

The legislated framework addresses the balance between the resources available against the long term aspiration objectives of Council. The long term community strategic plan for Strathfield Council is outlined in *Strathfield 2030*. This document provides a series of strategic drivers for the community with each driver having a number of goals and strategic actions to achieve the desired goals.

The key strategic priorities have been developed and linked to a strategy in the long term community strategic plan. These priorities also guide the four year delivery program. As both the long term community strategic plan and the four year delivery program require community consultation, a strategy has been implemented to ensure that the priorities align with community requirements.

1.1 Current status of Council assets

This Communities Assets Management Plan contributes to achieving the appropriate balance of social, cultural, environmental and economic services; the key to sustainability. Whilst asset planning is about the condition of existing assets, at the forefront to this planning is current and future community expectation for how they use the assets.

The current overarching report on infrastructure assets is best described by the indicators that present themselves form the actions that Council is Taking (source special schedule 7 year ended 30 June 2019):

a. Infrastructure renewals ratio – is the assets renewals divided by depreciation, amortisation and impairment. The ratio is within TCorp benchmarks, which indicates that the management of assets is met by the allocation of appropriate resources to their maintenance. Council's renewals have improved in comparison to previous years. Council will continue to commit to addressing building and infrastructure renewals and maintain financial sustainability.

b. Infrastructure backlog ratio – are the estimated cost to bring assets to a satisfactory standard divided by the carrying value of the infrastructure assets. Currently, there is no infrastructure backlogs. The infrastructure backlog ratio indicates the proportion of backlog against the total value of the Council's Infrastructure Assets. It is a measure of the extent to which asset renewal is required to maintain or improve the delivery of services in a sustainable way. This measures how Council manages its infrastructure which is critical to effective sustainability.

c. Assets maintenance ratio – are the actual assets maintenance divided by the required assets maintenance expenditure. The ratio is currently 115% and within TCorp benchmarks. This indicates that Council is budgeting and spending appropriate funds to maintain its assets. Council's assets maintenance ratios have improved on prior years. Council will continue to focus on assets expenditure.

d. Cost to bring assets to agreed service level – is the estimated cost to bring assets to an agreed service level set by Council divided by the gross replacement cost. The ratio is approximately 1% and is currently 1.01%. This is a good result as costs have remained relatively stable over the period.

Overall Council is delivering on its responsibility of managing the communities' assets and delivering them at a condition 3 or better rating.

1.2 Estimated Future Asset Maintenance and Renewal

Based on Council's long term financial plans, Council is forecast to meet and exceed financial benchmarks for asset maintenance and renewal from 2017-2028.



1.3 Management Approach to Assets

It is the Council's intention to operate, have available and provide in a fit for purpose manner all the community's assets under management.

To do this, Council has hired suitably qualified persons to fill roles in Council administration that provide the experience and skills to assess assets and provide the technical skills to determine the maintenance regime and the scope of the repairs and reconstruction works required.

Specialist skills, where required to assist the investigation process and to meet the statutory regulations like fire suppression systems are outsourced and the services are provided through the procurement and purchasing system to ensure value for money and transparency.

Assets such as roads are inspected every five (5) years to enable the wear and deterioration to be categorised and in doing so financial forward planning is enabled to ensure Council's resources are allocated where required. The mitigation of trips and falls on footpaths is a high priority of Council and the condition assessment of footpath is a process that is ongoing to ensure Council is not exposed to any risk of injury. All roads were assessed in 2017. All footpaths have been checked in 2017 and reports and forward plans prepared.

Council management are conscious and intend to carry out all assets maintenance works in accordance with the current legislation, such as and not limited to:

- Local Government Act 1993
- Local Government (General) Regulation 2005
- Roads Act 1993
- Environmental Planning and Assessment Act 1979
- Environmental Planning Legislation Amendment Act 2006
- Protection of the Environment Administration Act and Operation Act 2007
- Civil Liability Act 2002
- Work Health and Safety Act 2011
- Commonwealth Disability Discrimination Act 1992 (DDA)
- Building Code of Australia
- The suite of Australian Standards

1.4 Development Population Forecasts

There is a recorded average growth of population numbers of approx. 1.3% and it is envisaged that population numbers will be approximately 44,200 by the year 2026 with most increased to be clustered around transport nodes such as rail and main roads. The increased population will expose the community's assets to more use which is deemed manageable as the materials used to maintain our assets are of the best quality and the workmanship and quality is all carried out to the presiding standards hence it is forecast that the assets are durable and sufficient to welcome the increased population.



2. Community Assets Under Management

2.1 Roads Assets

Assets held	• 991 km of Roads including both asphalt and concrete • 2 Pedestrian Bridges • 12 Community Car parks • 179 km Footpaths • 5 Road Bridges • 3 Road Culverts
Available Data	The current condition and estimated remaining useful life of the asset groups is based on the engineering team inspecting the roads network every five (5) years as per the required reporting: • Roads surface - visual inspection assessing wearing, cracking & deflection • Footpaths - visual inspection • Bridges and culverts - visual inspection and detailed engineering assessment where required • Traffic facilities - visual inspection • Roads pavement - the road formation base material is not depreciable • Signs and Lines - visual assessment Condition ratings are from 1-5 rating system. Condition 1 is a brand new asset that has been commissioned. Condition 5 rating is where the asset has failed and requires immediate assessment as to its replacement, removal and or decommissioning. The roads network presented to the community is in a Condition 3 rating and or better. There are no sections that are failed and/or unable at the current point in time. Condition 3 is defined as satisfactory and does require maintenance. The roads are designed and maintained to the current best practice standards of workmanship and materials. Council engages suitably qualified contractors to mill the surface of asphalt and replace with new quality controlled asphalt which lasts approximately 30 years in service. Bridges located at Telopea Avenue, Fraser Street pedestrian bridge, Fraser Street culvert, Water Street bridge and Melville Reserve bridge have all been assessed and deemed satisfactory except Telopea Avenue, which needs some maintenance repairs to be carried out to the underside section. The shared ownership between Canada Bay and Strathfield Council's Pomeroy Bridge was assessed and certification was forthcoming on 3 July 2018 when a structural assessment was carried out. The structure was found to have full capacity for General Mass Limit loads and therefore the existing load limits were removed. The impact of the Westconnex, NBN and general building development activity type works upon the roads network is being managed. Restorations are being carried out to minimise the impact and not affect the durability of the road surface.
Main Findings	

2.2 Drainage Assets

Assets held	65.8 km Stormwater Pipes 2,447 Stormwater Pits 3.2 km Box Culverts	2.8 km Open Channels 1 Detention Basin 3.2 km Box Culverts	- Mayon Park stormwater reuse 187 km Kerb and Guttering
Available Data	The current condition and estimated remaining useful life of the asset groups is based on the Engineering Team inspecting the drainage network every five (5) years as per the required reporting of kerb and guttering - visual inspection and drainage pipes - visual and CCTV inspections (as required). Condition ratings are from 1-5 rating system. Condition 1 is a brand new asset that has been commissioned. Condition 5 rating is where the asset has failed and requires immediate assessment as to its replacement, removal and/or decommissioning.		
Main Findings	Council drainage assets are fully utilised and are provided in accordance with industry design and safety standards where required. Buried concrete reinforced drainage pipes and pits have generally a much longer life span when compared to other assets. Council has carried out substantial drainage mains unblocking due to tree roots entering the pipe system located at the cul-de-sac on The Crescent. The pipe runs under the train tracks and discharges on the other side. Extensive pipe and pit clearing has taken place at Homebush Road opposite Highbury Street where numerous tree roots had entered through the pipe walls and created blockages. The blockages presented themselves as flooding along Homebush Road which affected the safe passage of vehicles during storm period. Drainage assets are vulnerable to vibration cracking due to heavy vehicular overhead trafficable loads. Where required, Council engages a closed circuit television camera investigation (CCTV). With the proliferation of mature deciduous trees scattered throughout the municipality, if the leaves and debris are not swept from the streets, it does invariably make its way into the gully pits and affects the flow of water. Council has an external contractor sweeping the streets in a strategic manner. The gully pits are cleaned out by large excavators and the debris is taken and disposed of at a suitable tip site as required.		

2.3 Parks Assets

Assets held	25 playgrounds and 258 items 61 Floodlighting installations at 10 separate parks 12 Tennis Courts at the Southend Tennis Complex 14 BBQs at 11 separate parks 203km of Fencing 6 Memorials 7 Cricket Nets and 11 Cricket Pitches 234 Benches and Seats - Others – 2 synthetic sports fields		
Available Data	Basic information regarding Parks assets is available in the following registers - Horticulture - Arbiculture - Playground equipment - Floodlighting - Parks furniture - Sports equipment - Lands register - Map info register - Play/n - Asset condition register - Asset condition register - Sports equipment list		
Condition Data	Council has number of asset registers covering the majority of the Council's parks assets. Importantly, high risk assets such as playground equipment are inspected quarterly in accordance with Australian Standards. Updating of all registers and management of condition data will be an ongoing challenge for the organisation. Condition should be measured using a 1-5 rating system.		
Main Findings	Council's Parks assets are fully utilised and provided in accordance with industry design and safety standards where relevant. Evidence gathered through Council's community consultation suggests that Council's parks assets are generally in good condition and meeting community needs. Sporting oval capacity continues to be a challenge and strategies are being developed to ensure ongoing equitable access to playing fields. In the 2017 works were commenced to establish all-weather surfacing in Strathfield and Mason Parks. Due to the nature of Parks assets, the majority of works being carried out is maintenance work. This is particularly true for sportsfields and tree management.		
Budget Implications	Maintenance expenditure levels are considered to be adequate to meet current community levels of service. This is in accordance with Council's overall asset strategy where ongoing productivity and service improvements will offset any increases in maintenance and operational costs required to maintain the existing levels of service. An ongoing works program will be developed to ensure optimal asset renewal expenditure, to achieve the adopted network service levels.		

2.4 Facilities Assets

Assets held	• 5 Council Administration buildings • 1 Hall • 4 Child Care Centres • 8 Council Depot Buildings • 1 Library • 1 Residential Building owned by Council • 4 Community Centres • 15 Pail Buildings
Available Data	Council undertook a Buildings Asset Valuation in 2011 by Seragon Building Consultants. The valuation included a condition assessment of all the building components which were summarised in the following buildings assets classes: • Floors • Building envelopes • Fit-out Floor • Fit-out Internal Screens • Roof • Mechanical Services • Fire Services The valuation includes a condition assessment and condition is measured using a 1-5 rating system
Main Findings	Council's building assets are fully utilised and provided in accordance with industry design and safety standards where relevant. Council's building portfolio is generally in good condition, however as a result of a recent condition audit of the building assets existing funding will be reallocated internally to priority areas and to ensure that the building assets are maintained in accordance with the adopted community levels of service
Budget Implications	Maintenance expenditure levels are considered to be adequate to meet current required community levels of service. The estimated expenditure for maintenance and renewal on building assets may increase as a result of the internal reallocation of funding. All new asset expenditure will effectively be funded from grants and/or developer contributions. An ongoing works program will be developed to ensure optimal asset renewal expenditure, to achieve the adopted network service levels. It is anticipated that the financial projections will be reviewed in line with this approach on an annual basis.

3. Asset Condition and Estimated Replacement Value

3.1 Assets under management and their useful economic life before maintenance is required

Asset Category	Planned asset life (years)
Road base formation material	100
Road wearing top surface	30
Kerb and gutter	100
Bridges and culverts	100
Footpaths	50

3.2 Condition rating methodology

Condition Rating	Condition	Descriptor	Guide	Residual Life as a % of Total Life	Mean % Age Residual Life
1	Excellent	Sound physical condition. Asset likely to perform adequately without major work.	Normal maintenance required	>86	95
2	Good	Acceptable physical condition, minimal short term risk of failure	Normal maintenance plus minor repairs required (to 5% or less of the asset)	65 to 85	80
3	Satisfactory	Deterioration evident, failure in the short term unlikely. Minor components need replacement or repair now but asset still functions safely.	Significant maintenance and/or repairs required (to 10 - 20% of the asset)	41 to 64	55
4	Worn	Deterioration of the asset is evident and failure is possible in the short term. No immediate risk to health and safety	Significant renewal required (to 20 - 40% of the asset)	10 to 40	35
5	Poor	Failed or failure is imminent or there is significant deterioration of the asset. Health and safety hazards exist which present a possible risk to public safety	Over 50% of the asset requires renewal	<10	5

3.3 Assets under management and their estimated replacement value as at 30 June 2019

REPORT ON INFRASTRUCTURE ASSETS AS AT 30 JUNE 2019

Asset Class	Asset category	Gross replacement value
Buildings	Council offices, administration centre	\$1,214,000
	Council works depot	\$1,087,000
	Council Public Halls	\$9,487,000
	Libraries	\$976,000
	Cultural Facilities (amenities)	\$0,493,000
	Community centre	\$6,729,000
	Council House	\$1,807,000
	Other	-
	Sub total	\$32,778,000
Roads	Sealed roads	\$79,884,000
	Bridges	\$4,277,000
	Footpaths	\$16,586,000
	Other roads assets	\$2,409,000
	Bulk earthworks	\$1,065,000
	Kerb and gutter	\$33,865,000
	Sub total	\$107,036,000
Stormwater drainage	Stormwater conduits	\$31,530,000
	Stormwater inlets and junction pits	\$5,535,000
	Sub total	\$37,065,000
Open space / recreational assets	Open space / recreational assets	\$19,536,000
	Sub total	\$19,536,000
	Total	\$155,765,000

3.4 Alignment of asset management with the Community Strategic Plan

Theme	Goal	Strategy	Roads	Drainage	Parks	Building
CONNECTIVITY	1.1 Growth sustained by well-planned and accessible infrastructure	1.1.1 Plan infrastructure and assets to meet needs of growing population 1.1.2 Deliver infrastructure and assets to meet community needs	✓	✓	✓	✓
	1.2 Connected and integrated transport networks servicing all areas of the Strathfield LGA	1.2.1 Improve state and regional transport connections to and throughout the Strathfield LGA 1.2.2 Connect and provide local transport networks within the Strathfield LGA	✓	✓	✓	✓
	1.3 Transformed and connected information and service delivery	1.3.1 Improve service delivery and information access utilising technology 1.3.2 Utilise varied techniques to effectively communicate and inform the community	✓	✓	✓	✓
	2.1 Socially cohesive and connected communities	2.1.1 Build community resilience, capacity and promote connected and social cohesive communities 2.1.2 Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	✓	✓	✓	✓
	2.2 Healthy and Active Communities	2.2.1 Provide and manage open space, recreation and community facilities and programs to meet community and recreational needs 2.2.2 Promote healthy and active living programs	✓	✓	✓	✓
COMMUNITY WELLBEING	2.3 Safe and accessible places	2.3.1 Work with key stakeholders to address community safety issues 2.3.2 Plan and deliver strategies to improve community safety in Strathfield LGA 2.3.3 Prepare plans and provide resourcing for emergencies and natural disasters	✓	✓	✓	✓
	3.1 Engaged and activated public places	3.1.1 Revitalise Town and Village centres 3.1.2 Develop and implement place promotion strategies 3.1.3 Support productive and well managed local businesses	✓	✓	✓	✓
	3.2 Creative and cultural community	3.2.1 Facilitate and support cultural and learning programs and activities 3.2.2 Promote and deliver events that connect community and build social cohesion	✓	✓	✓	✓
			✓	✓	✓	✓

Theme	Goal	Strategy	Roads	Drainage	Parks	Building
LIVEABLE NEIGHBOURHOODS	4.1 Quality, liveable and sustainable urban design complementing local character	4.1.1 Plan and deliver urban design and development that balances growth with quality living, sustainable and aesthetic outcomes	✓	✓	✓	✓
	4.2 Clean, attractive and well maintained neighbourhoods	4.2.1 Reduce waste and improve reuse and recycling	✓	✓	✓	✓
		4.2.2 Maintain and enforce clean public areas and health standards	✓	✓	✓	✓
	4.3 Thriving and resilient environment	4.3.1 Conserve, restore and enhance Stratfield's biodiversity and ecological health and resiliency	✓	✓	✓	✓
		4.3.2 Develop environmental programs to educate and inform the community	✓	✓	✓	✓
RESPONSIBLE LEADERSHIP	5.1 Trust in Council's leadership and decision making	4.3.3 Encourage sustainability and resource efficiency	✓	✓	✓	✓
		5.1.1 Promote active community engagement and make decisions based on community priorities	✓	✓	✓	✓
		5.1.2 Support integrity, transparency and accountability of decision making processes	✓	✓	✓	✓
		5.2.1 Undertake planning, review report and evaluate performance and progress	✓	✓	✓	✓
	5.2 Accountable Council performance	5.2.2 Employ and maintain a skilled workforce to deliver quality services	✓	✓	✓	✓
		5.2.3 Promote organisational culture of safety, best practice and continuous quality improvement	✓	✓	✓	✓
		5.2.4 Maintain long-term financial sustainability of Stratfield Council	✓	✓	✓	✓
		5.2.5 Deliver efficient and effective Council services to the community	✓	✓	✓	✓

4. Service Levels

4.1 Roads Assets - Service Levels

Theme	Goal	Strategy	Accessibility	Quality	Affordability	Responsiveness	Health & Safety
CONNECTIVITY	11 Growth sustained by well-planned and accessible infrastructure	11.1 Plan infrastructure and assets to meet needs of growing population 11.2 Deliver infrastructure and assets to meet community needs	✓	✓	✓	✓	✓
	12 Connected and integrated transport networks servicing all areas of the Strathfield LGA	12.1 Improve state and regional transport connections to and throughout the Strathfield LGA 12.2 Connect and provide local transport networks within the Strathfield LGA	✓	✓	✓	✓	✓
	13 Transformed and connected information and service delivery	13.1 Improve service delivery and information access utilising technology 13.2 Utilise varied techniques to effectively communicate and inform the community	✓	✓	✓	✓	✓
	21 Socially cohesive and connected communities	21.1 Build community resilience, capacity and promote connected and social cohesive communities 21.2 Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	✓	✓	✓	✓	✓
	22 Healthy and Active Communities	22.1 Provide and manage open space, recreation and community facilities and programs to meet community and recreational needs 22.2 Promote healthy and active living programs 23.1 Work with key stakeholders to address community safety issues	✓	✓	✓	✓	✓
	23 Safe and accessible places	23.2 Plan and deliver strategies to improve community safety in Strathfield LGA 23.3 Prepare plans and provide resourcing for emergencies and natural disasters	✓	✓	✓	✓	✓

Theme	Goal	Strategy	Accessibility	Quality	Affordability	Responsiveness	Health & Safety
CIVIC PRIDE AND PLACE MANAGEMENT	3.1 Engaged and activated public places	3.1.1 Revitalise Town and Village centres	✓	✓	✓	✓	✓
		3.1.2 Develop and implement place promotion strategies	✓	✓	✓	✓	✓
		3.1.3 Support productive and well managed local businesses	✓	✓	✓	✓	✓
	3.2 Creative and cultural community	3.2.1 Facilitate and support cultural and learning programs and activities	✓	✓	✓	✓	✓
LIVABLE NEIGHBOURHOODS	4.1 Quality, liveable and sustainable urban design complementing local character	3.2.2 Promote and deliver events that connect community and build social cohesion	✓	✓	✓	✓	✓
		4.1.1 Plan and deliver urban design and development that balances growth with quality living, sustainable and aesthetic outcomes	✓	✓	✓	✓	✓
		4.1.2 Manage effective development assessment processes	✓	✓	✓	✓	✓
		4.1.3 Address housing affordability	✓	✓	✓	✓	✓
	4.2 Clean, attractive and well maintained neighbourhoods	4.2.1 Reduce waste and improve reuse and recycling	✓	✓	✓	✓	✓
		4.2.2 Maintain and enforce clean public areas and health standards	✓	✓	✓	✓	✓
	4.3 Thriving and resilient environment	4.3.1 Conserve, restore and enhance Strathfield's biodiversity and ecological health and resiliency	✓	✓	✓	✓	✓
		4.3.2 Develop environmental programs to educate and inform the community	✓	✓	✓	✓	✓
RESPONSIBLE LEADERSHIP	5.1 Trust in Council's leadership and decision making	4.3.3 Encourage sustainability and resource efficiency	✓	✓	✓	✓	✓
		5.1.1 Promote active community engagement and make decisions based on community priorities	✓	✓	✓	✓	✓
		5.1.2 Support integrity, transparency and accountability of decision making processes	✓	✓	✓	✓	✓
		5.2.1 Undertake planning, review report and evaluate performance and progress	✓	✓	✓	✓	✓
	5.2 Accountable Council performance	5.2.2 Employ and maintain a skilled workforce to deliver quality services	✓	✓	✓	✓	✓
		5.2.3 Promote organisational culture of safety, best practice and continuous quality improvement	✓	✓	✓	✓	✓
		5.2.4 Maintain long term financial sustainability of Strathfield Council	✓	✓	✓	✓	✓
		5.2.5 Deliver efficient and effective Council services to the community	✓	✓	✓	✓	✓

4.2 Drainage - Service Levels

Theme	Goal	Strategy	Accessibility	Quality	Affordability	Responsiveness	Health & Safety
CONNECTIVITY	1.1 Growth sustained by well-planned and accessible infrastructure	1.1.1 Plan infrastructure and assets to meet needs of growing population	✓	✓	✓	✓	✓
		1.1.2 Deliver infrastructure and assets to meet community needs	✓	✓	✓	✓	✓
		1.2.1 Improve state and regional transport connections to and throughout the Strathfield LGA	✓	✓	✓	✓	✓
	1.2 Connected and integrated transport networks servicing all areas of the Strathfield LGA	1.2.2 Connect and provide local transport networks within the Strathfield LGA	✓	✓	✓	✓	✓
		1.3.1 Improve service delivery and information access utilising technology	✓	✓	✓	✓	✓
	1.3 Transformed and connected information and service delivery	1.3.2 Utilise varied techniques to effectively communicate and inform the community	✓	✓	✓	✓	✓
COMMUNITY WELLBEING	2.1 Socially cohesive and connected communities	2.1.1 Build community resilience, capacity and promote connected and social cohesive communities	✓	✓	✓	✓	✓
		2.1.2 Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	✓	✓	✓	✓	✓
		2.2.1 Provide and manage open space, recreation and community facilities and programs to meet community and recreational needs	✓	✓	✓	✓	✓
	2.2 Healthy and Active Communities	2.2.2 Promote healthy and active living programs	✓	✓	✓	✓	✓
		2.3.1 Work with key stakeholders to address community safety issues	✓	✓	✓	✓	✓
	2.3 Safe and accessible places	2.3.2 Plan and deliver strategies to improve community safety in Strathfield LGA	✓	✓	✓	✓	✓
		2.3.3 Prepare plans and provide resourcing for emergencies and natural disasters	✓	✓	✓	✓	✓
			✓	✓	✓	✓	✓
			✓	✓	✓	✓	✓

Theme	Goal	Strategy	Accessibility	Quality	Affordability	Responsiveness	Health & Safety
CIVIC PRIDE AND PLACE MANAGEMENT	3.1 Engaged and activated public places	3.1.1 Revitalise Town and Village centres	✓	✓	✓	✓	✓
		3.1.2 Develop and implement place promotion strategies	✓	✓	✓	✓	✓
	3.2 Creative and cultural community	3.1.3 Support productive and well managed local businesses	✓	✓	✓	✓	✓
		3.2.1 Facilitate and support cultural and learning programs and activities	✓	✓	✓	✓	✓
LIVEABLE NEIGHBOURHOODS	4.1 Quality, liveable and sustainable urban design complementing local character	3.2.2 Promote and deliver events that connect community and build social cohesion	✓	✓	✓	✓	✓
		4.1.1 Plan and deliver urban design and development that balances growth with quality living, sustainable and aesthetic outcomes	✓	✓	✓	✓	✓
		4.1.2 Manage effective development assessment processes	✓	✓	✓	✓	✓
		4.1.3 Address housing affordability	✓	✓	✓	✓	✓
	4.2 Clean, attractive and well maintained neighbourhoods	4.2.1 Reduce waste and improve reuse and recycling	✓	✓	✓	✓	✓
		4.2.2 Maintain and enforce clean public areas and health standards	✓	✓	✓	✓	✓
	4.3 Thriving and resilient environment	4.3.1 Conserve, restore and enhance Strathfield's biodiversity and ecological health and resiliency	✓	✓	✓	✓	✓
		4.3.2 Develop environmental programs to educate and inform the community	✓	✓	✓	✓	✓
		4.3.3 Encourage sustainability and resource efficiency	✓	✓	✓	✓	✓
		5.1.1 Promote active community engagement and make decisions based on community priorities	✓	✓	✓	✓	✓
RESPONSIBLE LEADERSHIP	5.1 Trust in Council's leadership and decision making	5.1.2 Support integrity, transparency and accountability of decision making processes	✓	✓	✓	✓	✓
		5.2.1 Undertake planning, review report and evaluate performance and progress	✓	✓	✓	✓	✓
		5.2.2 Employ and maintain a skilled workforce to deliver quality services	✓	✓	✓	✓	✓
	5.2 Accountable Council performance	5.2.3 Promote organisational culture of safety, best practice and continuous quality improvement	✓	✓	✓	✓	✓
		5.2.4 Maintain long term financial sustainability of Strathfield Council	✓	✓	✓	✓	✓
		5.2.5 Deliver efficient and effective Council services to the community	✓	✓	✓	✓	✓
			✓	✓	✓	✓	✓

4.3 Parks – Service Levels

Theme	Goal	Strategy	Accessibility	Quality	Affordability	Responsiveness	Health & Safety
CONNECTIVITY	1.1 Growth sustained by well-planned and accessible infrastructure	1.1.1 Plan infrastructure and assets to meet needs of growing population	✓	✓	✓	✓	✓
		1.1.2 Deliver infrastructure and assets to meet community needs	✓	✓	✓	✓	✓
	1.2 Connected and integrated transport networks servicing all areas of the Strathfield LGA	1.2.1 Improve state and regional transport connections to and throughout the Strathfield LGA	✓	✓	✓	✓	✓
		1.2.2 Connect and provide local transport networks within the Strathfield LGA	✓	✓	✓	✓	✓
	1.3 Transformed and connected information and service delivery	1.3.1 Improve service delivery and information access utilising technology	✓	✓	✓	✓	✓
COMMUNITY WELLBEING		1.3.2 Utilise varied techniques to effectively communicate and inform the community	✓	✓	✓	✓	✓
	2.1 Socially cohesive and connected communities	2.1.1 Build community resilience, capacity and promote connected and social cohesive communities	✓	✓	✓	✓	✓
		2.1.2 Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	✓	✓	✓	✓	✓
	2.2 Healthy and Active Communities	2.2.1 Provide and manage open space, recreation and community facilities and programs to meet community and recreational needs	✓	✓	✓	✓	✓
		2.2.2 Promote healthy and active living programs	✓	✓	✓	✓	✓
		2.3.1 Work with key stakeholders to address community safety issues	✓	✓	✓	✓	✓
	2.3 Safe and accessible places	2.3.2 Plan and deliver strategies to improve community safety in Strathfield LGA	✓	✓	✓	✓	✓
		2.3.3 Prepare plans and provide resourcing for emergencies and natural disasters	✓	✓	✓	✓	✓
	3.1 Engaged and activated public places	3.1.1 Revitalise Town and Village centres	✓	✓	✓	✓	✓
		3.1.2 Develop and implement place promotion strategies	✓	✓	✓	✓	✓
CIVIC PRIDE AND PLACE MANAGEMENT		3.1.3 Support productive and well managed local businesses	✓	✓	✓	✓	✓
	3.2 Creative and cultural community	3.2.1 Facilitate and support cultural and learning programs and activities	✓	✓	✓	✓	✓
		3.2.2 Promote and deliver events that connect community and build social cohesion	✓	✓	✓	✓	✓

Theme	Goal	Strategy	Accessibility	Quality	Affordability	Responsiveness	Health & Safety
LIVABLE NEIGHBOURHOODS	4.1 Quality, livable and sustainable urban design complementing local character	4.1.1 Plan and deliver urban design and development that balances growth with quality living, sustainable and aesthetic outcomes	✓	✓	✓	✓	✓
		4.1.2 Manage effective development assessment processes	✓	✓	✓	✓	✓
		4.1.3 Address housing affordability	✓	✓	✓	✓	✓
	4.2 Clean, attractive and well maintained neighbourhoods	4.2.1 Reduce waste and improve reuse and recycling	✓	✓	✓	✓	✓
		4.2.2 Maintain and enforce clean public areas and health standards	✓	✓	✓	✓	✓
	4.3 Thriving and resilient environment	4.3.1 Conserve, restore and enhance Strathfield's biodiversity and ecological health and resiliency	✓	✓	✓	✓	✓
		4.3.2 Develop environmental programs to educate and inform the community	✓	✓	✓	✓	✓
RESPONSIBLE LEADERSHIP	5.1 Trust in Council's leadership and decision making	4.3.3 Encourage sustainability and resource efficiency	✓	✓	✓	✓	✓
		5.1.1 Promote active community engagement and make decisions based on community priorities	✓	✓	✓	✓	✓
		5.1.2 Support integrity, transparency and accountability of decision making processes	✓	✓	✓	✓	✓
	5.2 Accountable Council performance	5.2.1 Undertake planning, review report and evaluate performance and progress	✓	✓	✓	✓	✓
		5.2.2 Employ and maintain a skilled workforce to deliver quality services	✓	✓	✓	✓	✓
		5.2.3 Promote organisational culture of safety, best practice and continuous quality improvement	✓	✓	✓	✓	✓
		5.2.4 Maintain long-term financial sustainability of Strathfield Council	✓	✓	✓	✓	✓
		5.2.5 Deliver efficient and effective Council services to the community	✓	✓	✓	✓	✓

4.4 Buildings – Service Levels

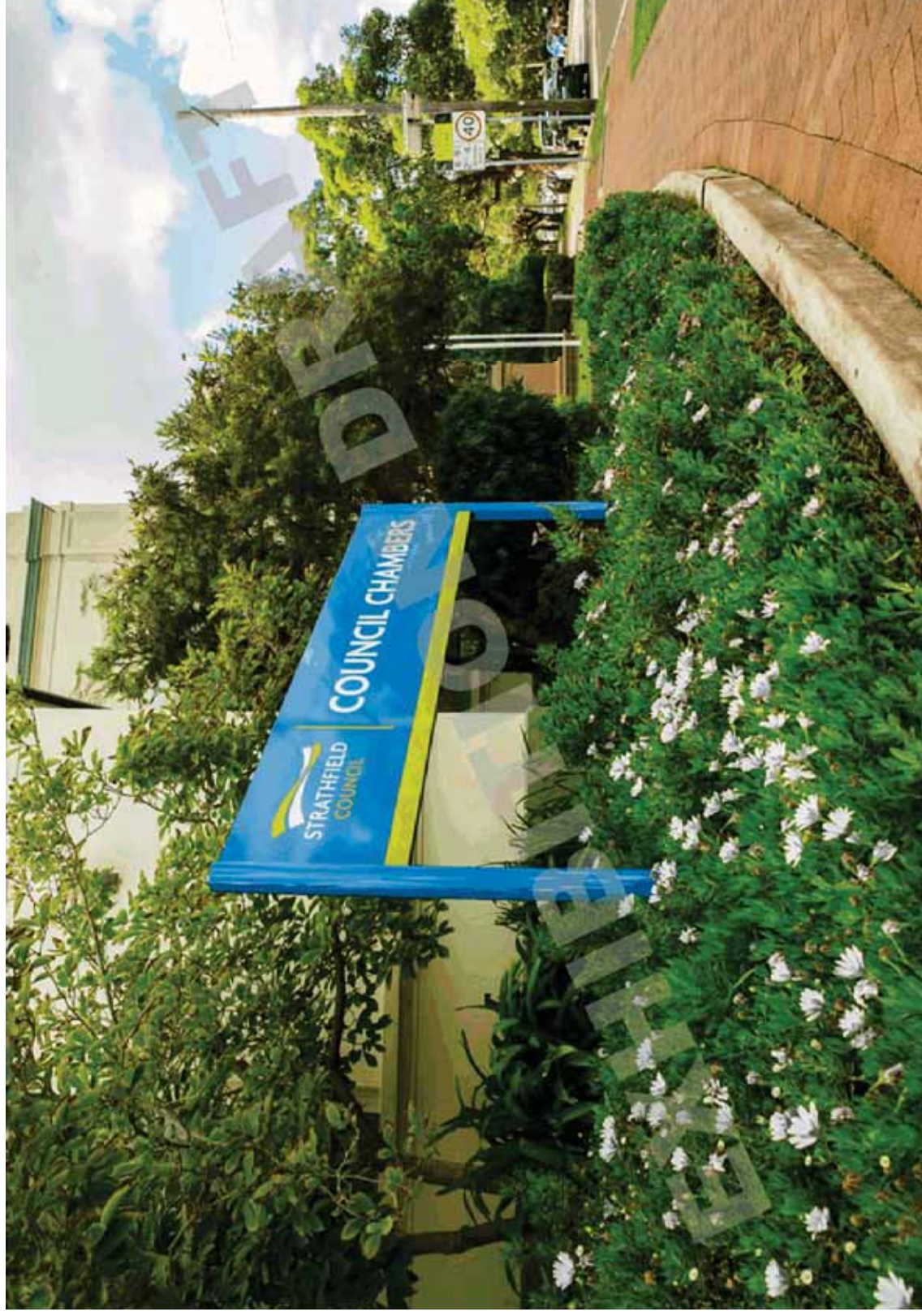
Theme	Goal	Strategy	Accessibility	Quality	Affordability	Responsiveness	Health & Safety
CONNECTIVITY	1.1 Growth sustained by well-planned and accessible infrastructure	1.1.1 Plan infrastructure and assets to meet needs of growing population	✓	✓	✓	✓	✓
		1.1.2 Deliver infrastructure and assets to meet community needs	✓	✓	✓	✓	✓
	1.2 Connected and integrated transport networks servicing all areas of the Strathfield LGA	1.2.1 Improve state and regional transport connections to and throughout the Strathfield LGA	✓	✓	✓	✓	✓
		1.2.2 Connect and provide local transport networks within the Strathfield LGA	✓	✓	✓	✓	✓
	1.3 Transformed and connected information and service delivery	1.3.1 Improve service delivery and information access utilising technology	✓	✓	✓	✓	✓
COMMUNITY WELLBEING		1.3.2 Utilise varied techniques to effectively communicate and inform the community	✓	✓	✓	✓	✓
	2.1 Socially cohesive and connected communities	2.1.1 Build community resilience, capacity and promote connected and social cohesive communities	✓	✓	✓	✓	✓
		2.1.2 Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	✓	✓	✓	✓	✓
	2.2 Healthy and Active Communities	2.2.1 Provide and manage open space, recreation and community facilities and programs to meet community and recreational needs	✓	✓	✓	✓	✓
		2.2.2 Promote healthy and active living programs	✓	✓	✓	✓	✓
CIVIC PRIDE AND PLACE MANAGEMENT		2.3.1 Work with key stakeholders to address community safety issues	✓	✓	✓	✓	✓
	2.3 Safe and accessible places	2.3.2 Plan and deliver strategies to improve community safety in Strathfield LGA	✓	✓	✓	✓	✓
		2.3.3 Prepare plans and provide resourcing for emergencies and natural disasters	✓	✓	✓	✓	✓
	3.1 Engaged and activated public places	3.1.1 Revitalise Town and Village centres	✓	✓	✓	✓	✓
		3.1.2 Develop and implement place promotion strategies	✓	✓	✓	✓	✓
		3.1.3 Support productive and well managed local businesses	✓	✓	✓	✓	✓
	3.2 Creative and cultural community	3.2.1 Facilitate and support cultural and learning programs and activities	✓	✓	✓	✓	✓
		3.2.2 Promote and deliver events that connect community and build social cohesion	✓	✓	✓	✓	✓

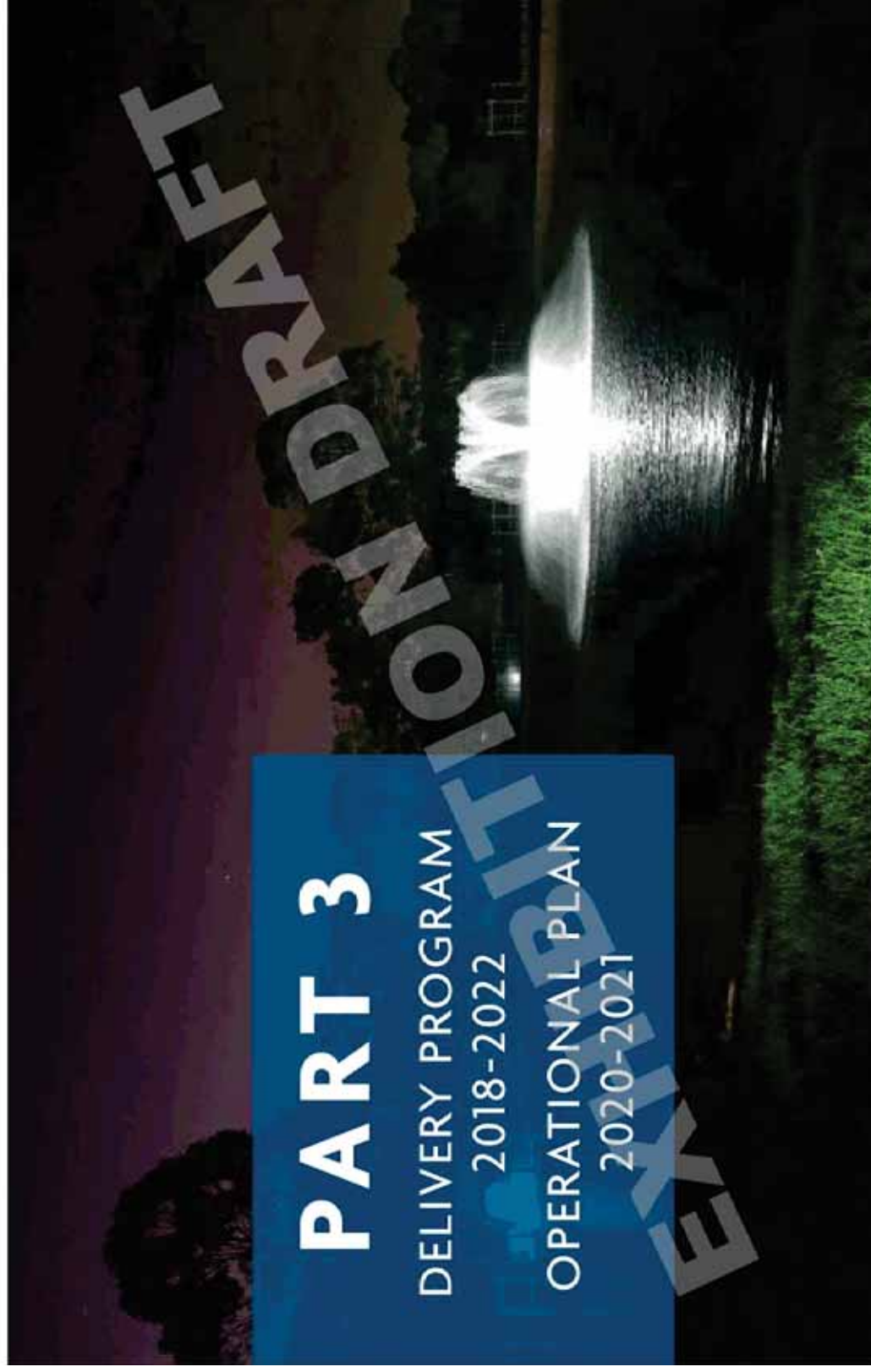
Strathfield 2030 Draft Community Strategic Plan

149

Theme	Goal	Strategy	Accessibility	Quality	Affordability	Responsiveness	Health & Safety
LIVABLE NEIGHBOURHOODS	4.1 Quality, livable and sustainable urban design complementing local character	4.1.1 Plan and deliver urban design and development that balances growth with quality living, sustainable and aesthetic outcomes	✓	✓	✓	✓	✓
	4.2 Clean, attractive and well maintained neighbourhoods	4.2.1 Reduce waste and improve reuse and recycling 4.2.2 Maintain and enforce clean public areas and health standards	✓	✓	✓	✓	✓
	4.3 Thriving and resilient environment	4.3.1 Conserve, restore and enhance Strathfield's biodiversity and ecological health and resiliency 4.3.2 Develop environmental programs to educate and inform the community 4.3.3 Encourage sustainability and resource efficiency	✓	✓	✓	✓	✓
	5.1 Trust in Council's leadership and decision making	5.1.1 Promote active community engagement and make decisions based on community priorities 5.1.2 Support integrity, transparency and accountability of decision making processes 5.1.3 Undertake planning, review report and evaluate performance and progress	✓	✓	✓	✓	✓
	5.2 Accountable Council performance	5.2.1 Employ and maintain a skilled workforce to deliver quality services 5.2.3 Promote organisational culture of safety, best practice and continuous quality improvement 5.2.4 Maintain long term financial sustainability of Strathfield Council 5.2.5 Deliver efficient and effective Council services to the community	✓	✓	✓	✓	✓
RESPONSIBLE LEADERSHIP							









Section 1: Introduction

Thank you for taking the time to read through Strathfield Council's Delivery Program for 2018-2022 and its Operational Plan for 2020-2021.

In accordance with the Integrated Planning and Reporting framework, Council has adopted its Community Strategic Plan *Strathfield 2030* after extensive community engagement. The goals and strategies of *Strathfield 2030* are implemented via Council's Delivery Program and Operational Plan.

The Council Operational Plan 2020-2021 is derived from the Delivery Program 2018-2022 which outlines what Council intends to achieve over the life of the plan. In order to work towards realising the community's long term vision as set out in the *Strathfield 2030* Community Strategic Plan.

The annual Operational Plan details individual projects and services that Council will undertake for the 12 month period in line with allocated resources.

The Integrated Planning and Reporting framework is also focused on the financial sustainability of Council, which involves ensuring that services, facilities and functions are properly resourced. Council is constantly assessing performance and efficiency in the short-term and the long-term to ensure that Council maintains its focus on providing quality and cost effective services to residents and ratepayers. Council's continuing financial sustainability requires continuing investment and maintenance of the community's assets and improving efficiencies and services throughout the organisation.

To ensure the community is kept informed of Council's progress against its strategic goals and delivery objectives, Council reports quarterly to the community on its progress against the Budget, with a progress report on the performance of the Delivery Program presented at minimum every six months.

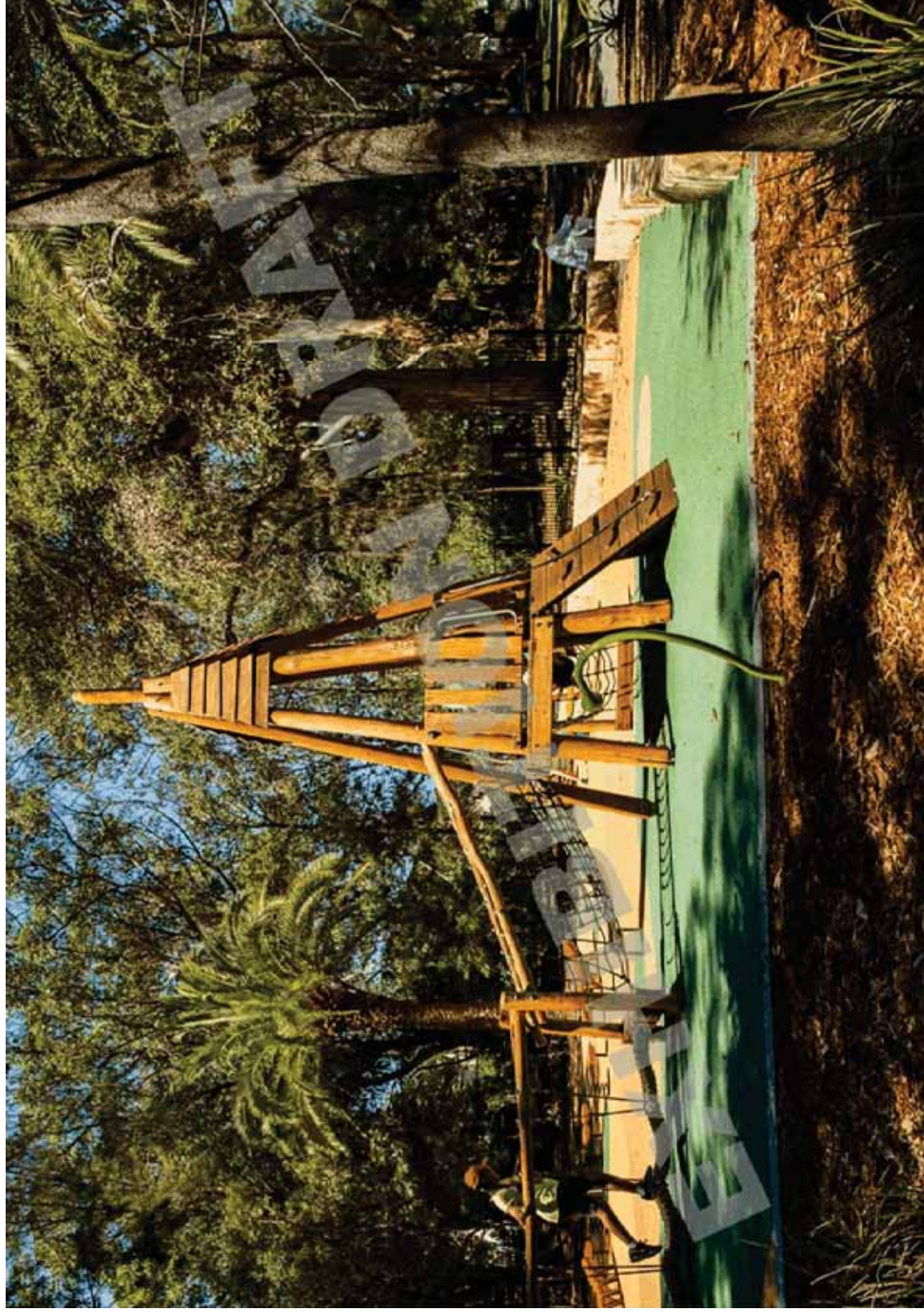
Highlights from this Plan

This financial year is the final year in the current Delivery Program cycle. Many of the projects initiated under this plan have been completed in prior years such as upgrades of parks, sportsgrounds, playgrounds, roads and footpaths.

In 2020-2021, Council will focus on:

- Review of Strathfield's Local Environmental Plan and preparation of associated studies and reviews
- Provision and enhancement of the quality of Council's core service delivery areas in community, environmental, information, cultural and learning, waste, planning and development services
- Completion of outstanding infrastructure and capital works projects carried over from 2019-2020
- Renewal and maintenance of parks, roads, footpath and drainage infrastructure







Councillors

Strathfield's Councillors were elected in September 2017 and will serve until the next election in September 2020. The Mayor and Deputy Mayor, Cr Antoine Doueihi and Cr Matthew Blackmore, were elected in September 2019.



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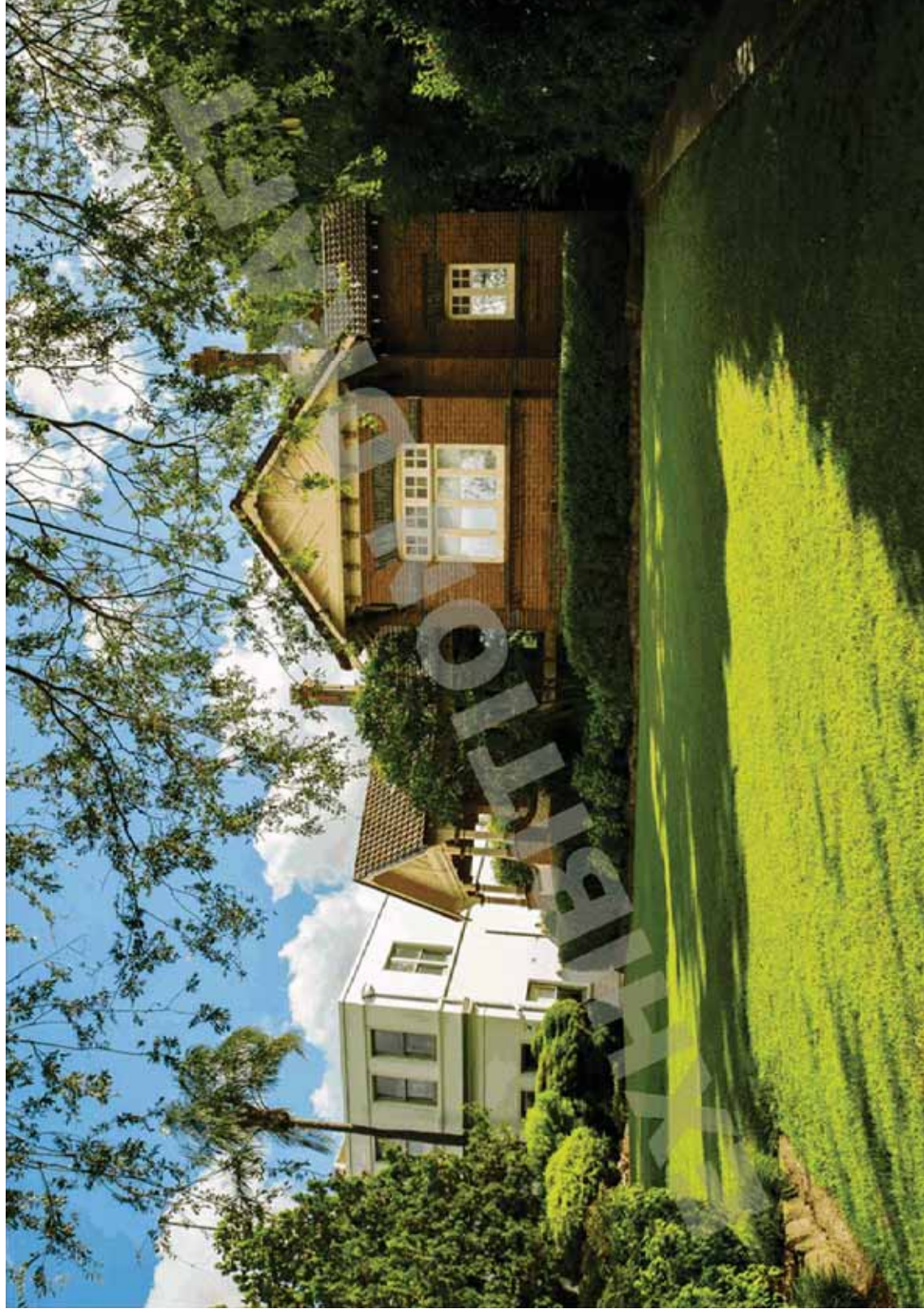
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Community Vision

The community vision describes the community's aspirations for the future of the Strathfield Local Government Area by 2030:

"Strathfield is a culturally diverse and socially cohesive community with respect for its heritage and environment and proud of its well-connected transport, business and educational institutions".

Our Values

Strathfield Council has adopted a statement of values which expresses the commitment to serving the community.

- **Teamwork**
 - I am constructive
 - I contribute positively to the team and the organisation
 - I provide good customer service to other teams, in a timely fashion
- **Integrity**
 - I communicate in an open and genuine manner
 - I do what I say
 - I treat everyone equally, with fairness and respect
- **Accountability**
 - I will deliver / do what I say I will
 - I take responsibility for the part I play in this organisation
 - I am clear and transparent in all that I do
- **Wellbeing and Safety**
 - I will ensure that everyone gets home at night, safely
 - I raise safety concerns immediately
 - I ask 'are you ok' if I notice that someone might be struggling

Snapshot of the Strathfield Area

Strathfield Council was incorporated in 1885 and is centrally located in Sydney's Inner West. The area is well known for its transport, schools, attractive streetscapes, parks and buildings.

Strathfield – the Place

The Strathfield Council area is located in Sydney's Inner West about 10.5 kilometres from the City Centre and half way between Parramatta and the City. Strathfield Council has a total area of approximately 14.1 square kilometres.

Strathfield Council is bounded by Homebush Bay Drive to the north, Powells Creek, The Boulevard and Coronation Parade to the east, Punchbowl Road and Juno Parade in the south and Roberts Road, Chullora rail yards, Rookwood Cemetery and the Sydney Olympic Park rail line to the west.

The Council area includes the suburbs of Strathfield (postcode 2135), Strathfield South (2136), Homebush (2140), Homebush West (2140), part of Belfield (2191) and part of Greenacre (2190). Sydney Markets is also located within the Strathfield Local Government Area and has its own postcode, 2129.

Strathfield is predominantly residential but has significant commercial and industrial areas. The major commercial centre is the Strathfield Town Centre adjacent to Strathfield Station, with commercial areas also located at Homebush, Homebush West, Sydney Markets, Strathfield South and Cave Road. The Strathfield Council area is a major transport hub with three train stations at Strathfield, Homebush and

Flemington. Strathfield Rail Station is one of the largest stations in NSW featuring metro, regional, freight, country and state rail connections. Major roadways such as Parramatta Road, Hume Highway (Liverpool Road), Homebush Bay Drive/Centenary Drive and the M4/Westconnex pass through Strathfield.

Strathfield is considered the educational centre of the Inner West with 15 public and private schools and a university.

Strathfield – its People

As at 30 June 2018, the estimated residential population (ERP) of Strathfield was 45,143. From 2006 to 2018, the population of Strathfield LGA has increased by over 12,000 persons, representing an increase of more than 30%. This steady growth is primarily due to construction of new unit developments. There has been a slight increase in persons per dwelling from 2.87 in 2011 to 2.91 in 2016.

Strathfield has a larger percentage of persons aged 25 to 34 years than Greater Sydney, 20.1% compared to 15.4%, and larger percentage of persons aged 18 to 24 years than Greater Sydney 12.1% to 9.5%. Correspondingly, other age groups are lower in

proportion though most age groups increased numerically in the 2016 Census. The largest changes in age structure in the Strathfield area between 2011 and 2016 were in the following age groups:

- 25 to 34 years (+2,245 people)
- 18 to 24 years (+727 people)
- 35 to 49 years (+658 people)
- 50 to 59 years (+410 people)

Analysis of the household/family types in Strathfield Council area in 2016 compared to Greater Sydney and Inner West shows that there were a higher proportion of couple families with children and a lower proportion of lone households. Overall, 37.5% of households were couple families with children compared to 35.3% in Greater Sydney and 16.3% are lone households in Strathfield compared to 20.4% in Greater Sydney (2016 ABS Census).

The Indigenous population represents 0.3% of the Strathfield population or 115 people (2016 ABS Census).

The Strathfield Council area has greater cultural diversity than the rest of NSW with approximately 56.3% of residents born overseas compared to 36.7% for Greater Sydney Area (2016 ABS Census). Outside of those born in Australia, the main countries of birth are India, China, South Korea, Sri Lanka, Nepal, Vietnam, Hong Kong, Lebanon, Philippines and Italy. Nearly 64% of residents speak a language other than English at home which includes Cantonese, Mandarin, Korean, Tamil and Arabic.

Strathfield's Natural and Built Environment

The Strathfield Council area has a large number of parks and natural areas, which include bush remnants, revegetated parkland, open parkland, urban neighbourhood parks and wetlands. About 9% of Council's total area is public parks and open space.

Strathfield Council's main waterways are: Saleyards and Powells Creek, in the north of the council area, which

flow to join the Parramatta River at Homebush Bay and Cocks Creek and the Cooks River, which flow to the southeast to Botany Bay.

The Council area contains a high proportion of medium and high density type dwellings, 57.88% compared to 40.3% of separate houses (ABS 2016). This is a significant difference to Greater Sydney, where 47.8% are houses and 43.8% are medium to high density.

In the Strathfield Council area, 50% of households were purchasing or fully owned their home, 35.7% were renting privately, and 3.9% were in social housing in 2016. In the Strathfield Council area, 37.1% of households with a mortgage were making high loan repayments of \$2,600 or more per month in 2016 and 18.2% were paying low repayments, compared with 36.5% and 17.3% respectively in Greater Sydney.

Strathfield's Socio-Economic Profile

On the socio-economic index (SEIFA) Strathfield Council ranks in the top 20% of NSW as the least disadvantaged Council areas with a Socio-Economic Index of Disadvantage and Advantage rating of 1063. The index summarises information about the economic and social conditions of people and households within Council areas, including both relative advantage and disadvantage measures.

Strathfield's Economy

Strathfield Council has the highest amount of developed and undeveloped employment land in the Inner West.

Estimated Gross Regional Product (GRP) of Strathfield area was \$4.28 billion as at 30 June 2019 (NIEIR 2019)

6,602 businesses are registered in the Strathfield Council area (ABS 2018).

There is an estimated 29,805 jobs in the Strathfield Council area and 24,219 residents of Strathfield LGA are employed (NIEIR 2019).

The largest industry in the Strathfield LGA is Transport, Postal and Warehousing with 14.8% of total employment (4.7% NSW) followed by Retail Trade on 13.9% (9.7% NSW) and Wholesale Trade on 9.3% (3.1% NSW).

The resident labour force of the Strathfield LGA was composed of 64.6% full-time workers and 32.9% part-time; 55.8% were male and 44.2% were female.

The Governance of Strathfield

The Strathfield Council area is located in the federal electorates of Reid and Barton. Since the 2016 federal election, the elected representatives are for the electorate of Reid, Fiona Martin MP (Liberal Party) and the electorate of Watson, Tony Bourke MP (Labor Party).

Strathfield Council is located mainly in the state electorate of Strathfield and a small area in Greenacre in the electorate of Lakemba. Since the 2015 State election, the electorate of Strathfield is represented by Jodi McKay MP and electorate of Lakemba by Jihad Dib MP (Australian Labor Party).

Strathfield Council has seven councillors including the Mayor. Council has no wards. The last Council election was held in September 2017.

Strathfield Council was incorporated on 2 June 1885, which included the suburbs of Redmyre (renamed Strathfield), Homebush and Druitt Town (renamed Strathfield South). The Council area has expanded in size with addition of new areas. This includes additions of the Flemington area (now Homebush West) in 1892 and the Richmond Road precinct in 1930, the former Homebush Council in 1947 and the west ward of the former Enfield Council (including parts of Strathfield South, Belfield and Greenacre) in 1949. There have been two minor boundary adjustments in 1953 with Bankstown Council and 1992 with Auburn Council.

How Council Works

Local government in NSW is based on the principle of representative democracy. This means that the people elect representatives (councillors) to their local council to make decisions on their behalf. In New South Wales, local government elections are generally held in September every four years. The last election was held in September 2017.

All residents of Strathfield Local Government Area (LGA) who are eligible to vote must vote. Property owners who live outside of the LGA may vote by registering their intention to vote on the non-residential roll.

Strathfield Council is made up of seven Councillors. The Mayor is elected from and by the Councillors. The Mayor chairs Council meetings, represents Council at official functions and is Council's official spokesperson.

The Mayor and Councillors meet regularly at formal Council Meetings to make decisions on policies and other important issues. It is the responsibility of the Chief Executive Officer and Council staff to implement the decisions of Council.

The General Manager is the Chief Administrative Officer and is appointed by Council. The responsibilities of this position include the overall administration of the Council organisation and employee matters, management of the Council's financial affairs, the implementation of policies and advising Council on all aspects of local government.

Council's main sources of revenue are rates, government grants, investments, fees and other charges. This income is used to provide a range of services. The powers of Council are derived from the Local Government Act 1993 and other Acts enacted by the Parliament of NSW.

It is the responsibility of Councillors to make decisions on all areas of policy and resourcing priorities, including the level and extent of works and services to be provided throughout the year. These decisions are adopted through a majority voting system, with each Councillor having one vote. In the case of an equal number of votes, the Chairperson has the casting vote.

Meetings Open to the Public

Council's Ordinary meetings are held on the first Tuesday of the month commencing at 6.30pm at Strathfield Council Chambers. At these meetings, reports from Council officers are submitted, with a recommendation for the consideration of the councillors. The councillors then make a resolution based on these reports that can be acted upon immediately by Council staff. Council Meetings are open to the public, but there are occasions when a meeting will be closed to the public as discussions may relate to legal, or other confidential matters.

Section 2: Delivery Program and Operational Plan

Understanding the Delivery Program and Operational Plan

Council, in consultation with the community, developed *Strathfield 2030*, our Community Strategic Plan. This plan reflects the aspirations and needs of the community for the area they live and operate in. *Strathfield 2030* was first adopted following extensive community consultation. The program is regularly reviewed to ensure the strategic directions set in the Plan are achievable, particularly in consideration of Council's resourcing capacity and state and regional planning frameworks.

In developing the Operational Plan, assumptions are made about the Council's capacity to deliver the targets identified, however as noted, should financial, workforce and capital resources or the framework in which local government operates change, further review of programs and plans will occur which may change priorities and activities undertaken by Council.

2030 Community Strategic Plan

The *Strathfield 2030* Community Strategic Plan guides and informs Council's medium to long term planning and decision making by setting goals and strategies for Strathfield's growth to 2030 and beyond. Council is the key driver of *Strathfield 2030*, but its implementation is also the shared responsibility of all community stakeholders. Council does not have full responsibility for implementing nor resourcing all the community's aspirations. Other stakeholders, including government agencies, non-government organisations, community groups and individuals also have a role to play in delivering these outcomes. *Strathfield 2030* established five strategic themes which sets out the principle activities of the Council.

These themes include:

- CONNECTIVITY
- COMMUNITY WELLBEING
- CIVIC PRIDE AND PLACE MANAGEMENT
- LIVEABLE NEIGHBOURHOODS
- RESPONSIBLE LEADERSHIP

Delivery Program 2018-2022

The Strathfield Council Delivery Program 2018-2022 outlines how the goals and strategies of the *Strathfield 2030* plan will be implemented. The Delivery Program is a fixed-term four year plan, designed as a single point of reference for all projects and services to be undertaken by Council. Plans, activities and funding allocations must be directly linked to this Program.

Operational Plan 2020-2021

The Operational Plan is a subset of the Delivery Program and is prepared annually in line with a detailed annual budget and statement of Council's Revenue Policy, including proposed rates, fees and charges. It sets out individual actions for each project, activity or service to be undertaken and targets.

Resourcing Strategies

Strathfield 2030 is supported by resourcing strategies including Long Term Financial Plan, Asset Management Strategies and Plans and Workforce Management Plan.





How will we measure our progress?

Monitoring and Reporting

In accordance with Integrated Planning and Reporting requirements, the Operational Plan is prepared each year in conjunction with the periodic review of Council's Delivery Program and Resourcing Strategy.

A financial assessment of performance is reported quarterly to Council in accordance with the *Local Government Act 1993*.

A progress report on the performance of the Delivery Program is presented at minimum every six months to Council.

Annual Report and End of Term Report

The Annual Report details Council's performance in meeting the targets outlined in the Operational Plan and provides information that must be disclosed under the *Local Government Act 1993*. The Report also contains detailed externally audited financial statements. The End of Term Report will be presented in 2020 to report on Council's progress against its CSP goals and strategies over the Council term.



Connectivity Theme

The community strategic plan, *Strathfield 2030*, was developed from extensive consultation with the Strathfield community and reviews of state, regional and council plans and strategies. Strathfield is situated in one of the fastest growing regions in Australia, which poses challenges and opportunities for Strathfield to the year 2030 and beyond.

The broad theme of connectivity is divided up into three key goals: transport, integrated planning and communication technologies. The key goals that are seen as important to achieving the aspirations of a more connected community are as follows:

Goal 1.1 - Growth sustained by well-planned and accessible infrastructure

Plan at a regional and local level for infrastructure and assets to meet the needs of a growing population; and deliver infrastructure and assets to meet community needs.

Goal 1.2 - Connected and integrated transport networks servicing all areas of the Strathfield LGA

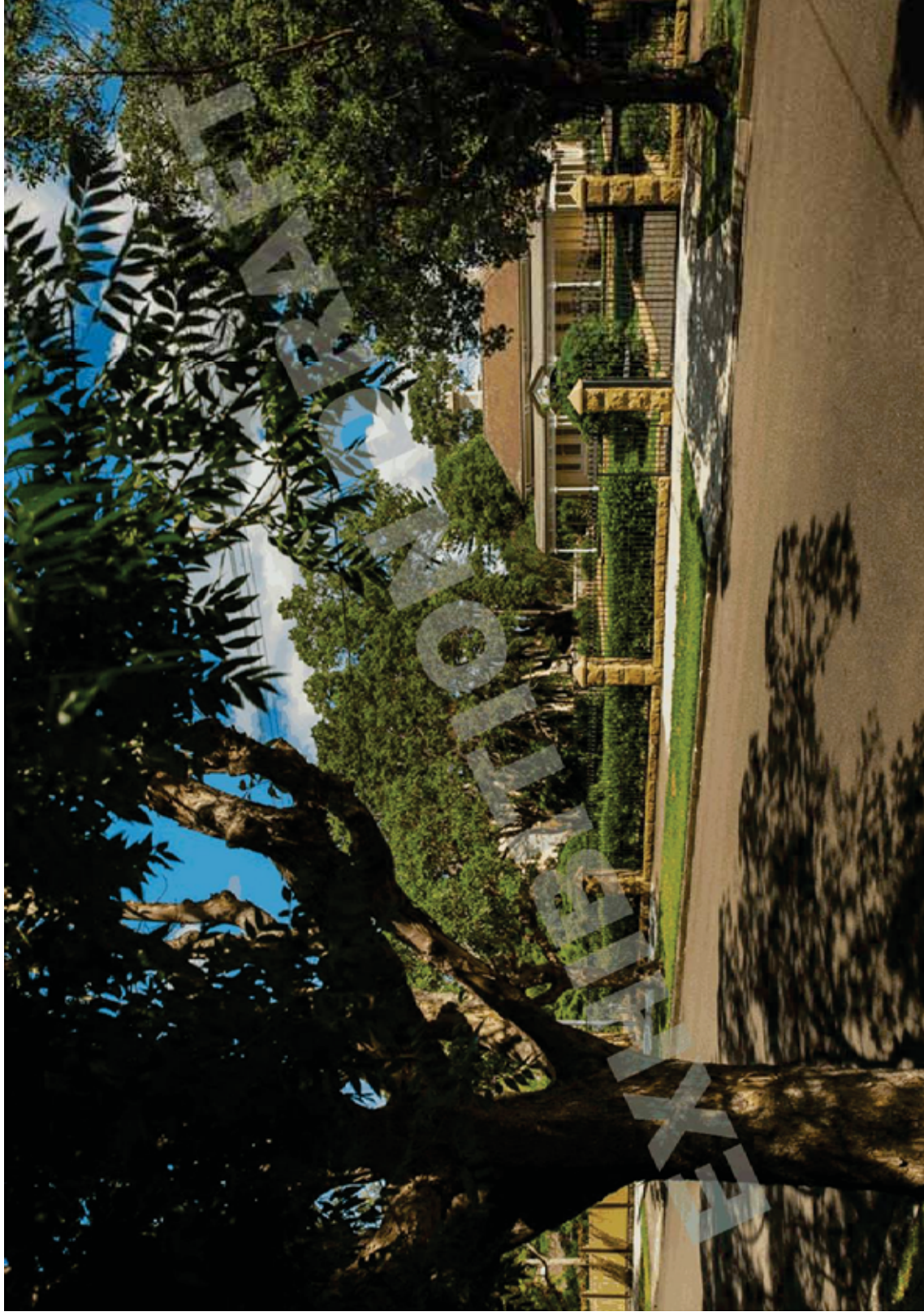
Improve state and regional transport connections to and through the Strathfield area such as trains and buses; and connect and provide local transport networks within the Strathfield area such as community transport, local roads and footpaths etc.

Goal 1.3 - Transformed and connected information and service delivery

Technology provides opportunities to better communicate information as well as deliver more effective services and improved use of facilities and utilise varied techniques to effectively communicate and inform the community.

Strathfield 2030 Goals	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2020-2021 Actions	Responsibility
11 Growth sustained by well-planned and accessible infrastructure	11.1 Plan and deliver infrastructure and assets to meet needs of growing population	11.1.1 Provide timely and effective advocacy to Government and leadership on issues affecting current and future populations of the Strathfield area.	11.1.1.1 Make representations and engage with Government agencies concerning planning for major and regional infrastructure and services.	Development Environment & Urban Services
		11.1.2 Prepare short to long term infrastructure and asset strategies to support needs of growing community	11.1.2.1 Review and update local infrastructure, assets strategies and plans	Development Environment & Urban Services
	11.2 Deliver infrastructure and assets to meet community needs	11.2.1 Plan and deliver infrastructure and assets to meet needs of growing population	11.2.1.1 Implement maintenance and inspection programs for Council managed public infrastructure	Development Environment & Urban Services
		11.2.2 Plan and deliver major community and recreational facilities	11.2.1.2 Implement in accordance with 2020-2021 Capital Works program	Development Environment & Urban Services
12 Connected and integrated transport networks across Strathfield LGA	12.1 Improve state and regional transport connections to and through and across the Strathfield LGA	12.1.1 Make representations to NSW Government on regional transport planning and services affecting Strathfield LGA	11.2.1.3 Implement parks maintenance and minor upgrades	People, Place and Civic Services
		12.1.2 Maintain and embellish regionally connected cycleways	11.2.2.1 Plan and implement capital works in accordance with Program. Note that major projects under the current Delivery Program completed in 2019-2020.	People, Place and Civic Services
	12.2	12.2.1	12.1.1.1 Make representations and engage with the NSW Government concerning transport planning and service delivery	Development Environment & Urban Services
		12.2.2	12.1.2.1 Maintain and upgrade cycle and pedestrian pathways along Cooks and Powells Creeks	Development Environment & Urban Services

Strathfield 2030 Goals	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2020-2021 Actions	Responsibility
1.2 Connected and integrated transport networks across Strathfield LGA	1.2.2 Connect and provide local transport networks within the Strathfield LGA	1.2.2.1	Plan and implement integrated and connected public and private transport networks in Strathfield LGA	Operate Strathfield Community Connector Bus service
		1.2.2.2	Manage and provide accessible parking in high demand areas	Review and implement the priority actions of Active Transport Plan
		1.2.2.3	Plan and implement programs to improve road safety	Monitor parking scheme programs and strategies that address traffic movement and parking accessibility
		1.2.2.3.1	Manage and patrol traffic and parking in areas with high volume movement or parking demand eg schools, shopping areas, town centres, transport hubs, parks and sportgrounds	Development Environment & Urban Services
1.3 Transformed and connected information and service delivery	1.3.1 Improve service delivery and information access utilising technology	1.3.1.1	Identify and implement technologies and strategies to transform services and public access	Prepare and deliver the annual roads safety program and audit traffic signs, road markings and maintenance
		1.3.1.2	Provide informative, accurate and timely communications	Maintain and promote public internet access in town centres, library and community facilities
		1.3.1.2.1	Provide regular updates to the community on actions, proposals and decisions affecting the local community	Implement upgrades to Council's systems to improve organisational efficiencies and capacity
		1.3.1.2.2	Maintain, monitor and issue Council's communications including print, website, social media ensuring information is available and up-to-date	Office of CEO



Community Wellbeing Theme

The community strategic plan, *Strathfield 2030*, was developed from extensive consultation with the Strathfield community and reviews of state, regional and council plans and strategies.

The broad theme of community wellbeing is divided up into three key goals: social cohesiveness, healthy and active community and safe and accessible places. The key goals that are seen as important to achieving the aspiration of a safe, healthy, inclusive and harmonious community are as follows:

Goal 2.1 - Socially cohesive and connected communities

Build community resilience, capacity and promote connected and socially cohesive communities and deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies.

Goal 2.2 - Healthy and active community

Provide and manage open space, recreation and community facilities and programs to meet community and recreational needs and promote healthy and active living programs.

Goal 2.3 - Safe and accessible places

Work with key stakeholders to address community safety issues, plan and deliver strategies to improve community safety in Strathfield Local Government Area and prepare plans and provide resourcing for emergencies and natural disasters.

Strathfield 2030 Goals	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2020-2021 Actions	Responsibility
2.1 Socially cohesive and connected communities	2.1.1 Build community resilience, capacity and promote connected and social cohesive communities	2.1.1.1 Plan and facilitate community development programs that promote connected and socially cohesive communities	2.1.1.1.1 Facilitate use of Council's community facilities to provide program and services to meet needs of local community	People, Place and Civic Services
	2.1.2 Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	2.1.2.1 Support and provide opportunities for carers and people with a disability to participate in community life	2.1.2.1.1 Facilitate information, programs and events for people with disabilities and their carers	
		2.1.2.2 Support an age friendly community to facilitate social connections, healthy and independent lives for older residents	2.1.2.2.1 Facilitate programs and events to support older residents	
		2.1.2.3 Provide opportunities for social inclusion and connection for CALD communities, particularly new settlers	2.1.2.3.1 Facilitate programs and partnerships to support CALD community and new settlers	
		2.1.2.4 Facilitate programs and services for children and their families	2.1.2.4.1 Facilitate programs that support children and their families	
2.1 Socially cohesive and connected communities	2.1.3 Provide opportunities for community participation in local activities	2.1.3.1 Facilitate programs and services for young people	2.1.3.1.1 Facilitate programs and events that meet needs of young people	People, Place and Civic Services
		2.1.3.1 Develop or support programs to encourage community participation	2.1.3.1.1 Manage and facilitate volunteer programs for Council and with local community based and not for profit organisations	
		2.1.3.2 Provide financial assistance and incentives for local community programs and events	2.1.3.2.1 Coordinate participation and activities for a Strathfield community choir	
		2.1.3.2 Provide financial assistance and incentives for local community programs and events	2.1.3.2.1 Review, promote and administer local community grants	

Strathfield 2030 Goals	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2020-2021 Actions	Responsibility
2.2 Healthy and Active Communities	2.2.1 Provide and manage open space, recreation and community facilities and programs to meet community and recreational needs.	2.2.1.1 Review planning strategies for open space, community and recreational facilities.	2.2.1.1.1 Review planning strategies and management plans for parks and open space community and recreational facilities to protect and beautify Strathfield's parklands and open areas.	People, Place and Civic Services
		2.2.1.2 Manage and optimise use of parks, sportsgrounds and recreational facilities.	2.2.1.2.1 Manage formal use of sportsgrounds, parks and facilities and manage licencing, loans and casual and regular hire arrangements.	
		2.2.1.2	2.2.1.2.2 Monitor and maintain parks, amenities, playgrounds and recreational facilities to a high standard.	
	2.2.2 Promote healthy and active living programs	2.2.2.1 Facilitate community participation and partnerships to promote active and healthy living programs.	2.2.2.1.1 Promote programs and work with local sporting and recreation organisations to deliver health and social wellbeing for general community and specific target groups.	Development Environment & Urban Services
2.3 Safe and accessible places	2.3.1 Work with key stakeholders to address community safety issues	2.3.1.1 Liaise with key stakeholders and implement community safety programs eg police	2.3.1.1.1 Promote and support participation in learning, health and wellbeing services and programs including Community Gardens	
	2.3.2 Plan and deliver strategies to improve community safety in Strathfield LGA	2.3.2.1 Plan and deliver community safety strategies and actions	2.3.2.1.1 Work and support Police and community safety education campaigns that address issues of concern to local community	People, Place and Civic Services
		2.3.2.2	2.3.2.2.1 Implement actions prioritised from the Strathfield Community Safety Plan	

Strathfield 2030 Goals	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2020-2021 Actions	Responsibility
2.3 Safe and accessible places	2.3.2 Plan and deliver strategies to improve community safety in Strathfield LGA	2.3.2.2 Maintain safe public areas in Strathfield	2.3.2.2.1 Maintain and implement CCTV programs in town centres and key locations and support community safety programs	People, Place and Civic Services
			2.3.2.2.2 Review street and park lighting and action changes as required	Development, Environment & Urban Services
			2.3.2.2.3 Manage effective tree pruning programs in streets and public areas	People, Place and Civic Services
			2.3.2.2.4 Respond and address anti-social behaviours, graffiti, vandalism and illegal waste dumping	Development, Environment & Urban Services
	2.3.3 Prepare plans and provide resourcing for emergencies and natural disasters	2.3.3.1 Prepare plans and support local emergency management	2.3.3.1.1 Work in partnership with other councils, government agencies and Strathfield State Emergency Services to prepare plans, participate, educate community and respond to emergencies.	Development, Environment & Urban Services



Civic Pride & Place Management Theme

The community strategic plan, *Strathfield 2030*, was developed from extensive consultation with the Strathfield community and reviews of plans and strategies. The broad theme of Civic Pride and Place Management is divided up into two key goals: Engaging and Activated Public Places and Creative and Cultural Community.

These goals are concerned with revitalising town and village centres, improving Strathfield's public domains, embracing cultural and learning, maintaining the image of Strathfield and celebrating and promoting Strathfield as a place and community, thereby promoting civic pride.

The key goals that are seen as important are as follows:

Goal 3.1 - Engaging and activated public places

Revitalise Town and Village centres, develop and implement place promotion strategies and support productive and well managed local businesses

Goal 3.2 - Creative and cultural community

Facilitate and support cultural and learning programs and activities and promote and deliver events that connect community and build social cohesion

Strathfield 2030 Goals	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2020-2021 Actions	Responsibility
3.1 Engaging and activated public places	3.1.1 Revitalise Town and Village Centres	3.1.1.1 Plan and implement strategies and projects to revitalise Strathfield's Town and Village Centre	3.1.1.1.1 Monitor plans for upgrading Strathfield Town Centre and integrating transport services	Development Environment & Urban Services
			3.1.1.1.2 Ensure cleanliness and safety of Town and village centres	
			3.1.1.1.3 Manage and monitor footpath trading, lessons and promote alfresco dining in town centres	
			3.1.2.1 Implement programs that promote Strathfield LGA	
	3.1.2 Develop and implement place promotion strategies	3.1.2.1 Develop and manage Strathfield place promotion	3.1.2.1.2 Review and upgrade gateway and directional signage in key sites and town centre locations. Investigate integration of electronic signage to promote events and provide timely information.	Office of CEO
			3.1.2.1.3 Provide festive decorations at Strathfield Council Chambers, retail precincts and selected residential streets during Christmas/New Year season	
	3.1.3 Support productive and well managed local businesses	3.1.3.1 Implement programs to educate, improve and monitor business regulation compliance	3.1.3.1.1 Implement inspections of food businesses and achieve 80% of 3 stars and above Food Safety 'Scores on Doors' program	Development Environment & Urban Services
			3.1.3.1.2 Implement Business Compliance and Monitoring Program	

Strathfield 2030 Goals	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2020-2021 Actions	Responsibility
3.2 Creative and cultural community	3.2.1 Facilitate and support cultural and learning programs and activities	3.2.1.1 Promote and provide library and information services to meet community and cultural needs	3.2.1.1.1 Review future community learning, cultural and information needs in light of new development and population projections for the future	People, Place and Civic Services
			3.2.1.1.2 Provide information services, including loan reference services, target group collections and digital resources	
			3.2.1.1.3 Design and deliver programs that facilitate and promote community learning for all ages including children, youth, adults and seniors	
	3.2.2 Promote and deliver events that connect community and build social cohesion	3.2.2.1 Facilitate and deliver programs to embrace and celebrate culture	3.2.2.1.1 Coordinate and present exhibitions and programs promoting cultural, artistic, and historical information and works	
			3.2.2.1.2 Undertake recognition and celebrate civic and community achievements	
		3.2.2.2 Facilitate events to connect and strengthen the community	3.2.2.2.1 Facilitate and promote events that provide a range of opportunities for community participation	





Liveable Neighbourhoods Theme

The community strategic plan, Strathfield 2030, was developed from extensive consultation with the Strathfield community and reviews of plans and strategies. The broad theme of Liveable Neighbourhoods is divided up into three goals: quality, liveable and sustainable urban design and development, clean, attractive and well maintained neighbourhoods and thriving and resilient environments. The major goals that support Liveable Neighbourhoods are:

Goal 4.1 - Quality, liveable and sustainable urban design and development

Plan and deliver urban design and development that balances growth with quality living, sustainable and aesthetic outcomes, manage effective development assessment processes and address housing affordability.

Goal 4.2 - Clean, attractive and well maintained neighbourhoods

Reduce waste and improve reuse and recycling, maintain and enforce clean public areas and health standards.

Goal 4.3 - Thriving and resilient environments

Conserve, restore and enhance Strathfield's biodiversity and ecological health and resiliency, develop environmental programs to educate and inform the community and encourage sustainability and resource efficiency.

Strathfield 2030 Goals	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2020-2021 Actions	Responsibility
41 Quality, liveable and sustainable urban design and development	41.1 Plan and deliver urban design and development that balances growth with quality living, sustainable and aesthetic outcomes	4.11.1 Prepare, review and implement planning controls that respect local character, heritage and deliver quality liveability, aesthetics and sustainable development in the Strathfield LGA	4.11.1.1 Review heritage listings and update heritage requirements of the DCP	Development Environment & Urban Services
		4.11.2 Work with the NSW Planning and Greater Sydney Commission planning strategies to deliver quality design and development outcomes in Strathfield LGA	4.11.1.2 As part of LEP review and preparation, undertake associated reviews and studies including but not limited to review of conflicts arising from zoning	
			4.11.2.1 Review and prepare new Local Environmental Plan (LEP) and Development Control Plans (DCP) for completion by 2021	
	41.2 Manage effective development assessment processes	4.12.3 Provide and monitor effective and efficient planning and development	4.12.1.1 Advertise and notify development proposals on Council's website and in accordance with Community Participation Plan guidelines	
			4.12.1.2 Assess and determine development applications and planning proposals	
			4.12.1.3 Prepare agendas and support planning panels	
	41.3 Address housing affordability	4.13.1 Develop plans and make representations to improve housing affordability	4.13.1.1 Work with State Agencies and advocate to NSW Government for programs to support housing affordability	

Strathfield 2030 Draft Community Strategic Plan

18

Strathfield 2030 Goals	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2020-2021 Actions	Responsibility
4.2 Clean, attractive and well maintained neighbourhoods	4.2.1 Reduce waste and improve reuse and recycling	4.2.1.1 Provide effective waste management and street cleaning services	4.2.1.1.1 Provide general and green waste, recycling and on-call collection services to residential properties	Development Environment & Urban Services
			4.2.1.1.2 Program and implement programs in accordance with Waste Management Plan	
			4.2.1.1.3 Manage street sweeping programs	
	4.2.2 Maintain and enforce clean public areas and health standards	4.2.2.1 Review and deliver public health and pollution control programs	4.2.2.1.1 Investigate and monitor pollution events and take action on compliance breaches of the POEO Act 1997	
			4.2.2.1.2 Investigate complaints and/or breaches of permits	
		4.2.2.2 Implement and enforce responsible animal management program	4.2.2.2.1 Deliver responsible animal management programs	
			4.2.2.3 Maintain high standards of public domain maintenance	
				People, Place and Civic Services

Strathfield 2030 Goals	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2020-2021 Actions	Responsibility
4.3 Thriving and resilient environment	4.3.1 Conserve, restore and enhance Strathfield's biodiversity and ecological health and resiliency	4.3.1.1 Prepare and monitor plans to improve and protect Strathfield's ecological habitat and aquatic systems.	4.3.1.1.1 Maintain trees, review and monitor tree canopy coverage and hotspots in Strathfield LGA	People, Place and Civic Services
			4.3.1.1.2 Maintain and undertake restoration and/or revegetation at Mason Park, Wetlands and Cox's Creek with Sydney Water	
			4.3.2.1.1 Participate in multi-council and regional partnerships to improve urban ecosystems across regional or catchment areas.	
	4.3.2 Develop environmental programs to educate and inform the community	4.3.2.1 Work in partnership with key stakeholders and community to maintain, restore and improve natural environment	4.3.2.1.2 Address rubbish dumping in Cooks River in accordance with Waste Strategy	Development, Environment & Urban Services
			4.3.2.1.3 Promote and manage National Tree Day, volunteers and Bushcare programs to align with Council's biodiversity and conservation strategies	
			4.3.3.1.1 Engage with schools and general community in programs concerning environmental and stormwater education	
	4.3.3 Encourage sustainability and resource efficiency	4.3.4.1 Develop and implement energy savings and resource efficiency programs	4.3.4.1.1 Monitor and implement water and energy efficiencies on Council land and facilities	



Responsible Leadership

The community strategic plan, Strathfield 2030, was developed from extensive consultation with the Strathfield community and reviews of plans and strategies. Trust in Council's leadership and decision making and accountable Council performance is required to implement the community's vision and priorities identified by community engagement.

The goals, strategies and actions in the Responsible Leadership theme are aimed at enhancing trust in Council's decision making, effective engagement with the community in key decision making and ensuring Council is accountable in its performance which involves sound financial management, ethical conduct, integrity, openness and transparency.

The major goals that support Responsible Leadership are:

Goal 5.1 - Trust in Council's leadership and decision making

Promote active community engagement and make decisions based on community priorities and support integrity, transparency and accountability of decision making processes.

Goal 5.2 - Accountable Council performance

Undertake planning, review report and evaluate performance and progress, employ and maintain a skilled workforce to deliver quality services, promote organisational culture of safety, best practice and continuous quality improvement, maintain long-term financial sustainability of Strathfield Council and deliver efficient and effective Council services to the community.

Strathfield 2030 Goals		Strathfield 2030 Strategies		Delivery Program 2018-2022		Operational Plan 2020-2021 Actions		Responsibility	
S1	Trust in Council's leadership and decision making	S1.1	Promote active community engagement and make decisions based on community priorities	S1.1.1	Consult and engage with the community on significant plans and policies and take action on community priorities	S1.1.1.1	Coordinate and prepare strategies including managing community panel and undertaking community engagement and consultation for major projects and proposals	Office of CEO	
						S1.1.1.2	Make representations on issues of relevance to Strathfield LGA where required		
		S1.2	Support integrity, transparency and accountability of decision making processes	S1.2.1	Facilitate Council and Committee meetings and ensure compliance with statutory and policy obligations	S1.2.1.1	Administer Council meeting proceedings including live broadcast of meeting proceedings	Corporate Services	
						S1.2.1.2	Publish and Council business paper and issue minutes within required timeframes		
						S1.2.1.3	Facilitate and support Council advisory committees		
				S1.2.3	Provide support to Councillors in order to perform and meet their responsibilities	S1.2.3.1	Undertake Councillor induction programs post-election and manage and report on ongoing Councillor learning and development programs	Office of CEO	
						S1.2.3.2	Provide timely and accurate information and briefings or workshops to Councillors on current issues		
						S1.2.3.3	Maintain and provide access to registers of pecuniary interests, voting conflicts of interest and meeting attendance.		

Strathfield 2030 Goals	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2020-2021 Actions	Responsibility
5.2 Accountable Council performance	5.2.1 Undertake planning, reporting and evaluation performance and progress	5.2.1 Undertake planning, reporting and maintain an effective monitoring, review and evaluation process for Strathfield 2030	5.2.1.1 Prepare plans, reviews and reports as required under the Integrated Planning and Reporting Framework including End of Term Report	Office of CEO
			5.2.1.2 Regularly survey, monitor and report on Council's performance	
	5.2.2 Employ and maintain a skilled workforce to deliver quality services	5.2.2 Ensure Council's workforce has skills and capacity to deliver the Community Strategic Plan	5.2.2.1 Implement strategies and actions set out in the Workforce Management Strategy	Corporate Services
			5.2.2.1.1 Implement Enterprise Risk, Internal Audit and business continuity plans	
	5.2.3 Promote organisational culture of safety, best practice and continuous quality improvement	5.2.3.1 Implement practices that promote safety and quality service outcomes	5.2.3.1.2 Implement Work, Health and Safety programs to ensure compliance with statutory requirements	
			5.2.4.1 Provide Council with regular budget, expenditures and investment reports to Council and meet all statutory requirements	
	5.2.4 Maintain long-term financial sustainability of Strathfield Council	5.2.4.1 Manage, monitor and report Council's financial sustainability	5.2.4.1.2 Manage Council's property and business undertakings	Office of CEO
			5.2.4.1.3 Provide accountable procurement systems in accordance with statutory requirements	Corporate Services

Strathfield 2030 Goals	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2020-2021 Actions	Responsibility
5.2. Accountable Council performance	5.2.5 Deliver efficient and effective Council services to the community	5.2.5.1 Provide community focused customer services, complaints management and access to information	5.2.5.11 Provide customer services in a professional and timely manner	Corporate Services
			5.2.5.12 Monitor and manage Council's complaint management processes in accordance with policy requirements	
			5.2.5.13 Provide access to information requests within timeframes	Corporate Services Office of CEO
			5.2.5.14 Maintain effective records and information management system	Corporate Services

Strathfield 2030 Draft Community Strategic Plan 2018-2030

187

Infrastructure Capital Works Program – 2020-2021

Road Re-sheeting Program

Roads	Scheduling	Roads	Scheduling
Albyn Road, Strathfield – Homebush Road to Chalmers Road	October 2020	Newton Road, Strathfield – From Firth Avenue to South Street	October 2020
Alibey Crescent, Strathfield – From Albert Road to End	January 2021	Nichole Parade, Strathfield – From Strathfield Avenue to Carrington Avenue	January 2021
Augusta Road, Strathfield – From Rickard Road to Wallis Avenue	March 2021	Prentice Lane, Strathfield – From Hume Highway to End	March 2021
Bareena Street, Strathfield – From Ada Avenue to Yarrawee Road	June 2021	Short Street West, Homebush – From Park Road to End	June 2021
Braidwood Street, Strathfield South – From Hume Highway to End	October 2020	South Street, Strathfield – From Barker Road to Newton Road	October 2020
Bridge Road, Homebush – Parramatta Road to Loftus Crescent	January 2021	Sunlea Crescent, Belfield – From Walter Street to End	January 2021
Burlington Road, Homebush – From Meredith Street to Bridge Road	March 2021	Torrington Road, Strathfield – From Nichol Parade to Panson Avenue	March 2021
Cleveland Street, Strathfield South – From Madeline Street to Cosgrove Road	June 2021	Bellevue Avenue, Strathfield – From Amaro Avenue to Richard Road	June 2021
Near Pilcher Street, Strathfield South – Lane way	October 2020	Hudson Lane, Homebush – Hudson Street to End	October 2020
Cutbush Avenue, Belfield – Chisholm Street and End	January 2021		
Davidson Street, Greenacre – Marlene Crescent to Hume Highway	March 2021		
Firth Avenue, Strathfield – From Newton Road to Ada Avenue	June 2021		
Fraser Street, Strathfield – From Badgery Avenue to Arthur Street	October 2020		
Gelling Avenue, Strathfield – From Homebush Road to Chalmers Road	January 2021		
Gregory Street, Strathfield South – From Junction Street to End	March 2021		
Henley Road, Homebush West – Taystock Road to Arthur Street	June 2021		
High Street, Strathfield – From Telopea Avenue to Homebush Road	October 2020		
Mooney Street, Strathfield South – From End to Therry Street	January 2021		
Kanpona Avenue, Homebush West – From Park Road to Parramatta Road	March 2021		
Hudson Street, Homebush – From Dalton Lane to End	June 2021		
Imboy Avenue, Homebush – From Allen Street to End	October 2020		
John Street, Strathfield South – From St Annes Square to Gregory Street	January 2021		
Junction Street, Strathfield South – From Gregory Street to Dean Street	March 2021		
Myrna Road, Strathfield – Ada Avenue to Yarrawee Road	June 2021		

Drainage Program

Drainage	Scheduling
The Boulevard, Strathfield between Albyn Road and Malvern Crescent	March 2021

Kerb and Gutter

Kerb and Gutter	Scheduling	Kerb and Gutter	Scheduling
Albyn Road, Strathfield – Homebush Road to Chalmers Road	October 2020	Junction Street, Strathfield South – From Gregory Street to Dean Street	March 2021
Allenby Crescent, Strathfield – From Albert Road to End	January 2021	Myrnia Road, Strathfield – Ada Avenue to Yarowee Road	June 2021
Augusta Road, Strathfield – From Rickard Road to Wallis Avenue	March 2021	Newton Road, Strathfield – From Firth Avenue to South Street	October 2020
Bareena Street, Strathfield – From Ada Avenue to Yarowee Road	June 2021	Nichole Parade, Strathfield – From Strathfield Avenue to Carrington Avenue	January 2021
Braidwood Street, Strathfield South – From Hume Highway to End	October 2020	Prentice Lane, Strathfield – From Hume Highway to End	March 2021
Bridge Road, Homebush – Parramatta Road to Loftus Crescent	January 2021	Short Street West, Homebush – From Park Road to End	June 2021
Burlington Road, Homebush – From Meredith Street to Bridge Road	March 2021	South Street, Strathfield – From Barker Road to Newton Road	October 2020
Cleveland Street, Strathfield South – From Madeline Street to Cosgrove Road	June 2021	Sunlike Crescent, Belfield – From Water Street to End	January 2021
Near Pilcher Street, Strathfield South – Lane way	October 2020	Torrington Road, Strathfield – From Nichol Parade to Parson Avenue	March 2021
Cutbush Avenue, Belfield – Chisholm Street and End	January 2021	Wellenode Avenue, Strathfield – From Amaroo Avenue to Rickard Road	June 2021
Davidson Street, Greenacre – Marlene Crescent to Hume Highway	March 2021	Hudson Lane, Homebush – Hudson Street to End	October 2020
Firth Avenue, Strathfield – From Newton Road to Ada Avenue	June 2021		
Fraser Street, Strathfield – From Badegery Avenue to Arthur Street	October 2020		
Gelling Avenue, Strathfield – From Homebush Road to Chalmers Road	January 2021		
Gregory Street, Strathfield South – From Junction Street to End	March 2021		
Henley Road, Homebush West – Tivistock Road to Arthur Street	June 2021		
High Street, Strathfield – From Telopea Avenue to Homebush Road	October 2020		
Mooney Street, Strathfield South – From End to Therry Street	January 2021		
Kanoona Avenue, Homebush West – From Park Road to Parramatta Road	March 2021		
Hudson Street, Homebush – From Dalton Lane to End	June 2021		
Ismay Avenue, Homebush – From Allen Street to End	October 2020		
John Street, Strathfield South – From St Arnes Square to Gregory Street	January 2021		

Footpath Program

Footpath	Scheduling
High Street, Strathfield – From Homebush Road and Macarthur Avenue	October 2020
Hill Street, Strathfield – From Coronation Parade to Liverpool Road	January 2021
Anslom Street, Strathfield South – From Mooney Street to Bede Street	March 2021
Mooney Street, Strathfield South – From Cherry Street East to End	March 2021
Pemberton Street, Strathfield – From Shortland Avenue to Arthur Street	October 2020
Strathlora Street, Strathfield – From Wallis Avenue to South Street	January 2021
Bates Street, Strathfield – From Badgery Avenue to The Crescent	March 2021
Wallis Avenue, Strathfield Ravenna Street to Strathlora Street	January 2021
Ada Avenue, Strathfield – From Erith Avenue to South Street	October 2020
Courallie Avenue, Homebush West – From Mandemar Avenue to Telopea Avenue	June 2021
Edward Street, Strathfield South – From Dean Street to Liverpool Road	June 2021
Flemington Road, Homebush West – From Parramatta Road to Park Road	June 2021

Strathfield Council

90



Section 3: Resourcing the Operational Plan 2020-2021

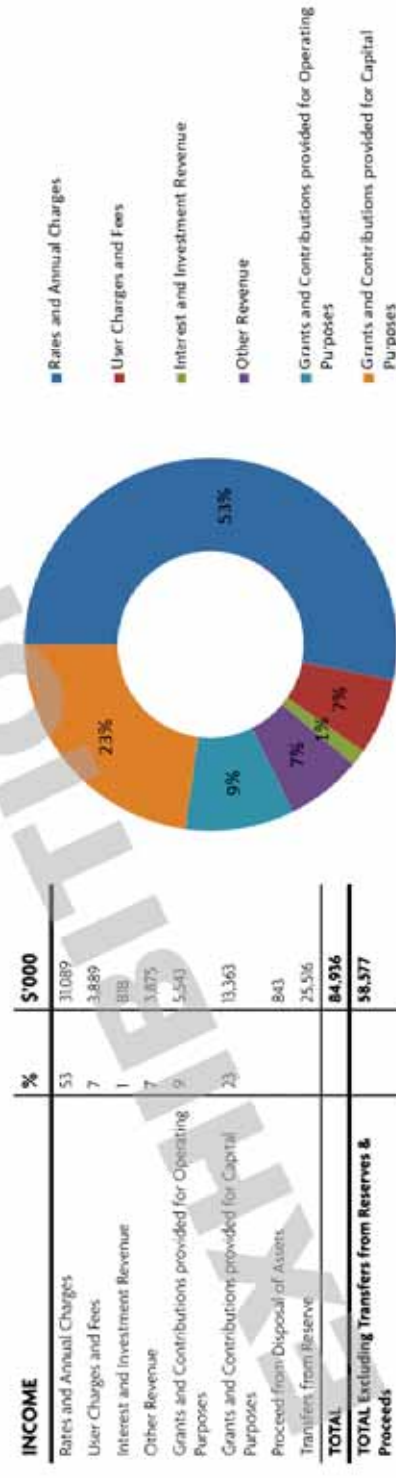
2020-2021 Budget

Income

The 2020-2021 draft Cash Operating and Capital expenditures totals \$84,936 million, and includes capital expenditure spending of \$12.8 million. With total operating and capital income of \$84,936 million, the anticipated results is a balanced cash budget.

The Resource Strategy provides for a 2.6% general rate increase permitted by the NSW Government and set by the Independent Pricing and Regulatory Tribunal (IPART).

Overall rates and annual charges are estimated at \$31,089 million. This represents 53% of Council's total projected income. User fees and charges and other revenue are \$3.89 million and \$24.44 million respectively.



Expenses

Council's total operating and capital expenditure is estimated at \$84.936 million, providing Council with a balanced budget. The chart shows the allocation of Council expenditure.



Capital Works

Council will continue to invest in asset renewal to improve the overall condition of Council's assets, in order to reduce ongoing operational costs associated with asset repair and maintenance. Council has budgeted capital projects totalling \$12.799 million.

2020-21 CAPITAL WORKS

Description	Amount \$'000	Funding Type	New/ Renewal	Assets Type
Roads				
Road Kerb & Gutter	670	\$94 Reserves	Renewal	Roads
Roads LATM Infrastructure	300	\$94 Reserves	Renewal	Roads
Road Re-sheeting & Resealing	2,517	\$94 Reserves, Grant & Operating Revenue	Renewal	Roads
Total Road Works	3,487			
Other Infrastructure				
Villages Upgrades	1,800	\$94 Reserves	Renewal	Other Infrastructure
Greater Sydney Commission Funded works	3,150	Grant Funded	Renewal	Other Infrastructure
Total Other Infrastructure Works	4,950			
Footpath				
General Footpath Program	600	Operating Revenue	Renewal	Footpath
Total Footpath Works	600			
Building				
Administration Building, Town Hall & Depot	486	Operating Revenue	Renewal	Building
Total Building Works	486			
Community Facilities				
Community Safety	100	Technology Reserve	New	Plant & Equipment
Public Facilities & Amenities Upgrades	80	Operating Revenue	Renewal	Building
Total Community Facilities	180			
Open Space Assets and Land Improvements				
Parks, Sport fields & Reserves Upgrades	375	Grant Funded	Renewal	Open Space
Total Park Asset Works	375			

Strathfield 2030 Draft Community Strategic Plan

19

2020-21 CAPITAL WORKS

Description	Amount \$'000	Funding Type	New/ Renewal	Assets Type
Stormwater Drainage				
Stormwater Drainage	161	Stormwater Levy	Renewal	Stormwater Drainage
Total Stormwater Drainage Works	161			
Other				
DWM Assets	40	Domestic Waste Management Reserve	Renewal	Plant & Equipment
Other Equipment	129	594 & Operating Income	New	Plant & Equipment
Information & Technology Hardware & Software	925	Operating Revenue	Renewal	Plant & Equipment
Plant & Equipment	1,350	Plant Reserve	Renewal	Plant & Equipment
Library Books	116	Operating Revenue	New	Books
Total Other	2,560			
Total 2019-20 Capex	12,799			

2020-2021 Capital Works Budget Summary

2020-2021 CAPITAL WORKS BUDGET SUMMARY

SERVICE	2020-21 (\$)	2021-22 (\$)	2022-23 (\$)	2023-24 (\$)
Office Equipment				
Information & Technology	925,000	256,300	262,800	269,400
Planning & Strategy	205,000	56,400	57,800	59,200
Building Facilities	671,000	902,500	805,000	807,700
Library	145,280	119,200	122,200	125,300
Parks & Reserves	40,000	500,000	500,000	500,000
Sports Fields /Golf Course	80,000			
Community Safety	125,000			
Plant & Equipment	1,350,000	1,383,800	1,418,400	1,453,800
Roads LATM Infrastructure	300,000	300,000	300,000	300,000
Road Resheeting & Resealing	2,417,000	2,427,400	2,638,000	2,649,000
Roads Kerb & Gutter and Other Road Assets	770,000	150,000	150,000	150,000
Other Equipment	20,000			
Other Infrastructure	3,350,000			
Villages Upgrades	1,800,000			
Footpath	600,000	500,000	500,000	500,000
Stormwater Drainage	161,000	400,000	300,000	300,000
Household Garbage	40,000			
GRAND TOTAL	12,799,280	6,995,600	7,054,100	7,114,400
Less: non infrastructure items	-2,480,000	-1,696,500	-1,739,000	-1,782,400
Net Infrastructure Expenditure	10,319,280	5,299,100	5,315,100	5,332,000



96

Program Income and Expenditure Summary

Income	2020/2021	2021/2022	2022/2023	2023/2024
1 Social	3,128,275	2,952,535	3,024,390	3,098,155
2 Economic	14,937,657	10,231,512	10,630,567	11,032,829
3 Environment	15,149,245	15,009,763	15,397,166	15,784,541
4 Governance	51,720,947	51,945,369	53,475,941	55,036,659
Total Income	84,936,124	80,140,679	82,523,064	84,952,184
Expenditure				
1 Social	10,399,316	10,513,118	10,974,047	11,308,792
2 Economic	6,799,315	8,584,814	7,036,465	7,230,965
3 Environment	17,955,891	16,275,361	18,838,770	19,376,149
4 Governance	20,740,892	20,341,587	20,980,583	21,627,578
Total Expenditure	55,895,414	56,171,880	57,829,864	59,543,484
Capital Expenditure				
1 Social	802,530	1,419,200	1,322,200	1,335,300
2 Economic	9,209,206	5,598,265	5,740,145	5,803,660
3 Environment	921,343	585,615	598,335	589,925
4 Governance	18,107,631	16,361,699	17,032,520	17,689,815
Total Capital Expenditure	29,040,710	23,965,799	24,693,200	25,408,700
Net Costs	0	0	0	0

Program Income and Expenditure - By Budget Program

Program Names	Budget Program No.	2019/2020 Adopted Budget \$	2019/2020 Budget as at Sep Qtr \$	2020/2021 Estimated Budget \$	2021/2022 Estimated Budget \$	2022/2023 Estimated Budget \$	2023/2024 Estimated Budget \$
INCOME							
Corporate Services & Governance	1.0	(1,301,542)	(1,301,542)	(1,488,070)	(1,522,200)	(1,560,200)	(1,599,200)
Planning & Strategy	2.0	(330,000)	(330,000)	(315,000)	(266,550)	(273,331)	(280,100)
Human Services & Facilities	4.0	(249,522)	(279,522)	(3,600)	(1,800)	(1,800)	(1,800)
Recreation & Culture	5.0	(1,708,240)	(1,708,240)	(1,873,066)	(1,979,900)	(1,967,500)	(2,016,500)
Environmental Services	6.0	(3,186,300)	(3,186,300)	(3,536,300)	(3,600,400)	(3,686,600)	(3,775,000)
Public Order & Safety (Net 4.36 86.1)	7.0	-	-	-	-	-	-
Urban & Infrastructural Services	8.0	(8,880,147)	(8,962,447)	(10,313,364)	(7,338,800)	(7,518,400)	(7,702,700)
Environmental & Community Amenities	9.0	(11,357,597)	(11,357,597)	(12,841,577)	(13,162,500)	(13,491,600)	(13,828,800)
General Purpose Revenues	10.0	(27,601,355)	(27,601,355)	(26,651,297)	(28,367,600)	(29,350,700)	(30,350,800)
Appropriations for Future Expenditure	11.0	-	-	-	-	-	-
Total Income		(54,614,503)	(54,276,503)	(57,002,096)	(56,179,750)	(57,850,131)	(59,554,900)
CAPITAL INCOME							
Corporate Services & Governance	1.0	(200,000)	(200,000)	(1,900,000)	-	-	-
Planning & Strategy	2.0	(69,360)	(69,360)	(220,000)	-	-	-
Human Services & Facilities	4.0	(20,000)	(20,000)	(200,000)	-	-	-
Recreation & Culture	5.0	(3,775,200)	(3,949,200)	(109,000)	-	-	-
Environmental Services	6.0	-	-	-	-	-	-
Public Order & Safety (Net 4.36 86.1)	7.0	-	-	-	-	-	-
Urban & Infrastructural Services	8.0	(4,520,000)	(5,000,000)	(4,213,028)	(2,314,100)	(2,535,700)	(2,757,800)
Environmental & Community Amenities	9.0	(700,000)	(700,000)	(314,000)	(185,800)	(181,700)	(177,500)
General Purpose Revenues	10.0	(14,494,500)	(14,494,500)	(20,978,000)	(21,461,029)	(21,955,533)	(22,461,984)
Appropriations for Future Expenditure	11.0	-	-	-	-	-	-
Total Capital Income		(23,779,060)	(24,433,060)	(27,934,028)	(23,960,929)	(24,672,933)	(25,397,284)

Strathfield 2030 Draft Community Strategic Plan

197

Program Names	Budget Program No.	2019/2020 Adopted Budget \$	2019/2020 Budget as at Sep Qtr \$	2020/2021 Estimated Budget \$	2021/2022 Estimated Budget \$	2022/2023 Estimated Budget \$	2023/2024 Estimated Budget \$
EXPENDITURE							
Corporate Services & Governance	1.0	16,111,795	16,111,795	17,474,980	17,376,029	17,707,733	18,257,864
Planning & Strategy	2.0	2,050,658	2,050,658	1,793,723	1,512,550	1,561,531	1,612,400
Human Services & Facilities	4.0	2,306,905	2,136,905	2,038,741	2,009,900	2,066,800	2,335,800
Recreation & Culture	5.0	6,947,569	6,977,569	7,437,469	7,654,206	7,894,300	8,142,600
Environmental Services	6.0	6,061,557	6,061,557	6,673,726	6,892,200	7,036,500	7,248,800
Public Order & Safety (see 4.36 & 4.37)	7.0	-	-	-	-	-	-
Urban & Infrastructural Services	8.0	5,844,193	5,976,193	6,028,114	6,179,701	6,357,700	6,541,000
Environmental & Community Amenities	9.0	12,235,751	12,235,751	14,148,661	14,837,300	15,216,300	15,615,700
General Purpose Revenues	10.0	-	-	-	-	-	-
Appropriations for Future Expenditure	11.0	-	-	-	-	-	-
Total Expenditure		51,358,428	51,500,428	55,895,414	56,171,880	57,839,864	59,543,484
CAPITAL EXPENDITURE							
Corporate Services & Governance	1.0	615,000	699,000	2,835,000	256,300	262,800	269,400
Planning & Strategy	2.0	-	-	205,000	56,400	57,800	59,200
Human Services & Facilities	4.0	1,081,965	1,082,965	571,000	800,000	700,000	700,000
Recreation & Culture	5.0	3,889,200	4,063,200	265,280	619,200	622,200	625,300
Environmental Services	6.0	-	-	35,000	-	-	-
Public Order & Safety (see 4.36 & 4.37)	7.0	-	-	-	-	-	-
Urban & Infrastructural Services	8.0	9,734,500	10,214,500	9,707,000	5,888,700	6,162,300	6,237,400
Environmental & Community Amenities	9.0	1,269,646	1,269,646	308,049	367,700	250,700	232,400
General Purpose Revenues	10.0	-	-	-	-	-	-
Appropriations for Future Expenditure	11.0	10,443,824	10,443,824	15,334,381	15,980,499	16,637,600	17,285,000
	12.0	-	-	-	-	-	-
Total Capital Expenditure		27,035,135	27,773,135	29,040,710	23,968,799	24,693,200	25,408,700
Net (Surplus)/Deficit from Programs		(9)	114,000	-	-	-	-

Revenue Policy 2020-2021

Council's Revenue Policy identifies the proposed revenue from each of the following sources of funding:

- Rates
- Domestic waste annual charge
- Fees and charges
- Private works
- Borrowings

The total income that can be raised from levying rates on property is capped by the NSW State Government through the Independent Pricing & Regulatory Tribunal (IPART) which has determined that NSW Councils may increase general income from rates by a maximum of 2.6% in 2020-2021.

Council may apply to IPART for a special rate variation above the rate peg limit, subject to certain criteria.

Ordinary Rate - Ad Valorem/Base Rate

Strathfield Council proposes for 2020-2021 to make and levy an ordinary rate for that year pursuant to Sections 494 and 543 of the Local Government Act 1993 such rate to comprise:

- An ordinary residential rate to be named 'Residential Ordinary Rate'
- A base amount per each separate residential parcel of land to be named 'Residential Base Amount'
- An ordinary business rate to be named 'Business Ordinary Rate'
- A base amount per each separate parcel of land to be named 'Business Base Amount'
- The rate to be made and levied under the Local Government Act 1993 shall consist of:
 - An ad valorem amount pursuant to Section 497; and
 - A base amount of the rate levied in respect of each separate parcel pursuant to Section 543.

Council proposes to make and levy the following rates for 2020-2021:

- A Residential Ordinary Rate of 0.060033 cents in the dollar on the value of all rateable land that falls within the 'residential' category of Strathfield Council and subject to a base rate of \$401.20 in respect of each separate parcel of rateable land; and
- A Business Ordinary Rate of 0.226235 cents in the dollar on the value of all rateable land that falls within the 'business' category of Strathfield Council and subject to a base rate of \$401.20 in respect of each separate parcel of rateable land.

The above rates in the dollar include the Rate Pegging Limit of 2.6% as set by IPART.

IPART rate calculations are based on land valuations with a base date of 1 July 2019, provided by the Valuer General. Interest is charged on all overdue rates and annual charges in accordance with section 566(3) of the Local Government Act.

Interest is to be charged on overdue rates and domestic waste management charges in accordance with s.566 (3) of the Act. The maximum interest rate is set by the Minister for Local Government and will be charged at a rate of 7.5% per annum and calculated on a daily basis for the 2020-2021 financial year.

Land Value	Type of Rate	No	\$	%
10,723,185,280	Residential	16,309		
	Base amount		401.20	50.00
	Cents in dollar		0.060033	50.00
	TOTAL		13,085,708	100%
2,374,915,856	Business	100		
	Base amount		401.20	7.59
	Cents in dollar		0.226235	92.41
	TOTAL		5,814,234	100%
	TOTAL	17,409	18,899,942	

Rate and Charges Reductions for Eligible Pensioners

Council provides for rate reductions to eligible pensioners who are holders of a Pensioner Concession Card, up to a maximum of \$250.00. Council resolved (minute 132/713) that eligible pensioners and Commonwealth Seniors Health Care Card Holders be exempted from the Stormwater Management Service Charge.

Rate Installments

- Rate installments will be due on the following dates:
- First rate instalment due on 31 August 2020
- Second rate instalment due on 30 November 2020
- Third rate instalment due on 28 February 2021
- Fourth rate instalment due on 31 May 2021

Carrying out work on Private Land

Under the provisions of s.67(1) of the Local Government Act 1993, Council may, by agreement with the owner or occupier of any private land, carry out on the land any kind of work that may be lawfully carried out on the land.

Any work carried out in this regard will be done on a full cost recovery (user pays) basis including design, supervision and staff overheads.

Council may, on request or by agreement with the owner or occupier of land, or pursuant to an order or notice issued under the Local Government Act 1993 or other relevant legislation, carry out any kind of work on the land which may lawfully be carried out on that land.

The types of works are, but not limited to, the following:

- Road construction
- Kerbing and guttering
- Paving
- Fencing
- Landscaping
- Land clearing and fire hazard reduction or removal
- Demolition and excavation
- Building inspection
- Trade waste
- Giving effect to, or compliance with, an order issued pursuant to Section 124 of the Local Government Act 1993. The amounts or rates to be charged, together with applicable GST, shall be the actual cost to Council, plus on-costs and subject to resolution of Council.

Domestic Waste Management Charges

The full cost of providing a domestic waste management service, including general garbage, recycling, and household clean up must be met from specific fees and charges payable by owners of rateable properties. The domestic waste management service charge includes the full cost of administration, service provision, State Government levies and tipping fees.

Section 496 of the Local Government Act 1993 provides that:

- A council must make and levy an annual charge for the provision of domestic waste management services for each parcel of rateable land for which the service is available.
- A council may make an annual charge for the provision of a domestic waste management service for a parcel of land that is exempt from rating if:
 - (a) the service is available for that land, and
 - (b) the owner of that land requests or agrees to the provision of the service to that land, and

Strathfield Council

100

(c) the amount of the annual charge is limited to recovering the cost of providing the service to that land.

Section 502 of the Act provides that a charge may also be made for the actual use of the service, in addition to the availability charge stipulated under Section 496. As per Section 504, councils cannot apply income from an ordinary rate towards the cost of providing a domestic waste management service, and income obtained from domestic waste charges must be calculated so they do not exceed the cost to council of providing those services.

Council faces a number of challenges both economic and environmental, in providing these services.

The Local Government Act 1993 requires Council to recover the full cost of providing the Domestic Waste Management Service. This resulted in a proposed charge of \$160 for 2020-2021.

2020-2021 Domestic Waste Management Service Charges

Service	Cost (\$)
Minimum service	760
Additional service - 120L Garbage	760
Additional service - 240L Garden vegetation	Free
Additional service - 240L Recycling	Free

Stormwater Management Service Charge

Council has established a Stormwater Management Service Charge to ratepayers used to fund capital and recurrent costs associated with stormwater management programs.

The Stormwater Management Service Charge is made in accordance with legislation allowing Councils to charge a Stormwater Management Service Charge (Local Government Amendment (Stormwater) Act 2005 and amendments to the Local Government (General) Regulation 2005).

The purpose of the charge is to allow Council the option to raise additional revenue to cover some or all of the costs of providing new or additional stormwater management services within a catchment, suburb or local government area. The charge provides a reliable revenue source for stormwater works in regard to publicly notified programs set out in the Operational Plan.

All funding collected must be applied to stormwater management projects, which can include:

- Mainstream flood mitigation works
- Local drainage and overland flow path upgrades
- Urban drainage renewal
- Water quality infrastructure
- Stormwater maintenance
- Studies or investigations to identify appropriate works
- Enhanced pipe drainage maintenance

Opportunities for grant funding will continue to be sought to supplement existing available funding and existing service levels from general revenue will be maintained

The maximum amount of a stormwater charge that Council proposes to charge is \$25.00 for a single residential property. A pro-rata charge will apply to commercial land or strata units capped at \$25.00 per 350m²

The charge will be used to recover the cost of providing new or additional stormwater management services to eligible land. The following charges are to be made for 2020/2021

Land categorised as residential	\$25.00	For a single residential dwelling
Residential strata lots	\$12.50	For each strata unit
Residential flats, community title, tenants-in-common residential units	\$12.50	For each flat/unit
Land categorised as Business	\$25.00	Plus an additional \$25.00 for each 350 square metres or part of 350 square metres by which the area of the parcel of land exceeds 350 square metres up to a maximum charge of \$200.00
Business Strata Lots, Business Company Title	\$5.00	Minimum \$5 or the relevant portion of the maximum annual charge that would apply to the strata scheme if it were a parcel of land subject to the land categorised as business charge of \$200

The estimated income from the charge is approximately \$342,448 (excluding Pensioner rebates).

National Competition Policy

National Competition Policy and the principles of competitive neutrality apply to Council business activities. Council is required to identify those business activities in accordance with the guidelines set down by the Office of Local Government.

Category 1 businesses are those with an annual gross operating income greater than \$2 million.

Based on Council's annual financial statements, the following activities have a turnover of \$2 million or more, and are therefore classified as Category 1 business activities:

Domestic Waste Management

Category 2 Businesses are those with an annual gross operating income less than \$2 million. The following activities are classified as Category 2 business activities:

- NIL

Pricing Policy and Principles for Council Fees and Charges

In accordance with Section 608 of the Local Government Act 1993 and other relevant legislation, Council charges and recovers approved fees and charges for services it provides.

The 2020-2021 Fees and Charges Schedule is issued as an attachment to this plan.

The fees and charges are generally intended to be imposed on the following services provided by Strathfield Council under the Local Government Act or any other Act or regulations. This can include:

- supply of a product, service or commodity
- giving information
- providing a service in connection with the exercise of the council's regulatory functions, including receiving an application for approval, granting an approval, making an inspection and issuing a certificate
- inspection of premises associated with commercial activity or building approval or compliance
- allowing admission to any building or enclosure
- possession, occupation or enjoyment of a rail, pipe, wire, pole, cable, tunnel or structure laid, erected, suspended, constructed or placed on, under or over a public place (s.611 Local Government Act)
- allowing use or benefit from Council's assets and facilities etc
- fees for business activities (s.610A Local Government Act)

In cases where the amount of fees and charges for service is determined under another Act or regulatory bodies, Council will apply the amount determined under the other Act or Regulation such as Environmental Planning and Assessment Act 1979 and Companion Animals Act 2008

In determining the amount of fees and charges, Strathfield Council shall consider the following factors:

- the cost of providing the service
- the importance or benefit of the service to the community
- prices fixed by the relevant industry bodies
- any factors specified in the Local Government regulations

In accordance with the Section 600D of the Local Government Act 1993, Council charges a higher fee or an additional fee for an expedited serviced provided, for example, in case of urgency. In accordance with Section 600E of the Local Government Act 1993, Council may provide for reductions in the cost of use of Council facilities in accordance with Council policy.

All of Council's fees and charges not subject to statutory controls are reviewed on an annual basis prior to finalisation of Council's annual operating budget. However, in special circumstances, fees and charges can be reviewed and approved by Council in accordance with the Local Government Act 1993 and Regulations.

In accordance to Section 610F of the Local Government Act 1993, Strathfield Council will give public notice for at least 28 days of changes in fees and charges already adopted or any new fees and charges.

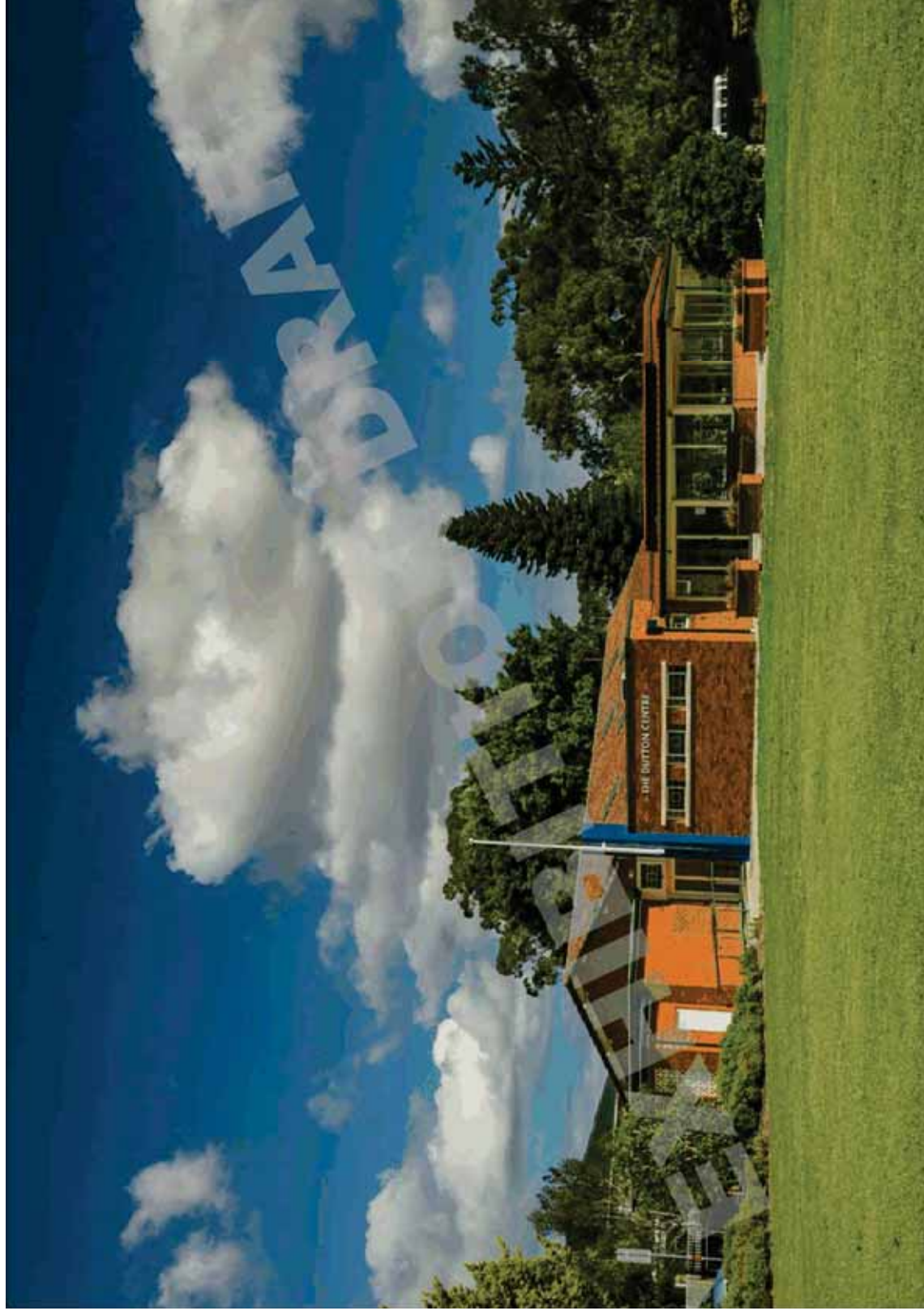
The predominant consideration in reviewing Council's fees and charges is recovery of the cost of providing the service.

Goods and Services Tax (GST)

The Goods and Services Tax (GST) applies to a number of goods and/or services supplied by Council. Those goods and/or services subject to GST have been identified in Council's Schedule of Fees and Charges, and in accordance with the legislation, the prices shown for those goods and/or services are the GST inclusive price.







Fees and Charges 2019-2020

TABLE OF CONTENTS

Strathfield Municipal Council	206	Events & Filming	237	Civic & Urban Services	255
Development Control	206	1. Events	237	1. Parking	255
1. Development Applications	206	2. Filming	238	2. Restorations	255
2. Construction Certificates	213	Community Services	239	3. Working Permits (including works related to DA/CDC)	257
3. Complying Development Certificates	214	Activities & Programs	239	4. Traffic Control	258
4. Building Certificates	215	Hall Hires	240	5. Inspection & Compliance	259
5. Planning Certificates	216	1. Hall Hire Application	240	6. Miscellaneous	259
6. Occupation Certificates	216	2. Strathfield Town Hall	240	Waste & Recycling	261
7. Inspection Fees	217	3. Strathfield Community Centre	241	1. Domestic Waste Management	261
8. Security Deposits	218	4. Library Meeting Rooms	241	2. Other	261
9. Tree Pruning	219	5. Dutton Centre	242	Other Business Undertakings	262
10. Miscellaneous Applications	220	6. Community Facilities Frequent Hire	243	Classifications Keys	263
11. Other Fees	221	Library	244	Pricing Principles	263
Strategic Planning	225	1. Library Services	244		
1. Assessment of Planning Proposals	225	2. Activity Services	245		
2. Other Fees	227	Art Gallery	246		
Environmental Health & Compliance	229	Nursery	247		
1. Fire Safety	229	1. Community Gardens	247		
2. Environmental Health	229	Parks & Reserves	248		
3. Regulatory	232	1. Sportsfield Seasonal Hire	248		
Corporate & Governance	234	2. Sportsfield Casual Hire	250		
1. Rates & Finance Services	234	3. Park Access	252		
2. Business Use of Council's Footpath/Street	234	4. Hudson Park Golf	254		
3. Access to Information	235				
4. Other	236				

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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Strathfield Municipal Council

Development Control

1. Development Applications

NOTE: All development applications involving costs of such development in excess of \$50,000 are required to pay for the planning reform ("PlanFirst") fee calculated as $P = (\$0.64 \times E / 1000)$ - \$5, to the Department of Planning, where P = amount payable, and E = estimated cost of such development.

Development involving erection of buildings (including temporary structures), the carrying out of work, demolition of a work or a building

Up to \$5,000	\$110.00	N	Statutory
\$5,001 – \$50,000	\$170 plus additional \$3.00 for each \$1,000 or part thereof	N	Statutory
\$50,001 – \$250,000	\$352 plus additional \$3.64 for each \$1,000 or part thereof by which the estimated cost exceeds \$50,000	N	Statutory
\$250,001 – \$500,000	\$1,160 plus an additional \$2.34 for each \$1,000 or part thereof by which the estimated cost exceeds \$250,000	N	Statutory
\$500,001 – \$1,000,000	\$1,745 plus additional \$1.64 for each \$1,000 or part thereof by which the estimated cost exceeds \$500,000	N	Statutory

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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Development involving erection of buildings (including temporary structures), the carrying out of work, demolition of a work or a building [continued]

\$1,000,001 – \$10,000,000		\$2,515, plus additional \$1.44 for each \$1,000 or part thereof by which the estimated cost exceeds \$1,000,000	N	Statutory
More than \$10,000,000		\$15,875 plus additional \$1.13 for each \$1,000 or part thereof by which the estimated cost exceeds \$10,000,000	N	Statutory
Development involving the erection of a dwelling house or dwelling alterations with an estimated construction cost of less than \$100,000	per application	\$455.00	N	Statutory
Development not involving the erection of a building (including temporary structures), the carrying out of a work, the subdivision of land or the demolition of work or a building (change of use, including the use of a building as a POPE)	per application	\$285.00	N	Statutory

Development involving the subdivision of land

NOTES:

1. Subdivision of land includes a plan of subdivision under Section 195 of the Conveyancing Act 1919 or a strata plan of subdivision
2. All development applications involving costs of such development in excess of \$50,000 are required to pay for the planning reform ("PlanFirst") fee calculated as $P = (\$0.64 \times E / 1000) - \5 , to the Department of Planning, where P = amount payable, and E = estimated cost of such development

Subdivision Involving Opening of a Public Road		\$665 plus \$65/additional lot created	N	Statutory
Subdivision Not Involving the Opening of a Public Road		\$330 plus \$53/additional lot created	N	Statutory
Strata Subdivision		\$330 plus \$65/additional lot created	N	Statutory
Subdivision Certificate Fee (Release of plan)		\$540.00	N	Statutory
Where no new lots are proposed, ie. simple common boundary adjustments and consolidation (non Legislative)		\$825.00	N	Statutory
Linen Checking Fee		\$880.00	N	Statutory

Strathfield 2010 Draft Community Strategic Plan

207

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
Development Involving the subdivision of land [continued]					
Resigning Subdivision Plans by Chief Executive Officer, General Manager or Authorised Officer		\$880.00	\$880.00	N	Statutory
Integrated Development					
Administration Fee		\$140.00	\$140.00	N	Statutory
Approval Fee to each approval body	per approval body	\$320.00	\$320.00	N	Statutory
Designated Development					
Designated Development Fee (\$920 plus any other DA scale fee in this schedule)		\$920.00	\$920.00	N	Statutory
Submission of Amended Plans – prior to determination of development application					
Amendment Fee		50% of original fee PLUS advertising fee if re-advertising is required - refer to Section 9 "Advertising Fees"		N	b

Modification of a Development Consent (Section 4.55) – after consent has been issued

NOTES

1. No fee charged if agreed council error
2. An additional fee for notification of the modification application may apply (refer to "Advertising Fees")

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
Modification under Section 4.55(1)					
Modification involving a correction of a minor error, misdescription or miscalculation under Section 4.55(1)		\$71.00	\$71.00	N	Statutory
Modification under Section 4.55(1A) or 4.56(1) (modifications of minor environmental impact)		\$645 or 50% of the original fee, whichever is the lesser amount		N	Statutory
Modification under Section 4.55(2) or 4.56(1)					
'a) If the original development application fee was less than \$100					
Modification Fee		50% of the original fee		N	Statutory
'b) If the original development application fee was \$100 or more					
For applications not involving the erection of buildings (including temporary structures), the carrying out of a work or the demolition of work or a building (change of use, including the use of a building as a PoPE)		50% of the original fee		N	Statutory
Development involving erection of buildings (including temporary structures), the carrying out of work, demolition of work or a building with an estimated cost of construction of \$100,000 or less plus an additional amount if notice of the application is required to be given under Section 4.55(2) or 4.56(1) of the Act.		\$190.00	\$190.00	N	Statutory
		\$665.00	\$665.00	N	Statutory
'c) Any other cases other than (a) and (b) above					
Up to \$5,000		\$55.00	\$55.00	N	Statutory
\$5,001 – \$250,000		\$85 plus an additional \$1.50 for each 1,000 or part thereof		N	Statutory

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
(c) Any other cases other than (a) and (b) above [continued]					
\$250,001 – \$500,000		\$500 plus an additional \$0.85 for each 1,000 (or part thereof) by which the estimated cost exceeds \$250,000		N	Statutory
\$500,001 – \$1,000,000		\$712 plus an additional \$0.50 for each 1,000 (or part thereof) by which the estimated cost exceeds \$500,000		N	Statutory
\$1,000,001 – \$10,000,000		\$987 plus an additional \$0.40 for each 1,000 (or part thereof) by which the estimated cost exceeds \$1,000,000		N	Statutory
More than \$10,000,000		\$4,737 plus an additional \$0.27 for each 1,000 (or part thereof) by which the estimated cost exceeds \$10,000,000		N	Statutory

Review of a Development Determination (Division 8.2)

NOTES

1. This must be determined within 6 months after the date the determination is issued.
2. An additional fee for notification of the application may apply (refer to "Advertising Fees").

(a) For applications not involving erection of buildings (including temporary structures), the subdivision of land, the carrying out of work, demolition of work or a building (change of use, including the use of a building as a PoPE).

Review Fee		N	Statutory
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Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
(b) Development involving erection of buildings (including temporary structures), the carrying out of work, demolition of work or a building with an estimated cost of construction of \$100,000 or less					
Review Fee		\$100.00	\$100.00	N	Statutory
(c) Any other cases other than (a) and (b) above					
Up to \$5,000		\$55.00	\$55.00	N	Statutory
\$5,001 – \$250,000		\$85, plus an additional \$1.50 for each 1,000 (or part thereof) of the estimated cost	\$55.00	N	Statutory
\$250,001 – \$500,000		\$500, plus an additional \$0.85 for each 1,000 (or part thereof) by which the estimated cost exceeds 250,000		N	Statutory
\$500,001 – \$1,000,000		\$712, plus an additional \$0.50 for each 1,000 (or part thereof) by which the estimated cost exceeds 500,000		N	Statutory
\$1,000,001 – \$10,000,000		\$987, plus an additional \$0.40 for each 1,000 (or part thereof) by which the estimated cost exceeds 1,000,000		N	Statutory
More than \$10,000,000		\$4,737, plus an additional \$0.27 for each 1,000 (or part thereof) by which the estimated cost exceeds 10,000,000		N	Statutory

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
Advertising Fees					
(a) Advertised Development		\$1,105.00	\$1,105.00	N	Statutory
(b) Designated Development		\$2,220.00	\$2,220.00	N	Statutory
(c) Prohibited Development		\$1,105.00	\$1,105.00	N	Statutory
(d) Integrated Development		\$1,105.00	\$1,105.00	N	Statutory
(e) Development for which Consolidated DCP 2005 requires notice to be given other than (a), (b), (c) or (d) above		\$1,105.00	\$1,105.00	N	Statutory
(f) Modification of a Development Consent (Only if previously advertised or required by Consolidated DCP 2005 Part L to be notified)		\$690.00	\$690.00	N	Statutory
(g) S8.2A Review		\$620.00	\$620.00	N	Statutory
Development for the purpose of one or more advertisements					
DA Advertising Sign		\$277.00	\$277.00	N	f
Each Additional Sign		\$100.00	\$100.00	N	f
Notification Fees					
Up to \$5,000		\$300.00	\$305.00	N	b
\$5,001 – \$100,000		\$330.00	\$335.00	N	b
\$100,001 – \$500,000		\$330 plus an additional \$0.80 for each 1,000 (or part thereof) by which the estimated cost exceeds \$100,000	\$330 plus an additional \$0.80 for each 1,000 (or part thereof) by which the estimated cost exceeds \$100,000	N	b
\$500,001 – \$9,999,999		\$560 plus an additional \$0.50 for each 1,000 (or part thereof) by which the estimated cost exceeds \$500,000	\$560 plus an additional \$0.50 for each 1,000 (or part thereof) by which the estimated cost exceeds \$500,000	N	b

Strathfield Council

112

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
Notification Fees [continued]					
Greater than \$10,000,000		\$4,700 plus an additional \$0.50 for each 1,000 (or part thereof) by which the estimated cost exceeds \$10,000,000		N	b

2. Construction Certificates

NOTES:

1. Construction Certificate fees are in addition to the required development application fee.
2. A discount of 10% will be given on the Construction Certificate fee but only if lodged at the same time as the development application.
3. The Construction Certificate application shall be accompanied by working drawings, building specifications and engineering plans (where relevant).

Application of a Construction Certificate

Class 1 & 10 Buildings

Valued up to \$50,000	\$2,075.00	\$2,075.00	Y	d
Valued between \$50,001 – \$500,000	\$3,075.00	\$3,075.00	Y	d
Valued between \$500,001 – \$1,000,000	\$4,075.00	\$4,075.00	Y	d
Valued more than \$1,000,000	\$5,075.00	\$5,075.00	Y	d

Class 2 – 9 Buildings

Valued up to \$100,000	\$3,495.00	\$3,495.00	Y	d
Valued between \$100,001 – \$500,000	\$5,495.00	\$5,495.00	Y	d
Valued between \$500,001 – \$1,000,000	\$6,995.00	\$6,995.00	Y	d
Valued at greater than \$1,000,000	Quote will be provided		Y	d

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
Subdivision Works					
Valued up to \$100,000	per unit or lot	\$774.00	\$780.00	Y	d
Valued between \$100,001 – \$500,000	per unit or lot	\$1,649.00	\$1,650.00	Y	d
Valued between \$500,001 – \$4,000,000	per unit or lot	\$3,095.00	\$3,100.00	Y	d
Valued at greater than \$4,000,001		Quote will be provided		Y	d
Construction Certificate Applications Involving a Building Code of Australia Alternative Solution					
Application Fee					
		Relevant application fee PLUS \$4,500 minimum. Additional charges may be levied to recover council's costs in more complicated assessments at the rate of \$364/hour or part thereof. Such charges will be as determined by the Group Manager Planning & Environment in consultation with the applicant.		Y	d
Modification of a Construction Certificate					
Modifications to Dwellings or Outbuildings		\$990.00	\$990.00	Y	d

3. Complying Development Certificates

Application of a Complying Certificate

Estimated Cost

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
Application of a Complying Certificate [continued]					
Up to \$5,000		\$1,110.00	\$1,110.00	Y	d
\$5,000 – \$100,000		\$832 PLUS \$3,634/1,000 for the amount greater than \$5,000		Y	d
\$100,000 – \$250,000		\$946 PLUS \$2,591/1,000 for the amount greater than \$100,000		Y	d
More than \$250,000		\$1,224 PLUS \$1,041/1,000 for the amount greater than \$250,000		Y	d

Submission of Amended Plans – prior to determination of complying development certificate application

Submission Fee	50% of original application fee	Y	d
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Modification/Cancellation of a Complying Certificate (Section 4.30) – after certificate has been issued

Modification / Cancellation Fee	75% of original application fee	Y	d
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4. Building Certificates

Building Certificates

Class 1 & 10 Buildings

Application for each dwelling contained in building or in any other building on the allotment.	\$250.00	\$250.00	N	Statutory
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Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
Any Other Class of Buildings					
Up to 200 m ²		\$250.00	\$250.00	N	Statutory
Between 200 m ² and 2,000 m ²		\$250 plus 50 cents/m ² over 200 m ²		N	Statutory
Greater than 2,000 m ²		\$1,165 plus 75 cents/m ² over 2,000 m ²		N	Statutory
Where application relates to external wall or does not have a floor area		\$250.00	\$250.00	N	Statutory
Other					
Additional Inspection before issuing a building certificate if necessary	per inspection	\$90.00	\$90.00	N	Statutory
Copy of Building Certificate with owner's consent		\$13.00	\$15.00	N	d
5. Planning Certificates					
Section 10.7(2)		\$53.00	\$53.00	N	Statutory
Section 10.7(2) & (5)		\$133.00	\$133.00	N	Statutory
Section 10.7 Certificate – Urgent Processing Fee (plus above fee)		\$153.00	\$153.00	N	Statutory
6. Occupation Certificates					
Occupation Certificate for a New Building					
Where Council nominated as the PCA, has inspected the building works during construction and an inspection package is purchased from Council		\$581.00	\$590.00	Y	d
Where Council has not inspected the works or done the critical stage inspection		\$6,995 minimum (quotes will be provided)		Y	d

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
Occupation Certificates for a Change of Building Use (where no building works are proposed)					
Up to 200 m ²		\$350.00	\$350.00	Y	d
Between 200 m ² and 2,000 m ²		\$350.00	\$350.00	Y	d
Greater than 2,000 m ²		\$650.00	\$650.00	Y	d

7. Inspection Fees

NOTES

1. Inspection fees are payable in addition to the construction certificate or complying development certificate application fee where Council has been nominated as the Principal Certifying Authority (PCA).
2. Council inspection packages include the cost of all necessary inspections and the issue of one Occupation Certificate for all Building Classes, except Class 1a Dwellings, or Class 10a & 10b Buildings.
3. There will be no refund of package fees where the applicant or builder has failed to provide Council with any or adequate notice of the need to carry out progress inspections.

General

Building Inspection Fees (for building categories not specifically mentioned in this table)

	\$250.00	Y	d
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Multi-Unit Housing

Townhouses or Villas	per unit	\$350.00	\$350.00	Y	d
Flats	per unit	\$350.00	\$350.00	Y	d

Commercial/Industrial Buildings

New Commercial/Industrial Buildings (up to 2,000 m ²)		\$850.00	\$850.00	Y	d
New Commercial/Industrial Buildings (over 2,000 m ²)		\$2,150.00	\$2,150.00	Y	d

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
Other					
Change of Use (no building work)	per inspection	\$350.00	\$350.00	Y	d
Re-inspection Fee (for defective work or not ready at time of inspection, fee must be paid before final clearance)		\$250.00	\$250.00	Y	d
Cancellation Fee			Sum of fee	Y	d

8. Security Deposits

Estimated Cost

Damage Security Deposit

Up to \$5,000	\$260.00	\$260.00	N	b
\$5,001 – \$10,000	\$330.00	\$330.00	N	b
\$10,001 – \$15,000	\$430.00	\$430.00	N	b
\$15,001 – \$25,000	\$630.00	\$630.00	N	b
\$25,001 – \$50,000	\$1,330.00	\$1,330.00	N	b
\$50,000 – \$100,000	\$2,700.00	\$2,700.00	N	b
\$100,001 – \$250,000	\$5,200.00	\$5,200.00	N	b
\$250,001 – \$500,000	\$8,100.00	\$8,100.00	N	b
\$500,001 – \$1,000,000	\$12,200.00	\$12,200.00	N	b
\$1,000,001 – \$2,000,000	\$15,000.00	\$15,000.00	N	b
\$2,000,001 – \$3,000,000	\$18,000.00	\$18,000.00	N	b
\$3,000,001 – \$4,000,000	\$21,000.00	\$21,000.00	N	b
\$4,000,001 – \$5,000,000	\$24,000.00	\$24,000.00	N	b
\$5,000,001 – \$6,000,000	\$27,000.00	\$27,000.00	N	b
\$6,000,001 – \$7,000,000	\$30,000.00	\$30,000.00	N	b
\$7,000,001 and above	\$33,000.00	\$33,000.00	N	b

Strathfield Council

118

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
Tree Bonds (per tree):					
Under 5 metres high		\$3,000.00	\$3,060.00	N	b
5 metres – 10 metres high		\$10,400.00	\$10,260.00	N	b
10 metres – 15 metres high		\$20,400.00	\$20,400.00	N	b
15 metres – 20 metres high		\$30,000.00	\$30,600.00	N	b
Over 20 metres high		\$40,000.00	\$40,800.00	N	b
Significant Trees: up to 50 years old & 50 – 100 years old		\$50,000.00	\$51,000.00	N	b
Administration Fee of Bond Deposit & Bank Guarantee					
Builders Damage Deposit	per application	\$127.00	\$130.00	N	d
Tree Bond	per application	\$127.00	\$130.00	N	d
Bank Guarantee up to \$50,000 (not refundable)		\$154.00	\$160.00	N	b
Bank Guarantee greater than \$50,000 (not refundable)		\$160 plus additional 0.02% of the Value of the Bank Guarantee		N	b
9. Tree Pruning / Removal					
DA Tree Removal Notification		\$295.00	\$300.00	N	b
Development Application for Tree Removal		\$110.00	\$115.00	N	b
Tree – Review of Determination		\$220.00	\$225.00	N	b
Tree Pruning Application		\$133.00	\$143.00	N	b
Extension of Approved Tree Work		\$53.00	\$55.00	N	b

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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10. Miscellaneous Applications

Outstanding Notices (Section 735A & 121ZP)

NOTE: Joint fee is charged for both applications

Section 121ZP of the EPA Act 1979		\$153.00	\$153.00	N	Statutory
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(Relates to Outstanding Notices and Orders relevant to development and building activities that would be notified by Council under EPA Act)

Section 735A of the LG Act 1993		\$153.00	\$153.00	N	Statutory
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(Relates to Outstanding Notice, Order, direction or Demand but only to those matters issued under the LG Act.)

Section 68 Application

Install a manufactured home, moveable dwelling or associated structure on land		\$220.00	\$220.00	N	Statutory
Install or operate an amusement device		\$374.00	\$374.00	N	Statutory
For All Other Activities Requiring Approval under Section 68 (eg. carry out water supply, sewerage connection, stormwater drainage work, install temporary structure or public activities/meetings on Council land & Roads)		\$220.00	\$220.00	N	Statutory
Review of a Determination of Activity Application (Section 100)		\$114.00	\$114.00	N	Statutory
Amendment of an Activity Approval (Section 106)		\$187 or 50% of original fee, whichever is greater		N	Statutory
Extension of an Activity Approval (Section 107)		50% of original fee to a maximum of \$150		N	Statutory

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
Section 88G Certificates					
Certificate under S88G of Conveyancing Act – no inspection		\$10.00	\$10.00	N	Statutory
Certificate under S88G of Conveyancing Act – requiring inspection		\$35.00	\$35.00	N	Statutory
11. Other Fees					
Registration Fee for Certificates Issued by External PCA					
Registration Fee for Lodgement of Certificates Issued by External PCA (CDC, CC, OC, compliance and subdivision certificate)		\$36.00	\$36.00	N	Statutory
Principal Certifying Authority Signs		\$25.00	\$25.00	Y	d
Development Application Site Notices		\$189.00	\$189.00	Y	d
Refund of Withdrawn Applications (prior to determination)					
Where no assessment done		Refund 50% of original fee		N	d
If assessment partially done		Refund 20% of original fee		N	d
Professional Services Charges					
Professional Officer Charge Rate (not referred to specifically elsewhere)	per hour	\$250.00	\$250.00	Y	f
This fee applied to call outs for pollution outbreaks, compliance certificates, construction certificates, development application assessments, fire safety surveys of buildings, written professional advice, other specialised services and those associated with related council programs.					
DA Pre-lodgement Application					
Dwelling Houses < \$1,000,000	per meeting	\$150.00	\$250.00	Y	f
Dwelling Houses > \$1,000,000	per meeting	\$250.00	\$500.00	Y	f

Strathfield 2030 Draft Community Strategic Plan

22

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
DA Pre-lodgement Application [continued]					
Minor Commercial / Industrial	per meeting	\$300.00	\$700.00	Y	F
Multi-unit Residential, Commercial / Industrial Development	per meeting	\$900.00	\$1,200.00	Y	F
Refer to Review Panel					
Additional Fee – Residential Apartment Development referred to a design review panel		\$3,000.00	\$3,000.00	N	F
Additional Fee – Redevelopment referred to a design review panel		\$3,000.00	\$3,000.00	N	F
Additional Fee for referral to an independent professional expert where applications with significant impact on the built, social and natural environments				N	F
Scanning of Plans					
NOTE: Scanning Fee required when lodgement of DA Plans, Complying Development Applications and Unauthorised Works Applications					
Estimated Cost					
\$0 – \$150,000		\$85.00	\$85.00	N	F
\$150,001 – \$300,000		\$105.00	\$105.00	N	F
\$300,000 – \$500,000		\$155.00	\$155.00	N	F
\$500,001 – \$1,000,000		\$305.00	\$305.00	N	F
\$1,000,001 or more		\$605.00	\$605.00	N	F
Stamping of Plans					
Up to 2 Plan Sets			Free	N	F
Additional Set	per set	\$70.00	\$70.00	N	F
CD with NOD and Stamped Plans	per CD	\$30.00	\$30.00	N	F

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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Information Requests

Information Request involving staff research or a written response (with owner's consent)
(minimum charge 1 hour, exact fee will be dependant upon staff time involved)

	per hour	\$125.00	\$150.00	N	b
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Sale of Building Development Approvals Records

Sale of Building and Development Approvals Records (per year)

		\$1,061.00	\$1,061.00	N	f
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Sale of Building and Development Approval Records (per month)

		\$107.00	\$107.00	N	f
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Builders Indemnity Insurance

Construction Certificates and Complying Development Certificates cannot be issued unless the applicant provides a Certificate of Insurance issued by an approved insurer under the Home Building Act 1989.

Persons who wish to do building work on their own home may apply to the Department of Fair Trading for an owner-builder permit where:

- (a) the cost of the work exceeds 5,000;
 - (b) the work relates to a single dwelling – house or dual occupancy; and
 - (c) the work requires development consent or is complying development.
- An owner-builder who sells their dwelling within 7 years of completion of the work must take out home warranty insurance.

Works valued less than \$12,000 value, no insurance is required when carried out by a licensed builder.

Long Service Levy

For building or subdivision works that exceed a value of \$25,000, payment of the Long Service Levy to the Long Service Levy Payments Corporation is required prior to Council (or an accredited certifier) issuing the Construction or Complying Development Certificate.

Council acts as an agent for collection of this levy. The amount payable is currently fixed at 0.35% of the total cost of the work and is GST exempt.

Fees and Charges 2020-2021					
Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
Development Contribution Plans					
Refer to Section 7.11 & 7.12 Contribution Plans.					
• Direct Development Contributions Plan 2010-2030 (effective 27 September 2016) • Indirect Development Plan (effective 3 September 2010) • Strathfield Value Sharing Contributions Policy					
Other Works related to Development Controls					
Other works related to Development Controls, for example Road Opening Permit, Work Zone, Hoarding etc, refer to the details under "Civl & Urban Services"					
EXHIBITION DRAFT					
Strathfield Council					
24					

Fees and Charges 2020-2021

Name	Unit	Year '19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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Strategic Planning

1. Assessment of Planning Proposals

NOTES:

1. Minor LEP amendment – planning proposal with no map change (ie no zone, FSR or height change);
2. Major Non Complex – located outside the Parramatta Road Corridor, located outside the Planned Precinct, not Industrial zoned land;
3. Major Complex – within the Parramatta Road Corridor and/or Planned Precinct or rezoning proposals related to industrial zoned land.

Pre-Planning Proposal Consultation (prior to the lodgement of the Planning Proposal and mandatory for all applications)

Minor LEP Amendment	\$1,000.00	\$1,000.00	N	\$
Major Non Complex	\$1,500.00	\$2,500.00	N	\$
Major Complex	\$2,000.00	\$4,000.00	N	\$

Stage 1 – Assessment of Planning Proposal (payable on lodgement of PP)

NOTES:

1. Preparation of a planning report to council with recommendations, and where endorsed by Council, the submission of the Department for a Gateway Determination (including submission of additional information to the Department as a result of conditions relating to the Gateway Determination.
2. If the planning proposal does not proceed to Gateway, a refund of a maximum 30% of the Stage 1 fee may apply, subject to Council's discretion).

Minor LEP Amendment	\$10,000.00	\$10,000.00	N	\$
Major Non Complex	\$25,000.00	\$25,000.00	N	\$
Major Complex	\$40,000.00	\$40,000.00	N	\$

Stage 2 – Review and Finalisation

NOTE: Preparation of report post exhibition and finalisation of the documentation to the Department.

Minor LEP Amendment	\$5,000.00	\$5,000.00	N	\$
Major Non Complex	\$10,000.00	\$12,500.00	N	\$

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
Stage 2 – Review and Finalisation [continued]					
Major Complex		\$20,000.00	\$20,000.00	N	f
Advertisement and Notification (payable by applicant upon receipt of Gateway Determination and applicable to all application types)					
Advertisement	per advertisement	\$3,000.00	\$3,000.00	N	f
Notification	per property notified	\$3.00	\$3.00	N	f
Amendments to Development Control Plan					
Request to amend a Development Control Plan – Minor		\$10,000.00	\$10,000.00	N	f
Request to amend a Development Control Plan – Major		\$20,000.00	\$40,000.00	N	f
Preparation of a new site specific Development Control Plan		Full cost recovery	Full cost recovery	N	f
Planning Agreement					
Preliminary Assessment		\$550.00	\$550.00	N	b
Planning Agreement Assessment – Legal Advice, Research, Heads of Agreement Negotiation and Preparation Costs		Full cost recovery	Full cost recovery	N	b
Referral Services					
Referral of Planning Proposal to Design Review Panel		\$3,000.00	\$3,000.00	N	b
Subsequent Referrals to the Design Review Panel		50% of original fee	50% of original fee	N	b
External Urban Design Referral Fee – Planning Proposal and/or DA		Full cost recovery	Full cost recovery	N	b

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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Additional Costs & Expenses

NOTE: For all LEP/DCP amendments (minor, major non-complex or major complex) any additional costs and expenses incurred by Council in undertaking studies, peer reviews and other matters required in relation to the planning proposal are to be paid at cost.

Assessment of additional studies by external consultant, peer review	Full cost recovery	N	b
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Public Hearing (if required)

Public Hearing	Full cost recovery	N	b
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Property & Company Search

Title Search (including administration fee)	\$18.00	\$18.00	N	b
Plan Search (including administration fee)	\$25.00	\$25.00	N	b
Company search (including administration fee)	\$25 or full cost recovery, whichever is the greater		N	b

House Renumbering Application

NOTE: Applications to change the street numbers of a house. Council will if it favourably considers the application issue Order 8 under Section 124 of the Local Government Act 1993. This fee covers the administrative costs involved in assessing the application.

House Renumbering Application Fee	\$550.00	\$550.00	N	b
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2. Other Fees

Certified Copy of Document, Map or Plan (Section 10.8)	\$40.00	\$40.00	N	b
Strathfield Local Environment Plan	\$50.00	\$50.00	N	b
Strathfield Consolidated Development Control Plan 2005 (in folder)	\$150.00	\$150.00	N	b
A3-Size Planning Map (Colour)	\$25.00	\$25.00	N	b

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 6)
2. Other Fees [continued]					
A1-Size Planning Map (Colour)		\$60.00	\$60.00	N	b
A0-Size Planning Map (Colour)		\$100.00	\$100.00	N	b
DCP – Other		\$30.00	\$30.00	N	b
Copy of Indirect and Direct Development Contributions Plan		\$30.00	\$30.00	N	b

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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Environmental Health & Compliance

1. Fire Safety

Fire Safety Inspection Fee

Business Premises (Boarding Houses, Function Centres, Assembly Buildings, etc.)		\$291.00	\$300.00	Y	b
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Fire Safety Statement Registration

Fire Safety Statement Registration – on time		\$127.00	\$130.00	N	d
Fire Safety Statement Registration – late lodgement – up to 1 week		\$1,000.00	\$1,000.00	N	f
Fire Safety Statement Registration – late lodgement – up to 2 weeks		\$2,000.00	\$2,000.00	N	f
Fire Safety Statement Registration – late lodgement – up to 3 weeks		\$3,000.00	\$3,000.00	N	f
Fire Safety Statement Registration – late lodgement – 4 weeks or more		\$4,000.00	\$4,000.00	N	f

2. Environmental Health

Food Premises

Food Premises – Annual Administration Fee (Medium Risk & High Risk)*	per year	\$399.00	\$390.00	N	d
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*Note: Fee to be waived for businesses which have maintained a consecutive Scores on Doors 3-Star rating and above within the current financial year of inspections.

Inspection Fee	per inspection	\$182.00	\$185.00	N	b
School Canteens	annual admin fee including 1 inspection	\$181.00	\$182.00	N	d
Improvement Notice under Food Act 2003		\$335.00	\$330.00	N	Statutory
Food Shop Follow-up Re-inspection Fee	per inspection	\$128.00	\$120.00	N	d

Strathfield 2030 Draft Community Strategic Plan

229

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
Food Premises [continued]					
Mobile Food Vending Vehicles (including Sydney Markets)	registration fee & 1 inspection included	\$225.00	\$225.00	N	d
Temporary Food Stalls Registration Fee	single event	\$80.00	\$80.00	N	d
Temporary Food Stalls Registration Fee (12 months)	multi-events	\$225.00	\$225.00	N	d
Hairstressing/Beauty/Tattooist					
Registration		\$100.00	\$100.00	N	d
Inspection		\$195.00	\$195.00	N	d
Subsequent Inspection		\$130.00	\$130.00	N	d
Boarding House					
Registration		\$200.00	\$200.00	N	d
Inspection		\$500 plus \$60 per room		N	d
Subsequent Inspection		\$300.00	\$300.00	N	d
Cooling Towers					
Registration		\$85.00	\$85.00	N	d
Inspection (1 cooling tower)		\$205.00	\$205.00	N	d
Subsequent Inspection		\$135.00	\$135.00	N	d
Additional Cooling Tower Inspection		\$140.00	\$140.00	N	d
Water Monitoring Public Swimming Pools & Spas					
Registration		\$100.00	\$100.00	N	d

Strathfield Council

330

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
Water Monitoring Public Swimming Pools & Spas [continued]					
Inspection (Including Water Testing)		\$280.00	\$260.00	N	d
Subsequent Inspection		\$130.00	\$130.00	N	d
Private Swimming Pools					
NSW Pool Registration Fee		\$10.00	\$10.00	N	Statutory
Inspection Fee – 1st Inspection (Including Certificate of Compliance)		\$150.00	\$150.00	N	Statutory
Inspection Fee – 2nd Inspection (Including Certificate of Compliance)		\$100.00	\$100.00	N	Statutory
Application for Exemption (under Section 22 of the Swimming Pools Act 1992, Clause 13 Swimming Pool Regulation 2018)		\$75.00	\$75.00	N	Statutory
Resuscitation Charts		\$20.00	\$20.00	Y	d
Application to Install		See DA/CC fees or Complying Development fees if pool is classed as complying development			
Environmental Compliance					
Environment Protection Notice Administration Fee (eg. clean up notice, prevention notice, compliance cost notice)		\$550.00	\$563.00	N	Statutory
Environmental Compliance Audit Inspection Fee		\$290.00	\$300.00	N	b
Environmental Compliance Audit Re-inspection		\$125.00	\$130.00	N	b
Compliance Cost Notice	per issue of an order	\$500.00	\$500.00	N	Statutory

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 6)
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3. Regulatory

Management of Animals

NOTE: When seeking a reduction in the prescribed fee, proof of circumstances must be shown.

Desexed Animal		\$58.00	\$58.00	N	Statutory
Non-desexed Animal		\$210.00	\$210.00	N	Statutory
Desexed Animal owned by Pensioner		\$25.00	\$25.00	N	Statutory
Animals owned by Registered Breeders		\$58.00	\$58.00	N	Statutory
Pound/Shelter Desexed Animal		\$25.00	\$25.00	N	Statutory
Compliance Certificate for Dangerous or Restricted Dogs		\$150.00	\$150.00	N	Statutory
Surrender of Dogs/Cats to Council		\$265.00	\$265.00	N	b

(Owner must sign the prescribed form surrendering rights in the animal per dog or cat.)

Impounding of Animals

Initial Administration Fee		\$100.00	\$100.00	N	b
Maintenance Fees for Impounded Animals		\$45.00	\$50.00	N	b
Return of Stray Dog to Owner (When dog is microchipped and registered)	per dog/cat per day	\$90.00	\$90.00	N	b

Impounding of Motor Vehicles (excluding animals)

Impounding Motor Vehicles		\$300.00	\$300.00	N	b
Release Fee		\$200.00	\$200.00	N	b
Towing Fees		\$200.00	\$250.00	N	b
Storage Fees		\$50.00	\$50.00	N	b

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
Impounding of Others (excluding animals)					
Fees to Release Items Impounded from public places (eg. signs, shopping trolleys, etc)		\$100.00	\$100.00	N	b
Daily Storage		\$30.00	\$30.00	N	b
Contaminated Land					
Preparation of Positive Covenants	per document	\$440.00	\$450.00	N	b
Registration of Land Remediation Notice – carry out category 2 remediation works (clause 16 – SEPP 66)	per notification	\$100.00	\$150.00	N	Statutory
Information furnished from Council's records on enquiry		\$60.00	\$60.00	N	b
Copy of Site Audit Statement		\$60.00	\$60.00	N	b

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 6)
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Corporate & Governance

1. Rates & Finance Services

Rates & Property Inquires

Section 603 Certificate	per application	\$85.00	\$85.00	N	Statutory
Copy of Rates Notice/Instalment Notice/Ownership Letter	per copy	\$20.00	\$20.00	N	b
Statement of Rates Accounts	per property	\$30.00	\$30.00	N	b
Urgent processing Fee (plus above fees) – S603 Certificate, Copy of Rates Notice, Instalment Notice, Ownership Letter, Statement of Account	per application	\$169.00	\$170.00	N	b
Interest on Overdue Rates			7.50%	N	Statutory

Finance Services

Administration Fee on Dishonour Payment to Council (The surcharge by Bank or Australia Post to be added to the Dishonoured Admin Fee as bank fee)	per payment	\$30 plus Bank Fee		N	b
Debtor Late Payment Fee (Non-calls)	per payment	\$55.00	\$55.00	Y	b
Financial Information Request Involving staff research or a written response greater than 1 hour	per hour	\$50.00	\$50.00	Y	b
Credit Card Surcharge (Service Merchant Fee) where underlying fee is a taxable supply		0.7% of total transaction		Y	b
Credit Card Surcharge (Service Merchant Fee) where underlying fee is not a taxable supply	per payment	0.7% of total transaction		N	b

2. Business Use of Council's Footpath/Street

Footpath Display

Application Fee (non-refundable)	per application	\$100.00	\$120.00	N	f
Footpath Display Bond	per application	\$300.00	\$300.00	N	f

Strathfield Council

34

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YF Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
Footpath Display [continued]					
Annual Rental Charge	per square metre	\$90.00	\$100.00	N	†
Approvals – Renewals and Transfers		\$88.00	\$88.00	N	†
Street Dining					
Application Fee (non-refundable)	per application	\$165.00	\$220.00	N	†
Annual Rental Charge – Town Centre *	per square metre	\$300.00	\$300.00	N	†
Annual Rental Charge – Other Centres *	per square metre	\$170.00	\$170.00	N	†
* Note: 10% discount if paid in advance quarterly instalments in full. Pro-rata reimbursement if operation closes business during period.					
Street Dining Bond – Town Centre	per application	\$1,500.00	\$1,500.00	N	†
Street Dining Bond – Other Centres	per application	\$1,000.00	\$1,000.00	N	†
Marking Space on Footpath		\$105.00	\$105.00	N	†
Approvals – Renewals and Transfers		\$103.00	\$103.00	N	†

3. Access to Information

GIPA Act 2009

NOTE: An applicant is entitled to 50% reduction of Processing Charge if Council is satisfied that the applicant is suffering financial hardship and/or there is a special benefit to the public generally.

GIPA Application – Access to Information	per application	\$30.00	\$30.00	N	Statutory
GIPA Internal Review Application	per application	\$40.00	\$40.00	N	Statutory
GIPA Processing of Application by Individual relating to their personal affairs (after first 20 hours of processing only)	per hour	\$30.00	\$30.00	N	Statutory

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
Business Papers					
All Business Paper (Business papers are also available on Council's website and Council's library.)	per year	\$991.00	\$991.00	N	†
Printing & Copying (for public access to documents)					
Notwithstanding the following fee, where it is necessary to incur overtime for Council staff to meet urgent requests for the documents, an additional charge will apply.					
A4 per copy	per sheet	\$1.00	\$1.00	N	b
A3 per copy	per sheet	\$2.00	\$2.00	N	b
A2, A1 per copy	per sheet	\$14.00	\$14.00	N	b
A0 per copy	per sheet	\$21.00	\$21.00	N	b
4. Other					
Leases & Licences Preparation					
Leases & Licence Preparation Fee (excluding community groups)		\$595.00	\$595.00	N	b
Subpoenas Service					
Conduct Money – for one hour		\$105.00	\$105.00	N	b
Conduct Money – for subsequent hours		\$53.00	\$53.00	N	b

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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Events & Filming

1. Events

Major Festivals & Events (Attendance > 5000)

Merchandise Stall Hire (Covered)	per duration of the event	\$420.00	\$235.00	Y	d
Merchandise/Information Site	per duration of the event	\$0.00	\$160.00	Y	d
Corporate Stall Hire (Covered)	per duration of the event	\$620.00	\$620.00	Y	d
Food Stall Hire	per duration of the event	\$520.00	\$310.00	Y	d
Food Site	per duration of the event	\$0.00	\$170.00	Y	d
Food Van Site	per duration of the event	\$760.00	\$310.00	Y	d
Not-for-Profit Stall (covered)	per duration of the event	\$110.00	\$130.00	Y	d
Not-for-Profit Merchandise/Information Site	per duration of the event	\$0.00	\$70.00	Y	d
Power Connection	per duration of the event	\$80.00	\$80.00	Y	d
Cool Room Shelf	per duration of the event	\$90.00	\$90.00	Y	d
Temporary Food Van/Stall Inspection fee	per van/stall	\$70.00	\$70.00	Y	d

Other Council Events and Activities (Attendance < 5000)

Stall Hire (covered)	per duration of the event	\$280.00	\$280.00	Y	d
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Strathfield 2030 Draft Community Strategic Plan

23

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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Other Council Events and Activities (Attendance < 5000) [continued]

Food Site	per duration of the event	\$150.00	\$150.00	Y	d
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2. Filming

NOTE: For fees relating to traffic management or use of community facilities - refer to relevant sections.

Application – Ultra Low in Complexity (conditions as per NSW Filming Protocol 2009)	Free	N	Statutory
Application – Low in Complexity (conditions as per NSW Filming Protocol 2009)	\$150.00	N	Statutory
Application – Medium Impact (conditions as per NSW Filming Protocol 2009)	\$300.00	N	Statutory
Application – High Impact (conditions as per NSW Filming Protocol 2009)	\$500.00	N	Statutory
Major Revisions to a Filming Application	75% of original application fee	N	Statutory

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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Community Services

1. Activities & Programs

Children & Youth Activities

Level 1 Programme	per session	\$6.00	\$7.00	Y	c
Level 2 Programme	per session	\$8.00	\$10.00	Y	c
Level 3 Programme	per session	\$10.00	\$12.00	Y	c

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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Hall Hires

1. Hall Hire Application

Application Fee all Venues (non-refundable)	per application	\$80.00	\$70.00	Y	b
Administration Fee for Amending a Confirmed Booking	per occurrence	\$47.00	\$50.00	Y	b

2. Strathfield Town Hall

Main Hall & Supper Room

Monday-Friday (9am to 5pm)	per hour	\$85.00	\$100.00	Y	d
Monday-Friday (5 pm to midnight)	per hour	\$130.00	\$150.00	Y	d
Weekend or Public Holiday (9am to 5pm)	per hour	\$112.00	\$175.00	Y	d
Weekend or Public Holiday (5pm to midnight, excluding Sundays)	per hour	\$155.00	\$175.00	Y	d

Supper Room

Monday-Friday (9am to 5pm)	per hour	\$55.00	\$75.00	Y	d
Monday-Friday (5 pm to midnight)	per hour	\$100.00	\$120.00	Y	d
Weekend or Public Holiday (9am to 5pm)	per hour	\$80.00	\$140.00	Y	d
Weekend or Public Holiday (5pm to midnight, excluding Sundays)	per hour	\$115.00	\$140.00	Y	d

Supervision (Council Provided)

Monday-Friday (9am to 5pm)	per hour	\$35.00	\$55.00	Y	b
All Other Times	per hour	\$85.00	\$100.00	Y	b
Fee for Non-Insured Hirers	per hire	\$50.00	\$100.00	Y	f

Strathfield Council

240

Fees and Charges 2020-2021

Name	Unit	Year 18/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
Supervision (Council Provided) [continued]					
Bond Fee – Security, Cleaning and Damage > 3 Hours	per hire	\$1,200.00	\$1,200.00	N	d
Bond Fee – Security, Cleaning and Damage < 3 Hours	per hire	\$1,200.00	\$600.00	N	d
3. Bates Street Community Centre					
NOTE: Minimum rate per hour for community rate groups \$3.50/hr.					
Room No 1 Redmyre Room (large room, parquet floor)	per hour	\$70.00	\$75.00	Y	d
Room No 2 Airey Room (carpeted, front building)	per hour	\$45.00	\$50.00	Y	d
Room No 3 Wangal Room (carpeted, rear building)	per hour	\$50.00	\$55.00	Y	d
Fee for Non-Insured Hirers	per hire	\$50.00	\$55.00	Y	d
Bond – Security, Cleaning and Damage	per hire	\$500.00	\$300.00	N	d
Office	per week	\$105.00	\$110.00	Y	d
Storage Cost	per week – per m ²	\$115.00	\$2.00	Y	d

4. Library Meeting Rooms

NOTES

1. Reduced hire rates for approved community groups is per Council's Hire of Community Facilities Policy
2. Rooms can be used for free on the day if available. Times/availability will be given out at Library Front Desk

Ironbark Room

Whole Room	per hour	\$95.00	\$150.00	Y	d
Half Room	per hour	\$50.00	\$75.00	Y	d

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (Incl. GST)	Year 20/21 Fee (Incl. GST)	GST	Pricing Principles (Page 9)
Melaleuca Interview Room					
Whole Room	per hour	\$20.00	\$30.00	Y	d
High Street					
Whole Room	per hour	\$70.00	\$75.00	Y	d
Half Room	per hour	\$50.00	\$55.00	Y	d
After Hours Hire of High Street					
Whole Room	per hour	\$140.00	\$150.00	Y	d
Half Room	per hour	\$75.00	\$80.00	Y	d
Bond – Security, Cleaning and Damage > 3 Hours	per hire	\$500.00	\$500.00	N	d
Bond – Security, Cleaning and Damage < 3 Hours	per hire	\$500.00	\$300.00	N	d
Fee for Non-insured Hirer	per hour	\$50.00	\$50.00	Y	d
5. Dutton Centre					
40 Augusta Street Strathfield					
Activity Area	per hour	\$60.00	\$70.00	Y	d
Office	per hour	\$50.00	\$60.00	Y	d
Meeting Room	per hour	\$20.00	\$30.00	Y	d
Bond – Security, Cleaning and Damage > 3 Hours	per hire	\$500.00	\$500.00	N	d
Bond – Security, Cleaning and Damage < 3 Hours	per hire	\$500.00	\$300.00	N	d
Fee for Non-insured Hirer	per hour	\$50.00	\$50.00	Y	d

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 3)
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6. Community Facilities Frequent Hire

NOTES:

- Regular hirers of Community Facilities may apply for fee relief under the following criteria. Subsidy can be cumulative but has a maximum cap of 95% of the hourly full fee rate.
 - The social or community benefit of the proposed activity may apply for a 40% fee reduction. The subsidy application must clearly illustrate alignment with Council's Community Strategic Plan as being one of Council's community priorities.
 - Organisation is managed on a voluntary basis and has no external funding to support the delivery of the program may apply for a 20% fee reduction.
 - Local benefit to Strathfield LGA residents may apply for a 25% fee reduction, but must have more than 50% of organisation membership, as per complete membership list with address, reside in the Strathfield LGA.
 - Additional 10% reduction will only be given to incorporated organisations and/or clubs providing direct social services to seniors, where 75% of members are residents and/or ratepayers of the LGA and are eligible for pensioner concessions.
- Regular hirers must enter into a Regular User's Facilities Hire Agreement and will be subject to annual reporting of results and compliance with all terms and conditions. Annual proof of entitlement to each subsidy allowed will be required.
- Casual community users of Community facilities may apply for a 50% fee reduction, but must submit their application for subsidy together with their application to hire.

Service & Utilities Annual Fee – Regular Users	per year	\$153.00	\$250.00	Y	c
Service & Utilities Fee – Casual Users (12 Hires or under per annum)	per hire	\$25.00	\$26.00	Y	c

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (Incl. GST)	Year 20/21 Fee (Incl. GST)	GST	Pricing Principles (Page 5)
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Library

1. Library Services

Membership Services

Membership Fee		Free		N	e
Inter Library Loan Fee		\$6.00	\$7.00	Y	c
Inter Library Loan Fee (university libraries)		\$17.00	\$18.00	Y	c

Fines & Late Fees

Lost or Replacement Membership Card		\$5.00	\$6.00	N	b
Lost or Damaged Item		Replacement cost of article or equivalent		N	b
Lost or Damaged Processing Fee		\$10.00	\$12.00	N	b
Lost or Damaged CD/DVD Cases		\$3.00	\$4.00	N	b

Printing and Photocopying

Photocopying & Printing – B&W A4	per sheet	\$0.20	\$0.25	Y	b
Photocopying & Printing – Colour A4	per sheet	\$2.00	\$2.20	Y	b
Photocopying & Printing – B&W A3	per sheet	\$0.40	\$0.45	Y	b
Photocopying & Printing – Colour A3	per sheet	\$4.00	\$4.40	Y	b

Sundry Items

Exam Supervision	each	\$85.00	\$90.00	Y	d
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Strathfield Council

244

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
Sundry Items [continued]					
USB Stick, Earphones etc	per item		Market Price	Y	d
2. Activity Services					
Library Activities					
Level 1 Programme		\$5.00	\$6.00	Y	b
Level 2 Programme		\$8.00	\$10.00	Y	b
Level 3 Programme		\$10.00	\$12.00	Y	b
Level 4 Programme		\$20.00	\$22.00	Y	b

Fees and Charges 2020-2021					
Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 6)
Art Gallery					
Commission on Sale – artist not represented by a gallery		per item	30%	Y	d

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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Nursery

1. Community Garden

NOTE: All plot fees payable July 1, pro rata when joining after September.

Annual Membership Fee	\$50.00	\$55.00	Y	d
Annual Plot Fee (individual)	\$50.00	\$55.00	Y	d
Annual Plot Fee (family / group)	\$60.00	\$65.00	Y	d
Key Deposit (refundable)	\$50.00	\$50.00	N	d

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 9)
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Parks & Reserves

1. Sportsfield Seasonal Hire

NOTES

1. Calendar Year divided between Summer Season (Sept to March) and Winter Season (April to August)
2. Seasonal Hirers have access to sportsfields, change rooms, canteens and lighting.

Hire Application

Application Fee (non-refundable)	per application	\$60.00	\$100.00	Y	d
Bond (including keys)	per application	\$1,020.00	\$1,500.00	N	d

Hire Fee (based on the sports group)

Soccer & Rugby League	per full sized field per hour	\$17.50	\$27.50	Y	d
Cricket	per full sized field per hour	\$20.50	\$30.50	Y	d
Touch Football (2 per field)	per full sized field per hour	\$29.50	\$39.50	Y	d
Basketball & Netball		\$15.00	\$25.00	Y	d
Other Sports	per full sized field per hour	\$18.50	\$28.50	Y	d

Synthetic Field

Seasonal Hire Full Size Field (max participants 22 players)	per full sized field per hour	\$61.00	\$70.00	Y	d
Seasonal Hire Half Size Field	per half sized field per hour	\$31.00	\$50.00	Y	d

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last Yr Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
Flood Lighting Fee					
Lighting Fee	per pitch (additional cost to field hire)	\$0.00	\$35.00	Y	d
Other					
Change of Regular Booking Fee					
Cleaning Fee (additional, as required)	per occurrence	\$46.00	\$46.00	Y	d
Kiosk/Canteen	per occurrence	\$352.00	\$350.00	Y	d
	per day booked for the season	\$323.00	\$330.00	Y	d
Store Room	per week – per m²	\$170.00	\$2.00	Y	d
Pavilion Hire (Airey Park, Cooke Park, Hudson Park)	per hour	\$20.50	\$30.00	Y	d
Pavilion Bond	per application	\$510.00	\$500.00	N	d
Line Marking Fee					
Football Field	per field per occurrence	\$250.00	\$255.00	Y	d
Touch Football Field	per field per occurrence	\$126.50	\$130.00	Y	d
Soccer Field	per field per occurrence	\$250.00	\$255.00	Y	d
Volleyball Court	per court per occurrence	\$126.50	\$130.00	Y	d
Netball Court	per court per occurrence	\$126.50	\$130.00	Y	d
Athletics	per occurrence	\$350.00	\$357.00	Y	d

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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2. Sportsfield Casual Hire

Hire Application

Application Fee – (non-refundable)	per application	\$50.00	\$70.00	Y	d
*Applies to all other parks excluding Basketball/Netball/Volleyball courts at Bark Huts & Strathfield Park.					
Bond (including keys)	per application	\$1,020.00	\$1,200.00	N	d

Cricket

Turf Wicket – Airey, Bark Huts & Hudson Park	per full sized field per hour	\$95.00	\$105.00	Y	d
Synthetic Cricket Wicket – Bressington, Cooke, Mason & Strathfield Park	per full sized field per hour	\$40.00	\$50.00	Y	d
Junior Cricket Wicket – Freshwater & Pilgrim Park	per full sized field per hour	\$20.00	\$30.00	Y	d
Cricket Practice Net – Airey, Bark Huts, Bressington Park & Ford Park	per training net per hour	\$10.00	\$20.00	Y	d

Soccer/Rugby/Football

Full Field – Airey, Bark Huts, Beggell, Bressington, Cooke, Hudson, Mason & Strathfield Park	per full sized field per hour	\$45.00	\$55.00	Y	d
Grass Training Area – Airey Park outer/Lawn Bowls area	per training area per hour	\$15.00	\$25.00	Y	d

Basketball/Netball/Volleyball

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
Basketball/Netball/Volleyball [continued]					
Application Fee – Basketball/Netball/Volleyball (non-refundable)	per application	\$0.00	\$10.00	Y	d
Fee Applies to Bark Huts & Strathfield Park ONLY					
Hard Court / Grass Court – Bark Huts & Strathfield Park	per occurrence	\$20.00	\$30.00	Y	d
Synthetic Field					
Casual Hire (max participants 22 players)	per full sized field per hour	\$80.00	\$100.00	Y	d
Mini Synthetic Field Hire	per full sized field per hour	\$45.00	\$60.00	Y	d
Local Primary School Hire	per full sized field per hour	\$20.00	\$35.00	Y	d
Commercial Group Hire	per full sized field per hour	\$200.00	\$500.00	Y	d
Event Casual Hire					
Athletics Carnival / Cross Country	per day	\$105.00	\$115.00	Y	d
Special Event Hire (based on the number of attendances, eg. carnivals/weddings)					
Up to 100 people	per day	\$306.00	\$350.00	Y	d
Between 101 – 200 people	per day	\$642.00	\$700.00	Y	d
Between 201 – 300 people	per day	\$1,020.00	\$1,500.00	Y	d
Between 301 – 400 people	per day	\$1,530.00	\$2,500.00	Y	d
Between 401 – 500 people	per day	\$2,142.00	\$3,000.00	Y	d
Over 500 People or Special Events	per day	To be negotiated		Y	d

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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Other

Change of Booking Fee	per occurrence	\$45.00	\$50.00	Y	d
Cleaning Fee (additional, as required)	per occurrence	\$352.00	\$500.00	Y	d
Lighting Fee	per occurrence	\$50.00	\$55.00	Y	d
Pavilion Hire (Ainsy Park, Cooke Park & Hudson Park)	per hour	\$55.00	\$75.00	Y	d
Pavilion Bond	per application	\$1,020.00	\$1,200.00	N	d

3. Park Access

Park Hire

NOTE: Bonds are for breaches to Hire Agreements, Damage to Playing Surfaces and Waste. Council will charge for labour, materials and administration fees.

Application Fee	per application	\$253.00	\$260.00	Y	d
Supervision Fee	per day	\$178.00	\$200.00	Y	d
Site Compound Fee		Quote will be provided		Y	d
Park Access Bond	per application	\$1,020.00	\$1,200.00	N	d

Note : Some park access bonds may require a higher amount.

Key Bond	per key	\$100.00	\$100.00	N	d
Replacement of Keys	per set	\$385.00	\$400.00	Y	d

Personal Trainers

NOTE - Approval grant access to ONE park only. A separate application must be lodged for approval to train at a second venue.

Application Fee	per application	\$0.00	\$60.00	Y	d
Renewal Fee	per renewal	\$0.00	\$20.00	Y	d
Bond	per application	\$0.00	\$500.00	N	d

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
Annual Permit					
10 or more persons	per year	\$0.00	\$1,000.00	N	d
5 to 9 persons	per year	\$0.00	\$800.00	N	d
1 to 4 persons	per year	\$0.00	\$600.00	N	d
Half Year Permit					
10 or more persons	per 6 months	\$0.00	\$500.00	N	d
5 to 9 persons	per 6 months	\$0.00	\$400.00	N	d
1 to 4 persons	per 6 months	\$0.00	\$300.00	N	d
Miscellaneous Hire					
Store Room Hire	per week – per m²	\$185.00	\$2.00	Y	d
Change Room Hire	per hire	\$55.00	\$200.00	Y	d
Amenities Hire	per hire	\$29.00	\$75.00	Y	d
Additional Bin	per bin	\$135.00	\$145.00	Y	d
Sale of Plan of Management		\$17.50	\$20.00	Y	d
Strathfield Square Hire					
Application Fee	per application	\$60.00	\$70.00	Y	d
Access Fee		Quote will be provided		Y	d
Bond > 3 Hours	per application	\$1,023.00	\$1,200.00	N	d
Bond < 3 Hours	per application	\$603.00	\$600.00	N	d

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
4. Hudson Park Driving Range					
Driving Range					
Small Bucket – 50 Golf Balls	per bucket	\$16.00	\$17.00	Y	F
Large Bucket – 100 Golf Balls	per bucket	\$26.00	\$27.00	Y	F

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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Civic & Urban Services

1. Parking

Residential Parking

Residential Parking Permits (1 resident and 1 visitor permit for eligible residents)		Free	N	a
Additional Parking Permits	each per year	\$65.00	\$66.00	N
There is no discount on additional parking permits				

Parking Metres

Parking Metres (Monday to Friday) – First 90 Minutes	per hour	\$2.00	\$3.00	Y	d
Parking Metres (Monday to Friday) – Subsequent Hours	per hour	\$3.70	\$4.00	Y	d
Parking Metres (Saturday & Sunday) – First 2 Hours	per hour	\$2.00	\$3.00	Y	d
Parking Metres (Saturday & Sunday) – Subsequent Hours	per hour	\$3.70	\$4.00	Y	d

2. Restorations

Establishment

Establishment Fee for Works under \$1,500 in total	each	\$500.00	\$510.00	N	d
Establishment Fee for Works over \$1,500 in total	each	\$300.00	\$305.00	N	d
Saw Cutting 25 mm depth	per metre	\$145 Site Establishment Fee PLUS \$44 charged per metre			N

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
Roads (min / m²)					
Cement Concrete	per m ²	\$1,016.00	\$1,036.00	N	d
Asphaltic Concrete Flexible Base	per m ²	\$842.00	\$859.00	N	d
Asphalt Concrete (AC10, 75mm) – up to 5 m ³	per m ³	\$397.00	\$405.00	N	d
Asphalt Concrete (AC10, 75mm) – greater than 5 m ³ , less than 35 m ³	per m ³	\$288.00	\$294.00	N	d
Asphalt Concrete (AC10, 75mm) – greater than 35 m ³ , less than 100 m ³	per m ³	\$225.00	\$230.00	N	d
Asphalt Concrete (AC10, 50mm with Concrete Base 230mm, SMP with 2 layers of SL81 Reinforcing Mesh on 150mm, SMPa Lean Mix sub-base) – 5 to 20 m ³	per m ³	\$916.00	\$934.00	N	d
Footpath & Driveway (min / m²)					
Footpath 75 mm	per m ²	\$337.00	\$344.00	N	d
Paving Bricks on Road Base	per m ²	\$748.00	\$763.00	N	d
Paving Bricks on Concrete Base	per m ²	\$1,350.00	\$1,377.00	N	d
Top-dress Formed or Grass Area	per m ²	\$168.00	\$169.00	N	d
Construct Grass Verges	per m ²	\$255.00	\$260.00	N	d
Kerb & Gutter					
Standard (min / m)	per metre	\$573.00	\$584.00	N	d
Dish Crossing (min / m)	per metre	\$920.00	\$938.00	N	d
Kerb Outlet 90 mm	each	\$271.00	\$276.00	N	d
Footpath Levels					
Provide Footpath Levels (min 1 hr)	per staff hour	\$251.00	\$266.00	N	d
New Installations	per driveway	\$163.00	\$166.00	N	d
Remarking or reinstallations of Existing	per driveway	\$83.00	\$86.00	N	d

Strathfield Council

56

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
Stormwater Drainage					
Medium Density Development	per application	\$600.00	\$612.00	N	d
Stormwater Drainage Assessment and Inspection Fee	per hour	\$200.00	\$204.00	N	d
Single Dwelling, no OSD (minimum \$120) Single Dwelling with OSD (minimum \$240) Medium Density Development (minimum \$360) High Density Development (minimum \$480) Works-As-Executed Plans (minimum \$240) Positive Covenant (minimum \$120) OSD Re-Inspection Fee(minimum \$120)					
Gully/Pit Lintel L = 2.4 m	each	\$4,200.00	\$4,284.00	N	d
Stormwater Pipe 375 mm, L = 2.2 m	per metre	\$400.00	\$408.00	N	d
Stormwater Pit 900 mm x 600 mm Excluding Lintel	each	\$5,079.00	\$5,181.00	N	d

3. Working Permits (including works related to DA / CDC)

Road Opening Permit

Road Opening Permit Fee	per application	\$126.00	\$129.00	N	d
Road Opening's Permit Urgency Fee	plus permit fee	\$500.00	\$510.00	N	d
Unreported Road Openings – when work has commenced prior to a permit being obtained	per application	\$900.00	\$918.00	N	d
Road Opening Bond	per application	\$310.00	\$315.00	N	d

Hoarding/Structure

Hoarding Application Fee	per application	\$368.00	\$560.00	N	d
Hoarding Fee	per week – per m²	\$42.00	\$85.00	N	d
Bond		\$1,100.00	\$1,200.00	N	d

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
Work Zone					
Application Fee	per application	\$340.00	\$560.00	N	d
Work Zone – 6.0 m space	per week	\$113.00	\$120.00	N	d
Work Zone – Installation of signs	per pair	\$450.00	\$460.00	N	d
Works Permit					
Work Permit Fee	per application	\$167.00	\$170.00	N	d
Work Permit Urgency Fee – (24 Hour Processing)		\$300.00	\$306.00	N	d
Inspections (up to 2)		\$248.00	\$253.00	N	d
Additional Inspection	each	\$149.00	\$152.00	N	d
Work Permit Bond	per application	\$1,100.00	\$1,200.00	N	d
Refund of Work Permit Application Fee					
Withdrawal of application before assessment		Maximum 75% of fees paid		N	d
Withdrawal of application after assessment by Council (not being a refusal)		Maximum 50% of fees paid		N	d
Standing Plant Permit					
Application for Standing Plant Permit	each	\$412.00	\$420.00	N	d
4. Traffic Control					
Road Closure					
Road Closure Application	each	\$651.00	\$665.00	N	d

Strathfield Council

58

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
Road Closure [continued]					
Road Closure (Full)	per day	\$1,437.00	\$1,470.00	N	d
Road Closure (Partial)	per day	\$634.00	\$650.00	N	d
Traffic Control – Barrier Fee (Emergency Only)					
Installation & Pick Up	each	\$192.00	\$196.00	N	d
Barricades	each per day	\$50.00	\$51.00	N	d
Traffic Control (min 4 hours) – Monday To Friday 7:00 am to 3:00 pm (Excluding Public Holidays)	per person per hour	\$250.00	\$255.00	N	d
Traffic Control (min 4 hours) – Other Times	per person per hour	\$300.00	\$306.00	N	d
Supply and Pick up of Barricades/Signs (Events)	per application	\$145.00	\$148.00	N	d
Traffic Management Plans					
Review Assessment of Traffic Management Plan (min 1 hr)	per staff hour	\$262.00	\$267.00	N	d
5. Inspection & Compliance					
Inspection (where is necessary for Civic & Urban Services works)	per hour	\$62.00	\$63.00	N	d
Certificate of Compliance (where is necessary for Civic & Urban Services works)	per hour	\$62.00	\$63.00	N	d
6. Miscellaneous					
Signs					
Street Sign (New + Pole)	per item	\$530.00	\$541.00	Y	d
Street Sign (Existing)	per item	\$337.00	\$344.00	Y	d

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
Signs [continued]					
VME Sign Hire (Safety Officer)	per hour	\$120.00	\$122.00	Y	d
Directional Signs	per application plus installation costs	\$472.00	\$430.00	Y	d
Temporary Ground Anchors					
Ground Anchor	per anchor	\$1,000.00	\$1,020.00	N	d
Bond – Temporary Ground Anchors	per application	\$20,000.00	\$20,400.00	N	d
Applications under Section 138 of Roads Act (other than that specified in the table)					
Application Fee	per application	\$220.00	\$224.00	N	Statutory

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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Waste & Recycling

1. Domestic Waste Management

Domestic Waste Charges

Domestic Waste Service including 3 Cleanup Services	per year	\$740.00	\$760.00	N	f
Domestic Waste Service including 3 Cleanup Services – Eligible Pensioners and Commonwealth Seniors Health Care Card Holders	per year	\$600.00	\$600.00	N	f
Service Availability Charge (including Non-Rateable Properties)	per year	\$175.00	\$175.00	N	f

Extra Services

120L Red Garbage Bin – Extra Service	per bin	\$740.00	\$760.00	N	f
240L Green Garden Vegetation Bin – Extra Service	per bin		Free	N	e
240L Yellow Recycling Bin – Extra Service	per bin		Free	N	e
Additional Cleanup Service			\$153/m ³	N	f

Bins Replacement

120L Red Bin	per bin	\$90.00	\$92.00	N	d
240L Red, Yellow or Green Bin	per bin	\$90.00	\$92.00	N	d
660L Red and Yellow Bin Multi Unit	per bin	\$530.00	\$541.00	N	d

2. Other

Domestic Waste Contamination Charge	per service	\$125.00	\$125.00	N	c
Skip Bin Daily Charge	per day	\$50.00	\$51.00	N	d

Fees and Charges 2020-2021

Name	Unit	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (incl. GST)	GST	Pricing Principles (Page 5)
2. Other [continued]					
Skip Bin Public Place Permits Application	per inspection	\$65.00	\$70.00	N	d
Shipping Container Daily Charge	per day	\$80.00	\$80.00	N	d
Shipping Container Place Permits Application	per inspection	\$65.00	\$65.00	N	d

Other Business Undertakings

In accordance with section 67 of the Local Government Act, Council, through its business units, intends to carry out works for owners and occupiers of public land. The aim of these business units is to allow the customers and the community to benefit from Council exposing its service delivery operations to competition. At the same time as far as possible Council is determined to stay in the business of service delivery by being competitive and to demonstrate that Council subject it's own business units to notional tax equivalents, debt guarantee fees as well as regulations as they apply to a private firm. Business units may ensure the costing of their tender bids reflect both direct and indirect overhead costs as well as any costs associated with notional taxes, debt guarantee or cash flows.

Business units should operate on a commercial basis with the objectives of

- Producing and delivering top class, innovative and competitive services in accordance with Council's specification and commission.
- Achieving satisfactory returns on the community investment in their operations
- Providing satisfying and secure employment for their staff through being competitive and dynamic

This approach may be regarded as commercialisation.

Business units may compete for work external to Council where

- The units ability to satisfy service level agreements within Council is in no way compromised
- The initiative being consistent with the Unit's adopted business plan and strategy.

Explanation Table

Classifications Keys

Pricing Principles

b	Full Recovery of Operating Cost
c	Partial Recovery of Operating Cost
d	Market Rate
e	Free
f	Full Recovery of Operating Costs plus an appropriate Profit Margin within current Market Rates
Statutory	Statutory Fee by Regulation

264

Strathfield Council

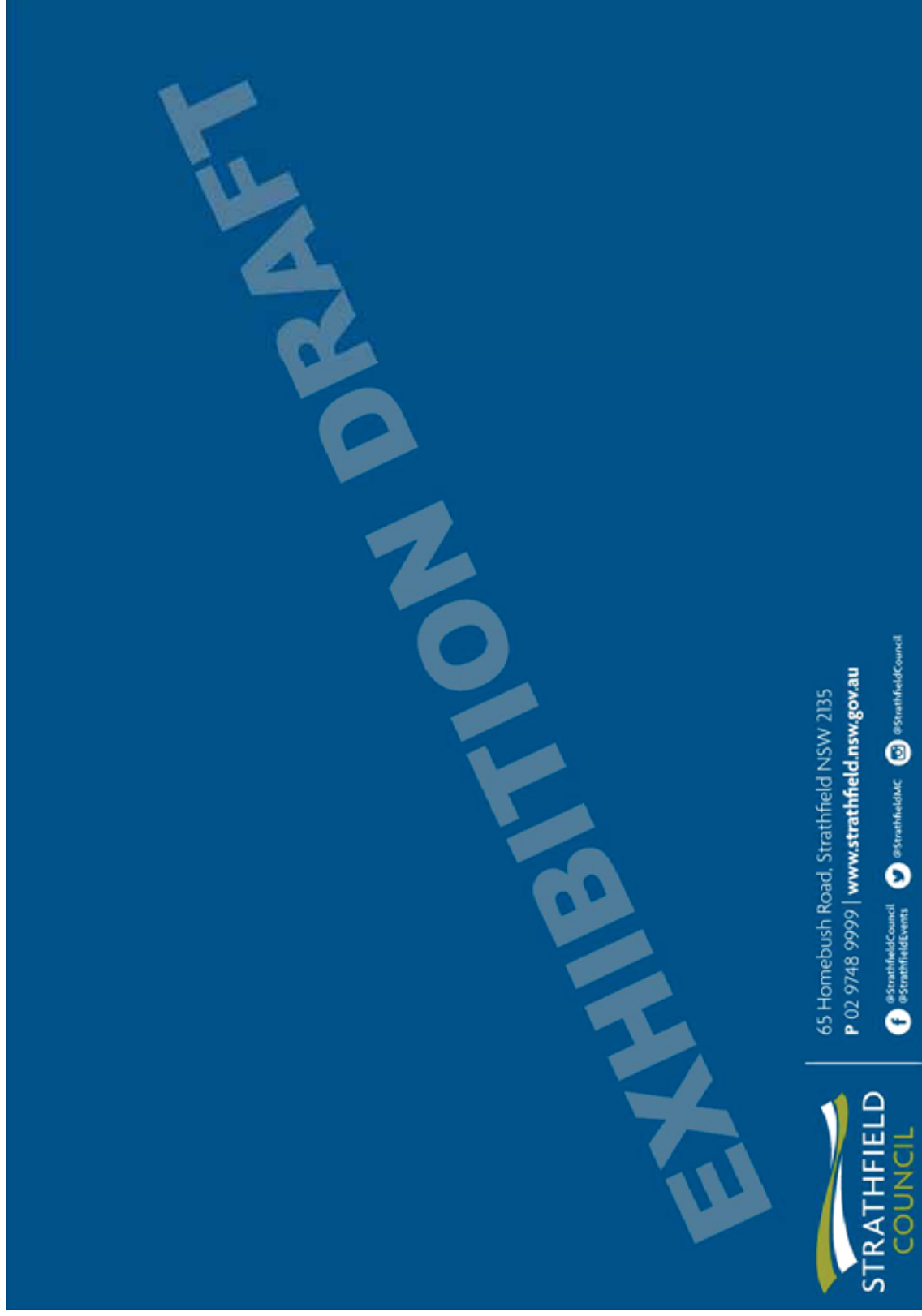
Revision Summary

Date	Description
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This table may be completed after public exhibition.





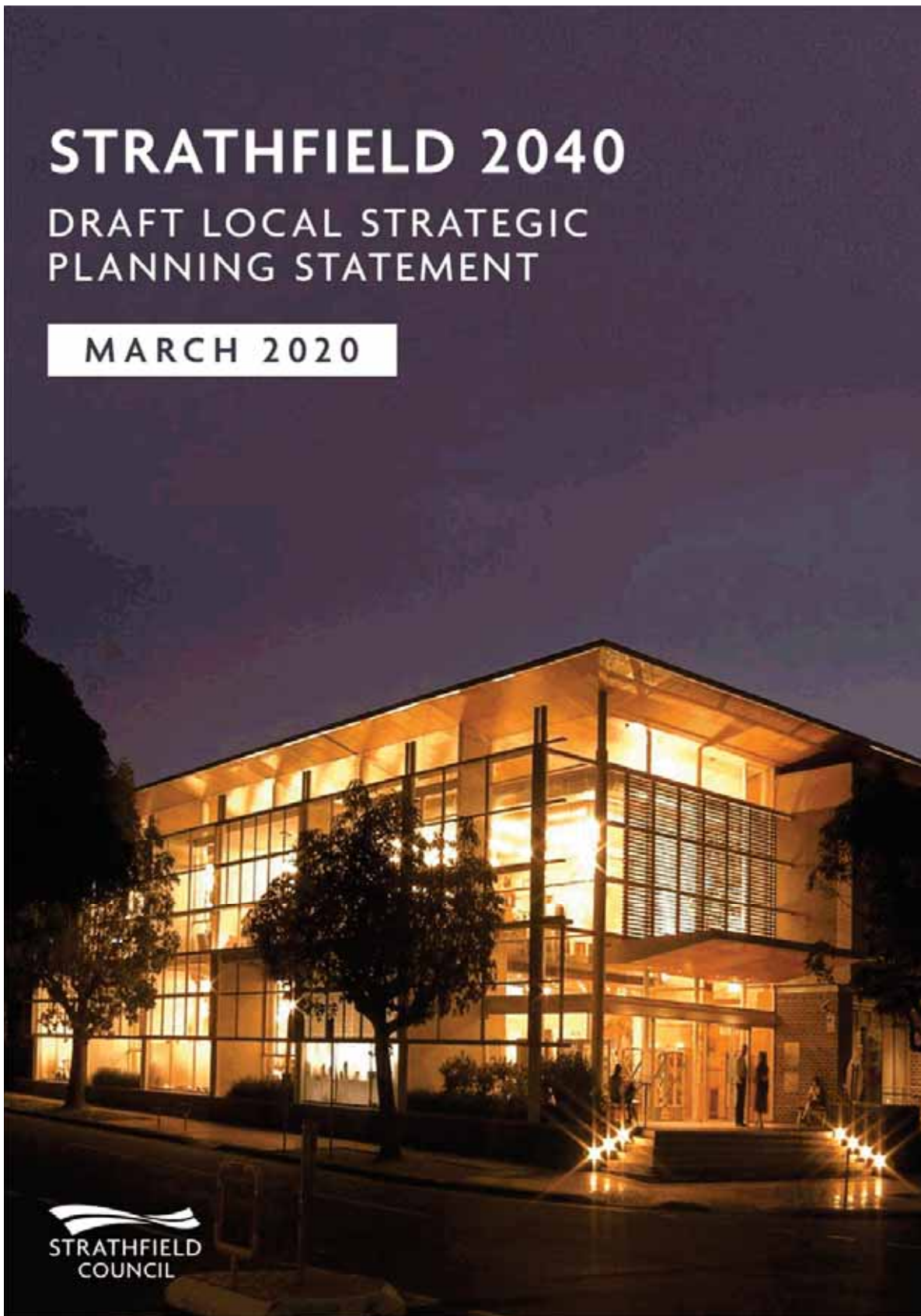


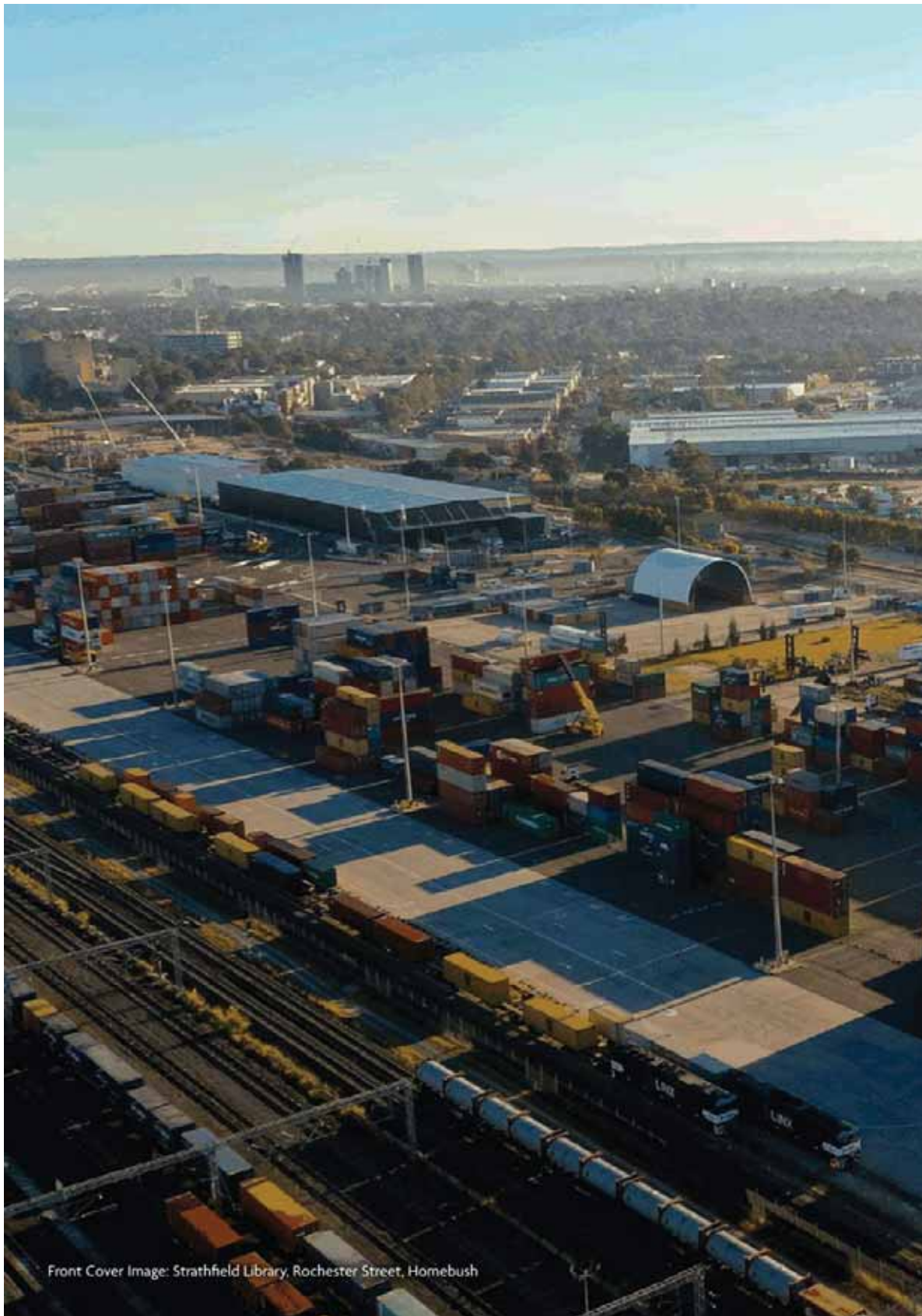
ATTACHMENT 1

STRATHFIELD 2040

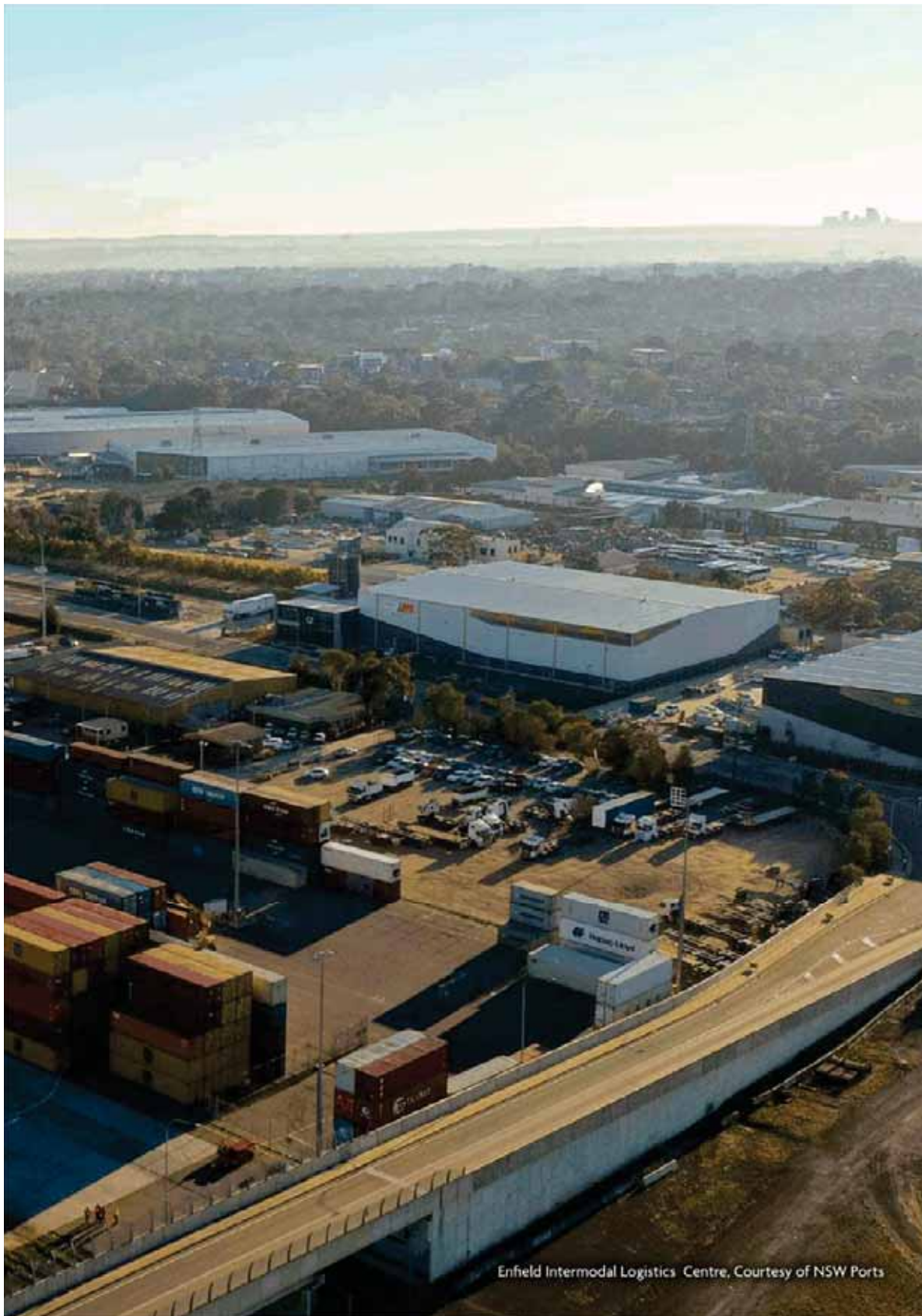
DRAFT LOCAL STRATEGIC PLANNING STATEMENT

MARCH 2020





Front Cover Image: Strathfield Library, Rochester Street, Homebush



Council acknowledges the Wangal people, the Traditional Custodians of the land on which the Strathfield Local Government Area is located. We pay respect to elders past, present and emerging.

Contents

About this Plan	7
Overview	7
Policy Context	8
Implementation	9
Key Messages from Our Community	11
Local Special Characteristics	12
Strategic Context	1
Snapshot	14
Our Place in the Region	18
Our People	19
Our Economy	20
Our Environment	21
Our 2040 Vision	22
Our Planning Priorities	24
Our Themes Explored	27
Infrastructure and Collaboration	28
Liveability	40
Productivity	54
Sustainability	68
Our Foundation - Working Together	86
Glossary	88
Appendices	90

Abbreviations

ACU	Australian Catholic University
BASIX	Building Sustainability Index
CBD	Central Business District
CSP	Community Strategic Plan
DCP	Development Control Plan
DPIE	Department of Planning, Industry and Environment
DFO	Direct Factory Outlets
EILC	Enfield Intermodal Logistics Centre
EP&A Act	Environmental Planning and Assessment Act, 1979
ERP	Estimated Resident Population
GPOP	Greater Parramatta Olympic Peninsula
IoT	Internet of Things
LEP	Local Environmental Plan
LGA	Local Government Area
LSPS	Local Strategic Planning Statement
NSW	New South Wales
OEH	Office of Environment and Heritage
PRCUTS	Parramatta Road Corridor Urban Transformation Strategy
TAFE	Technical and Further Education
TfNSW	Transport for NSW
WSELP	Water Street Employment Land Precinct
WSUD	Water Sensitive Urban Design

Figures

Figure 1	Relationship between Regional, District and Local Plans
Figure 2	Implementation Timeframes

Maps

Map 1	Strathfield's Place in the Region
Map 2	Strathfield Overall Structure Plan
Map 3	Infrastructure and Collaboration Structure Plan
Map 4	Active Transport
Map 5	Liveability Structure Plan
Map 6	Productivity Structure Plan
Map 7	Educational Institutions
Map 8	Sustainability Structure Plan
Map 9	Tree Canopy
Map 10	Urban Heat Map
Map 11	Heat Vulnerability
Map 12	Hazards and Risks

About this Plan

Overview

The Strathfield Local Government Area (LGA) is part of the Greater Sydney Region and its Eastern City District. The Region is set to grow over the next twenty years and the LGA must accommodate some of this growth. *Strathfield 2040*, our draft *Local Strategic Planning Statement (LSPS)* provides an opportunity for us to outline our local considerations so that they can become part of a coordinated response by Government in responding to growth and shaping our future.

The LSPS defines Council's long term vision for land use and infrastructure provision within the LGA. It identifies the economic, social and environmental opportunities that will help us deliver and influence a future aligned with our community's aspirations and interests. It articulates our unique place within the Eastern City District and considers the opportunities for us to strengthen our role within the District and Greater Sydney Region. The LSPS outlines our starting point and sets out our roadmap, the actions that we will take to influence and achieve our desired future. These actions will be implemented incrementally up to 2040.

The LSPS will guide the future character of our LGA through land use planning and collaboration between neighbouring councils, other levels of Government and key stakeholders.

It builds on recent engagement with our community and land use planning work we have already undertaken, including the *Community Strategic Plan (CSP)* and other studies and strategies. It also considers our analysis of Regional, District and local issues likely to impact the LGA.

The LSPS forms the foundation for our land use and infrastructure decisions going forward. It will be used to inform the review of our *Local Environmental Plan (LEP) 2021* and the plans which follow that. It marks the beginning of a strategic and connected land use journey that will be informed by future investigations, studies and conversations with our community.



Elliott Reserve, Strathfield South

Policy Context

Strathfield 2040 gives effect to the *Eastern City District Plan* that identifies a series of actions that will provide homes, jobs and related infrastructure to support future growth. It is also informed by other State and Regional strategies including the NSW Government's *Regional Plan – A Metropolis of Three Cities*, *Future Transport Strategy 2056* and the *State Infrastructure Strategy 2018-2038*.

Strathfield 2040 is aligned with Council's *Community Strategic Plan (CSP)*, *Strathfield 2030*. Our CSP was developed from a strong foundation of research and analysis, an ongoing dialogue with our community, local business, government and key agencies. The purpose of the CSP is to identify the community's main priorities, aspirations for the future and identify the policy, services and actions that will work towards meeting community expectations.

The LSPS is informed by *Strathfield 2030* and provides the rationale for decisions about how we will use our land to achieve the aspirations of our community. It explores the future of our LGA through four interconnected themes. Each has their own set of planning priorities and related actions. Together these will work towards achieving our overall land use vision for the Strathfield LGA and will ensure that the people who live, work and visit the area have an abundance of opportunities and quality experiences.

In developing this LSPS Council has had to demonstrate a clear link between State Government priorities of the District and Regional Plans and the local visioning and planning of the LSPS. We have also had to ensure that the LSPS is consistent with other State Government land use planning policies, such as:

- State Environmental Planning Policies (SEPPs), which cover specific social, economic and environmental matters that may impact planning in local areas. The NSW Government is currently reviewing the SEPPs as part of an initiative to simplify the NSW planning system and reduce complexity.
- Section 9.1 Directions which are Ministerial Directions issued under Section 9.1 of the *Environmental Planning and Assessment Act, 1979 (EP&A) Act* and are a suite of directions which require consideration for local plan making which address issues such as employment, environment and heritage. The Directions provide principles, aims, objectives or policies that must be achieved or given effect to in the preparation of Local Environmental Plans (LEPs).

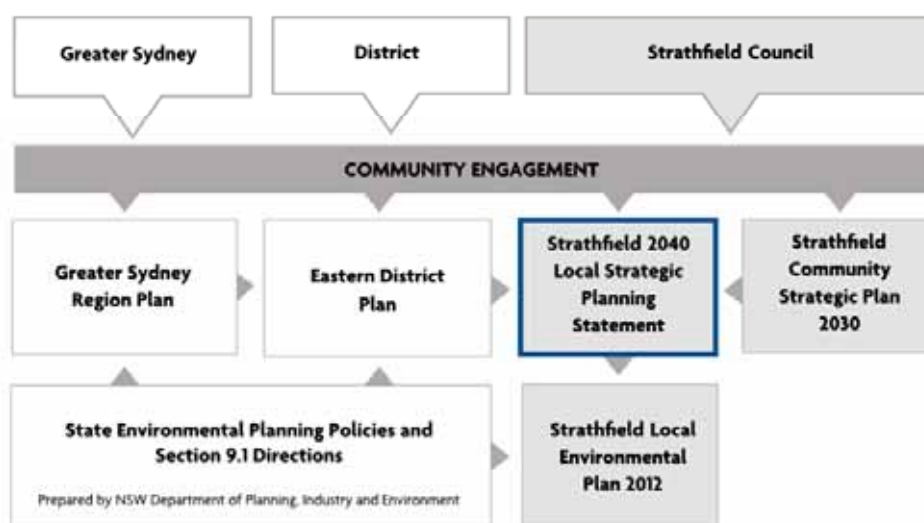


Figure 1: Relationship between Regional, District and Local Plans

Implementation

The LSPS is supported by a comprehensive plan to deliver on its priorities and actions, the Strathfield 2040 Implementation Plan. This will ensure all the actions are completed at the right time to work together in

achieving our LSPS Vision. Within the LSPS each action has been earmarked for implementation within a particular timeframe.

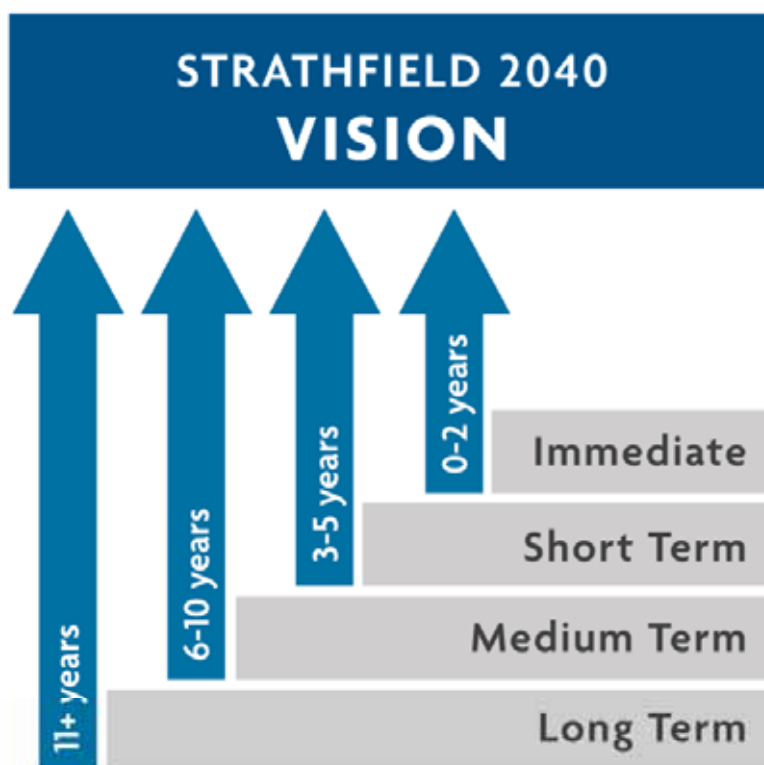


Figure 2: Implementation Timeframes

The LSPS actions will accordingly be incorporated into Council's operational plans and scheduled and monitored as part of our ongoing operations.

Our progress towards achieving our long term Vision will be reviewed within each Council term against a set of measures and targets. These measures and targets

have been identified within each Theme of the LSPS. Collectively, these measures will illustrate how we are progressing towards meeting our 2040 Vision. Enabling each new Council to be informed on progress and the opportunity to realign the LSPS with their own goals. The LSPS will be revised during each new Council term.



Key Messages from Our Community

An important component in the preparation of the LSPS is an understanding of what our community has told us. It is informed by the engagement undertaken with our community in 2017 and 2018 for the preparation of *Strathfield 2030* and more recently the survey undertaken on our neighbourhoods.

Consistently the community has told us that:

- They want access to reliable public transport to all parts of the LGA
- Population growth must be supported by planned and high quality infrastructure and services
- They highly value Strathfield's local character as the "beautiful garden suburb with heritage houses" and that this character must be protected
- High density development is best located where there is access to high frequency public transport and supporting infrastructure and low density areas should remain substantially unchanged
- All new development should be of a high quality and must deliver better outcomes in terms of protecting local character, design, housing mix and sustainability

- Trees and well-planned open spaces are an important part of Strathfield's character and these should be maintained and protected
- They want greater diversity of housing options
- They want to promote and protect biodiversity and the natural environment
- They want places for social interaction to bring neighbourhoods together in safe, well maintained public domains
- They want revitalised centres and villages and diversity in the business mix
- They want to foster creativity, culture and learning
- They want to be engaged and informed on proposals and decisions which affect them.

Further engagement was undertaken in June 2019 specifically on the draft LSPS Vision with members of Council's Community Panel. There was an overwhelming support for the draft Vision developed by Council amongst panel members who participated.



Local Special Characteristics

There are some elements of our LGA that are distinct and highly valued by locals. It is important that these special characteristics are preserved and enhanced as we continue to grow. The LSPS gives consideration to these characteristics.

- Our vibrant, highly educated, culturally diverse and socially cohesive community
- Established streetscapes with wide tree lined avenues, grassed nature strips, landscaped front setbacks and established tree canopies
- Green and leafy streets augmented with public parks and open spaces providing playgrounds, playing fields and natural areas which connect our biodiversity corridors
- Our heritage buildings, sites and heritage conservation areas that contribute to the unique local character and reflect Strathfield's waves of residential, economic and social development
- Established residential subdivision patterns with homes surrounded by landscaped setbacks and open space
- Our central location at the 'heart' of Sydney along with our integrated public transport and road connections – "from Strathfield you can go anywhere"
- Our close proximity to regional entertainment, sporting, cultural and shopping facilities in the Inner West and Greater Parramatta Olympic Peninsula (GPOP)
- Strathfield's reputation as the education centre of Sydney's Inner West with a good mix of public and private schools and a University campus
- Our employment based and urban services lands, including Sydney Markets and the Enfield Intermodal Logistics Centre (EILC) which provide employment across a range of industries and supply goods and services to Greater Sydney and NSW.





Strategic Context

Snapshot

LGA POPULATION



2018

45,143

ERP

2036

80,000

Projection

Median age
Greater Sydney 36 **32**

**Population
24-34 years** **21%**
Greater Sydney 16.1%



Aboriginal people **0.3%**
Greater Sydney 1.5%



Population over 70 years

Declined from 8.7% in
2011 to 8.3% in 2016

Greater Sydney increased from 9% in 2011 to 9.5%
in 2016

Largest change in age structure

Young workforce with 23.1% of people aged
25 – 34 years, 3% increase from 2011 to 2016



Population born overseas

56.3%

Greater Sydney 36.7%

Main birthplace other than Australia

China, India, South Korea and Sri Lanka

Language

64.2%

Speak a language other than English at home

Greater Sydney 35.8%

Demographics (Census 2016)

LIVEABILITY

Mortgage stress
(high loan repayments)

37.1%

Greater Sydney 36.5%



Rental stress
(high rental payments)

Greater Sydney 48.1%

58.2%

Socio-economic disadvantage

In top 20% of least disadvantaged LGA's in NSW, with an index of 1026.



Couple families **37.5%**

Greater Sydney 35.3%

Lone person **16.3%**

Greater Sydney 20.4%

2036
Predominant household type projection

35.7%
Couples with children



Separate house



40.3%

Greater Sydney 55%

Medium density



15.7%

Greater Sydney 20.3%

High density



42.1%

Greater Sydney 23.5%

Other 1.9%



Persons per dwelling **2.87**

Greater Sydney 2.69 (2011) and 2.72 (2016)



50.2%

Owned or being purchased

Greater Sydney 59.2%



40%

Rented

Greater Sydney 32.6%

INFRASTRUCTURE

1 Town Hall

4 Community based childcare centres

1 Early childhood centre

26 Children's playgrounds

19 Grass and synthetic sports and facilities



3 Community centres

1 Library

HERITAGE

17 Local heritage conservation areas

231 Local individual heritage items including houses, shops, industry, parks and wetlands

PRODUCTIVITY



Registered businesses

6,602

Residents
employed

23,560

Local available
jobs

28,209

Employment
self-containment

11.4%

Industrial and
railway land

20%

Largest employment sectors of
our residentsHealth Care and
Social Assistance

13.8%

Professional, Scientific and
Technical Services

12%

Retail Trade

9.9%

The industry of Transport, postal and warehousing
grew by 13% between 2006 and 2016Internet home
connection (households)

81.6%

Greater Sydney 81.4%



38%

Residents that hold a
Bachelor or higher degree

Greater Sydney 28.3%

72.2% Residents completed
Year 12 schooling

Greater Sydney 28.3%

SUSTAINABILITY



Tree canopy

16.2%

12,000

Mature street trees

40,000

Mature trees in parks

9% Open
space3 Bushland &
natural areas

7 Regional parks = 50 ha

Catchments

53%

of LGA drains to
Cooks River

47%

of LGA drains to
Parramatta River

3 Waterways



INFRASTRUCTURE

36.6%

Residents travel
to work by public
transport

Greater Sydney 22.8%

Average weekday trips by
private vehicle

29% vehicle as driver = 28,137 trips

17% vehicle as passenger = 16,401 trips

Private car
ownership
(at least 1 car)

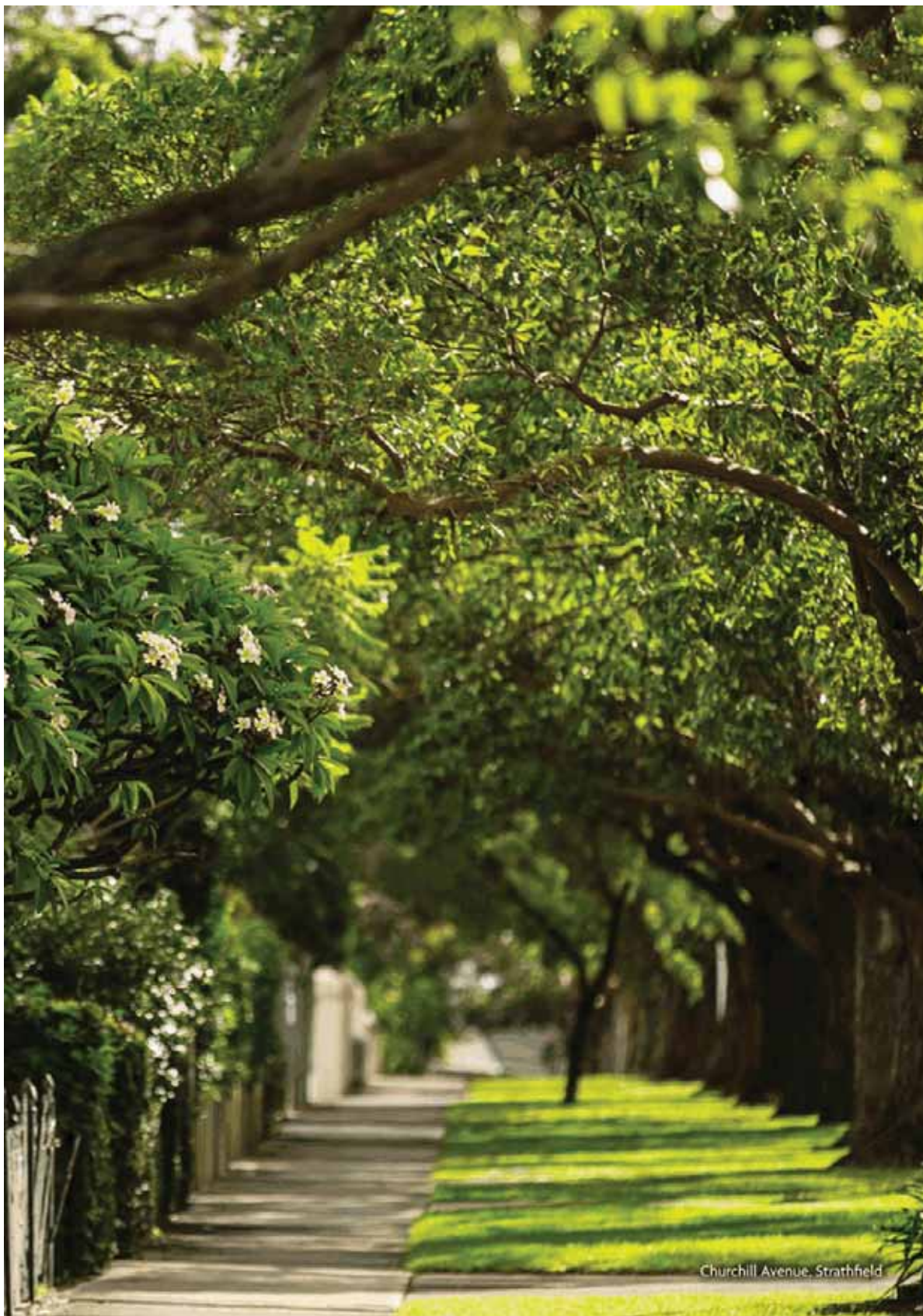
77.2%

Greater Sydney 81.3%

No car ownership
(household)

13.2%

Greater Sydney 10.7%



Strategic Context

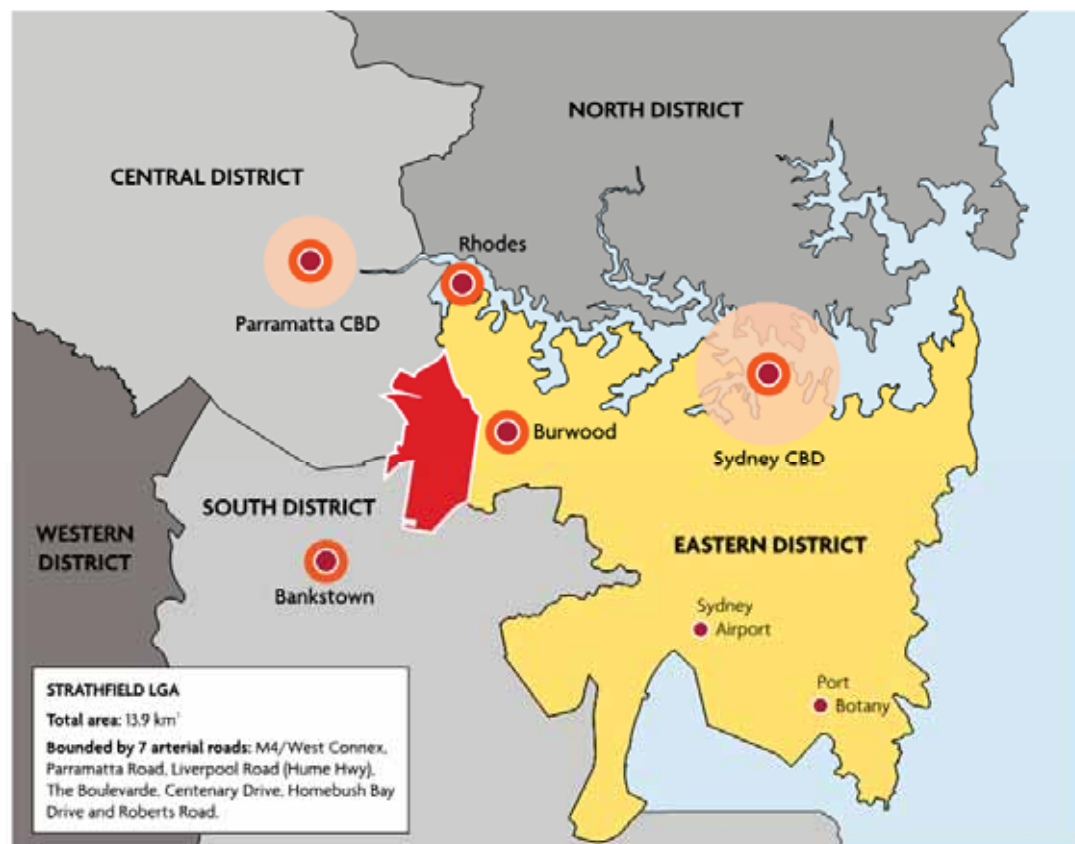
Our Place in the Region

The Strathfield LGA is located in Sydney's Inner West about 10.5 kilometres from Sydney's Central Business District (CBD) and half way between it and Parramatta's CBD. The LGA is bounded by Homebush Bay Drive to the north, Powells Creek, The Boulevard and Coronation Parade to the east, Punchbowl Road and Juno Parade in the south and Roberts Road, Chullora rail yards, Rookwood Cemetery and GPOP rail line to the west.

The traditional owners of the land are the Wangal clan of the Darug tribe. European settlement commenced in the 18th century. Through phases of development and change, Strathfield LGA has developed well established residential areas known for its historic homes and modern architecture set within established gardens. It is supported

by major transport systems including three rail stations and major roadways including Parramatta Road, M4/ Westconnex and Hume Highway. It features a variety of town and neighbourhood centres with shops and cafes, significant commercial and industrial areas, and regional attractions such as Sydney Markets and DFO. Our road and rail networks play an important role in moving freight within the Eastern District and Greater Sydney.

Our LGA has significant parklands, open space, environmental and bushland reserves including major open space corridors adjacent to the Cooks River and Powells Creek, which provide pathway connectivity to other LGA's parks and biodiversity corridors.



Map 1: Strathfield's Place in the Region

Our People

The Estimated Residential Population (ERP) of the LGA in 2018 was 45,143, representing an increase of 2.9% since 2017. The median age within the LGA is 32 years which is slightly younger than the median age in Greater Sydney.

The LGA has experienced a significant and steady increase in population since 2001. This growth is primarily in response to greater housing supply in the form of new unit developments located near major transport hubs and along Parramatta and Liverpool Roads. The effects of migration and particularly settlement of new migrants, has also contributed to the increased population. These trends are expected to continue and the population of the LGA is expected to grow to reach over 80,000 in 2036.

Since 2001 people aged 25-34 years have emerged as the largest age group in the LGA, making up 23.1% of the population. The LGA has one of the largest young worker populations in Greater Sydney. These trends are likely to be in response to increased housing supply close to transport hubs in the form of high density developments. 12.3% of the population are aged 18-24 years, also a higher representation than the Greater Sydney average of 9.6%. As the area grows it is anticipated that the dominant age group will remain that of the 25-34 year olds.

The population of 0-4 year olds remains small at 5.7%, slightly less than the Greater Sydney rate of 6.4%.

Although there is a presence of a large number of schools in the LGA, only 13% of the population are primary and secondary school aged children, also lower than the Greater Sydney average of 15.7%. Due to the large young demographic, all age groups over 35 years are proportionally smaller than the Greater Sydney average, even though the numbers of persons in each group has increased from 2011 to 2016.

The LGA is culturally diverse with approximately 56% of residents born overseas compared to 37% in the Greater Sydney Area. Just over 64% of residents speak a language other than English at home, significantly higher than the 35.8% within Greater Sydney.

The primary household structure of the LGA is couples with children (37.5%). Couples without children, lone person households or one parent households are less represented than in Greater Sydney area. 7.6% of households are group or share households which is higher than the Greater Sydney rate of 4.5%.

There has been a large increase in rental property availability particularly around the town centres of Homebush, Homebush West and Strathfield. Rental accommodation accounts for 50% of the Homebush West suburb.



Our Economy

Strathfield LGA's significant industrial and commercial areas provide strategic links to the metropolitan economy with access to high value consumer markets locally and outside the region and to key distribution networks and supply chain infrastructure essential for producers.

Important road connections including Parramatta Road/ Great Western Highway, M4 Western Motorway, M5 South Western Motorway and Liverpool Road/Hume Highway move both people and goods. The LGA also supports major rail infrastructure within its boundaries, which facilitates substantial passenger and freight movement across the Greater Sydney Region.

Situated along the Western Rail Line are three rail stations with Strathfield Station being the most central and connected node on the metropolitan network, providing connections to Sydney's CBD, the Northern corridor and the Central Coast, and to the North West and South West growth areas.

Freight movement through the LGA connects supplier and distribution channels from the west, southwest, north and northwest directly to the main export terminals in Port Botany and beyond. The development of the Enfield Intermodal Logistics Centre (EILC) by Sydney Ports in Strathfield South further supports the future infrastructure demands of the metropolitan economy. The EILC is a key trade gateway connecting the people and business of NSW to global markets.

Other key regional economic drivers within or in proximity to Strathfield include Sydney Markets, the largest fruit and

vegetable market in Australia and the world-class facilities of GPOP.

The LGA is an important location for business and offers immense potential for economic investment. It has the highest amount of developed and undeveloped industrial and employment land in the Region (approximately 20%). Leading public and private schools and tertiary institutions such as the Australian Catholic University (ACU), University of Sydney (Faculty of Health Sciences) and TAFE Western Sydney Institute all have a local presence.

In 2018 there were 28,209 jobs as well as over 6,602 businesses in the LGA. Its estimated Gross Domestic Product was nearly \$4 billion and the largest industries include health care and social assistance, professional, scientific and technical services and retail.

There are a number of shopping and town centre precincts across the LGA. Centres range from the larger Strathfield Town Centre to smaller village centres of Homebush, Homebush West, Strathfield South and Cave Road as well as Sydney Markets, the supplier of produce throughout the Greater Sydney and NSW. Shopping centres are generally located near transport interchanges and provide a range of services, food options and places for people to meet and socialise.

Our diverse community values its vibrant collective natural, built, Aboriginal and introduced culture and heritage. Together these provide a rich framework with many opportunities to improve the livability and productivity of the LGA.



Marlborough Road Entrance, Flemington, Courtesy of Sydney Markets

Our Environment

Whilst the LGA is largely developed, the natural environment plays a vital role in contributing to local and regional ecosystems and human settlements. The tree lined streets, well-kept gardens, playing fields and parks contribute to the area's cultural identity.

Approximately 9% of the LGA is open space, which is utilised for parks, reserves and for the conservation of environmentally sensitive areas. Parks can be found throughout, including a large concentration of open space in the south adjacent to the Cook's River. Council has continued to increase the availability of open space by strategically acquiring and embellishing land within the northern growth areas specifically targeting the Powells Creek and Parramatta Road Corridors and creating new pedestrian and cycle links. The large areas of open space provide areas of habitat and the open space corridors along the Cooks River and Powells Creek provide important habitat linkages and potential for riparian restoration.

While certain areas of the LGA have an extensive established tree canopy the overall canopy is only 16.2%, a result of the significant industrial, rail and urban services land. Our canopy includes remnant trees and vegetation as well as exotic ornamentals and native rain forest trees. Strathfield LGA's cultural landscape character is very much tied to our tree lined residential and commercial streets and includes a range of tree species located in public areas and on private properties. These trees form a valuable community and natural asset and play a defining role in

the environmental quality and landscape character of our area. Revegetated parkland sites consist of mostly native tree, shrub and ground cover species planted in blocks or strips along the upper Cooks River and at Mason Park. Open parkland sites are dominated by open grassed and paved surfaces with some areas of indigenous and exotic vegetation. These are located within residential and industrial areas of the LGA.

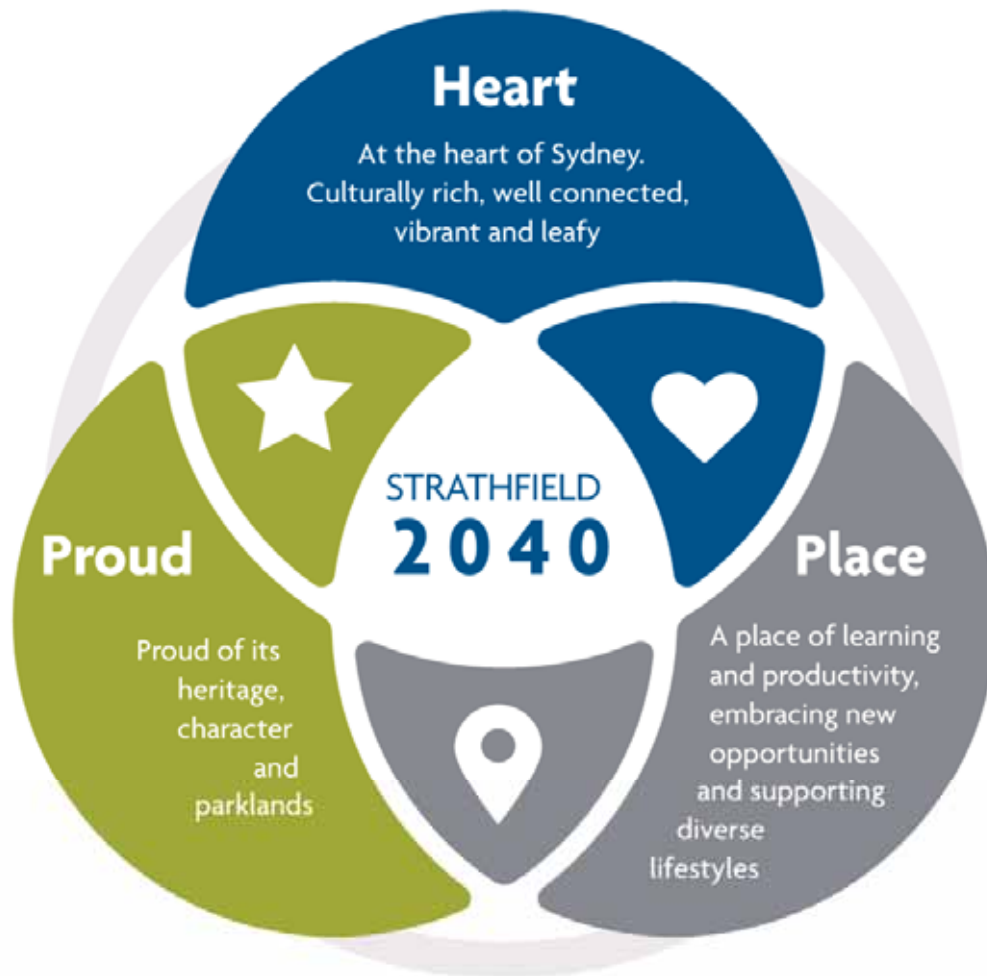
The natural areas of Mason Park Wetlands, Cox's Creek Bushland Reserve and the Cooks River foreshore open space network provide a glimpse of our natural heritage and continue to support surviving populations of plants and animals, including small pockets of remnant vegetation which are listed as endangered ecological communities under the NSW Biodiversity Conservation Act 2016. A number of endangered species are present within the LGA including, the Green and Golden Bell-Frog (*Litoria aurea*) and Downy Wattle (*Acacia pubescens*).

Mason Park Wetlands in Homebush receives migratory wader birds from the Northern Hemisphere through spring and summer each year and has international biodiversity significance with a remnant wetland complex of she-oaks, mangroves and saltmarsh fringe the mudflats, debris islands, and shallow open water. The main areas of remnant native vegetation in the LGA are located at Mason Park Wetlands – Coastal Saltmarsh, Cooks River/ Castlereagh Ironbark Forest at Cox's Creek, Weeroona Road and Davidson Street.



Edwards Reserve, Strathfield

Our 2040 Vision



In 2040 Strathfield

enjoys its unique position at the heart of the Eastern City District with physical connections to both the Sydney and Parramatta CBDs. Sitting on the edge of the Eastern City District and the Central City District, Strathfield plays a pivotal role in delivering the social, economic and environmental vision for a Greater Sydney.

There is a strong sense of pride in place amongst our diverse and welcoming community who like to work and play close to home. We value our heritage and environment and are proud of its well connected transport, educational institutions and employment opportunities. Our community is committed to the success of the area and works with Council to plan for and deliver the quality of life they enjoy.

Our community is engaged in activated public and open spaces that encourage them to gather and participate in cultural activities. Modern infrastructure supports their day to day activities and a variety of uses that accommodate both local and District needs. Our streets are lined by mature trees and corridors of green connect our neighborhoods and centres with each other and our green open spaces. There is an abundance of flora and fauna living in our waterways, bushland and green spaces, all highly valued by our community.

Our community chooses to walk and cycle and they have easy access to transport that connects them to opportunities for work and play with the Sydney CBD, Parramatta CBD and key Strategic Centres. Development and growth have not compromised our neighbourhoods, heritage, environment or industrial lands. It has enabled the delivery of updated, modern infrastructure and the growth of creative solutions to the sharing of commercial, recreation and social spaces. Freight is able to move within and outside the area supporting our lifestyles and business and contributing significantly to the Regional economy. Our centres are alive with a diversity of people, colour, food and deliver a variety of experiences, urban services, recreational and employment opportunities. They are a focal point for people who live and work nearby as well as visitors from across Greater Sydney. The Strathfield Town Centre is a vibrant hub encouraging business, enterprise and experience. People travel there to enjoy the unique

and diverse retail, dining and entertainment experiences. Parramatta Road is a tree lined place for people, with active transport and a variety of shops and cafes.

There are strong economic connections to neighbouring Burwood and Rhodes Strategic Centres. These provide access to employment and retail opportunities for our residents. Our office spaces support the nearby Parramatta CBD by providing opportunities for agencies and businesses to locate locally, within easy reach to the CBD. Our industrial areas provide urban services for our community and are alive with niche and creative industries by day and support localised entertainment hubs by night.

A revitalised Sydney Markets and an active and diversified DFO precinct service our local needs and attract people from across the Region and tourists visiting Sydney.

Strathfield is a learning hub for the Eastern City District with strong collaborative connections within and outside the Area. It delivers quality school and tertiary education and employment options for our residents and beyond.

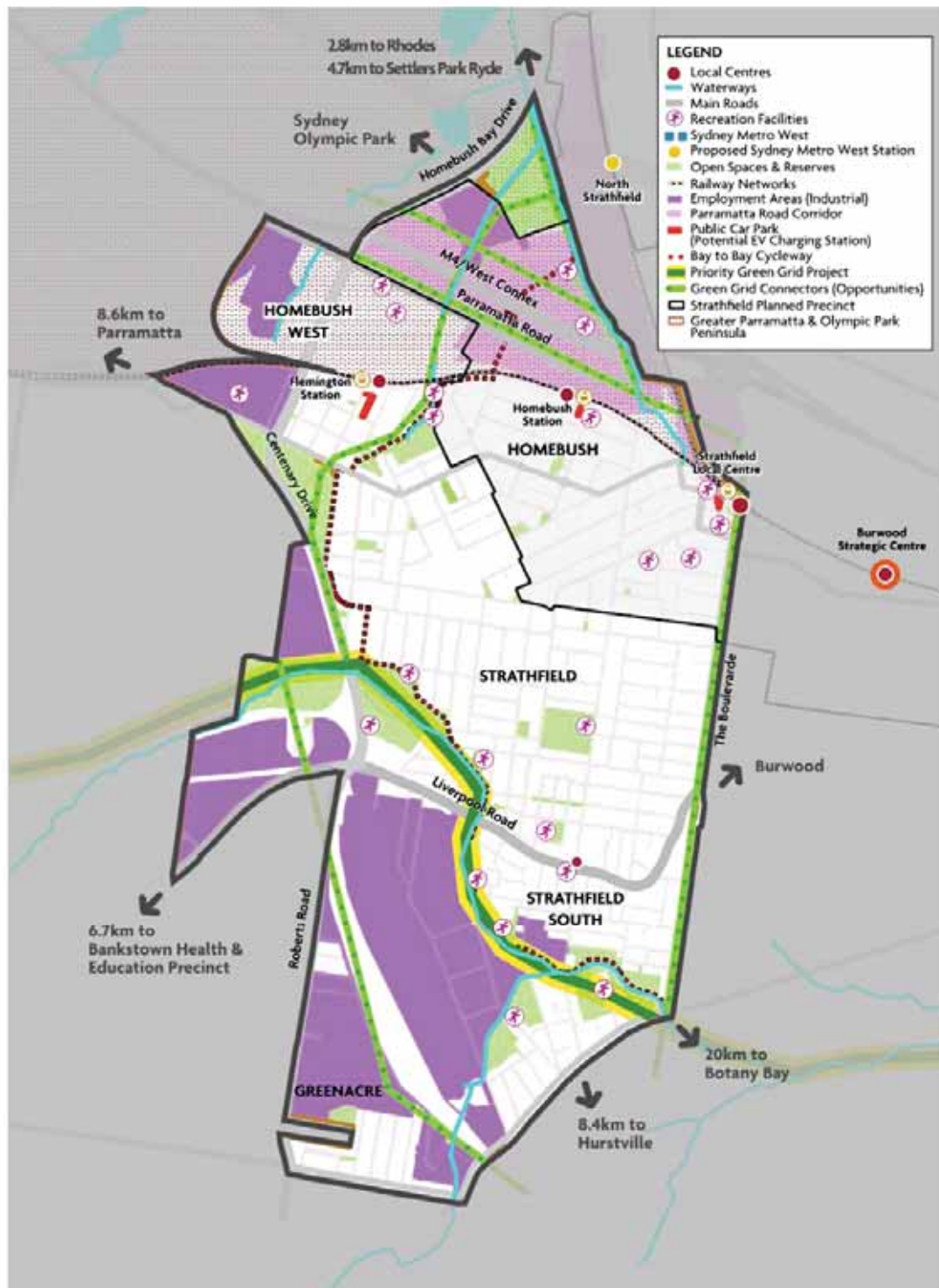
Our Planning Priorities

 Infrastructure and Collaboration	 Liveability
P1. Collaboration ensures growth is sustained by well-planned and accessible infrastructure E1, E2 1.1	P5. Well located and designed social and recreation infrastructure connects us and supports healthy and active lifestyles for people of all ages and abilities E1, E2, E3, E4, E6 2.1, 2.2, 3.1
P2. Connected, integrated, efficient and accessible transport options connect Strathfield's people to their neighborhoods, centres, jobs, community and recreation areas E1, E2, E6, E10 1.1, 1.2	P6. Development balances growth with best practice planning and infrastructure provision to deliver sustainable, liveable and well-designed neighbourhoods E5, E6, E15, E16 2.1, 4.1, 4.2
P3. Freight corridors and local servicing meets needs with minimal impact on neighborhoods and centres E1, E2 1.1, 1.2	P7. Quality urban design complements all heritage and neighbourhood character E4, E16 4.1, 3.2
P4. Digital infrastructure enables our community, businesses and service providers to grow E1 1.3	P8. Diverse housing options provide for people at all lifecycles and connects them to jobs, recreation, services and transport E5 2.1, 2.2, 4.1
P18. Our community is involved in designing Strathfield's future E2, E21, 5.1, 5.2	

Strategic Links Legend: E1 - E21 = alignment to Eastern City District Plan Priority; 1.1 - 5.2 = alignment with Strathfield 2030 (CSP) Goal

 Productivity	 Sustainability
P9. Our centres are easy to get around, deliver activated social spaces, opportunities to connect, nearby housing and local employment opportunities E2, E10, E11, E12, E13 2.3, 3.1, 3.2	P13. Biodiversity and ecological health and resiliency is conserved, restored and enhanced E15, E17, E18 4.3
P10. Industrial land and precincts deliver District and local urban services and provide activated spaces and mixed day and night time uses with minimal impact on neighborhoods E2, E9, E10, E11, E12, E13 3.1, 3.2	P14. The Cooks River and Parramatta River catchments and waterways are healthy and accessible E14 4.3
P11. Strathfield's unique experiences provide a central meeting point for Strathfield residents and visitors E4, E6, E9, E10, E13 2.1, 2.3	P15. Quality open spaces and thriving green corridors offset the impacts of growth across the LGA E17, E18 4.1, 4.3
P12. Our specialised education cluster provides opportunities for learning, innovation and collaboration E7, E8, E11 3.1	P16. A healthy built environment delivers sustainable and resource efficient outcomes E19 4.1, 4.3 P17. Hazards are minimised and infrastructure supports resiliency E20 4.3
P18. Our community is involved in designing Strathfield's future E2, E21, 5.1, 5.2	

Strategic Links Legend: E1 - E21 = alignment to Eastern City District Plan Priority; 1.1 - 5.2 = alignment with Strathfield 2030 (CSP) Goal



Map 2: Strathfield Overall Structure Plan

Our Themes Explored



**Infrastructure and
Collaboration**



Liveability



Productivity



Sustainability



Infrastructure and Collaboration

Strathfield LGA has well developed infrastructure but in order to meet increasing population demand, additional and embellished infrastructure and services will be needed to meet the challenges of growing and increasingly diverse residential and business communities.

Infrastructure planning to meet current and future needs is a high community priority. Population growth and greater building density will require well planned infrastructure and services such as schools, health and transport as well as local infrastructure such as open space, parks, community and recreational facilities, footpaths and roads. Infrastructure and services are provided by all tiers of government as well as the private and community sectors. Providing quality infrastructure and services requires a collaborative, well-planned and integrated approach to ensure effective outcomes and efficient use of available resources.

Transport mobility and access is critical for access to employment, education, recreation and leisure activities within the LGA and throughout Greater Sydney. The LGA is earmarked for significant State transport initiatives which will shape our LGA and connectivity to the Region. These include 0-10 year committed initiatives of

WestConnex, Sydney Metro West and Parramatta Road improvements. Other initiatives which are subject to investigation over the next ten years include the More Trains, More Services Program (T1 and T2) and a train/mass transit link from Macquarie Park to Hurstville via Rhodes.

New transport solutions will provide an opportunity for active transport proposals to expand footpaths and cycleways to facilitate walking and cycling. Encouraging and accommodating emerging forms of transport such as ride and car sharing and including micro-mobility, such as e-bikes and scooters will also be part of the solution.

Smart technologies can provide the infrastructure and data to improve decision making, quality of services and improve liveability and sustainability of the LGA. Technology is changing the way communities interact and creates opportunities for improvements to the way we plan for, deliver and maintain local and city shaping infrastructure, liveable places and support connected communities. Council will work with Transport for NSW (TfNSW) on smart technology, travel demand and traffic management measures.

Planning Priorities

P1

Collaboration ensures growth is sustained by well-planned and accessible infrastructure

P2

Connected, integrated, efficient and accessible transport options connect Strathfield's people to their neighbourhoods, centres, jobs, community and recreation areas

P3

Freight corridors and local servicing meets needs with minimal impact on neighbourhoods and centres

P4

Digital infrastructure enables our community, businesses and service providers to grow

Our Starting Point

Advantages

- Strathfield Railway Station is one of the largest in NSW with Regional, country and State rail connections
- 30 minute City is a reality for the LGA which is located halfway between Sydney and Parramatta CBDs, both easily accessible

Opportunities

- New Council run Strathfield Connector Bus which loops every 30 minutes across LGA could be extended
- The Parramatta Road Corridor Urban Transformation Strategy (PRCUTS) can deliver improved choice and quality development delivering housing and economic local outcomes with green corridors
- Successful advocacy and collaboration role for Council and community to achieve greater connectivity options to key significant nearby precincts

Challenges

- Connecting the southern end of the LGA which currently has limited transport options

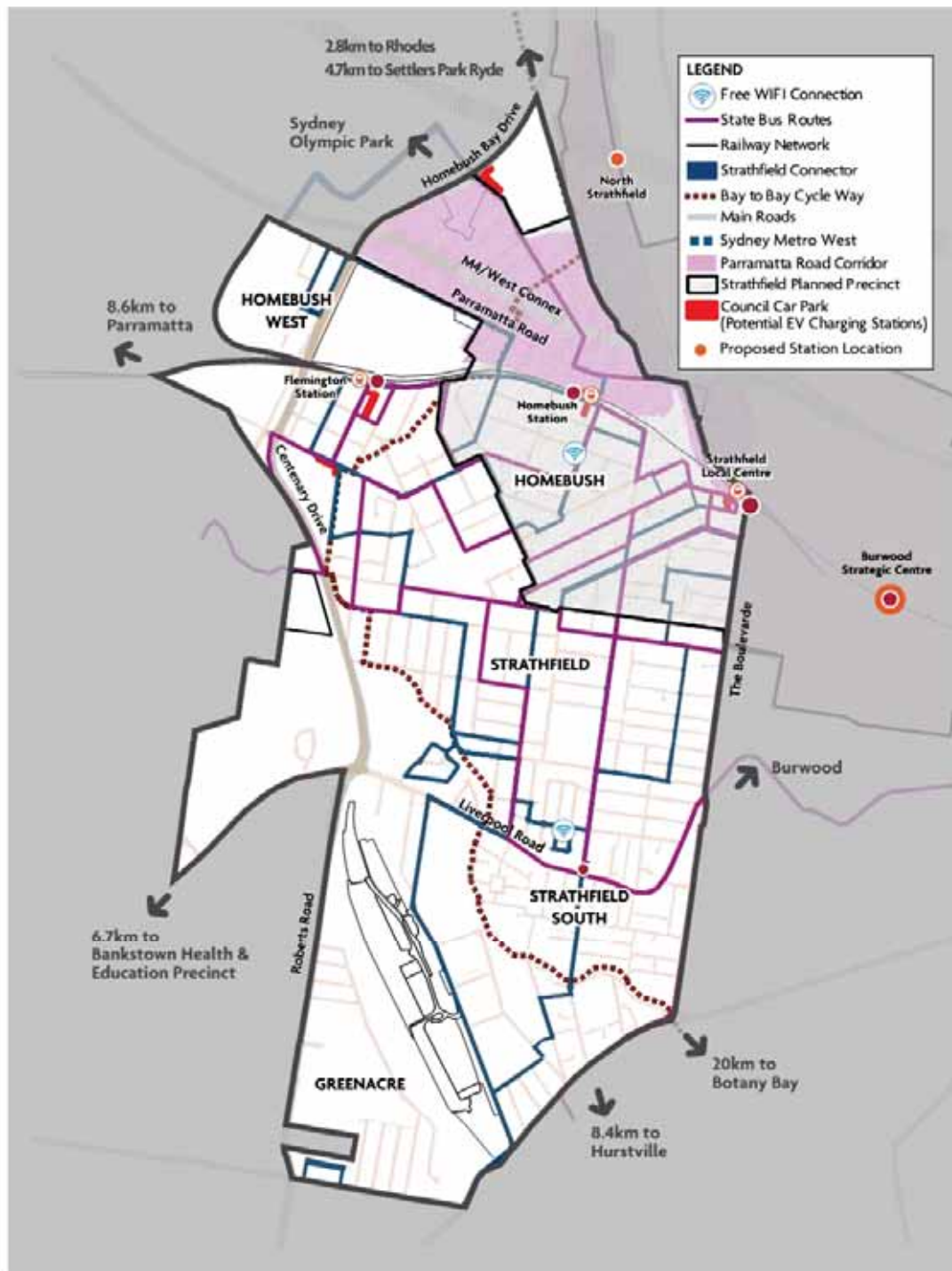


Measuring Progress to 2040

We will measure our success towards meeting our vision for infrastructure and collaboration working together through the following measures and targets:

- No areas within the LGA without access to Council, private or public transport
- Increased resident satisfaction with overall access or connectedness to transport (Baseline of 76% rating of excellent – good in 2018)
- An increase in households without a private vehicle (Baseline of 13.2% in 2016)
- Decreased congestion on the rail network (Baseline to be determined)
- An increase in people with internet at home (Baseline of 81.6% in 2016)
- Increased use of smart technology in public places and facilities (Baseline to be determined)





Map 3: Infrastructure and Collaboration Structure Plan

P1 Collaboration ensures growth is sustained by well-planned and accessible infrastructure

As the LGA continues to grow and transform it is critical that new development is aligned with the delivery of infrastructure to adequately support our changing community, enterprises and contribution to the Eastern City District. Infrastructure will need to connect and facilitate the availability of the right opportunities and experiences including transport, open space, utilities, social and cultural services.

Collaboration between Council, neighbouring councils, NSW State Government and key stakeholders will be critical to ensure the efficient use of existing and timely delivery of city shaping infrastructure to support new development, including residential development along

the Parramatta Road Corridor. It is also important for our community that any future Sydney Metro West station at North Strathfield delivers high quality local outcomes that include the delivery of social infrastructure. Council will collaborate with Sydney Metro West to identify opportunities and mitigate potential impacts for the LGA.

Council has a major role to play in providing, collaborating and advocating for the infrastructure critical to achieving both our short term and 2040 Vision. It is important that new or upgraded infrastructure delivery does not negatively impact on the valued local character, environment and amenity of our residents.



Actions

- A1** Collaborate with the NSW Government to ensure that any future development uplift along State led corridors and within Planned Precincts is supported by infrastructure, services and provisions to facilitate the delivery of affordable housing and best practice sustainability
Immediate

Actions

- A2** Work collaboratively with neighbouring councils, TfNSW and the Department of Planning, Industry and Environment (DPIE) to enable the delivery of dedicated rapid public transport, active travel infrastructure and place based outcomes along the Parramatta Road Corridor and any future Sydney Metro West station at North Strathfield
Immediate to Long Term
-
- A3** Work collaboratively with the DPIE and other stakeholders to ensure that future development within Planned Precincts or other large areas of future growth facilitate the delivery of:
- diversity in housing consistent with the existing and desired future neighbourhood character
 - high quality domain and open space
 - well designed natural and built shade
 - mechanisms for the delivery of required infrastructure
 - high efficiency, low carbon infrastructure
 - water sensitive urban design and water recycling system
- Immediate to Medium Term**
-
- A4** Work collaboratively with Sydney Metro West and the DPIE to ensure that land use changes around future Sydney Metro West stations deliver high quality outcomes that include the delivery of social infrastructure, active transport, employment and connections to high quality public domain and open space which incorporates public art provision
Immediate to Long Term
-
- A5** Work collaboratively with Burwood Council, TfNSW and the DPIE to identify opportunities for infrastructure upgrades within Strathfield Town Centre such as active travel paths, electric vehicle charging stations, energy efficient lighting, water bubblers and shade
Immediate
-
- A6** Work collaboratively with Burwood Council in planning the future direction of the Burwood Strategic Centre to ensure that future land uses complement the function of Strathfield Town Centre and Strathfield residents benefit from jobs provided within the Burwood Strategic Centre
Immediate
-
- A7** Review Councils development contribution framework (s7.11, and s7.12 contributions plans) and develop a Voluntary Planning Agreements Policy to ensure the delivery of local infrastructure to support growth and deliver appropriate community benefit to support the needs of future residents including provisions for sustainable transport infrastructures
Immediate
-
- A8** Collaborate with the relevant NSW State Government authority to:
- identify future transport needs to support the growth of the LGA and investigate any future need for residual transport corridor land and alternate needs such as open space
 - develop road safety initiatives for strategically important centres and places
 - identify under-utilised State owned land for the delivery of active travel connections, open space and social/community infrastructure
 - ensure that existing operations and any future expansion of the EILC has minimal adverse impact on the surrounding residential land uses
 - identify land to enable the delivery of the Green Grid Corridor through connections along the Cooks River (including Cox's Creek Channel) and Powell's Creek
 - ensure that new or the upgraded delivery of infrastructure services in the Strathfield LGA does not adversely impact on the character and amenity of streets and neighbourhoods (eg undergrounding of electricity, water sensitive urban design and naturalisation of existing concrete channels)
- Immediate to Long Term**

P2

Connected, integrated, efficient and accessible transport options connect Strathfield's people to their neighbourhoods, centres, jobs, community and recreation areas

Access to transport, traffic congestion and parking are key community concerns. The LGA is known for its well-connected and accessible public transport systems. Strathfield Station is one of the largest stations in Sydney and is part of a network which features metro, Regional, freight, country and State rail connections. Other train stations in the LGA include Homebush and Flemington Rail stations. The LGA has access to extensive State and local road networks including the M4 Motorway, Parramatta Road, Hume Highway (Liverpool Road), The Boulevard and Centenary Drive/Homebush Bay Drive/Roberts Road.

Access to well-connected and integrated public and private transport systems including rail, buses and taxis allows our community to be less dependent on private vehicles than others within the Region. Extensive local walkways are located through streets and parks as well as the Bay to Bay Cycleway, which passes through the LGA and into other areas.

However, transport access is not consistent across the LGA with areas particularly in the south experiencing

difficulties in accessing transport services. Council has recently commenced the Strathfield Connector Bus service to provide a more reliable local transport service.

The increase of population across Greater Sydney has created pressure on transport systems. Overcrowding on trains has impacted on the reliability of existing services and increased traffic movements in and around the LGA and has created significant traffic congestion.

Although major transport infrastructure is controlled by State Government, Council provides and maintains local transport infrastructure such as local roads, footpaths and cycleways. Council also collaborates with State Government to improve access, frequency and coverage of public transport services.

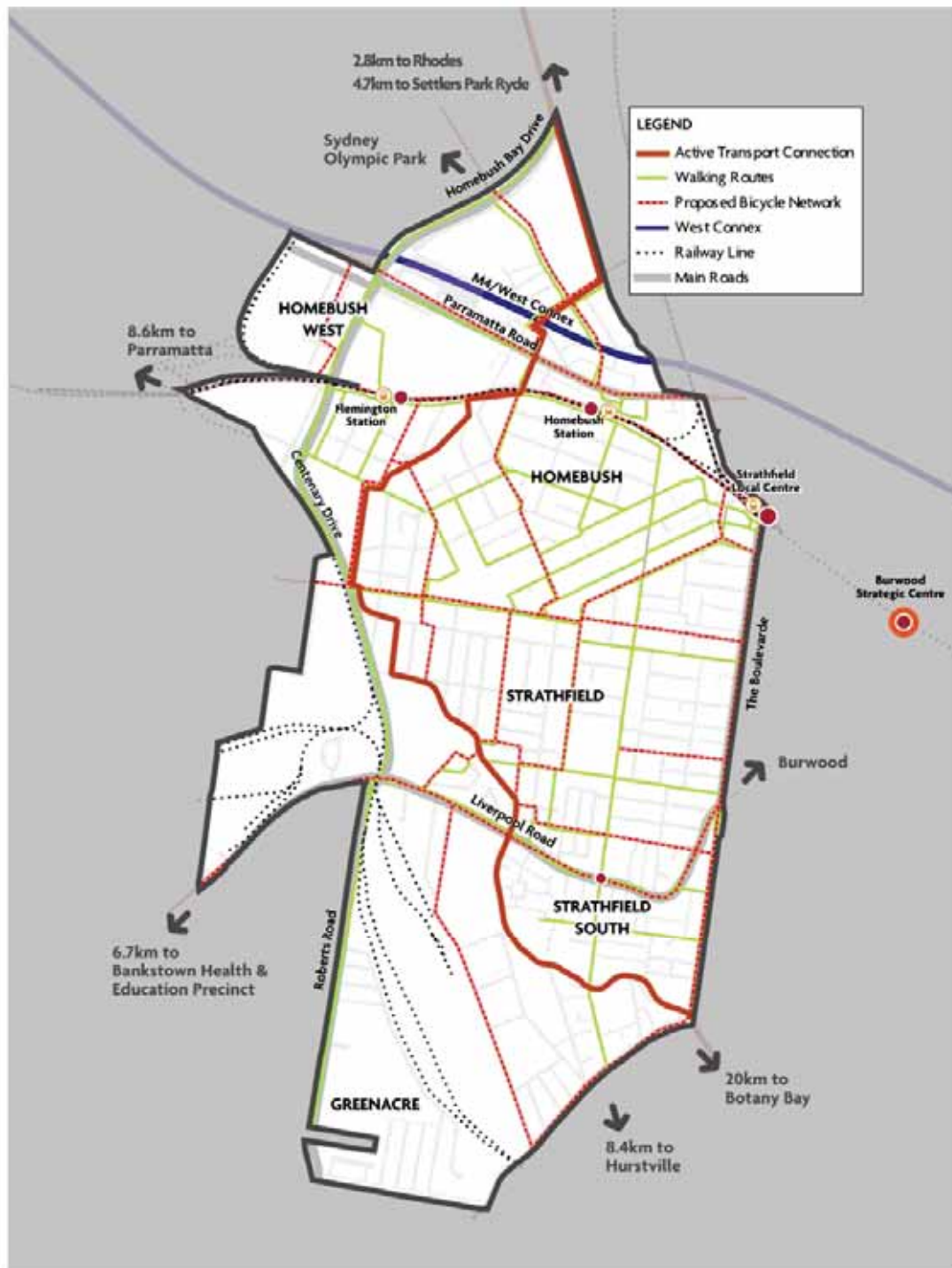
There is a need to maintain good access to roads, footpaths and cycleways, including provision of access for people with impaired mobility. Planning for better kiss and ride and drop off/pick up zones to provide for car and ride sharing and other emerging mobility options is a solution to these issues, as is infrastructure to support active transport.

Actions

- A9** Review the recommendations of the Draft Strathfield Active Travel Plan to identify barriers to walking and cycling to local centres and key transport nodes and implement a program for the delivery of pedestrian and cycling infrastructure to ensure neighbourhood accessibility and a more aesthetically pleasing environment around transport infrastructure such as railway stations and bus interchanges.
Short Term
- A10** Review the operation of the Strathfield Connector Bus service after 12 months of implementation to ensure that it is providing effective connectivity across the LGA and collaborate with the NSW State Government for funding if expansion of the service is required.
Immediate
- A11** Actively encourage kiss and ride drop off/pick up zones at all railway stations, major bus interchanges and schools as they are renewed.
Immediate to Long Term
- A12** Investigate the installation of electric vehicle charging stations across the Strathfield LGA and include provisions in Council's DCP 2022 to ensure that the required infrastructure is provided in high density residential, commercial and retail development.
Short Term
- A13** Develop a policy for the inclusion of electric charging stations in Council facilities and car parks.
Short Term

Actions

- A14** Develop controls in Council's *DCP 2022* that encourage the provision of facilities to support the operation of car and ride sharing, e-bikes and other emerging mobility options in high density residential and mixed use/commercial developments
Short Term
-
- A15** Develop controls in Council's *DCP 2022* to facilitate the delivery of infrastructure to support walking and cycling such as lockers, bicycle racks and showers in development along major transport corridors and close to key transport interchanges/mass transit
Short Term
-
- A16** Investigate options for the expansion of a resident parking scheme to manage parking around key locations across the LGA
Short Term
-
- A17** Prepare a Pedestrian Access and Mobility Plan (PAMP) for the following Centres:
- Strathfield Town Centre
 - Flemington Station
 - Homebush Station
 - Parramatta Road
 - Strathfield South
- Short Term**
-
- A18** Develop controls in Council's *DCP 2022* that provide safe, high quality walking and cycling links that cater for and encourage short trips to local centres, public transport services, schools, local open space, the Green Grid and other trip attractors
Short Term
-
- A19** Collaborate with the DPIE and TfNSW for improved public transport and active transport connections to Rhodes Strategic Centre to enhance access to jobs and social infrastructure for Strathfield LGA residents
Immediate to Long Term
-
- A20** Collaborate with the relevant NSW State Government authority to:
- Review the bus network to enhance access to jobs, services, education and social infrastructure for all of Strathfield's neighbourhoods
 - Develop and implement transport and infrastructure plans that provide short-medium term recommendations to alleviate and manage impacts of congestion on major roads including Centenary Drive, Roberts Road, Parramatta Road and the Hume Highway (Liverpool Road), improve intersecting traffic conflicts and identify required upgrades
 - Deliver funding to facilitate the delivery of safe pedestrian crossings across Parramatta Road at Homebush and Homebush West
 - Deliver improved services on the T1 Western/Northern railway line
 - Investigate and plan for the land use implications of regional transport corridors
 - Integrate the Principal Bicycle Network into Council's land use and local transport planning
 - Investigate and assist in the delivery of a separated bicycle path from Hurstville to GPOP (via the Water Street Employment Land Precinct (WSELP), Homebush Road, The Crescent, Subway Lane, Loftus Crescent, Smallwood Avenue, Derowie Avenue, Pomeroy Street and Underwood Road and from Burwood to Parramatta (via The Boulevard, Broughton Road, Albert Road, Elva Street, Beresford Road and Arthur Street)
- Short to Long Term**
-
- A21** Work collaboratively with neighbouring councils, TfNSW and the DPIE to identify opportunities for public/active transport connections to the Greater Parramatta Olympic Peninsula (GPOP), Concord Hospital, Rhodes Strategic Centre and the Bankstown Health & Education Precinct
Short to Long Term



Map 4: Active Transport

P3

Freight corridors and local servicing meets needs with minimal impact on neighbourhoods and centres

Strathfield LGA is an important link in Greater Sydney and NSW's freight network. While Port Botany is the freight hub and major focus of this network, to assist in import and export requirements the Enfield Intermodal Logistics Centre (EILC) has been developed as a key logistics hub which has a direct rail connection to Port Botany and to regional areas of NSW. The EILC reduces the reliance on road transport of containers to and from Port Botany, however it is expected that activities will continue to intensify to cater for growing trade volumes.

As our centres grow and diversify the volume of freight and servicing activity will also increase. Key, important road freight routes which are critical to the District's and Region's productivity include Parramatta Road, Roberts Road/Centenary Drive, M4/West Connex, Cosgrove Road and Liverpool Road between Cosgrove and Liverpool Roads. There is a need to protect these State corridors from urban encroachment as they play an important role in 24 hour freight operations. Freight is moved locally primarily through Punchbowl Road, Cosgrove Road and Wentworth Street.

The Eastern City District has the highest concentration of parcel deliveries across Greater Sydney and future planning decisions should support the growing need for parcel deliveries and on-demand freight. It is expected that deliveries will continue to increase to meet demand from centres such as the Australia Post Sorting Facility at Strathfield.

Over the next 20 years it is anticipated that demand for these services will increase and road and freight movements may have negative impacts on the amenity of residential neighbourhoods through noise and traffic congestion, particularly during the peak periods. It is important that while the LGA continues to play a major role in supporting Greater Sydney and NSW's freight and distribution needs, measures are put in place to minimise the impact on our community of expanding freight services.

Actions

- A22** Collaborate with the NSW State Government to identify and protect key freight routes which support the LGA and the District and to provide buffer zones to mitigate the emissions and noise from 24 hour freight functions
Short Term
- A23** Ensure that infrastructure supports the function of key freight corridors to ensure deliveries and on demand freight are enabled across the LGA and District
Short Term
- A24** Investigate and review zoning provisions in Councils LEP 2021 to limit incompatible uses with the Australia Post Sorting Facility, EILC and Sydney Markets so as to protect the land and nearby residents
Immediate

P4

Digital infrastructure enables our community, businesses and service providers to grow

Technology is changing the way communities interact and creates opportunities for improvements to the way we plan for, deliver and maintain city shaping and local infrastructure, liveable places and support connected communities. Through connectivity of the Internet of Things (IoT), sensor technology and big data, the quality of decision making, services and infrastructure can be enriched to deliver liveable, productive and more sustainable places.

Smart technologies offer significant advantages and opportunities to address the challenges of growth and changing environments. Identifying and embracing changes that will work as enablers will support the LGA's growth, prosperity and connectivity.

Smart technology solutions promise optimised asset management, improved environmental monitoring for safety and hazard reduction, enhanced community connectedness and a variety of employment and transport solutions.

Council has a role to play through both advocacy for enabling digital infrastructure to support our residents, businesses and visitors, and in providing and promoting local smart initiatives.

Actions

- A25** Develop a Smart City Strategy that identifies how Council will respond to and take advantage of technological changes to address local challenges, optimise use of assets, streamline asset management and improve service delivery
Short Term
- A26** Work collaboratively with utility providers to identify smart technology solutions across the LGA to support future asset provision and management
Short to Medium Term
- A27** Investigate accessible free Wi-Fi and technology solutions in new and upgraded Council facilities and through place making, particularly through activated smart social outdoor hubs, parks and open spaces
Short Term
- A28** Advocate to the Federal Government for priority access to enabling digital infrastructure
Short to Long Term





Liveability

Liveability is about ensuring residents have access to good quality social and recreational infrastructure and to well designed, diverse housing connected by activated and safe public spaces. Taking a place-based approach will help to build the social fabric whilst retaining the distinctive neighbourhood character, Aboriginal, built and natural heritage elements of the LGA.

Changing lifestyles and population growth require well planned urban design and regulation, at both the State and local level in order to enhance liveability and protect existing and desired future local character. High quality, well planned and sustainable urban and natural environments will need to harmonise well designed new development with the established heritage buildings and areas, streetscapes and local character. Housing should be coordinated with local infrastructure to promote liveable, walkable neighbourhoods. It should also be supported by local travel infrastructure and any traffic generating land use proposals will require studies to identify transport capacity to ensure they are appropriately located.

As the LGA's population diversifies and increases housing needs to be in the right places to meet demand for different housing types, tenure, price points, preferred locations and design. We expect that more residents will be living in high density housing. It is important to ensure that these developments are well planned and serviced by local infrastructure. Quality development

outcomes will have far reaching effects on the local area as a whole and enhance the liveability of these emerging neighbourhoods.

Enabling and building capacity in infrastructure such as utilities is essential to support growth and increased demand. The provision of open space, recreation and social infrastructure must align with growth over the next 20 years. The capacity of existing infrastructure must be considered when planning decisions are made. Working towards improving and sharing facilities will also increase opportunities for people to participate in and contribute to community life.

The accumulated effects of urban development on the built and natural environment must be monitored to ensure that a balance is maintained between the pressures from population growth and the protection and enhancement of natural ecosystems. Some issues need a collaborative and regional approach such as improving river systems through building alliances with other agencies.

Sustainability and energy efficiency innovation will reduce greenhouse gas emissions and transition to a low-carbon and high energy efficiency. Infill and urban renewal precincts will provide opportunities to further improve the energy and water efficiency of new and existing buildings, incorporate building and deliver precinct scale renewables and waste management.

Planning Priorities

P5

Well located and designed social and recreation infrastructure connect us and supports healthy and active lifestyles for people of all ages and abilities

P6

Development balances growth with best practice planning and infrastructure provision to deliver sustainable, liveable and well-designed neighbourhoods

P7

Quality urban design complements all heritage and neighbourhood character

P8

Diverse housing options provide for people of all lifestyles and connects them to jobs, recreation, services and transport

Our Starting Point

Advantages

- Attractive streetscapes with a strong network of street and public trees
- Significant built, natural and cultural heritage which is highly valued by the community
- Access to a host of regional sporting, entertainment and cultural facilities including the historic Rookwood cemetery, Bakehouse Quarter dining, GPOP's entertainment, Enfield Aquatic Centre and Burwood and Rhodes centres with shopping, entertainment and urban services

Opportunities

- The redevelopment of Hudson Park from a Golf course to a district level Park delivers enhanced open space and recreational facilities
- State-led initiatives will deliver additional housing supply and choice
- Collaboration on the planned Parramatta Road Corridor and planned Precincts can deliver housing choice, liveable neighbourhoods and low carbon, high efficiency outcomes
- Potential collaboration opportunities with the Australian Catholic University (ACU) and NSW Government for joint and shared use of facilities and land
- The new LEP and DCP can contain controls to achieve significant priorities for Council and the community such as provision of appropriate infrastructure, separation and transition between developments and zones

Challenges

- Delivering a range of housing types, particularly high-quality medium density to accommodate people at all life-cycle stages, including inter-generational living
- Existing density around centres may result in limited remaining capacity to deliver more housing opportunities

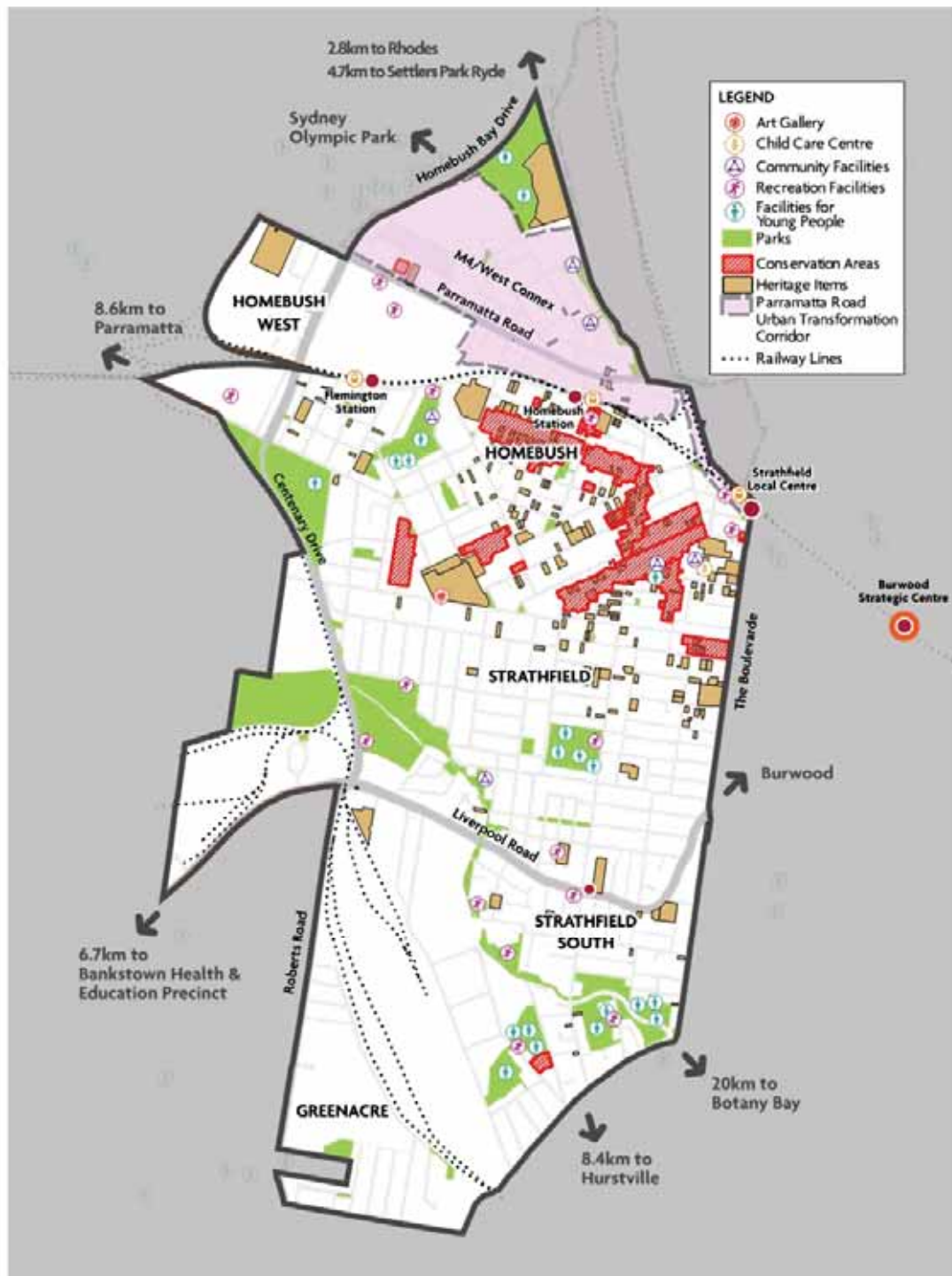


Measuring Progress to 2040

We will measure our success towards meeting our Vision for Liveability through the following measures and targets:

- 2021 and 2040 State Government housing targets delivered
- Increased diversity of housing (Baseline of high density: 42.1%, medium density: 15.7%, separate house: 40.3%, other: 1.9% in 2019)
- An increased proportion of affordable housing in new developments (Baseline to be determined)
- An increase in the proportion of people who can walk to open space within 400 metres or less from low-medium density housing and within 200 metres from high density housing (Baseline to be determined)
- A decrease in people experiencing housing rental and mortgage stress (Baseline of 37.1% mortgage and 58.2% rental stress in 2018)
- An increase in resident satisfaction with the protection of well-established heritage buildings and areas (Baseline of 51% with a rating of excellent to good in 2018)
- An increase in resident satisfaction with the quality of recent and new development (Baseline of 41% rating of excellent - good in 2018)
- An increase in resident satisfaction with the location and density of new development (Baseline of 31% rating of excellent to good in 2018).





Map 5: Liveability Structure Plan

P5

Well located and designed social and recreation infrastructure connects us and supports healthy and active lifestyles for people of all ages and abilities

Access to well-located open space, community and recreational infrastructure facilitates a wide range of social, cultural, sports and recreational activities for all ages and abilities.

Recreational activities support social networks, build community relationships and provide health and wellbeing benefits. A growing population and increasing housing density will require well planned infrastructure to maintain healthy and active lifestyles such as open space, parks, community and recreational facilities, footpaths and roads.

The LGA boasts a variety of parks and open spaces ranging from regional parks such as Strathfield Park, Airey Park and Mason Park to small neighbourhood parks located close to homes. The Bay to Bay Walk and cycleway connects us from south to north along the Cooks River and Powells Creek, provides a host of recreational opportunities and access to foreshore parks.

The LGA's parks deliver a range of infrastructure including playgrounds, sporting facilities, amenities and open areas for sport, leisure, events and social gatherings. Our community has access to a range of sporting facilities and opportunities for active and passive recreation, both within the LGA and nearby at GPOP.

The transformation of Hudson Park from an under utilised golf course into a district level green open space will provide additional recreational facilities for our community and beyond. The Park will include an upgraded driving range, sports courts, a playground, a scenic lake, picnic areas, a café and substantial new tree planting. To ensure our community is not negatively impacted, Council has collaborated with Strathfield Golf Club who are able to accommodate non-members.

When planning for existing and new open space Council will support a variety of recreational and passive uses reflective of the changing needs of the community.

Our public library and community facilities across the LGA provide access to print and digital information resources, internet services, community and leisure activities and meeting facilities. The locally based cluster of schools and educational institutions have the potential for greater shared use of land and facilities and this should be explored so that these assets can be better accessed and utilised by the wider community. Both Council and the community have embraced the diversity of our people and our local facilities and the services they enable must continue to be culturally appropriate and welcoming.



Actions

- A29** Undertake a review of existing social and recreation infrastructure to ensure ongoing appropriate, flexible infrastructure with a focus on identifying current and future supply and demand for infrastructure types, locations and collaborative delivery opportunities

Immediate to Medium Term

- A30** Investigate opportunities for development of community hubs in high density precincts that deliver social and cultural spaces to facilitate people coming together and cultural expression

Short Term

- A31** Prepare an Open space and Recreational Strategy to:

- identify current and future needs
- trends in sport and recreation
- options for facility delivery including the utilisation of resources and the provision of recreation/ sport facilities in high-rise through contributions plans and public benefit
- recommend options to plan and design built and natural shade

Immediate

- A32** Include mechanisms in Council's *LEP 2021* to deliver public benefit for the delivery of open space and social infrastructure

Immediate

- A33** Deliver a district level recreational facility at Hudson Park that provides for increased tree canopy, sustainable water reuse, high quality community infrastructure and "smart" social spaces.

Immediate

- A34** Investigate opportunities to introduce into open space outdoor exercise equipment and outdoor study areas with smart technology such as charging stations and free WiFi

Short Term

- A35** Declare Strathfield LGA as a Refugee Welcome Zone that creates a link with Burwood Council's existing zone

Short Term

- A36** Work collaboratively with the Office of Sport when considering the upgrade of sporting facilities/playing fields as part of any infrastructure review

Immediate to Long Term

- A37** Investigate the opportunity to implement Memorandum of Understandings between Council and the NSW State Government/private stakeholders to encourage the shared use of land and facilities, including schools for community and recreation facilities

Short to Medium Term



P6

Development balances growth with best practice planning and infrastructure provision to deliver sustainable, liveable and well-designed neighbourhoods

The built environment of the LGA is important to the local community. Excellence in urban design and the appearance of our neighbourhoods is important as is well-built and well-designed housing and a high quality public domain.

Infrastructure planning is a high community priority. Well located, well designed and properly maintained infrastructure enhances the liveability of new and existing neighbourhoods. The provision, condition and maintenance of infrastructure can have far reaching effects on the local area and its residents. Providing quality infrastructure and services requires a collaborative, well-planned and integrated approach to ensure effective outcomes and efficient use of resources.

Community engagement raised concerns about high rise development and external and internal design, public domain and streetscape, access to facilities, transport,

open space and indoor/outdoor passive and active spaces.

Flooding and stormwater management is an issue across the LGA affecting properties and waterways. The resilience of local stormwater and catchment infrastructure relies on the condition of infrastructure. Council has established a Stormwater Management Service Charge to assist in funding stormwater management projects, which can include mainstream flood mitigation works and local drainage and overland flow path upgrades.

Other infrastructure such as the use of renewables and undergrounding of electricity and cables adds to the liveability and resilience of the area and results in an improved and visually pleasing public domain. Shade provides both relief from the elements and long term health benefits for our community.

Actions

- A38** Work with service providers to design and deliver best practice infrastructure, servicing and development approaches
Immediate to Long Term
- A39** Improve resilience of local stormwater and catchment infrastructure through asset management to minimise hazards and protect waterways
Immediate to Long Term
- A40** Develop controls in Council's *DCP 2022* to ensure new high density development and development in centres incorporates high-quality public domain, adequate communal/shared spaces and well-designed appropriately located built and natural shade
Short Term
- A41** Develop controls in *DCP 2022* to ensure new high density development provides adequate green spaces/ corridors and landscaping and gradual and appropriate separation and height transitions between development and between zones
Short Term
- A42** Develop controls in Council's *DCP 2022* to ensure new high density development and development in centres provides the appropriate infrastructure for its residents, including the undergrounding of electricity and cables, use of renewables and access for emergency and service vehicles
Immediate
- A43** Undertake a Traffic and Transport Strategy to investigate opportunities to design local streets to be low-speed, low-traffic and low-stress environments that can safely be used for cycling and walking, particularly by children
Immediate

P7

Quality urban design complements all heritage and neighbourhood character

Strathfield's distinct heritage is important to our residents and defines much of the existing local character, representing the various waves of development. The LGA has 17 heritage conservation areas and over 200 heritage items recognised as important to be retained for future generations.

The residential landscape is extremely varied, ranging from 19th century country-style estates to high-rise apartments. The area contains a number of recognisable architectural styles from each period of Strathfield's residential development commencing c.1870s. Significant and rare examples of these architectural styles are protected by statutory heritage listing, which include Victorian, Colonial Georgian, Queen Anne, Federation, Californian Bungalow, Spanish Mission, Tudoresque, Interwar, Post War II, Contemporary and Modern. Heritage also features in the preservation of parks, streetscapes, and significant examples of shops and industrial design.

To ensure that urban design outcomes maintain the distinctive quality and character of the LGA, new

development should be compatible with the conservation of heritage items and areas. Local Character Statements and the incorporation of design excellence in LEP 2021 and DCP 2022 will assist in achieving the LSPS 2040 Vision and enhancing the LGA's distinctive urban form.

Strathfield has a role to play in strengthening the economic self-determination of the District's Aboriginal communities. We will collaborate with the Metropolitan Aboriginal Land Council and our neighbouring councils to better understand and support the social and economic aspirations of Aboriginal people as they relate to land use planning.

The maintenance of significant scenic and cultural landscapes and views will be important in maintaining our local character and its place within the District. Council will do further work to identify views, vistas and cultural landscapes that have a meaning and connection to our community with a particular focus on local built heritage and Aboriginal culture.

Actions

- A44** Undertake a review of items of environmental heritage and heritage conservation areas as part of the preparation of LEP 2021 to ensure that significant items/groups of built heritage are retained and preserved across the LGA
Immediate
- A45** Update inventory forms for heritage items and identify contributory buildings within heritage conservation areas to record, manage and protect their heritage values
Immediate
- A46** Facilitate design excellence in large scale residential and mixed use development through the continuation of the joint Design Review Panel, in partnership with Canada Bay
Immediate to Long Term
- A47** Investigate the incorporation of design excellence provisions in LEP 2021 and DCP 2022 to ensure a high amenity for residents
Immediate
- A48** Develop and incorporate into DCP 2022 Local Character Area Statements which are consistent with the DPIE's Local Character and Place Guideline for areas which are identified through the *Local Housing Study* as having a distinctive urban form and character and which need to be retained and protected
Immediate
- A49** Prepare a views and cultural heritage analysis that identifies unique views, vistas, Aboriginal and built cultural corridors and landscapes and ensures their protection through controls in DCP 2022 *Local Character Area Statements*
Short Term



P8

Diverse housing options provide for people at all lifecycles and connects them to jobs, recreation, services and transport

The *Eastern District Plan* identifies that the District will continue to grow and that there will be a demand for an additional 157,500 dwellings across the District over the next 20 years. The Plan identifies that the Strathfield LGA is expected to deliver an additional 3,650 dwellings by 2021 (5 year housing target) to accommodate some of the growth within the District and the Greater Sydney Region. An understanding of the longer-term housing needs and capacity will be developed as part of Council's Local Housing Strategy.

The housing landscape of the LGA has changed since 2011 with an increase in flats, units and apartments and a decrease in separate houses and semi-detached, terrace and town house type dwellings. The LGA has a much larger proportion of high density housing (42.1%) than Greater Sydney (23.5%). This type of housing is particularly concentrated in transport corridors at Strathfield, Homebush and Homebush West. The LGA has considerably less medium density housing (5.7%) than Greater Sydney (20.3%). This shift away from separate housing aligns with the development occurring in the area. New builds tend to be higher density residential than separate houses, particularly along the railway corridor. Several new separate house developments or significant renovations of separate houses have also been constructed in the Strathfield residential area. This trend is expected to increase in the future, as more separate houses are converted to apartments.

Homebush has a significant representation of flats, units and apartments while Belfield has more separate housing, which is indicative of the character of each area. Homebush is located on the railway line and has been an area of renewal since the late 1990s in preparation for the Sydney Olympics in 2000. Belfield, Strathfield and Strathfield South however, represent the more traditional character of the LGA with low density residential being the dominant housing type. Our younger population is clustered around the stations while families and over 60 year olds are more concentrated in the low-density areas to the south of the stations.

Housing options and availability should align with changing community demands and household structures. By 2040 we will need to provide diverse housing which is connected to social, economic and recreation infrastructure for people at all life stages. We anticipate that at that time our predominant household structure

will be couples with children. There is also an ongoing need for housing which supports smaller households. Demand for housing that supports inter-generational living is emerging as a new local trend.

State led initiatives which will deliver greater housing supply include the Parramatta Road Urban Transformation Corridor and the Burwood – Strathfield and Homebush Planned Precinct. The precinct also provides an opportunity for low carbon, high efficiency outcomes. Council's Strathfield Residential Land Use Strategy identifies opportunities to increase capacity for housing in the Eastern City District. Urban renewal will be promoted along regional transport corridors and near strategic centres, such as northern Strathfield and Homebush with high residential amenity and access to transport and services.

The community has a preference to contain higher density development to the major transport corridors and protect the existing heritage and local character of low density residential across the LGA. The Parramatta Road Urban Transformation Corridor provides opportunities to satisfy these community preferences. It will also deliver a diversity of jobs and supporting infrastructure.

Since 2014 there have been 8 planning proposals with a residential impact submitted for Gateway review. These proposals are stated by applicants to allow for approximately 1,150 dwellings. Approximately 509 dwellings are associated with fully completed planning proposals. Demolition has progressed on these sites, but it does not appear that construction has commenced suggesting that the apartments would be delivered between 2021 and 2026. The remaining 641 dwelling associated with the in-progress planning proposals, if completed would also be most likely to be delivered during this period.

There are seven Planning Proposals within the Parramatta Road Urban Transformation Corridor and one within the Strathfield CBD, which are anticipated to deliver an additional 1,924 dwellings within the LGA. Delivery of the anticipated dwellings will add to the proportion of high-density residential accommodation available within the LGA.

Council's Draft Housing Strategy Evidence Report identifies the projected dwelling delivery in the LGA by 2022 to be approximately 4,442, 4,142 of which will

be additional dwellings. A conservative delivery of 80% of these is expected, considering it is unlikely all developments will be constructed within the timeframe given, resulting in a projected additional dwelling delivery of 3,312 by 2022. Comparing this number to the dwelling target for Council of 3,650 dwellings (Eastern City District Plan), it can be concluded that Council is generally on track to meet the short-term target.

The Evidence Report also identifies a medium term housing target (6-10 years) ranging from an additional 4,800 - 7,300 dwellings, which will be needed to accommodate the increase in population projected for the Strathfield LGA. There are significant interdependencies for the LGA in meeting these projected housing targets with State-led projects which will influence housing supply for the LGA including the Burwood, Strathfield and Homebush Planned Precinct, Sydney Metro West and PRCUTS.

The Local Housing Strategy will inform the LGA's need for additional medium-density and diverse housing typologies and the appropriate locations within the area based on demand and demographics.

Access to affordable housing is of concern to the local community and that increasing the number of affordable dwellings is a key component of liveability. The cost of housing is higher in the LGA than in other parts of Greater Sydney with 37.1% of households with a mortgage making high loan repayments, compared with 36.5% in Greater Sydney and 58.2% making high rental payments as compared with 48.1% in Greater Sydney. The LGA's cluster of educational institutions necessitates the provision of local housing for people employed within the sector and other key workers.

Council's Inclusive Housing Strategy will incorporate a detailed demand and supply analysis and provide mechanisms for the delivery of housing options across the LGA for key workers, very low and low to moderate income households. Council is committed to exploring opportunities to go beyond the District Plan's affordable housing target of 5 -10% for all new dwellings, which will require feasibility testing on a site-by-site basis.

Actions

- A50** Prepare a Local Housing Strategy that identifies mechanisms to facilitate the delivery and diversity of housing across the LGA and ensure the delivery of the short, medium and long term Eastern City District housing targets. The Strategy will develop criteria for the delivery of high and medium density across the LGA and consider options for:
- dual occupancy development that is consistent with the streetscape character across the LGA
 - medium density development in the form of townhouses and terraces
 - high density in appropriate locations

Short Term

- A51** Create connected and sustainable precincts through the delivery of high density residential development to the Parramatta Road Corridor, Liverpool Road Corridor and the Strathfield Town Centre

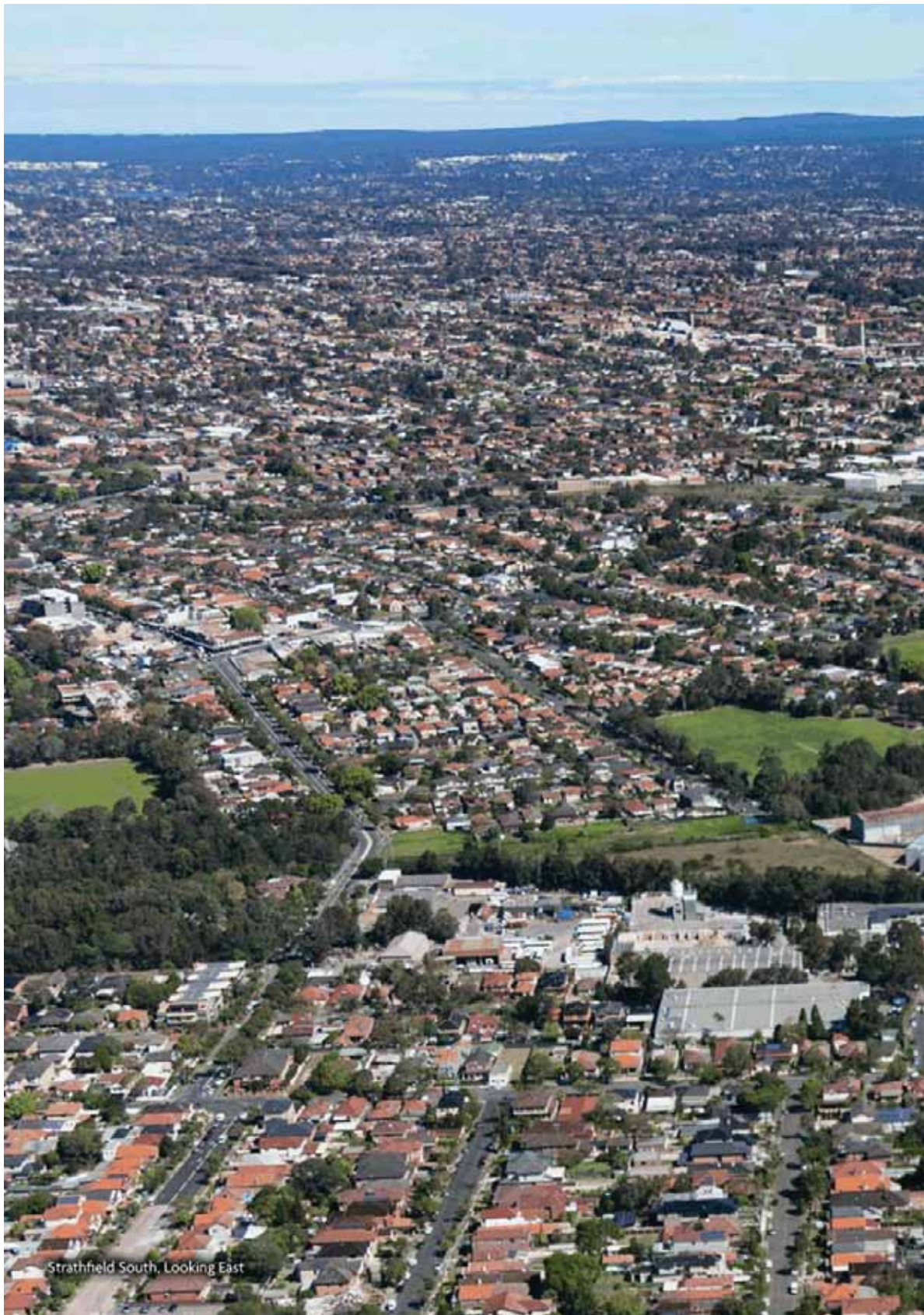
Immediate

- A52** Seek an exemption under the *Housing Code and Low Rise Medium Density Housing Code* from Local Character Areas and identify areas where the application of the Code is appropriate

Immediate

Actions

- A53** Investigate the incorporation of a minimum lot size into *LEP 2021* for boarding houses and dual occupancy development in the R2 – Low Density Residential Zone
Immediate
- A54** Prepare an Inclusive Housing Strategy that identifies mechanisms (including *SEPP 70*) for the delivery of housing options across the LGA for key workers and very low, low to moderate income households along with possible areas for its provision
Immediate
- A55** Investigate opportunities to go beyond the District Plan's target of 5 -10% of the Gross Floor Area of new development to be dedicated as affordable housing for:
- Planned Precincts
 - Land identified as being within the Parramatta Road Corridor
 - Where there is an increase in density arising from a Planning Proposal
- Immediate**
- A56** Work collaboratively with the NSW State Government to ensure that any redevelopment of social housing is sensitive to the local character of the neighbourhood, complements desired future character and provides for a mix of housing types and dwelling sizes
Immediate to Long Term
- A57** Implement the (*PRCUTS*) generally in accordance with the *2016-2023 Implementation Plan*, following the finalisation of a precinct wide traffic and transport study, urban design study and air quality assessment for the M4 East Ventilation Outlet, including the preparation of:
- Precinct wide Planning Proposal
 - Draft Development Control Plan
 - Local Contributions Plan
- Short to Medium Term**
- A58** Ensure that the Planned Precincts, the Parramatta Road Corridor and the redevelopment of large sites deliver a diversity of housing types with a range of unit sizes so as to meet the needs of changing households and age structures
Immediate to Medium Term
- A59** Ensure that any proposed changes to land use in key renewal sites/precincts:
- Incorporates viability testing
 - Includes industries that serve the population related needs of the Strathfield community (urban support services)
 - Delivers opportunities for open space and improved public domain as well as safe and convenient connections through the site/precinct and to external destinations
 - Are accompanied by robust funding mechanisms to deliver local infrastructure
 - Where land use is changed, the height and density of future development is compatible with the immediate surrounding context
- Short Term**





Productivity

Centrally located and with large areas of land available to accommodate employment and job growth, the LGA makes an ideal base for business and industry and is a significant contributor to the economic success of Greater Sydney.

Other key regional economic drivers within the LGA which contribute to the LGA's unique economic identity include Sydney (Flemington) Markets, the EILC, the Australia Post Sorting Facility and a range of food, freight and warehousing businesses in the Strathfield South industrial precinct. These productivity assets generate a substantial amount of employment. Council will continue to protect, enhance and grow these and our other productivity assets in order to cultivate local jobs and service offerings which will serve not only the LGA but also the Eastern City District and Greater Sydney. Consistent with the District Plan's principles for managing industrial and urban services land Strathfield has a retain and manage status, with the exception of the WSELP site. This will ensure we provide land for a wide range of businesses and support local, District and Regional productivity and a well integrated economy.

In order to better understand our employment lands and the future trends, a local Employment and Productivity for Urban Services Land Strategy is being developed and this will inform future land use planning decisions to be able to support industry locally and more broadly. We need to work collaboratively on behalf of our

community to ensure that the Burwood Strategic Centre and the Rhodes Precinct provide connections and linkages to ensure that our residents have easy access to jobs, as well as medical, health facilities and retail services.

It is important that our community have greater access to a range of local jobs, and in particular jobs which match their skills. The LGA must also keep providing and expanding a relevant range of local services required to support the interests and needs of our community. This improved access to employment and the services our community use frequently will deliver both economic and quality of life benefits. The LGA's night time economy needs to be expanded to provide local food and experience options.

Strathfield Town Centre is shared amongst Strathfield, Canada Bay and Burwood LGAs. Future planning for the Town Centre should be in collaboration with Canada Bay and Burwood Councils to ensure that it fulfills its potential by providing a greater diversity of uses, services, dining, entertainment and cultural offerings, which complement the adjoining strategic centres of Burwood and Rhodes. It is important that our village centres provide the services that our residents need and that they are activated to provide additional jobs and services in the future, with improved connectivity to nearby housing and open space.



Planning Priorities

P9

Our centres are easy to get around, deliver activated social spaces, opportunities to connect, nearby housing and local employment opportunities

P10

Industrial land and precincts deliver District and local urban services and provided activated spaces and mixed day and night time uses with minimal impact on neighbourhoods

P11

Strathfield's unique experiences provide a central meeting point for Strathfield residents and visitors

P12

Our specialised education cluster provides opportunities for learning, innovation and collaboration

Our Starting Point

Advantages

- High number of jobs in a small geographic area
- Sydney Markets is a major strategic food hub
- EILC provides warehousing and has direct links to Port Botany
- Existing major education hub with highly sought after private and public schools, the ACU, University of Sydney (Faculty of Health Sciences) and TAFE Western Sydney Institute
- Close proximity to Burwood Strategic Centre, Parramatta CBD, GPO and Sydney CBD
- Employment precincts are uniquely positioned to leverage off existing and planned transport corridors

Opportunities

- Highest amount of developed and undeveloped employment and industrial land in the District
- Opportunities for niche manufacturing and alternate urban services
- Collaboration opportunities to maximise the potential uses of local industrial land and ensure the right industrial infrastructure is delivered across the District
- Connections/links and access to public transport provide for opportunities for walking/cycling to work
- ACU Strathfield Campus provides opportunities for collaboration
- Potential to work collaboratively on any future masterplan with Burwood and Canada Bay Councils
- Connections/links to Burwood Strategic Centre and the Rhodes Precinct to provide opportunities for our community to access jobs

Challenges

- Better management of the interface between our industrial and residential zones, without compromising either

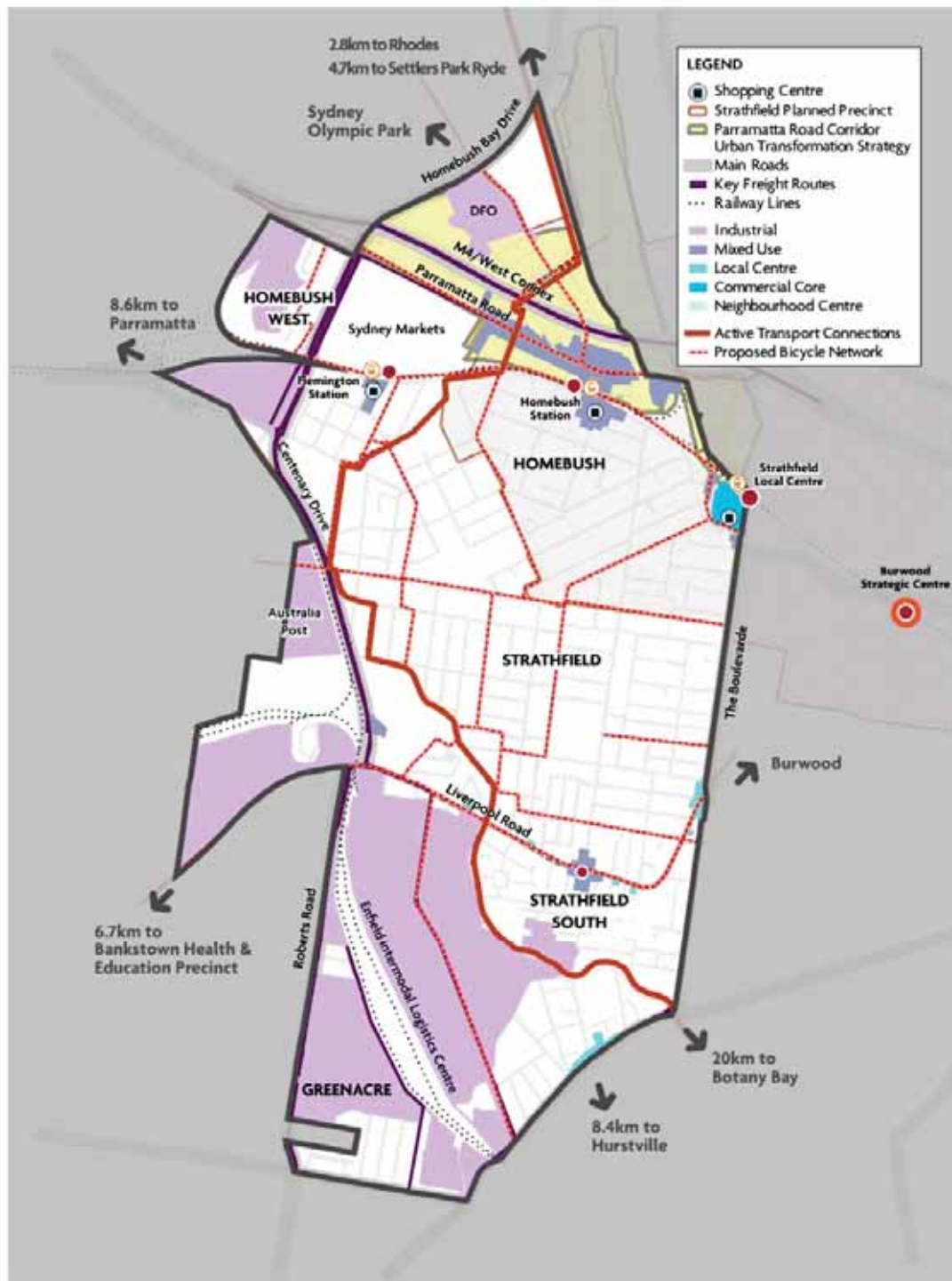
Measuring Progress to 2040

We will measure our success towards meeting our Vision for Productivity through the following measures and targets:

- State Government District job targets delivered
- An increase in employment self containment (Baseline of 11.4% in 2016)
- No decrease in industrial and employment land (Baseline of 20% in 2019)
- Decreased proportion of residents who are disengaged with town centres (Baseline of 28% in 2018)
- An increase in people who walk or cycle to work (Baseline of 3.2% and 0.3% in 2016)



Sydney Flower Markets, image courtesy of Sydney Markets



Map 6: Productivity Structure Plan

P9

Our centres are easy to get around, deliver activated social spaces, opportunities to connect, nearby housing and local employment opportunities

Council has an important role to play in making sure our centres are competitive and accessible to enable economic development, including removing any regulatory barriers, and enhancing their amenity. The Strathfield community has identified that local centres and villages need to be revitalised to become more engaging, welcoming and provide a better range of shopping and service options. The LGA has town and neighbourhood centres which vary in size, retail and service offerings. As a result of the lack of diversity of shops and businesses, the local community travels outside of the LGA for shopping and eating experiences. To improve the quality of our centres, Council will undertake further work to categorise these centres, identify the community's service, retail and entertainment needs. This work will inform appropriate land use zonings and controls.

There are community perceptions that some commercial or retail strips are experiencing decline with limited activation of these strips. There are opportunities to activate streets and places in decline both day and night,

including the Parramatta and Liverpool Road Corridors.

Our community supports a revitalised Strathfield Town Centre with a diversified range of uses and better integrated transport options. Council will work collaboratively with neighbouring councils and land owners to ensure that the Strathfield Town Centre fulfills its potential of an active, vibrant and well-designed centre that showcases our community's rich culture.

Belfield and Enfield are also shared with and service neighbouring council areas. Greater collaboration is important with neighbour councils to develop centres that are activated and responsive to community needs.

With our close proximity to Parramatta CBD, delivering a local supply of versatile, affordable and accessible office space may also be a feasible option. A future Commercial Centre's Study will ensure that we understand how these outcomes may be delivered.

Actions

A60 Prepare a Commercial Centre's Study that includes:

- the identification of a hierarchy of centres
- a review of zoning, land uses and development standards for these centres
- a review of the capacity of existing employment generating floorspace (commercial and retail)
- an investigation of flexible and innovative approaches to enable the revitalisation of high streets and centres in decline
- opportunities to improve urban amenity by moving some delivery and service activities off the street
- requirements relating to non-residential floor space
- opportunities for economic investment and improved productivity and the development of statements for each Centre which support the LSPS Vision, respect existing and future desired local character
- to ensure the delivery of the Eastern City District job targets

Immediate

A61 For centres with cross-boundary relationships, work collaboratively with neighbouring councils to ensure effective and consistent land use controls, development standards, public domain and open space amenity, infrastructure and maintenance

Immediate

A62 Investigate options to attract and retain a mix of retail and office development in the Strathfield Town Centre

Immediate

Actions

- A63** Investigate options to introduce land use provisions and controls in *LEP 2021* to enable tourist and visitor accommodation close to Sydney Markets and GPOP

Immediate

- A64** Work collaboratively with Burwood Council, TfNSW and key landowners to prepare a masterplan for Strathfield Town Centre to fulfill its potential and strengthen its economic role within the LGA and District. In particular to:

- capitalise on its unique offerings as a cultural centre and day/night time capacity
- focus on human (fine grain) scale public place that encourages diversity and social connectivity
- embrace the Centre's cultural offering
- deliver diverse service/retail/dining/entertainment and commercial options
- enhance the Centre's night time economy
- attract and retain high quality office space
- improve accessibility and facilitate walking and cycling
- be sympathetic to the heritage of Strathfield Station
- deliver parking that can be adapted to other future uses
- provide well-designed built and natural shade

Immediate to Medium Term

- A65** Prepare an Activation Policy for the Parramatta Road Corridor to facilitate the activation of ground floor uses and investigate the feasibility of encouraging start-ups

Short Term

- A66** Investigate the feasibility of the creation of independent or colocated smart work hubs in local centres and in declining high streets, such as Parramatta Road (start-ups, business by day/students after hours)

Short to Medium Term

- A67** Implement a prioritised program of public domain improvements and place making activities that improve liveability and enhance connectivity and vibrancy of centres

Short Term

- A68** Prepare a night time economy study to identify and measure night time activities in appropriate centres/precincts and options to create vibrant street life and meeting places, including eat streets and farmer's markets

Short Term

- A69** Investigate opportunities for the incorporation of provisions in *LEP 2021* and *DCP 2022* to ensure that the redevelopment of key sites/precincts makes provision for vibrant places and meeting spaces within developments

Immediate

P10

Industrial land and precincts deliver District and local urban services and provide activated spaces and mixed day and night time uses with minimal impact on neighbourhoods

Strathfield LGA is integral to the performance of the NSW economy and is a significant regional employer. The LGA contains one of the largest industrial and urban services precincts within the Eastern District and is an essential economic gateway with supporting industrial precincts, transport connections and corridors. It contains 284 hectares of land zoned as industrial and urban services land, of which 95% (271 hectares) is developed and the remaining undeveloped. This represents around 41% of undeveloped lands stock across the Eastern City District. This highlights Strathfield's importance in providing appropriately zoned land for the District's future urban and industrial services. The large amount of industrial and commercial areas offer both future local challenges and opportunities.

The LGA is an important link in Greater Sydney's and NSW's freight network. The EILC has been developed as a key logistics hub which has a direct rail connection to Port Botany and to regional areas of NSW to assist in import and export requirements. The EILC reduces the reliance on road transport of containers to and from Port Botany, however it is expected that its activities will continue to intensify to cater for growing trade volumes.

The number of jobs within the LGA is forecast to increase by 33% between 2019 and 2041. Most of this growth is expected to be in the industrial sector, making up 32% of the projected growth. This forecast growth in industrial related employment is significant as it will have a corresponding demand for additional floorspace and employment land stock in the LGA. The retention of employment and urban services land is vitally important to Greater Sydney. As the Region's needs and the nature of industry change, it will be important to encourage a broader range of permissible uses of this land. Remaining current and enabling short and longer term activation in industrial areas will ensure the available land is used to its fullest potential. With the scarcity of industrial land across the District it provides an opportunity for Council to collaborate with other councils to maximise the potential uses of this land and ensure the right industrial infrastructure is delivered across the District.

Any proposed additional land uses within industrial zones should not be at the disadvantage of freight lands which support the role of port operations.

Development and renewal of industrial and commercial areas must support the LGA's attraction as a desirable place to live and work. Renewal of industrial and commercial areas provides opportunities for sustainable development, resource efficiency, use of clean technologies and the integration of transport and infrastructure. It also facilitates the creation of employment and new businesses including the retail sector that supports existing business.

People who work in the LGA predominately come from nearby areas. Around 41% of our employment base lives in Canterbury-Bankstown, Cumberland, Blacktown, Parramatta and Canada Bay. Given some of these LGAs are forecast to have a significant increase in population, there is an opportunity for Strathfield to increase its employment base by providing appropriately zoned land and capacity for development. Its central location is ideal for transport, delivery and urban service industries.

Council recognises the importance of supporting programs that enhance innovation and productivity in business and build capacity in the local workforce. New uses such as creative industries and after hours entertainment options can be encouraged through appropriate zoning and would revitalise underutilised areas, both day and night. They would also provide local employment and social options for our residents. In any consideration of industrial land use Council recognises the importance of maintaining a buffer zone to protect the amenity of adjoining residential areas from noise, pollution and traffic impacts. Council also needs to make sure that industrial land is not encroached by urban development or any other uses. Our retain and manage status will ensure we achieve this.

Within the LGA there is one exception to this status, the Water Street Employment Lands Precinct (WSELP) which seeks a rezoning of industrial land to high density residential. A Planning Proposal for this was initially submitted on 22 April 2016. Although rejected by Council, the Sydney Central Planning Panel reviewed the pre-Gateway rezoning request on 5 April 2017, considered that the proposal has strategic and site-specific merit, and should proceed to Gateway Determination. The latter was conditioned and issued on 19 February 2019 with Council agreeing to be the Planning Proposal Authority.

In October 2018, the GSC issued an information note (Note SP2018_1) on planning proposals that apply to industrial and urban services land. It stated that planning proposals that were recommended to proceed to Gateway by a district panel and were submitted prior to the release of district plans should proceed in the usual manner. Even though the planning proposal is inconsistent

with the retain and manage principles of the District Plan, the provision within the information note allowed it to proceed to Gateway Determination. The Gateway Determination is active and Council intends on working with the affected property owners to ensure that it proceeds.

Actions

- A70** Work collaboratively with the NSW State Government to review the land uses within the Standard Instrument LEP to encourage a broader range of permissible uses within the IN1, IN2 and B7 zones

Immediate

- A71** Prepare a local employment and productivity strategy for urban services land to identify:

- industrial zoned land to be retained and managed for industrial and urban services purposes consistent with the District Plan's retain and manage status
- freight and servicing needs, opportunities and routes
- how industrial zoned land and freight routes will be protected
- commercial land which with links to urban services land and fresh food retail
- opportunities for knowledge intensive industries

Short Term

- A72** Make provision in Council's LEP 2021 to retain and manage industrial and urban services land to safeguard it from conversion to residential development and/or mixed use

Immediate

- A73** Review the role of the WSELP to ensure that future redevelopment (residential/mixed uses) of the Precinct takes into account existing constraints and allows for appropriate amenity outcomes consistent with the Gateway Determination issued by the DPIE 19 February 2019 and the GSC Information Note SP2018_1

Short Term

- A74** Provide controls in DCP 2022 to facilitate the contemporary adaptation of industrial and warehouse buildings through increased floor to ceiling heights and flexible floor plates

Short Term

- A75** Prepare a creative industries strategy to:

- identify the type of arts and creative industry opportunities for people who live, work and visit the LGA
- Investigate opportunities to establish a creative precinct within industrial zones through the collocation of artistic and creative organisations to support arts/creative enterprises and industries
- Investigate options for temporary and interim permissible uses to support creative enterprise and provide opportunities for people to connect

Short Term

- A76** Investigate the incorporation of provisions in LEP 2021 and DCP 2022 to ensure:

- appropriate transition between industrial and urban services land so as to ensure that noise, pollution and traffic impacts on adjoining residents is minimised and amenity is protected
- the protection of operating industry from incoming or intensifying developments, residential or higher density industrial to ensure these operations are not compromised

Short Term

P11

Strathfield's unique experiences provide a central meeting point for Strathfield residents and visitors

Strathfield LGA provides distinct destination experiences for local, regional and overseas tourists. Places such as Sydney Markets and DFO are major attractions that draw visitors from across Greater Sydney. The centres at Strathfield, Homebush and Homebush West are increasingly known for their food and retail experiences attracting local and regional custom. Visitors to our LGA are attracted by the quality and variety of local heritage buildings, streetscapes, recreational facilities, parks and green corridors. These could be enhanced with the development of public art and cultural programs. While Council is not the owner of some of these sites, there is the potential to collaborate with stakeholders and owners to develop place and attraction strategies to centres, business, local and regional attractions.

Sydney Markets has been located at Flemington since 1975, covers 42 hectares and operates 24 hours a day. The Markets are the primary providers of produce and flowers supplying the Region with over 850 wholesalers, growers and supporting business. They operate day and night, employ around 5,000 employees and have their own shopping plaza, hotel, brewery, banks and shops.

Studies have identified that a collection of businesses related to or involved in the wholesale and retail food industry could transform Sydney Markets and could lead to opportunities for food related education and training. There is potential to develop a tourist hub around the 'foody' market or a hub similar to the Queen Victoria Market in Melbourne.

In 2016, a review of the future of the Sydney Markets site commenced, which may result in reinvigoration and transformation of existing uses or redevelopment for other purposes. If changes are made to the land or development, a range of options to improve the use and amenity of the site would need to be considered. Council will work with Sydney Markets to facilitate their ongoing viability and success as a significant local, District and Regional food supplier.

DFO at Homebush is one of two retail outlet factory shopping outlets in Sydney and attracts customers from across the Region. The current site has issues with access, traffic and parking that can impact on the surrounding locality and proposals to change land use or development would need to provide outcomes that improve offerings and minimise impact on the local area.

The site is currently zoned as Industrial Land and is subject to the retain and manage principles of the District Plan. The PRCUTS has identified this land and the adjoining industrial land in Underwood Road and Wentworth Road to be rezoned to residential use. The provisions within PRCUTS are subject to a s9.1 Ministerial Directions (No. 7.3 – Parramatta Road Corridor Urban Transformation Strategy) which became effective on 9 December 2016. Given that the s9.1 directions were made prior to the District Plans, the provisions within the directions will override the District Plan. This means that Council will need to collaborate with the existing landowners of this industrial land to investigate suitable land uses that are consistent with PRCUTS and the s9.1 Directions.

The LGA's community and cultural diversity brings with it arts and cultural opportunities and provides a strong foundation for future creative industries, local night time economy and tourism generation. It also brings with it benefits for the health our community's wellbeing.

Actions

- A77** Ensure any proposed changes to land use or development at Sydney Markets:
- includes a fresh food market that serves the needs of the residents of Strathfield and the Eastern City District
 - exhibits design excellence to ensure a high amenity both internally within buildings and in the public domain
 - delivers an improved public domain, including a new local park with increased tree canopy and safe and convenient walking and cycling connections through the precinct and to Homebush West
 - provides a range of office uses and tenancy sizes with communal facilities to cater for emerging businesses
 - are accompanied by robust funding mechanisms to deliver benefits to the community
- Medium to Long Term**
-
- A78** Investigate suitable land uses at No 1 - 5 Underwood Road, Homebush (DFO) site following the requirements of the S91, 7.3 Direction
- Short to Long Term**
-
- A79** Work collaboratively with Sydney Markets to ensure the Sydney Markets Precinct is clean and attractive and provides for an improved, well shaded public domain
- Short Term**
-
- A80** Work collaboratively with Burwood Council to develop a Place Strategy (in conjunction with a Masterplan) for the Strathfield Town Centre with a focus on enhancing the Centre's food and entertainment offering (including encouraging a diversity of offering), while still providing services to meet the community's needs
- Short to Medium Term**
-
- A81** Prepare a Visitation Strategy which builds on Strathfield's unique offerings and its proximity to GPO, supports visitation, provides local jobs and supports liveability
- Short Term**
-
- A82** Provide controls in LEP 2021 and DCP 2022 which enable place based initiatives that attract visitors and improve the visitor experience to Strathfield
- Immediate**
-
- A83** Develop and implement a public art policy and program to facilitate heritage and culture trails across the LGA
- Short Term**



Strathfield Square

P12**Our specialised education cluster provides opportunities for learning, innovation and collaboration**

Strathfield LGA is known for its high quality public and private educational facilities, which provide a rich offering of education for local residents. The education cluster is strongly integrated into our local economy as 8.6% of jobs are in education and training and contribute significantly to the character, heritage and culture of the area. The staff and students of Strathfield's educational facilities are an important part of the local community and economy.

The LGA is also a destination for education from outside the local area, with about 50% of students travelling to the LGA to attend school or university. The presence of large numbers of educational facilities creates traffic congestion and parking issues during school terms, however options exist to reduce congestion with shared transport planning. Council will also work with the NSW Government to encourage active transport to schools.

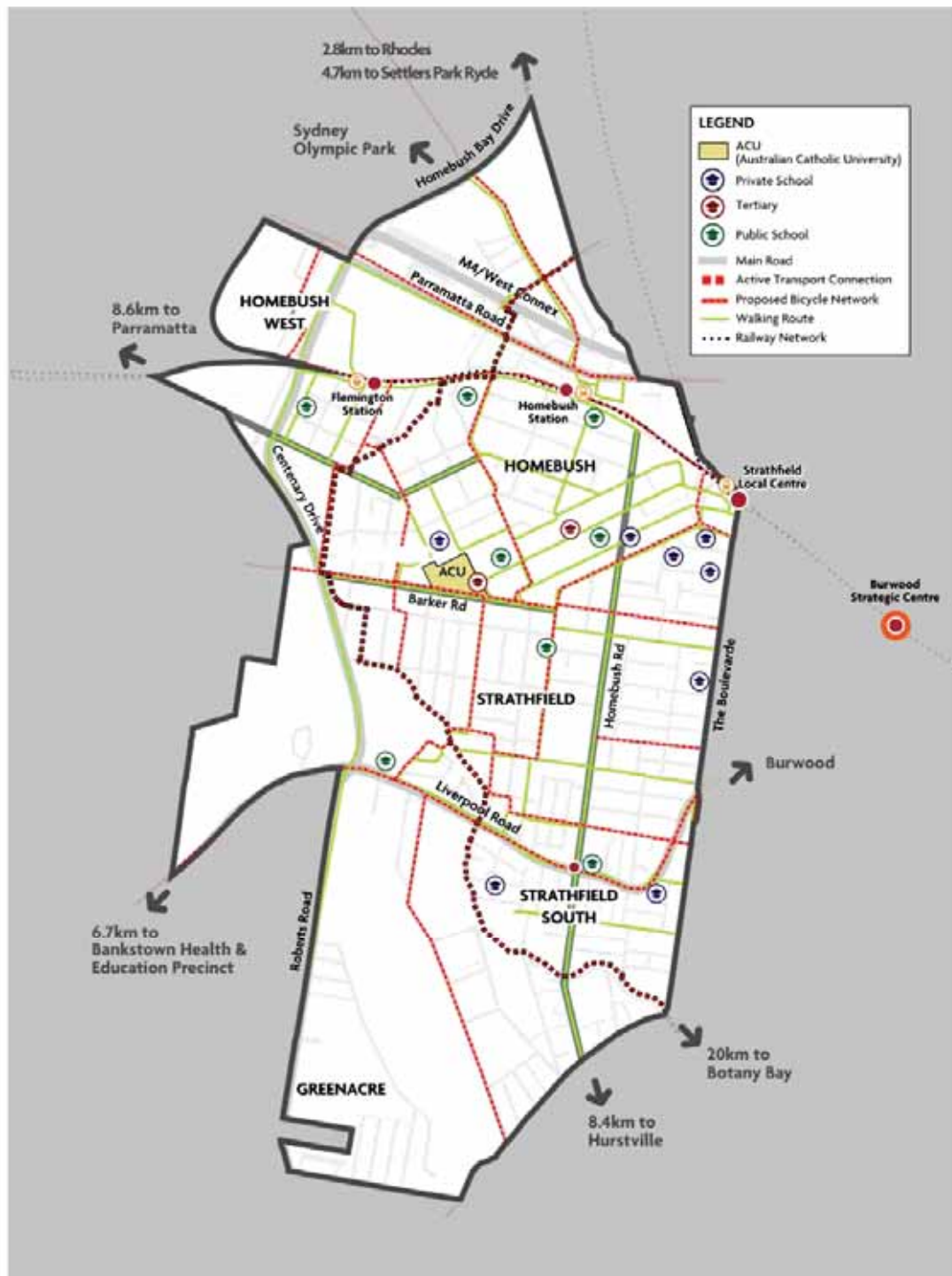
The close proximity of such a large number of educational institutions lends itself to collaborations among them and with Council. Collaborations could explore common issues and strengthen the effectiveness and longevity of the cluster through joint planning and action. Collaboration may involve education providers (within the LGA and beyond) working with local businesses on learning, as well as exploring opportunities for research and innovation.

Schools are significant users of community facilities such as sportsgrounds and libraries, however there is the potential to provide public access to shared recreation and community facilities, outside of school hours and terms. The relationship between Council and educational providers can support a range of mutually beneficial collaborations.

Actions

- A84** Establish an Education Cluster Collaboration Interagency to:
- consider common issues
 - identify opportunities for ongoing collaboration to strengthen the cluster's role in supporting the LGA, District and Greater Sydney's education, infrastructure and economic needs
 - identify opportunities for local schools in connecting the community
 - identify opportunities for the joint/shared use of facilities and after hours and holiday period site activation
 - develop innovative transport solutions to reduce the congestion around school start and finish times on local streets and parking by working together to develop a shared transport plan, including active transport and shared services such as buses
 - identify the role that Council and State Government can play to achieve positive outcomes for the LGA and cluster including active transport solutions
 - understand the Australian Catholic University's (ACU) future needs and/or plans particularly for expansion and student accommodation and work collaboratively to minimise the impact on local residents

Short to Medium Term





Sustainability

Strathfield LGA is known as the 'garden suburb' and its impressive tree canopy of native and introduced species in both public and private domains, contributes to the character of our streets and neighbourhoods. Enhancement of these canopies and increased green corridors will build greater resilience and lower the urban heat island effect of the built environment.

The LGA's green open spaces provide passive and active recreation opportunities for the community to participate in activities that promote health and wellbeing. Expanding these recreation options, especially those which improve physical activity is also important as we accommodate growth. Using green spaces to connect our people, neighbourhoods and centres will be a focus for Council.

Our community supports the conservation of the natural environment and protection of its biodiversity. While the LGA is a largely developed area there are small pockets of remnant vegetation, waterways and endangered species that require protection. These are important to maintaining both biodiversity and our quality of life. A coordinated approach needs to support the monitoring and resolution of the effects of urban development on the health of our waterways.

Growth needs to give consideration to reducing even further the LGA's private vehicle usage through safe, accessible active and public transport options. It must also be carried out in accordance with sustainable development principles, to limit the impact on our local and regional environment. Council aims to reduce generation of waste and divert more resources away from landfill. This will require collaboration with partner organisations and extensive community engagement. To improve the health of our natural environment, a focus on litter and pollution is important. Illegal dumping and littering are serious issues that affect our rivers, reserves and recreational spaces. By working with organisations and communities in key pollution hotspots, we will be able to reduce the contamination of our natural environment and improve health outcomes for everyone.

Council is committed to strategically reducing greenhouse gas emissions. Emission reductions can be achieved through improvements of our energy, waste and transport practices and will require support from our residential and business communities. We will be looking to raise environmental performance standards for future development, engaging with our community to increase awareness of climate change impacts and building capacity on sustainable living.

Reducing carbon emissions and being prepared for the impacts of climate change will put our community in a good position to recover quickly from difficult conditions. Council is committed to reducing our own environmental footprint in-line with State Government targets. Methods to reduce emissions include using renewables to generate power, purchasing renewable energy, electrification of gas appliances, raising planning standards, waste diversion and transport improvements.

Our environment has a limited amount of available water in the landscape. With an increasing population and changing environmental requirements it is imperative that everyone works together to sustain our precious water resources. There are numerous opportunities to conserve water, from installing rainwater tanks to eating more sustainably. Council will work with our community to reduce both local direct water use and the indirect water use hidden in our product consumption. Through efficiency improvements, smarter building design, water sensitive behaviour and investments in water saving infrastructure we can make significant improvements to our water footprints.

Planning Priorities

- | | |
|------------|--|
| P13 | Biodiversity and ecological health and resiliency is conserved, restored and enhanced |
| P14 | The Cooks River and Parramatta River catchments and waterways are healthy and accessible |
| P15 | Quality open spaces and thriving green corridors offset the impacts of growth across the LGA |
| P16 | A healthy built environment delivers sustainable and resource efficient outcomes |
| P17 | Hazards are minimised and infrastructure supports resiliency |

Our Starting Point

Advantages

- Significant tree canopy in non-industrial and urban services areas of the LGA
- Substantial Heritage Conservation Areas
- Cooler temperatures and low thermal heat effect in tree lined suburban areas

Opportunities

- Collaborate with Canterbury-Bankstown Council as part of the Metropolitan Greenspace Program to extend and implement a Masterplan for the Green Grid Priority Cooks River Open Space Corridor
- Work with owners of industrial, rail and urban services land to encourage the planting of trees on and adjoining this land

Challenges

- Managing vulnerability of weather extremes including flooding and the heat island effect, particularly in industrial areas
- Protecting our community from the impacts of the VIVA gas pipeline and the jet fuel corridor and managing development within this corridor and buffer zone

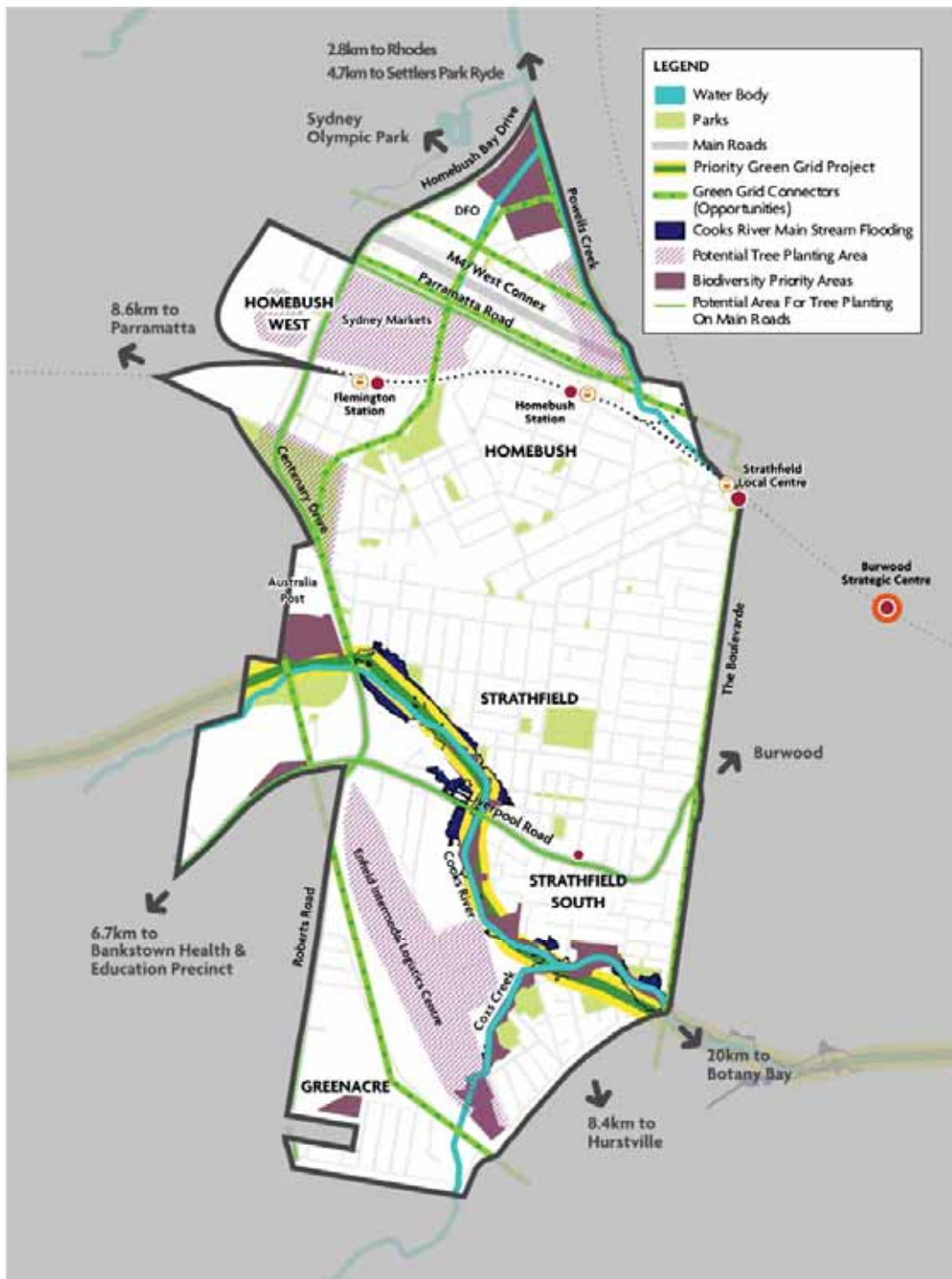
Measuring Progress to 2040

We will measure our success towards meeting our Vision for Sustainability through the following measures and targets:

- A 35% reduction in greenhouse gas emissions by 2030 and net zero emissions by 2050 (Baseline of electricity 69.1%, transport 14.5%, waste 11.9% and gas 4.5% in 2019)
- Improved air quality (Baseline of 78% in 2017- 2018)
- A reduction in the impact of local flooding (Baseline to be determined)
- An increase in total waste diverted from landfill to 50% by 2040 (Baseline of 35% in 2017-18)
- An increase in tree canopy cover with a 2040 target of 40% (Baseline of 16.2% in 2019)
- Improved overall health rating of local waterways (Baseline for Upper Cooks River of D in 2017 and baseline to be determined for Parramatta River)
- A reduction in energy consumption of Council facilities (Baseline of 18,985 kW in 2017-2018)
- An increase in people who believe that access to parks and reserves is 'excellent to Good' (Baseline of 80% in 2018).



Mason Park, Homebush
Water Sensitive Urban Design



Map 8: Sustainability Structure Plan

P13 Biodiversity and ecological health and resiliency is conserved, restored and enhanced

There are a number of small pockets of remnant vegetation throughout the LGA and many of these are listed as Endangered Ecological Communities under the NSW Threatened Species Conservation Act, 1995. These include the Cooks River/Castlereagh Ironbark Forest, which formerly existed across most of the non-tidal areas prior to clearing for rural and urban development. Revegetated parkland sites consist of mostly native tree, shrub and ground cover species planted in blocks or strips along the upper Cooks River and at Mason Park.

Open parkland sites are located within our residential and industrial areas and dominated by grassed and paved surfaces with some areas of indigenous and introduced vegetation. A remnant wetland complex of she-oaks, mangroves and saltmarsh fringe the mudflats, debris islands and shallow open water remain at the Mason Park Wetland.

Ninety four species of animal have been recorded and over 300 species of plants are known to occur in the LGA. Although a predominately green municipality, today less than 1% of native vegetation remains in the LGA.

Bushland has been cleared for the construction of housing and industry and many riverbanks and waterways have been channelised with concrete. Many of the LGA's reserves and parks have high conservation value because they provide habitat for internationally important migratory shorebirds and threatened plants and animals. A number of endangered species are found in the LGA including the Green and Golden Bell Frog (*Litoria aurea*) and the Downy Wattle (*Acacia pubescens*). Mason Park Wetlands in Homebush also attracts migratory Wader birds from the Northern Hemisphere through Spring and Summer each year.

Council is working towards several key strategic biodiversity priorities include ensuring native vegetation and habitat is conserved, restored and enhanced. Improving the health and resilience of Mason Park Wetlands, Cooks River and Coxs Creek. Connecting reserves, green spaces and streetscapes to support biodiversity and actively engaging our community in biodiversity conservation.

Actions

A85 Prepare a Biodiversity Strategy that includes recommendations which can be implemented in *LEP 2021* and *DCP 2022*

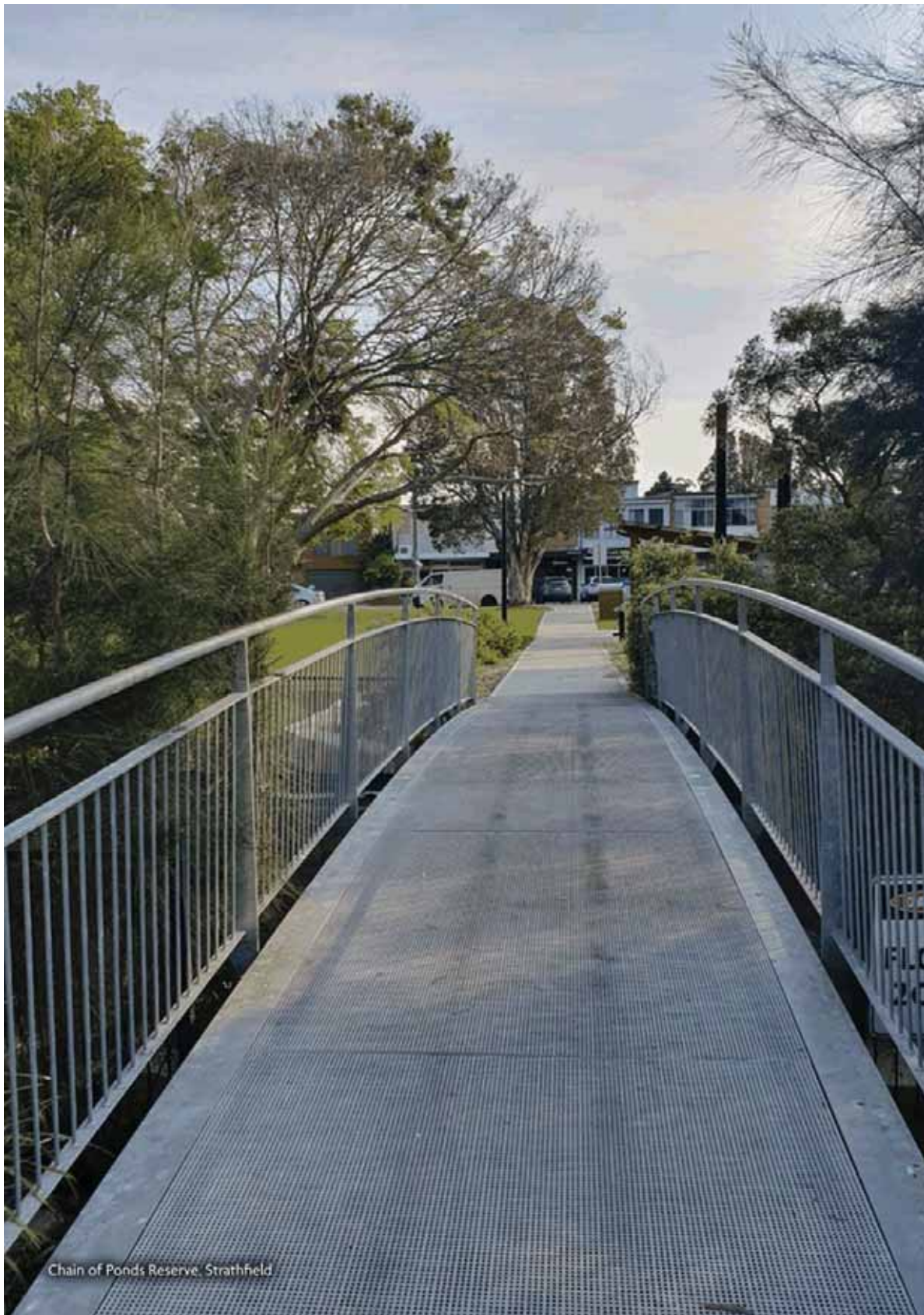
Immediate

A86 Review land use zones and environment controls in *LEP 2021* and *DCP 2022* to ensure that significant remnant habitats are retained to protect endangered flora and fauna and improve habitat connectivity. Create a section on Biodiversity in the DCP

Immediate



Davey Square Reserve, Strathfield.



Chain of Ponds Reserve, Strathfield

P14

The Cooks River and Parramatta River catchments and waterways are healthy and accessible

The LGA's main waterways are Saleyards and Powells Creek in the north of the LGA which flow to join the Parramatta River at Homebush Bay and Coxs Creek along with the Cooks River, which flows to the southeast to Botany Bay. Fifty three percent of the LGA is located in the Cooks River catchment and 47% in the Parramatta River catchment. Parramatta River is central to the Region's Aboriginal and introduced history. Its foreshore is a focal point for an enhanced accessible network of connected open spaces, walkways and cycleways.

The *Eastern City District Plan* identifies open space adjacent to the Cooks River (including Coxs Creek) and Parramatta River catchment (including Powells Creek and Saleyards Creek) as important priority corridors. The priority corridors include local parks which are located on foreshore such as Ismay Reserve and Allen St Reserve (Powells Creek) and Chain of Ponds and St Annes Reserve (Cooks River). It also includes land which was created by the realignment of rivers and creeks due to the building

of channels. These foreshore parks provide connectivity, critical pathways, biodiversity corridors and riparian zones.

Urbanisation has adversely impacted the quality of local waterways. Actions to treat stormwater runoff and pollution before it enters waterways would significantly improve water quality. Council will review and update its water sensitive urban design (WSUD) controls to address stormwater and pollutants. Council will continue to monitor and address the accumulated effects of development on the environment.

Council will protect, preserve and enhance the natural environment to ensure that a balance is maintained between the pressures from growth and the protection and enhancement of natural ecosystems. We will also work in collaboration with other councils, agencies and stakeholders in regional alliances to achieve healthier and accessible waterways within the catchment.

Actions

- A87** Work collaboratively with members of the Parramatta River Catchment Group and the Cook's River Alliance to develop whole of catchment land use policy and statutory planning mechanisms that consider cumulative impacts of development, improve water quality and public access

Short to Long Term

- A88** Work collaboratively with relevant stakeholders, including Sydney Water to adopt a regional approach to reduce stormwater runoff through water sensitive urban design infrastructure and facilitate the naturalisation of stormwater channels

Immediate to Medium Term

- A89** Review and update water sensitive urban design controls in DCP 2022 to ensure:
- reduced stormwater runoff volumes and pollution entering waterways
 - pervious areas are maximized
 - all stormwater is treated before it reaches waterways
 - stormwater management systems are vegetated to slow down and clean runoff and provide passive irrigation, greening and urban cooling

Short Term

P15 Quality open spaces and thriving green corridors offset the impacts of growth across the LGA

Strathfield LGA has significant parklands, open space and environmental and bushland reserves including major open space corridors adjacent to the Cooks River and Powells Creek which provide pathway connectivity to other LGA's and parks and biodiversity corridors. The open space network also includes local parks which are located in neighbourhoods throughout the LGA. The Green Grid spatial framework crosses local government boundaries and requires collaboration with our neighbouring councils to prepare strategies for priority corridors such as the Powells Creek, Mason Park corridor and Cooks River Open Space Corridor.

While Strathfield is known for its leafy streets and parklands, the community is concerned that growth is generating loss of green and open space areas, and the erosion of established street canopy and landscapes. Despite having significant tree canopy in our residential and commercial areas the overall canopy of the LGA is impacted by our significant industrial and urban services lands.

Increased population and building density requires access to quality open space and green corridors for residents living in medium to high rise development.

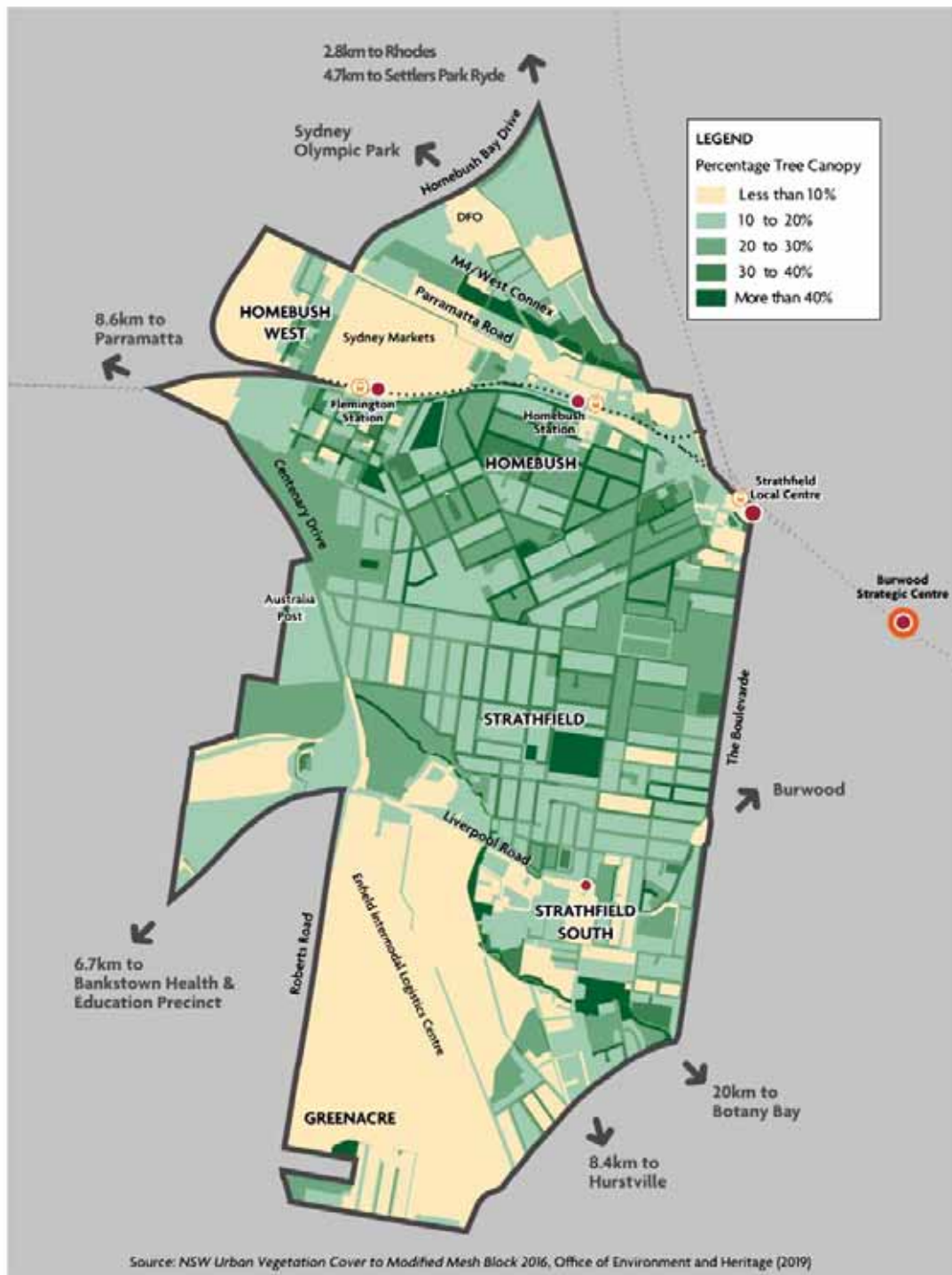
Our current assessment of existing open space area within the LGA is that there is a lack of open space in and around the existing and proposed medium and high density residential areas. This suggests that at the current rate and location of open space we will have difficulty meeting the NSW Premier's targets for open space.

Aligning access to open space to the areas of increasing population is a challenge. Opportunities to develop open space, improve streetscapes, tree canopies and green corridors will be investigated to offset the impacts of growth. Council's Open Space and Recreation Strategy will assist in clarifying the benchmarks and any deficit that we currently perceive, along with recommendations to alleviate any identified deficit.

Our community favours a "Greening Strathfield" approach, which encompasses the public and private domain including open spaces, parks and streetscapes, tree canopies, gardens, vegetation, natural areas and connecting biodiversity corridors. This local concept aligns with 'Green Grid' spatial framework which combines hydrological, ecological and recreational values with an interconnecting network of open spaces linking across the Region.



Airey Park, Homebush West

**Map 9: Tree Canopy**

Actions

- A90** Investigate options to deliver Green Grid connections across the LGA
Short Term
-
- A91** Work collaboratively with Canterbury- Bankstown Council, as part of the Metropolitan Greenspace Program to prepare a detailed Masterplan and Implementation Strategy for the Green Grid Priority Cooks River Open Space Corridor
Immediate
-
- A92** Investigate opportunities with key stakeholders for the dedication of land along the Green Grid Priority Cooks River Open Space Corridor to facilitate a continuous green corridor with connections to existing and future open space
Short to Long Term
-
- A93** Review and prepare required new plans of management for Council managed parks and reserves, particularly Coxes Creek Reserve and Mason Park Wetlands
Immediate
-
- A94** Prepare an Open Space and Recreation Strategy that includes recommendations for the delivery of active and passive recreation across the LGA, including opportunities for the planning and delivery of new open space in conjunction with land use change and uplift and along the Parramatta Road Corridor
Immediate
-
- A95** Deliver district level open space at Hudson Park that provides for increased tree canopy, sustainable water reuse, high quality community infrastructure and smart social spaces
Immediate
-
- A96** Make provision in DCP 2022 for large urban renewal initiatives to demonstrate provision of high quality and diverse private/public open space, landscaping and deep soil tree planting that facilitates connections to existing local and District open space and increases urban tree canopy
Short Term
-
- A97** Investigate opportunities for increasing green infrastructure on public and private land, including expanding the urban tree canopy
Short Term
-
- A98** Review the Significant Tree Register of Public and Private Land and incorporate robust controls in DCP 2022 to ensure the ongoing protection of these trees
Short Term
-
- A99** Investigate opportunities for the provision of local community gardens within large urban renewal high density development
Immediate
-
- A100** Work collaboratively with the NSW State Government to facilitate the planting of trees along major road corridors where possible, including Parramatta Road
Immediate to Long Term



Laker Street Community Garden, Strathfield

P16

A healthy built environment delivers sustainable and resource efficient outcomes

Cost and demand for energy and water is increasing in response to population and building growth within the LGA. Efficient use of water, energy and improved waste management contributes to reducing impacts on the environment and greenhouse gas emissions. Current greenhouse gas emissions for the LGA that require ongoing management include electricity (69.1%), transport (14.5%), waste (11.9%) and gas (4.5%). An increasing population generates more waste, while market options for recycling of waste are reducing and costs of tipping fees are increasing, requiring more efficient and effective forms of waste management. As we grow the need for accessible waste and recycling facilities and programs will become more important.

Growth and renewal will need to be supported by planning controls which reduce the impact on our environment and work towards achieving local

environmental priorities. These controls should deliver more efficient waste, energy and water use measures and seek to enable alternative renewable sources. The recent trend towards subterranean work on residential land will need to be monitored to ensure we maintain the water table supporting the survival of the existing tree canopy. It will also be important for Council to adopt more sustainable practices in its own operations and for its significant asset base.

The LGA's substantial industrial and urban services lands must be managed to reduce their impact on the environment including stormwater run-off, air, noise and water pollution and the urban heat island effect. The environmental impacts of the EILC need to be managed and Council has an active advocacy role to play in achieving this.

Actions

A101 Collaborate with the NSW State Government for increased BASIX water and energy targets

Short Term

A102 Review Council's waste management provisions as part of *DCP 2022* to deliver best practice outcomes that reduce waste production and maximise recycling

Short Term

A103 Promote the use of renewable energy storage in *DCP 2022*

Short Term

A104 Continue to work with industrial land owners to implement priorities and sustainability actions for industrial sites (priorities to reduce heat island effect such as tree planting, water runoff, noise and pollution impacts to adjoining land uses)

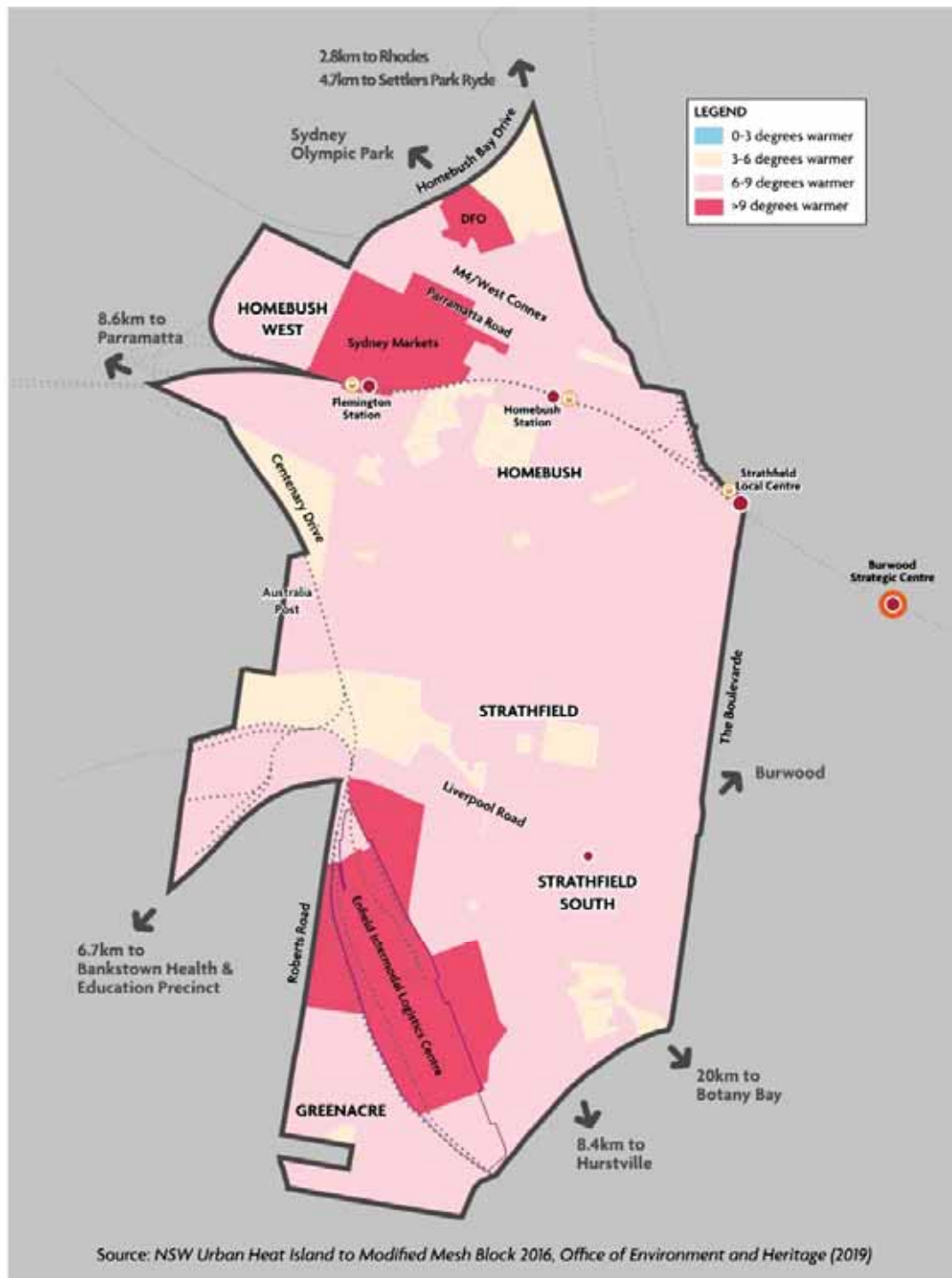
Short Term

A105 Through *DCP 2022* make provision for energy efficient mechanisms for non-residential development.

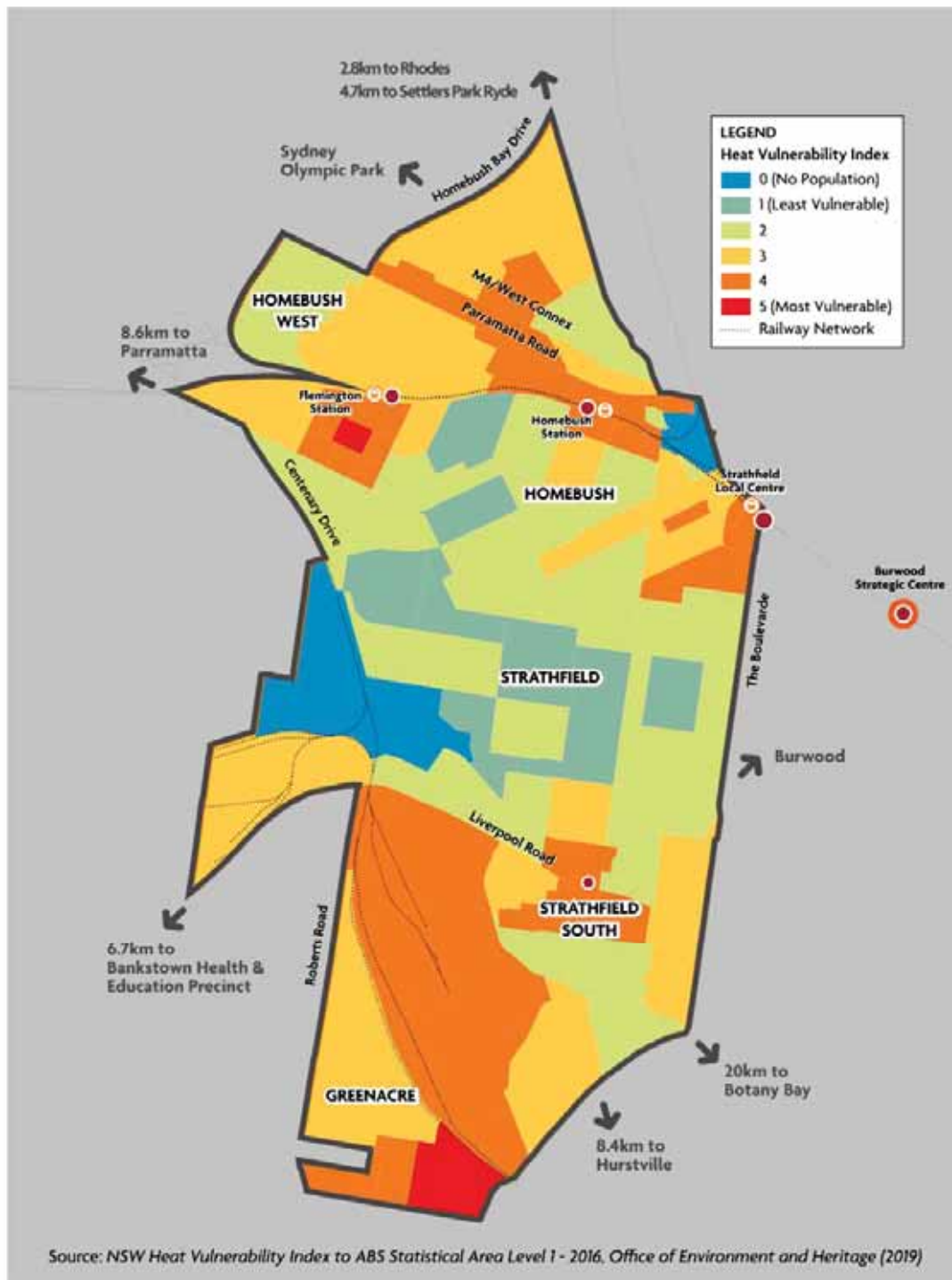
Short Term

A106 Investigate appropriate locations for recycling centres and waste drop off points

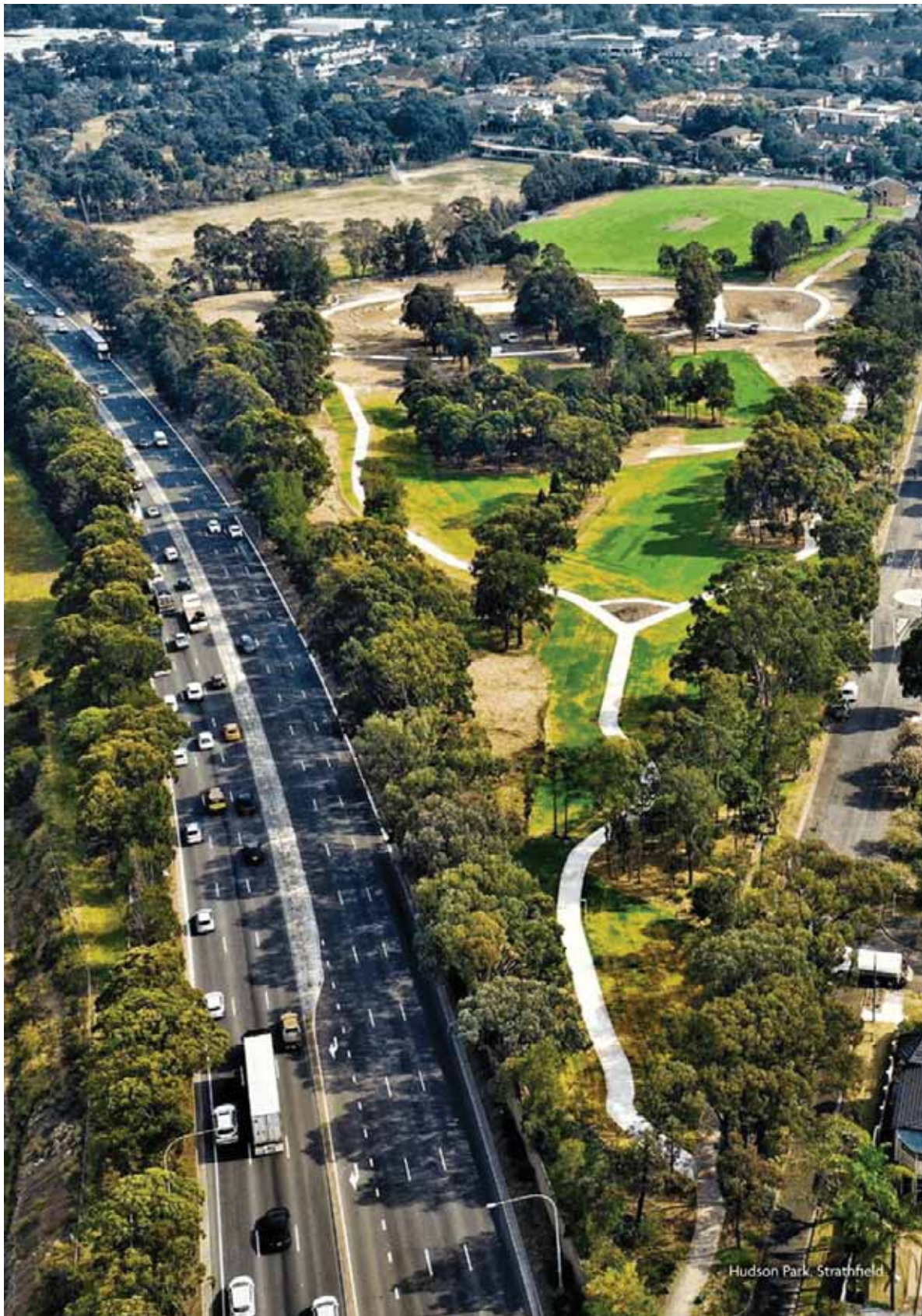
Short Term



Map 10: Urban Heat Map



Map 11: Heat Vulnerability Map



P17 Hazards are minimised and infrastructure supports resiliency

As population and building densification increases, natural and urban hazards and climate change impacts are likely to increase, as are the risks of harm to health, property, infrastructure and environment.

The LGA is vulnerable to greater frequency and severity of weather episodes causing flooding and property damage as well as increased temperatures and urban heat island effect, especially in areas with low tree canopies and hard surfaces such as industrial and urban services lands. Tidal inundation, the result of rising sea levels, is forecast to impact the LGA around Powells Creek and Saleyards Creek within the next century. Global greenhouse gas emissions in the near future will play a large part in determining the extent to which sea level rise occurs.

To counter the impacts of hazards and climate change, higher levels of resilience in the LGA's built and natural environment are required. Flood risk management studies and climate change adaptation and resilience strategies can identify vulnerabilities and actions to minimise and address these impacts. Council will prepare a climate change, adaption and resilience strategy to better understand and plan for the effects of climate change on our LGA.

Air quality impacts are most likely from major arterial roads including Parramatta Road, Liverpool Road and

Centenary Drive. Noise pollution along major roads may also present a challenge with the rapidly increasing residential density and changing nature of business within the Parramatta Road and Liverpool Road corridors.

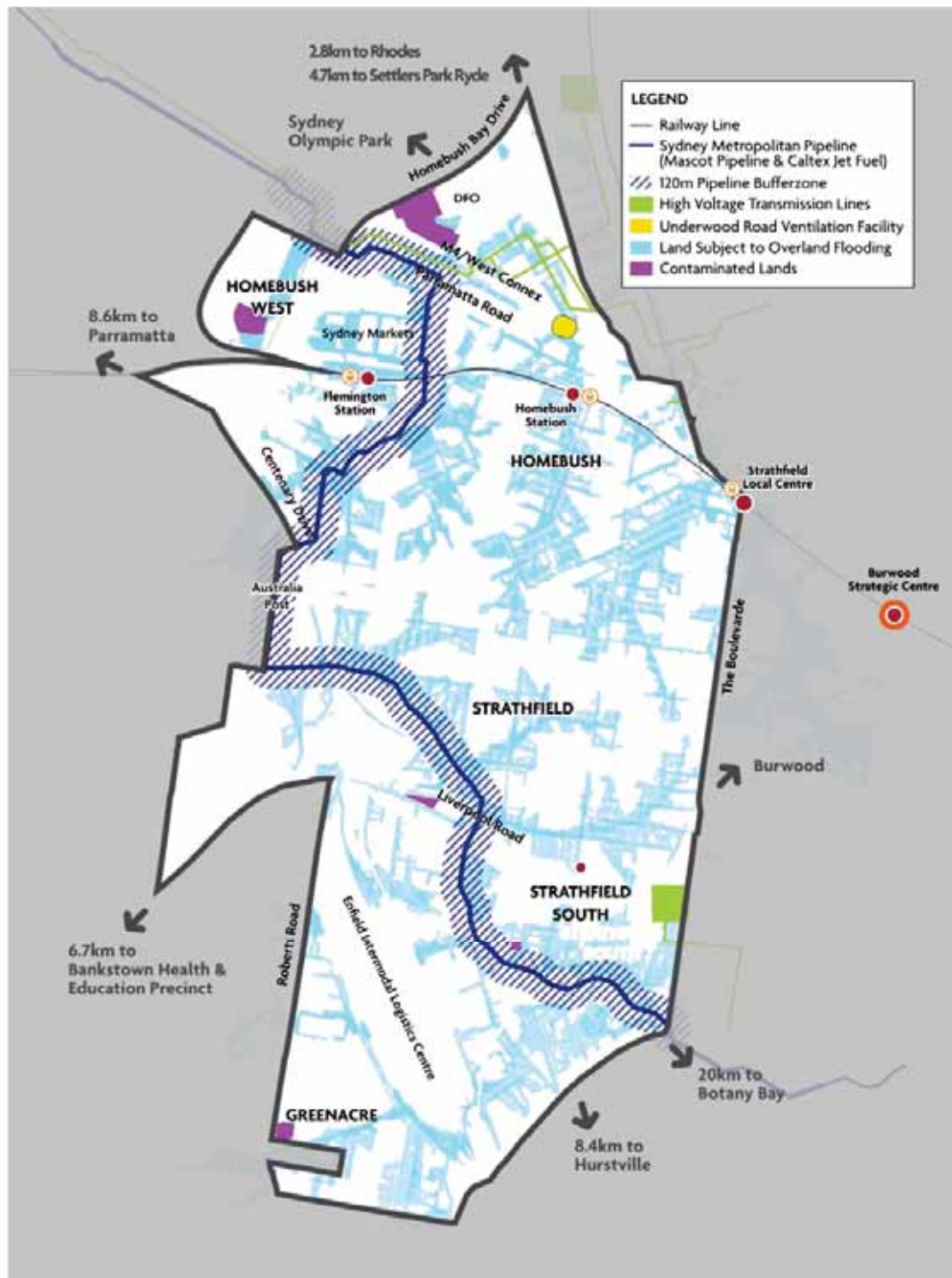
Within the LGA there are discrete pockets of industrial areas. Residential premises adjacent to these industrial areas may be exposed to more pollution, including air borne pollutants, dust and noise than other areas within the LGA.

Land contamination can be caused by a variety of land uses. Strathfield has six registered contaminated sites with only one under preliminary investigation - the Former Ford Landfill in Homebush West. The old petroleum stations and other historic landfills also present a risk for certain land uses. Council will continue to collaborate with the State Government to achieve the best and healthiest outcomes for our community.

Minimising the heat island effect particularly for our substantial industrial and urban services land and areas of vulnerability is a challenge for the LGA. Through DCP 2022 Council will make provision for the implementation of green infrastructure on industrial and urban services land. We will also continue to work with land owners to encourage initiatives that mitigate heat island and heat vulnerability such as tree planting on industrial land.



Wetlands, Mason Park, Homebush



Actions

- A107** Prepare an updated LGA wide flood risk management study that is in accordance with best practice and integrates existing studies
Short to Medium Term
-
- A108** Review land use zones in *LEP 2021* to limit/restrict urban development in areas identified as exposed to natural and urban hazards
Immediate
-
- A109** Prepare a climate change mitigation and adaption and resilience strategy and work collaboratively with key stakeholders to develop local initiatives to respond to the impacts of climate change. Deliver key environmental infrastructure upgrades, in particular for energy and water systems
Short Term
-
- A110** Collaborate with the DPIE to support a review of the proposed heights under the PRCUTS where development is within 170m of the Underwood Road Vent Facility so as to ensure that any future residents of developments are not impacted by adverse public health concerns associated with the plume of pollutants
Immediate
-
- A111** Make provision in DCP 2022 for the implementation of green infrastructure as part of development to mitigate the heat island effect, for example by requiring reflective building materials and the installation of solar systems to all new buildings (minimum system size determined by lowest predicted usage) and provisions to keep water in the landscape to address urban heat island effect including adequate landscaped areas to allow deep soil planting for urban tree canopy
Short Term
-
- A112** Through Council's *DCP 2022* investigate mechanisms to retrofit older and heritage buildings to become more energy, water and waste efficient
Short Term
-
- A113** Advocate to the VIVA (Shell) and Caltex companies to mitigate or relocate these environmentally hazardous pieces of infrastructure currently located along the Cooks River Open Space Corridor
Short Term





Our Foundation Working Together

P18 Our community is involved in designing Strathfield's future

Our community takes a strong interest in the decisions which impact on their daily lives and the local area. They regularly participate in Council engagement processes and provide feedback on a range of subjects and for a variety of purposes.

continue this collaborative approach as we undertake its implementation. We will also maintain open and transparent monitoring, reporting and review processes to continue working together to ensure the future of the LGA is reflective of community aspirations.

The direction we are taking with this LSPS is based on a solid understanding of our community's ideals and expectations through recent engagement. We aim to

Our Starting Point

Advantages

- An already engaged community in many Council activities
- Active Community Panel good starting point for all engagement
- Strong connections with community leaders and services which represent and work with our diverse community

Opportunities

- To strategically plan and use community engagement to inform variety of Council land use plans and strategies
- To use innovative strategies to reach large our younger population as well as existing and emerging culturally diverse community members

Measuring Progress to 2040

We will measure our success towards meeting our vision for working together through the following measures and targets:

- Increase in residents who feel their views are considered and included in Council's decisions (Baseline of 62% in 2017)

Actions

A114 Using appropriate language and mechanisms communicate to our diverse and evolving community Council's progress on the implementation of the LSPS

Short to long term

A115 Engage our diverse and evolving community on future reviews of the LSPS using appropriate and targeted engagement methods

Short to long term



Glossary

Active transport

Modes of transit that include walking, cycling, skateboarding and scootering which promote increased sustainability, personal wellbeing and healthy, active lifestyles.

Biodiversity

Biodiversity is the variety of animal and plant life living in a particular habitat or area. They can be land or water based and often support each other's existence.

Built Environment

The constructed environment, distinct from the natural environment. It includes all aspects of our surroundings made by people. The built environment includes cities and towns, neighbourhoods, parks, roads, buildings, infrastructure, and utilities like water and electricity.

Community Strategic Plan (CSP)

CSP identifies the aspirations of the Georges River community and was developed with extensive community engagement. It is a requirement for all NSW councils under the *Local Government Act 1993*.

Development Control Plan (DCP)

DCP is a detailed guideline that illustrates the controls that apply to a particular type of development or in a particular area and is made under the *EPGA Act*.

District Plan

The South District's Plan for the South District's growth and change including infrastructure, liveability, productivity, and sustainability. They inform LEPs, CSPs and the assessment of planning proposals.

Engagement

A consultation process, for example, community engagement whereby a particular group is engaged to gather their input in relation to a particular proposal, challenge, or outcome.

Fine Grain

Fine-grain places are places designed to explore on foot and to suit a local lifestyle. When the blocks, lots and connections which make up the area are designed for people's experience, not only do they encourage walking and active lifestyles, but they encourage people to sit, stop and interact. Places with a fine grain create a social and connected place.

Green Grid

The Sydney Green Grid is a green infrastructure policy developed by the New South Wales Government Architect which promotes sustainable development while maximising quality of life and wellbeing. It identifies a network of high-quality green space that connects commercial centres, public transport hubs, and major residential areas across the Greater Sydney Region. It supports liveability, recreation, biodiversity and waterway health.

IoT

The internet of things, or IoT, is a system of interrelated computing devices, mechanical and digital machines or objects that are provided with unique identifiers and have the ability to transfer data over a network without requiring people to interact with other people or computers.

Key workers

Key workers are those whose occupations provide essential services including: teachers, nurses, police, ambulance officers, defence force members, health and community support workers and those in fire and emergency services. They also include automobile, bus and rail drivers as well as cleaners and laundry workers.

Liveability

How suitable a place is to live in; where the built environment supports and responds to the way in which people live, promoting safety, comfort, enjoyment, environmental quality and access to services. Where a place contributes to the overall quality of life experienced by its residents and the broader community.

Local Environmental Plan (LEP)

This Plan is a form of EPI made under the *EPGA Act*. It is the principal legal document for controlling development at the council level. LEPs contain zoning provisions that establish permissibility of uses and specify standards that regulate development. They are prepared by councils and approved by the Minister or, in the Greater Sydney Region, the Greater Sydney Commission or their delegates.

Local Housing Strategy (LHS)

A strategy developed by a Local Council to outline how they will deliver housing in their local area; responding to targets and

objectives included in district and regional strategic plans, and their community strategic plan. A LHS will consider the existing and desired future character of an area, and the Local Character Statement.

Mass transit

A large-scale public transport system provided in a specific area which supports ease of use and improved connectivity. It usually comprises buses, subways, and elevated trains.

Place

Place is the layout, division and built form of built environments – its patterns, landscape, density, development, land use and mix. It is a social and physical concept that can be described at different scales of the built environment (e.g. both a building and a town can be a place).

Place making

Proposes a multi-faceted approach to the planning, design and management of spaces. It is striving to create places where people want to be, through understanding the needs of the local community and creating spaces that promote health and wellbeing.

Private realm

A place that is exclusively used by one or more individuals for gathering and personal purposes; somewhere where the public cannot freely access.

Public realm

The collective, communal part of cities and towns that provide shared access for all. It is often a space of movement, gathering, recreation, events and relaxation; including the streets, pathways, parks, accessible open space, plazas and any other natural area or waterway that is physically and visually accessible.

Regional Plan

A NSW Government document that plans for our future population's needs for housing, jobs, infrastructure and a healthy environment for a broader region.

Resilient

A building, space or place that can withstand or recover from difficult conditions.

Smart technology

Smart technology delivers information to enhance the quality of services, such as energy, transportation and infrastructure, to improve the liveability and sustainability of a city or region for its citizens. Smart Cities is an opportunity for the planning sector to use technology and real-time monitoring to improve planning decisions which will enhance efficiency, environmental sustainability and citizen engagement.

Streetscape

Refers to the view from the public domain, usually the street (and possibly a laneway or public reserve).

Sustainable

Relates to the endurance of systems, buildings, spaces, and processes – their ability to be maintained at a certain rate or level, which contributes positively to environmental, economic, and social outcomes.

Tree canopy

The layer of leaves, branches, and stems of trees that cover the ground when viewed from above.

Urban design

An interdisciplinary practice that draws together elements of many built-environment professions, including landscape architecture, urban planning, architecture, civil and municipal engineering.

Urban freight distribution centres

These centres are one type of freight distribution infrastructure that service the daily needs of local businesses and consumers. They receive, store, and distribute goods to a variety of destinations such as retail stores, businesses, consumers, manufacturing facilities, or other distribution centers. They have the potential to service a cluster of urban freight demand where there is sufficient volume and concentration of deliveries within an area.

Urban Heat Island effect

Urban Heat Island effect represents higher air temperature in localised urban areas than those in surrounding non-urban areas. It is caused by large amounts and concentration of paved, dark and hard surfaces.

Urban renewal

Building on the strengths of each place, transforming underused or dilapidated areas, boosting local economies and providing a mix of uses and activities to meet the needs of communities.

Zoning

The system of categorising land uses as requiring consent, not requiring consent or prohibited within particular areas. Zones (such as Residential or Commercial) are generally shown in map form and their objects and permissible uses are set out in an EPI.

Appendices

1. **Strategic Links**
2. **Relevant Studies and Strategies**

Appendix 1: Strategic Links

LOCAL		DISTRICT	
LSPS Planning Priority	Community Strategic Plan Theme & Goal	Regional & District Plan Direction	District Plan Priority
Infrastructure and Collaboration			
P1. Collaboration ensures growth is sustained by well-planned and accessible infrastructure	Connectivity: I1 Growth sustained by well-planned and accessible infrastructure	A city supported by infrastructure	E1. Planning for a city supported by infrastructure E2. Working through collaboration
P2. Connected, integrated, efficient and accessible transport options connect Strathfield's people to their neighborhoods, centres, jobs, community and recreation areas	Connectivity: I1 Growth sustained by well-planned and accessible infrastructure I2 Connected and integrated transport networks	A city supported by infrastructure A well connected city	E1. Planning for a city supported by infrastructure E2. Working through collaboration E6. Creating and renewing great places and local centres, and respecting the District's heritage E10. Delivering integrated land use and transport planning and a 30-minute city
P3. Freight corridors and local servicing meets needs with minimal impact on neighborhoods and centres	Connectivity: I1 Growth sustained by well-planned and accessible infrastructure I2 Connected and integrated transport networks	Jobs and skills for the city A well connected city	E1. Planning for a city supported by infrastructure E2. Working through collaboration
P4. Digital infrastructure enables our community, businesses and service providers to grow	Connectivity: I3 Transformed and connected information and services	Jobs and skills for the city	E1. Planning for a city supported by infrastructure

LOCAL		DISTRICT	
LSPS Planning Priority	Community Strategic Plan Theme & Goal	Regional & District Plan Direction	District Plan Priority
Liveability			
P5. Well located and designed social and recreation infrastructure connects us and supports healthy and active lifestyles for people of all ages and abilities	Community wellbeing: 2.1 Socially cohesive and connected communities 2.2 Healthy and active community Civic Pride and Place Management 3.1 Engaging and activated public places	A city supported by infrastructure A city for people A well connected city	E1. Planning for a 30 minute city supported by infrastructure E2. Working through collaboration E3. Providing services and social infrastructure to meet people's changing needs E4. Fostering healthy, creative, culturally rich and socially connected communities E6. Creating and renewing great places and local centres, and respecting the District's heritage
P6. Development balances growth with best practice planning and infrastructure provision to deliver sustainable, liveable and well-designed neighbourhoods	Community Wellbeing: 2.1 Socially cohesive and connected communities Liveable neighbourhoods: 4.1 Quality, liveable and sustainable urban design and development 4.2 Clean, attractive and well maintained neighbourhoods	Housing the city A city of great places	E5. Providing housing supply, choice and affordability, with access to jobs, services and public transport E6. Creating and renewing great places and local centres, and respecting the District's heritage E15. Protecting and enhancing bushland and biodiversity E16. Protecting and enhancing scenic cultural landscapes
P7. Quality urban design complements all heritage and neighbourhood character	Liveable neighbourhoods: 4.1 Quality, liveable and sustainable urban design and development Civic pride and place management: 3.2 Creative and cultural community	A city of great places	E16. Protecting and enhancing scenic cultural landscapes
P8. Diverse housing options provide for people at all lifecycles and connects them to jobs, recreation, services and transport	Community wellbeing: 2.1 Socially cohesive and connected communities 2.2 Healthy and active community Liveable neighbourhoods: 4.1 Quality, liveable and sustainable urban design and development	Giving people housing choices	E5. Providing housing supply, choice and affordability, with access to jobs, services and public transport

LOCAL		DISTRICT	
LSPS Planning Priority	Community Strategic Plan Theme & Goal	Regional & District Plan Direction	District Plan Priority
Productivity			
P9. Our centres are easy to get around, deliver activated social spaces, opportunities to connect, nearby housing and local employment opportunities	Connectivity: 2.3 Safe and accessible places Civic pride and place management: 3.1 Engaging and activated public places 3.2 Creative and cultural community	Jobs and skills for the city A well connected city	E6. Creating and renewing great places and local centres, and respecting the District's heritage E10. Delivering integrated land use and transport planning and a 30-minute city E11. Growing investment, business opportunities and jobs in strategic centres E12. Retaining and managing industrial and urban services land E13. Supporting growth of targeted industry sectors
P10. Industrial land and precincts deliver District and local urban services and provide activated spaces and mixed day and night time uses with minimal impact on neighborhoods	Civic pride and place management: 3.1 Engaging and activated public places 3.2 Creative and cultural community	Jobs and skills for the city A well connected city	E10. Delivering integrated land use and transport planning and a 30-minute city E11. Growing investment, business opportunities and jobs in strategic centres E12. Retaining and managing industrial and urban services land E13. Supporting growth of targeted industry sectors
P11. Strathfield's unique experiences provide a central meeting point for Strathfield residents and visitors	Connectivity: 2.1 Socially cohesive and connected communities 2.3 Safe and accessible places	Jobs and skills for the city Valuing green spaces and landscape Designing places for people Working together to grow a Greater Sydney	E4. Fostering healthy, creative, culturally rich and socially connected communities E6. Creating and renewing great places and local centres, and respecting the District's heritage E9. Growing international trade gateways E10. Delivering integrated land use and transport planning and a 30-minute city E13. Supporting growth of targeted industry sectors
P12. Our specialised education cluster provides opportunities for learning, innovation and collaboration	3.1 Engaging and activated public places	Jobs and skills for the city A well connected city A city for people	E7. Growing a stronger and more competitive Harbour CBD E8. Growing and investing in health and education precincts and the Innovation Corridor E11. Growing investment, business opportunities and jobs in strategic centres

LOCAL		DISTRICT	
LSPS Planning Priority	Community Strategic Plan Theme & Goal	Regional & District Plan Direction	District Plan Priority
Sustainability			
PI3. Biodiversity and ecological health and resiliency is conserved, restored and enhanced	Liveable neighbourhoods: 4.3 Thriving and resilient environment	Valuing green spaces and landscape	E15. Protecting and enhancing bushland and biodiversity E17. Increasing urban tree canopy cover and delivering Green Grid connection E18. Delivering high quality open space
PI4. The Cooks River and Parramatta River catchments and waterways are healthy and accessible	Liveable neighbourhoods: 4.3 Thriving and resilient environment	Valuing green spaces and landscape	E14. Protecting and improving the health and enjoyment of Sydney Harbour and the District's waterways
PI5. Quality open spaces and thriving green corridors offset the impacts of growth across the LGA	Liveable neighbourhoods: 4.1 Quality, liveable and sustainable urban design and development 4.3 Thriving and resilient environment	Valuing green spaces and landscape	E17. Increasing urban tree canopy cover and delivering Green Grid connections E18. Delivering high quality open space
PI6. A healthy built environment delivers sustainable and resource efficient outcomes	Liveable neighbourhoods: 4.1 Quality, liveable and sustainable urban design and development 4.3 Thriving and resilient environment	Using resources wisely Housing the city	E19. Reducing carbon emissions and managing energy, water and waste efficiently
PI7. Hazards are minimised and infrastructure supports resiliency	Liveable neighbourhoods: 4.3 Thriving and resilient environment	Adapting to a changing world	E20. Adapting to the impacts of urban and natural hazards and climate change

LOCAL		DISTRICT	
LSPs Planning Priority	Community Strategic Plan Theme & Goal	Regional & District Plan Direction	District Plan Priority
P18. Our community is involved in designing Strathfield's future			
	Connectivity: 2.1 Socially cohesive and connected communities Responsible leadership: 5.1 Trust in Council's leadership and decision making 5.2 Accountable Council performance	A city for people A collaborative city	E21. Preparing Local Strategic Planning Statements informed by local strategic planning E22. Monitoring and reporting on the delivery of the Plan E23. Working through collaboration

Appendix 2: Relevant Studies and Strategies

Upcoming Studies and Strategies

Strategy	Timeframe
Infrastructure and Collaboration	
Development Contributions and Voluntary Planning Agreements Framework	Short
Pedestrian Access and Mobility Plan for Centers	Short
Smart City Strategy	Short
Liveability	
Local Housing Strategy	Immediate
Inclusive Housing Strategy	Immediate
Views and Cultural Heritage Study	Short
Traffic and Transport Strategy	Short
Productivity	
Commercial Centres Study	Immediate
Strathfield Town Centre Masterplan	Immediate
Parramatta Road Activation Study	Short
Night Time Economy Study	Short
Strathfield Employment Land Strategy	Immediate
Strathfield Town Centre Place Strategy	Immediate
Creative Industries Strategy	Short
Strathfield Visitation Strategy	Medium
Sustainability	
Open Space and Recreation Strategy	Immediate
Biodiversity Strategy	Immediate
Cooks River Open Space Corridor Implementation Strategy	Short
Climate Change Adaption and Resilience Strategy	Short

Existing Studies and Strategies

Context and Policy	
A Metropolis of Three Cities	Greater Sydney Commission
Eastern City District Plan	Greater Sydney Commission
Future Transport 2056	Transport for NSW
Strathfield 2030, Community Strategic Plan	Council
Infrastructure and Collaboration	
Pedestrian Access Mobility Plan (PAMP)	Council
Road Safety Plan 2021	Transport for NSW
Parramatta Road Corridor Urban Transformation Study	Landcom
AT-Strathfield An Active Travel Plan for Strathfield	Council - GHD
State Infrastructure Strategy 2018-2038	Infrastructure NSW
Liveability	
Strathfield Residential Land Use Study 2011	Council - JBA Planning
Strathfield Heritage Study 1988	Council - Michael Fox and Associates
Strathfield Municipal Heritage Survey 2001-2002	Council - Kemp & Johnson Heritage Consultants
Assessment of the Strathfield Heritage Review 2001-2004	Hubert Architects
Parramatta Road Corridor Heritage Review 2016	Tropman & Tropman Architects
The NSW Cultural Infrastructure Plan 2025+ 2019	Create New South Wales
Productivity	
Strathfield Economic Land Use and Employment Strategy 2010	SGS
Strathfield Economic Development Plan 2009-2013	Strathfield Council
Industrial Lands Audit 2007	Planinc
Sustainability	
Cooks River and Cox's Creek Flood Study 2010	WMA Water
Powells Creek and Saleyards Creek Revised Flood Study 2016	WMA Water
The Fauna of Strathfield Council LGA 2016	Insight Ecology
Vertebrate Fauna Study 2009	Ambrose Ecological Services
Strathfield Council Corporate Water Savings Action Plan 2006	Council
Coxs Creek Wetland and Reserve Plan of Management 2010	CMA/Council
Energy Management Plan 2012	Council
Mason Park POM 2008	Council
Climate Change Risk Assessment Adaptation Report 2012	Echelon
Strathfield Council Recreation Study 2006	StratCorp Consulting
Strathfield Council Vertebrate Fauna Study 2009	Ambrose Ecological Services
Water Efficiency Plan 2012	Council



Cooke Park, Belfield





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@StrathfieldCouncil
@StrathfieldEvents



@StrathfieldMC



@StrathfieldCouncil

ATTACHMENT 2

STRATHFIELD 2040

DRAFT LOCAL STRATEGIC PLANNING STATEMENT

Implementation Plan

MARCH 2020



Front Cover Image: Halloween House, Redmyre Road, Strathfield

**Council acknowledges the Wangal people,
the Traditional Custodians of the land on
which the Strathfield Local Government
Area is located. We pay respect to elders
past, present and emerging.**

Contents

About this Plan	4
Our 2040 Vision	6
Our Planning Priorities	8
Our Actions	11
Infrastructure and Collaboration	11
Liveability	17
Productivity	23
Sustainability	29
Our Foundations - Working Together	33

About this Plan

Background

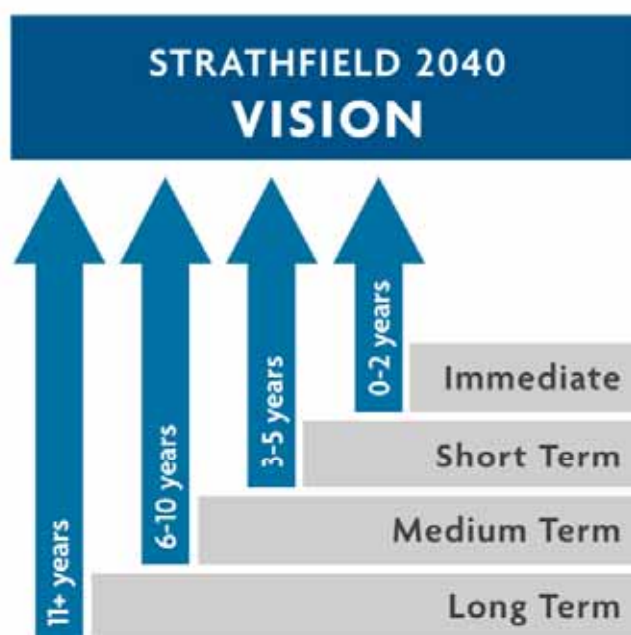
This Plan supports Council's implementation of the actions identified in *Strathfield 2040, Draft Local Strategic Planning Statement* (LSPS). It outlines the timeframes and mechanisms for implementation of each action along with the responsible Directorate.

Much of the initial work is to undertake additional studies or investigations to further inform our longer term land use planning decisions. This work will deliver the gaps in our current knowledge base and inform both the actions and the next review of this LSPS.

Implementation

Council will carry out the actions identified throughout the LSPS over the next 20 years. This will ensure all the actions are completed at the right time to work

together in achieving our LSPS Vision. Each action has been earmarked for implementation within a particular timeframe.



The LSPS actions will accordingly be incorporated into Council's operational plans and scheduled and monitored as part of our ongoing operations.

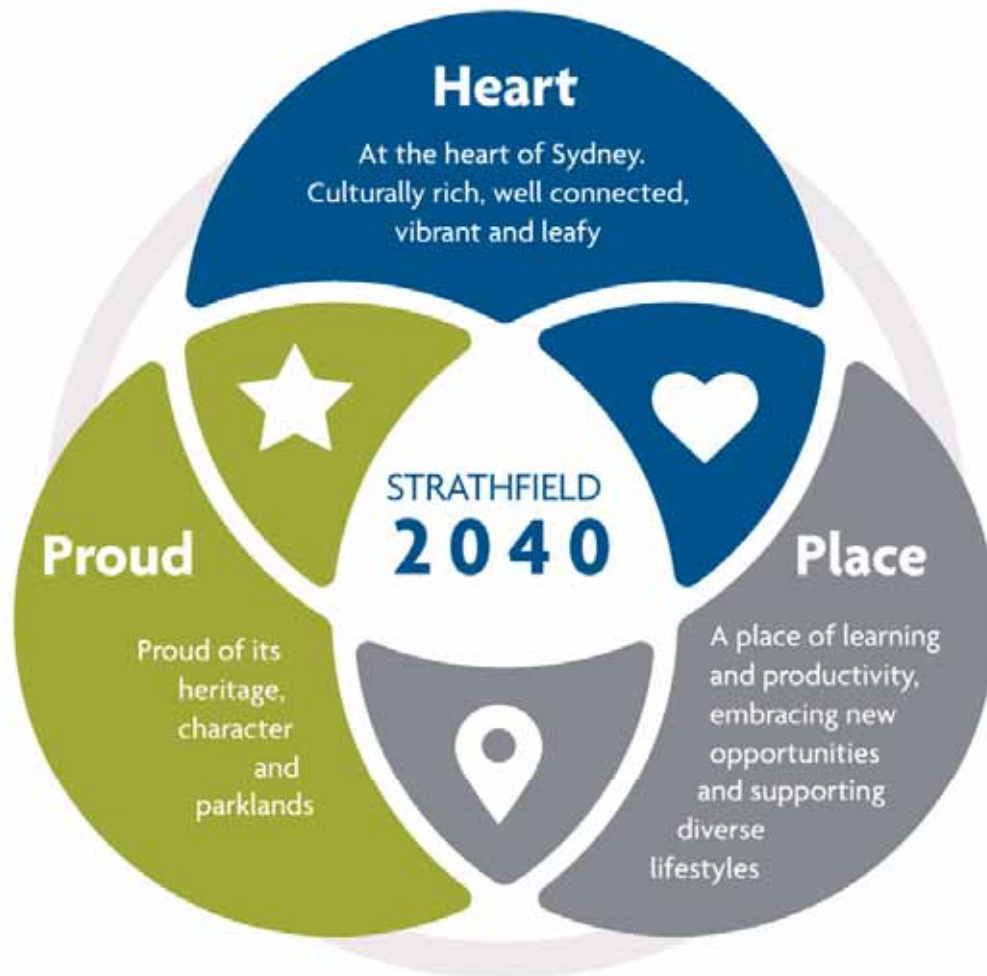
We have taken a cross-organisational approach to implementation and responsibility for this rests with each relevant Directorate of Council. Responsibility for ongoing monitoring and reporting rests with the Planning and Urban Services Directorate.

Monitoring and Review

Our progress towards achieving our long term Vision will be reviewed within each Council term against a set of measures and targets. These measures and targets have been identified within each Theme of the *Strathfield 2040*. Collectively, they will illustrate how we are progressing towards meeting our 2040 Vision.

Enabling each new Council to be informed on progress and the opportunity to realign the LSPS with their own goals. The LSPS will be revised during each new Council term and inform the review of our local environmental plans. Our progress will be reported to our community following each review.

Our 2040 Vision



In 2040 Strathfield enjoys its unique position at the heart of the Eastern City District with physical connections to both the Sydney and Parramatta CBDs. Sitting on the edge of the Eastern City District and the Central City District, Strathfield plays a pivotal role in delivering the social, economic and environmental vision for a Greater Sydney.

There is a strong sense of pride in place amongst our diverse and welcoming community who like to work and play close to home. We value our heritage and environment and are proud of its well connected transport, educational institutions and employment opportunities. Our community is committed to the success of the area and works with Council to plan for and deliver the quality of life they enjoy.

Our community is engaged in activated public and open spaces that encourage them to gather and participate in cultural activities. Modern infrastructure supports their day to day activities and a variety of uses that accommodate both local and district needs. Our streets are lined by mature trees and corridors of green connect our neighborhoods and centres with each other and our green open spaces. There is an abundance of flora and fauna living in our waterways, bushland and green spaces, all highly valued by our community.

Our community chooses to walk and cycle and they have easy access to transport that connects them to opportunities for work and play with the Sydney CBD, Parramatta CBD and key Strategic Centres. Development and growth have not compromised our neighbourhoods, heritage, environment or industrial lands. It has enabled the delivery of updated, modern infrastructure and the growth of creative solutions to the sharing of commercial, recreation and social spaces. Freight is able to move within and outside the area supporting our lifestyles and business.

Our centres are alive with a diversity of people, colour, food and deliver a variety of experiences, urban services, recreational and employment opportunities. They are a focal point for people who live and work nearby as well as visitors from across Greater Sydney. The Strathfield Town Centre is a vibrant hub encouraging business, enterprise and experience. People travel there to enjoy the unique and diverse retail, dining and entertainment experiences.

Parramatta Road is a tree lined place for people, with active transport and a variety of shops and cafes.

There are strong economic connections to neighbouring Burwood and Rhodes Strategic Centres. These provide access to employment and retail opportunities for our residents. Our office spaces support the nearby Parramatta CBD by providing opportunities for agencies and businesses to locate locally, within easy reach to the CBD. Our industrial areas provide urban services for our community and are alive with niche and creative industries by day and support localised entertainment hubs by night.

A revitalised Sydney Markets and an active and diversified DFO precinct service our local needs and attract people from across the Region and tourists visiting Sydney.

Strathfield is a learning hub for the Eastern City District with strong collaborative connections within and outside the Area. It delivers quality school and tertiary education and employment options for our residents and beyond.

Our Planning Priorities

 Infrastructure and Collaboration	 Liveability
P1. Collaboration ensures growth is sustained by well-planned and accessible infrastructure E1, E2 1.1	P5. Well located and designed social and recreation infrastructure connects us and supports healthy and active lifestyles for people of all ages and abilities E1, E2, E3, E4, E6 2.1, 2.2, 3.1
P2. Connected, integrated, efficient and accessible transport options connect Strathfield's people to their neighborhoods, centres, jobs, community and recreation areas E1, E2, E6, E10 1.1, 1.2	P6. Development balances growth with best practice planning and infrastructure provision to deliver sustainable, liveable and well-designed neighbourhoods E5, E6, E15, E16 2.1, 4.1, 4.2
P3. Freight corridors and local servicing meets needs with minimal impact on neighborhoods and centres E1, E2 1.1, 1.2	P7. Quality urban design complements all heritage and neighbourhood character E4, E16 4.1, 3.2
P4. Digital infrastructure enables our community, businesses and service providers to grow E1 1.3	P8. Diverse housing options provide for people at all lifecycles and connects them to jobs, recreation, services and transport E5 2.1, 2.2, 4.1
P18. Our community is involved in designing Strathfield's future E2, E21, 5.1, 5.2	

Strategic Links Legend: E1 - E21 = alignment to Eastern City District Plan Priority, 1.1 - 5.2 = alignment with Strathfield 2030 (CSP) Goal

 Productivity	 Sustainability
P9. Our centres are easy to get around, deliver activated social spaces, opportunities to connect, nearby housing and local employment opportunities E2, E10, E11, E12, E13 2.3, 3.1, 3.2	P13. Biodiversity and ecological health and resiliency is conserved, restored and enhanced E15, E17, E18 4.3
P10. Industrial land and precincts deliver District and local urban services and provide activated spaces and mixed day and night time uses with minimal impact on neighborhoods E2, E9, E10, E11, E12, E13 3.1, 3.2	P14. The Cooks River and Parramatta River catchments and waterways are healthy and accessible E14 4.3
P11. Strathfield's unique experiences provide a central meeting point for Strathfield residents and visitors E4, E6, E9, E10, E13 2.1, 2.3	P15. Quality open spaces and thriving green corridors offset the impacts of growth across the LGA E17, E18 4.1, 4.3
P12. Our specialised education cluster provides opportunities for learning, innovation and collaboration E7, E8, E11 3.1	P16. A healthy built environment delivers sustainable and resource efficient outcomes E19 4.1, 4.3 P17. Hazards are minimised and infrastructure supports resiliency E20 4.3
P18. Our community is involved in designing Strathfield's future E2, E21, 5.1, 5.2	

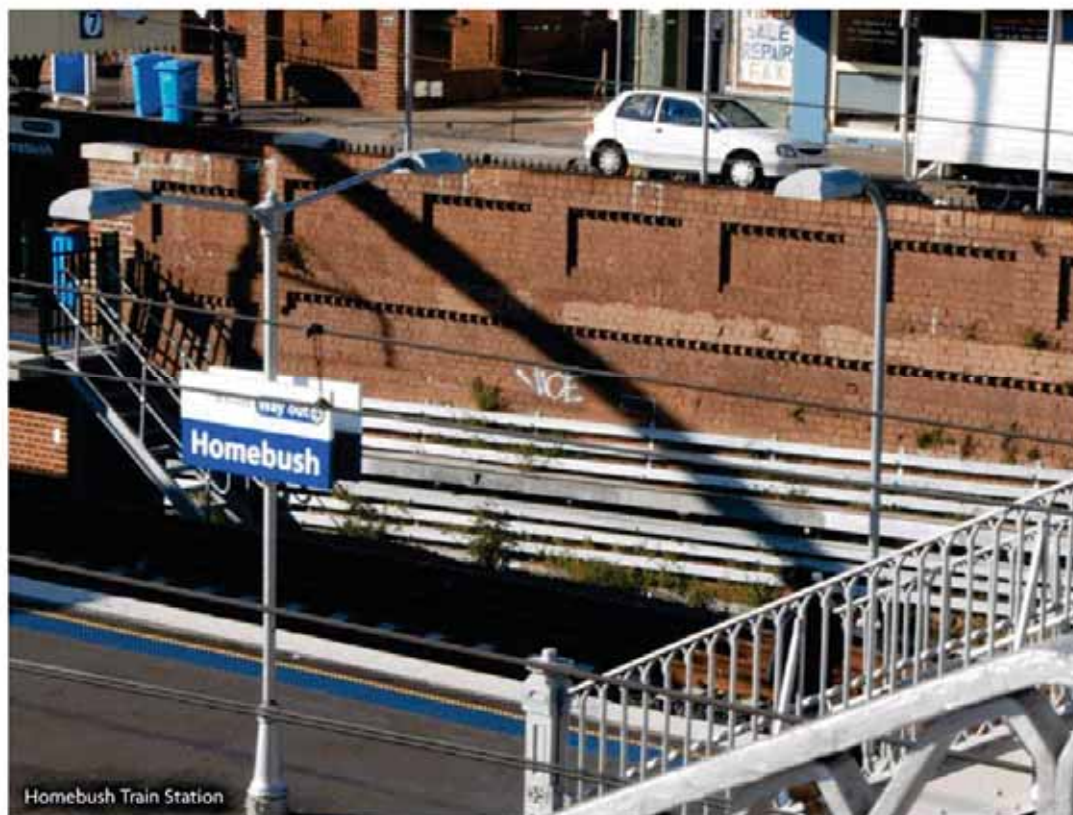
Strategic Links Legend: E1 - E21 = alignment to Eastern City District Plan Priority, 1.1 - 5.2 = alignment with Strathfield 2030 (CSP) Goal



P1**Collaboration ensures growth is sustained by well-planned and accessible infrastructure**

Actions	Timeframe	Mechanism	Responsible Directorate
A1. Collaborate with the NSW Government to ensure that any future development uplift along State led corridors and within Planned Precincts is supported by infrastructure, services and provisions to facilitate the delivery of affordable housing and best practice sustainability	Immediate	Operational	Planning, Environment and Urban Services
A2. Work collaboratively with neighbouring councils, TfNSW and the Department of Planning, Industry and Environment (DPIE) to enable the delivery of dedicated rapid public transport, active travel infrastructure and place based outcomes along the Parramatta Road Corridor and any future Sydney Metro West station at North Strathfield	Immediate to Long	Collaboration	Planning, Environment and Urban Services
A3. Work collaboratively with the DPIE and other stakeholders to ensure that future development within Planned Precincts or other large areas of future growth facilitate the delivery of: - diversity in housing consistent with the existing and desired future neighbourhood character - high quality domain and open space - well designed natural and built shade - mechanisms for the delivery of required infrastructure - high efficiency, low carbon infrastructure - water sensitive urban design and water recycling system	Immediate to Medium	Collaboration	Planning, Environment and Urban Services
A4. Work collaboratively with Sydney Metro West and the DPIE to ensure that land use changes around future Sydney Metro West stations deliver high quality outcomes that include the delivery of social infrastructure, active transport, employment and connections to high quality public domain and open space which incorporates public art provision	Immediate to Long	Collaboration	Planning, Environment and Urban Services
A5. Work collaboratively with Burwood Council, TfNSW and the DPIE to identify opportunities for infrastructure upgrades within Strathfield Town Centre such as active travel paths, electric vehicle charging stations, energy efficient lighting, water bubblers and shade	Immediate	Collaboration	Planning, Environment and Urban Services People, Place and Civic Services
A6. Work collaboratively with Burwood Council in planning the future direction of the Burwood Strategic Centre to ensure that future land uses complement the function of Strathfield Town Centre and Strathfield residents benefit from jobs provided within the Burwood Strategic Centre	Immediate	Collaboration	Planning, Environment and Urban Services
A7. Review Councils development contribution framework (s7.11, s7.12 contributions plans) and develop a Voluntary Planning Agreements Policy to ensure the delivery of local infrastructure to support growth and deliver appropriate community benefit to support the needs of future residents including provisions for sustainable transport infrastructures	Immediate	Policy	Planning, Environment and Urban Services

Actions	Timeframe	Mechanism	Responsible Directorate
A8. Collaborate with the relevant NSW State Government authority to: • identify future transport needs to support the growth of the LGA and investigate any future need for residual transport corridor land and alternate needs such as open space • Develop road safety initiatives for strategically important centres and places • identify underutilised State owned land for the delivery of active travel connections, open space and social/ community infrastructure • Ensure that existing operations and any future expansion of the EILC has minimal adverse impact on the surrounding residential land uses • identify land to enable the delivery of the Green Grid Corridor through connections along the Cooks River (including Cox's Creek Channel) and Powell's Creek • Ensure that new or the upgraded delivery of infrastructure services in the Strathfield LGA does not adversely impact on the character and amenity of streets and neighbourhoods (eg. undergrounding of electricity, water sensitive urban design and naturalisation of existing concrete channels)	Immediate to Long	Collaboration	Planning, Environment and Urban Services People, Place and Civic Services Office of the CEO



P2

Connected, integrated, efficient and accessible transport options connect Strathfield's people to their neighbourhoods, centres, jobs, community and recreation areas

Actions	Timeframe	Mechanism	Responsible Directorate
A9. Review the recommendations of the Draft <i>Strathfield Active Travel Plan</i> to identify barriers to walking and cycling to local centres and key transport nodes and implement a program for the delivery of pedestrian and cycling infrastructure to ensure neighbourhood accessibility and a more aesthetically pleasing environment around transport infrastructure such as railway stations and bus interchanges	Short	Operational	Planning, Environment and Urban Services
A10. Review the operation of the Strathfield Connector Bus service after 12 months of implementation to ensure that it is providing effective connectivity across the LGA and collaborate with the NSW State Government for funding if expansion of the service is required	Immediate	Operational	Planning, Environment and Urban Services
A11. Actively encourage kiss and ride drop off/pick up zones at all railway stations, major bus interchanges and schools as they are renewed	Immediate to Long	Operational	Planning, Environment and Urban Services
A12. Investigate the installation of electric vehicle charging stations across the Strathfield LGA and include provisions in Council's DCP 2022 to ensure that the required infrastructure is provided in high density residential, commercial and retail development	Short	Operational and Policy	Planning, Environment and Urban Services
A13. Develop a policy for the inclusion of electric charging stations in Council facilities and car parks	Short	Operational	Planning, Environment and Urban Services
A14. Develop controls in Council's DCP 2022 that encourage the provision of facilities to support the operation of car and ride sharing, e bikes and other emerging mobility options in high density residential and mixed use/commercial developments	Short	Policy	Planning, Environment and Urban Services
A15. Develop controls in Council's DCP 2022 to facilitate the delivery of infrastructure to support walking and cycling such as lockers, bicycle racks and showers in development along major transport corridors and close to key transport interchanges/mass transit	Short	Policy	Planning, Environment and Urban Services
A16. Investigate options for the expansion of a resident parking scheme to manage parking around key locations across the LGA	Short	Operational	Planning, Environment and Urban Services
A17. Prepare a <i>Pedestrian Access and Mobility Plan (PAMP)</i> for the following Centres: • Strathfield Town Centre • Flemington Station • Homebush Station • Parramatta Road • Strathfield South	Short	Strategies/Studies	Planning, Environment and Urban Services
A18. Develop controls in Council's DCP 2022 that provide safe, high quality walking and cycling links that cater for and encourage short trips to local centres, public transport services, schools, local open space, the Green Grid and other trip attractors	Short	Policy	Planning, Environment and Urban Services

Actions	Timeframe	Mechanism	Responsible Directorate
A19. Collaborate with the DPIE and TfNSW for improved public transport and active transport connections to Rhodes Strategic Centre to enhance access to jobs and social infrastructure for Strathfield LGA residents	Immediate to Long	Collaboration	Planning, Environment and Urban Services
A20. Work with the relevant NSW State Government authority to: - review the bus network to enhance access to jobs, services, education and social infrastructure for all of Strathfield's neighbourhoods - develop and implement transport and infrastructure plans that provide short-medium term recommendations to alleviate and manage impacts of congestion on major roads including Centenary Drive, Roberts Road, Parramatta Road and the Hume Highway (Liverpool Road), improve intersecting traffic conflicts and identify required upgrades - deliver funding to facilitate the delivery of safe pedestrian crossings across Parramatta Road at Homebush and Homebush West - deliver improved services on the T1 Western/Northern railway line - investigate and plan for the land use implications of regional transport corridors - integrate the Principal Bicycle Network into Council's land use and local transport planning - investigate and assist in the delivery of a separated bicycle path from Hurstville to GPO (via the Water Street Employment Land Precinct (WSELP), Homebush Road, The Crescent, Subway Lane, Loftus Crescent, Smallwood Avenue, Derowie Avenue, Pomeroy Street and Underwood Road and from Burwood to Parramatta (via The Boulevard, Broughton Road, Albert Road, Elva Street, Beresford Road and Arthur Street)	Short to Long	Collaboration	Planning, Environment and Urban Services
A21. Work collaboratively with neighbouring councils, TfNSW and the DPIE to identify opportunities for public/active transport connections to the Greater Parramatta Olympic Peninsula (GPOP), Concord Hospital, Rhodes Strategic Centre and the Bankstown Health & Education Precinct	Short to Long	Collaboration	Planning, Environment and Urban Services People, Place and Civic Services

P3 Freight corridors and local servicing meets needs with minimal impact on neighbourhoods and centres

Actions	Timeframe	Mechanism	Responsible Directorate
A22. Collaborate with the NSW State Government to identify and protect key freight routes which support the LGA and the District and to provide buffer zones to mitigate the emissions and noise from 24 hour freight functions	Short	Collaboration	Planning, Environment and Urban Services
A23. Ensure that infrastructure supports the function of key freight corridors to ensure deliveries and on demand freight are enabled across the LGA and District	Short	Operational	Planning, Environment and Urban Services
A24. Investigate and review zoning provisions in Councils LEP 2021 to limit incompatible uses with the Australia Post Sorting Facility, EILC and Sydney Markets so as to protect the land and nearby residents	Immediate	Planning Proposal	Planning, Environment and Urban Services

P4 Digital infrastructure enables our community, businesses and service providers to grow

Actions	Timeframe	Mechanism	Responsible Directorate
A25. Develop a Smart City Strategy that identifies how Council will respond to and take advantage of technological changes to address local challenges, optimise use of assets, streamline asset management and improve service delivery	Short	Strategies/Studies	Corporate and Financial Services People, Place and Civic Services
A26. Work collaboratively with utility providers to identify smart technology solutions across the LGA to support future asset provision and management	Short to Medium	Collaboration	Planning, Environment and Urban Services
A27. Investigate accessible free Wi-Fi and technology solutions in new and upgraded Council facilities and through place making, particularly through activated smart social outdoor hubs, parks and open spaces	Short	Operational	People, Place and Civic Services Corporate and Financial Services
A28. Advocate to the Federal Government for priority access to enabling digital infrastructure	Short to Long	Collaboration	Office of the CEO Corporate and Financial Services



P5

Well located and designed social and recreation infrastructure connects us and supports healthy and active lifestyles for people of all ages and abilities

Actions	Timeframe	Mechanism	Responsible Directorate
A29. Undertake a review of existing social and recreation infrastructure to ensure ongoing appropriate, flexible infrastructure with a focus on identifying current and future supply and demand for infrastructure types, locations and collaborative delivery opportunities	Immediate to Medium	Strategies/Studies	People, Place and Civic Services Office of the CEO
A30. Investigate opportunities for development of community hubs in high density precincts that deliver social and cultural spaces to facilitate people coming together and cultural expression	Short	Strategies/Studies	Planning, Environment and Urban Services
A31. Prepare an <i>Open Space and Recreational Strategy</i> to: • identify current and future needs • trends in sport and recreation • options for facility delivery including the utilisation of resources and the provision of recreation/sport facilities in high-rise through contributions plans and public benefit • recommend options to plan and design built and natural shade	Immediate	Strategies/Studies	Planning, Environment and Urban Services People, Place and Civic Services
A32. Include mechanisms in Council's <i>LEP 2021</i> to deliver public benefit for the delivery of open space and social infrastructure	Immediate	Planning Proposal	Planning, Environment and Urban Services
A33. Deliver a district level recreational facility at Hudson Park that provides for increased tree canopy, sustainable water reuse, high quality community infrastructure and "smart" social spaces	Immediate	Operational	People, Place and Civic Services Planning, Environment and Urban Services
A34. Investigate opportunities to introduce into open space outdoor exercise equipment and outdoor study areas with smart technology such as charging stations and free wifi	Short	Operational	People, Place and Civic Services
A35. Declare Strathfield LGA as a <i>Refugee Welcome Zone</i> that creates a link with Burwood Council's existing zone	Short	Operational	Planning, Environment and Urban Services People, Place and Civic Services
A36. Work collaboratively with the Office of Sport when considering the upgrade of sporting facilities/playing fields as part of any infrastructure review	Immediate to Long	Collaboration	People, Place and Civic Services
A37. Investigate the opportunity to implement Memorandum of Understandings between Council and the NSW State Government/private stakeholders to encourage the shared use of land and facilities, including schools for community and recreation facilities	Short to Medium	Collaboration	Planning, Environment and Urban Services People, Place and Civic Services

P6

Development balances growth with best practice planning and infrastructure provision to deliver sustainable, liveable and well-designed neighbourhoods

Actions	Timeframe	Mechanism	Responsible Directorate
A38. Work with service providers to design and deliver best practice infrastructure, servicing and development approaches	Immediate to Long	Collaboration	Planning, Environment and Urban Services
A39. Improve resilience of local stormwater and catchment infrastructure through asset management to minimise hazards and protect waterways	Immediate to Long	Operational	Planning, Environment and Urban Services
A40. Develop controls in Council's DCP 2022 to ensure new high density development and development in centres incorporates high-quality public domain, adequate communal/shared spaces and well-designed and appropriately located built and natural shade	Short	Policy	Planning, Environment and Urban Services
A41. Develop controls in DCP 2022 to ensure new high density development provides adequate green spaces/corridors and landscaping and gradual and appropriate separation and height transitions between development and between zones	Short	Policy	Planning, Environment and Urban Services
A42. Develop controls in Council's DCP 2022 to ensure new high density development and development in centres provides the appropriate infrastructure for its residents, including the undergrounding of electricity and cables, use of renewables for emergency and service vehicles	Immediate	Policy	Planning, Environment and Urban Services
A43. Undertake a <i>Traffic and Transport Strategy</i> to investigate opportunities to design local streets to be low-speed, low-traffic and low-stress environments that can safely be used for cycling and walking, particularly by children	Immediate	Strategies/Studies	Planning, Environment and Urban Services



P7 Quality urban design complements all heritage and neighbourhood character

Actions	Timeframe	Mechanism	Responsible Directorate
A44. Undertake a review of items of environmental heritage and heritage conservation areas as part of the preparation of <i>LEP 2021</i> to ensure that significant items/groups of built heritage are retained and preserved across the LGA	Immediate	Planning Proposal	Planning, Environment and Urban Services
A45. Update inventory forms for heritage items and identify contributory buildings within heritage conservation areas to record, manage and protect their heritage values	Immediate	Policy	Planning, Environment and Urban Services
A46. Facilitate design excellence in large scale residential and mixed use development through the continuation of the joint Design Review Panel, in partnership with Canada Bay	Immediate to Long	Policy	Planning, Environment and Urban Services
A47. Investigate the incorporation of design excellence provisions in <i>LEP 2021</i> and <i>DCP 2022</i> to ensure a high amenity for residents	Immediate	Planning Proposal and Policy	Planning, Environment and Urban Services
A48. Develop and incorporate into <i>DCP 2022</i> Local Character Area Statements which are consistent with the DPIE's Local Character and Place Guideline for areas which are identified through the <i>Local Housing Study</i> as having a distinctive urban form and character and which need to be retained and protected	Immediate	Policy	Planning, Environment and Urban Services
A49. Prepare a views and cultural heritage analysis that identifies unique views, vistas, Aboriginal and built cultural corridors and landscapes and ensures their protection through controls in <i>DCP 2022</i> Local Character Area Statements	Short	Strategies/Studies	Planning, Environment and Urban Services



P8

Diverse housing options provide for people at all lifecycles and connects them to jobs, recreation, services and transport

Actions	Timeframe	Mechanism	Responsible Directorate
A50. Prepare a Local Housing Strategy that identifies mechanisms to facilitate the delivery and diversity of housing across the LGA and ensure the delivery of the short, medium and long term Eastern City District housing targets. The Strategy will develop criteria for the delivery of high and medium density across the LGA and consider options for: • dual occupancy development that is consistent with the streetscape character across the LGA • medium density development in the form of townhouses and terraces • high density in appropriate locations	Short	Strategies/Studies	Planning, Environment and Urban Services
A51. Create connected and sustainable precincts through the delivery of high density residential development to the Parramatta Road Corridor, Liverpool Road Corridor and the Strathfield Town Centre	Immediate	Planning Proposal	Planning, Environment and Urban Services
A52. Seek an exemption under the <i>Housing Code</i> and <i>Low Rise Medium Density Housing Code</i> from Local Character Areas and identify areas where the application of the Code is appropriate	Immediate	Planning Proposal and Policy	Planning, Environment and Urban Services
A53. Investigate the incorporation of a minimum lot size into <i>LEP 2021</i> for boarding houses and dual occupancy development in the R2 – Low Density Residential zone	Immediate	Planning Proposal	Planning, Environment and Urban Services
A54. Prepare an Inclusive Housing Strategy that identifies mechanisms (including <i>SEPP 70</i>) for the delivery of housing options across the LGA for key workers and very low, low to moderate income households along with possible areas for its provision	Immediate	Strategies/Studies	Planning, Environment and Urban Services
A55. Investigate opportunities to go beyond the District Plan's target of 5-10% of the Gross Floor Area of new development to be dedicated as affordable housing for: • planned precincts • land identified as being within the Parramatta Road Corridor • where there is an increase in density arising from a Planning Proposal	Immediate	Planning Proposal	Planning, Environment and Urban Services
A56. Work collaboratively with the NSW State Government to ensure that any redevelopment of social housing is sensitive to the local character of the neighbourhood, complements desired future character and provides for a mix of housing types and dwelling sizes	Immediate to Long	Council	Planning, Environment and Urban Services
A57. Implement the <i>PRCUTS</i> generally in accordance with the <i>2016-2023 Implementation Plan</i> , following the finalisation of a precinct wide traffic and transport study, urban design study and air quality assessment for the M4 East Ventilation Outlet, including the preparation of: • Precinct wide Planning Proposal • Draft Development Control Plan • Local Contributions Plan	Short to Medium	Planning Proposal	Planning, Environment and Urban Services

Actions	Timeframe	Mechanism	Responsible Directorate
A58. Ensure that the Planned Precincts, the Parramatta Road Corridor and the redevelopment of large sites deliver a diversity of housing types with a range of unit sizes so as to meet the needs of changing households and age structures	Immediate to Medium	Planning Proposal and Policy	Planning, Environment and Urban Services
A59. Ensure that any proposed changes to land use in key renewal sites/precincts: - incorporates viability testing - includes industries that serve the population related needs of the Strathfield community (urban support services) - delivers opportunities for open space and improved public domain as well as safe and convenient connections through the site/precinct and to external destinations - are accompanied by robust funding mechanisms to deliver local infrastructure - where land use is changed, the height and density of future development is compatible with the immediate surrounding context	Short	Planning Proposal	Planning, Environment and Urban Services





Enfield Intermodal Logistics Centre, Courtesy of NSW Ports

P9

Our centres are easy to get around, deliver activated social spaces, opportunities to connect, nearby housing and local employment opportunities

Actions	Timeframe	Mechanism	Responsible Directorate
A60. Prepare a Commercial Centre's Study that includes: - the identification of a hierarchy of centres - a review of zoning, land uses and development standards for these centres - a review of the capacity of existing employment generating floorspace (commercial and retail) - an investigation of flexible and innovative approaches to enable the revitalisation of high streets and centres in decline - opportunities to improve urban amenity by moving some delivery and service activities off the street - requirements relating to non-residential floor space - opportunities for economic investment and improved productivity and the development of statements for each Centre which support the LSPS Vision, respect existing and future desired local character - to ensure the delivery of the Eastern City District job targets	Immediate	Strategies/Studies	Planning, Environment and Urban Services People, Place and Civic Services
A61. For centres with cross-boundary relationships, work collaboratively with neighbouring councils to ensure effective and consistent land use controls, development standards, public domain and open space amenity, infrastructure and maintenance	Immediate	Collaboration	Planning, Environment and Urban Services
A62. Investigate options to attract and retain a mix of retail and office development in the Strathfield Town Centre	Immediate	Strategies/Studies	People, Place and Civic Services
A63. Investigate options to introduce land use provisions and controls in LEP 2021 to enable tourist and visitor accommodation close to Sydney Markets and GPOP	Immediate	Strategies/Studies	Planning, Environment and Urban Services
A64. Work collaboratively with Burwood Council, TfNSW and key landowners to prepare a masterplan for Strathfield Town Centre to fulfill its potential and strengthen its economic role within the LGA and District. In particular to: - capitalise on its unique offerings as a cultural centre and day/night time capacity - focus on human (fine grain) scale public place that encourages diversity and social connectivity - embrace the Centre's cultural offering - deliver diverse service/retail/dining/entertainment and commercial options - enhance the Centre's night time economy - attract and retain high quality office space - improve accessibility and facilitate walking and cycling - be sympathetic to the heritage of Strathfield Station - deliver parking that can be adapted to other future uses - provide well-designed built and natural shade	Immediate to Medium	Collaboration	Planning, Environment and Urban Services People, Place and Civic Services
A65. Prepare an Activation Policy for the Parramatta Road Corridor to facilitate the activation of ground floor uses and investigate the feasibility of encouraging "start-ups"	Short	Operational	People, Place and Civic Services

Actions	Timeframe	Mechanism	Responsible Directorate
A66. Investigate the feasibility of the creation of independent or collocated smart work hubs in local centres and in declining high streets, such as Parramatta Road (start-ups, business by day/students after hours)	Short to Medium	Strategies/Studies	Office of CEO People, Place and Civic Services
A67. Implement a prioritised program of public domain improvements and place making activities that improve liveability and enhance connectivity and vibrancy of centres	Short	Operational	People, Place and Civic Services
A68. Prepare a night time economy study to identify and measure night time activities in appropriate centres/precincts and options to create vibrant street life and meeting places, including eat streets and farmer's markets	Short	Strategies/Studies	People, Place and Civic Services
A69. Investigate opportunities for the incorporation of provisions in LEP 2021 and DCP 2022 to ensure that the redevelopment of key sites/precincts makes provision for vibrant places and meeting spaces within developments	Immediate	Strategies/Studies	Planning, Environment and Urban Services



P10

Industrial land and precincts deliver District and local urban services and provide activated spaces and mixed day and night time uses with minimal impact on neighbourhoods

Actions	Timeframe	Mechanism	Responsible Directorate
A70. Work collaboratively with the NSW State Government to review the land uses within the Standard Instrument LEP to encourage a broader range of permissible uses within the IN1, IN2 and B7 zones	Immediate	Collaboration and Planning Proposal	Planning, Environment and Urban Services
A71. Prepare a local employment and productivity strategy for urban services land to identify: • industrial zoned land to be retained and managed for industrial and urban services purposes consistent with the District Plan's retain and manage status • freight and servicing needs, opportunities and routes • how industrial zoned land and freight routes will be protected • commercial land which with links to urban services land and fresh food retail • opportunities for knowledge intensive industries	Short	Strategies/Studies	Planning, Environment and Urban Services
A72. Make provision in Council's LEP 2021 to retain and manage industrial and urban services land to safeguard it from conversion to residential development and/or mixed use	Immediate	Planning Proposal	Planning, Environment and Urban Services
A73. Review the role of the WSEL to ensure that future redevelopment (residential/mixed uses) of the Precinct takes into account existing constraints and allows for appropriate amenity outcomes consistent with the Gateway Determination issued by the DPIE 19 February 2019 and the GSC Information Note SP2018_1	Short	Planning Proposal	Planning, Environment and Urban Services
A74. Provide controls in DCP 2022 to facilitate the contemporary adaptation of industrial and warehouse buildings through increased floor to ceiling heights and flexible floor plates	Short	Policy	Planning, Environment and Urban Services
A75. Prepare a creative industries strategy to: • identify the type of arts and creative industry opportunities for people who live, work and visit the LGA. • investigate opportunities to establish a creative precinct within industrial zones through the collocation of artistic and creative organisations to support arts/creative enterprises and industries • investigate options for temporary and interim permissible uses to support creative enterprise and provide opportunities for people to connect	Short	Strategies/Studies	Planning, Environment and Urban Services People, Place and Civic Services
A76. Investigate the incorporation of provisions in LEP 2021 and DCP 2022 to ensure: • appropriate transition between industrial and urban services land so as to ensure that noise, pollution and traffic impacts on adjoining residents is minimised and amenity is protected. • the protection of operating industry from incoming or intensifying developments, residential or higher density industrial to ensure these operations are not compromised	Short	Planning Proposal and Policy	Planning, Environment and Urban Services

P11 Strathfield's unique experiences provide a central meeting point for Strathfield residents and visitors

Actions	Timeframe	Mechanism	Responsible Directorate
A77. Ensure any proposed changes to land use or development at Sydney Markets: • includes a fresh food market that serves the needs of the residents of Strathfield and the Eastern City District • exhibits design excellence to ensure a high amenity both internally within buildings and in the public domain • delivers an improved public domain, including a new local park with increased tree canopy and safe and convenient walking and cycling connections through the precinct and to Homebush West • provides a range of office uses and tenancy sizes with communal facilities to cater for emerging businesses • are accompanied by robust funding mechanisms to deliver benefits to the community	Medium to Long	Planning Proposal	Planning, Environment and Urban Services
A78. Investigate suitable land uses at No 1-5 Underwood Road, Homebush (DFO) site following the requirements of the S91, 7.3 Direction	Short to Long	Planning Proposal	Planning, Environment and Urban Services
A79. Work collaboratively with Sydney Markets to ensure the Sydney Markets Precinct is clean and attractive and provides for an improved, well shaded public domain	Short	Collaboration	Planning, Environment and Urban Services
A80. Work collaboratively with Burwood Council to develop a Place Strategy (in conjunction with a Masterplan) for the Strathfield Town Centre with a focus on enhancing the Centre's food and entertainment offering (including encouraging a diversity of offering), while still providing services to meet the community's needs	Short to Medium	Collaboration	Planning, Environment and Urban Services
A81. Prepare a Visitation Strategy which builds on Strathfield's unique offerings and its proximity to GPOP supports visitation, provides local jobs and supports livability	Short	Strategies/Studies	Planning, Environment and Urban Services
A82. Provide controls in LEP 2021 and DCP 2022 which enable place based initiatives that attract visitors and improve the visitor experience to Strathfield	Immediate	Planning Proposal and Policy	Planning, Environment and Urban Services
A83. Develop and implement a public art policy and program to facilitate heritage and culture trails across the LGA	Short	Strategies/Studies	People, Place and Civic Services

P12 Our specialised education cluster provides opportunities for learning, innovation and collaboration

Actions	Timeframe	Mechanism	Responsible Directorate
A84. Establish an Education Cluster Collaboration Interagency to: - consider common issues - identify opportunities for ongoing collaboration to strengthen the cluster's role in supporting the LGA, District and Greater Sydney's education, infrastructure and economic needs - identify opportunities for local schools in connecting the community - identify opportunities for the joint/shared use of facilities and after hours and holiday period site activation - develop innovative transport solutions to reduce the congestion around school start and finish times on local streets and parking by working together to develop a shared transport plan, including active transport and shared services such as buses - increase rates of walking and cycling to schools by students who are within walking and cycling distance by catering for and prioritising access by these modes - identify the role that Council and State Government can play to achieve positive outcomes for the LGA and cluster including active transport solutions - understand the Australian Catholic University's (ACU) future needs and/or plans particularly for expansion and student accommodation and work collaboratively to minimise the impact on local residents	Short to Medium	Collaboration	Planning, Environment and Urban Services





P13 Biodiversity and ecological health and resiliency is conserved, restored and enhanced

Actions	Timeframe	Mechanism	Responsible Directorate
A85. Prepare a Biodiversity Strategy that includes recommendations which can be implemented in LEP 2021 and DCP 2022	Immediate	Strategies/Studies	Planning, Environment and Urban Services
A86. Review land use zones and environment controls in LEP 2021 and DCP 2022 to ensure that significant remnant habitats are retained to protect endangered flora and fauna and improve habitat connectivity. Create a section on Biodiversity in the DCP	Immediate	Planning Proposal and Policy	Planning, Environment and Urban Services

P14 The Cooks River and Parramatta River catchments and waterways are healthy and accessible

Actions	Timeframe	Mechanism	Responsible Directorate
A87. Work collaboratively with members of the Parramatta River Catchment Group and the Cook's River Alliance to develop whole of catchment land use policy and statutory planning mechanisms that consider cumulative impacts of development, improve water quality and public access	Short to Long	Collaboration	Planning, Environment and Urban Services
A88. Work collaboratively with relevant stakeholders, including Sydney Water to adopt a regional approach to reduce stormwater runoff through water sensitive urban design infrastructure and facilitate the naturalisation of stormwater channels	Immediate to Medium	Collaboration	Planning, Environment and Urban Services
A89. Review and update water sensitive urban design controls in DCP 2022 to ensure: - reduced stormwater runoff volumes and pollution entering waterways - pervious areas are maximized - all stormwater is treated before it reaches waterways - stormwater management systems are vegetated to slow down and clean runoff and provide passive irrigation, greening and urban cooling	Short	Policy	Planning, Environment and Urban Services

P15 Quality open spaces and thriving green corridors offset the impacts of growth across the LGA

Actions	Timeframe	Mechanism	Responsible Directorate
A90. Investigate options to deliver Green Grid connections across the LGA	Short	Strategies/Studies	Planning, Environment and Urban Services
A91. Work collaboratively with Canterbury-Bankstown Council, as part of the Metropolitan Greenspace Program to prepare a detailed Masterplan and Implementation Strategy for the Green Grid Priority Cooks River Open Space Corridor	Immediate	Collaboration	Planning, Environment and Urban Services People, Place and Civic Services
A92. Investigate opportunities with key stakeholders for the dedication of land along the Green Grid Priority Cooks River Open Space Corridor to facilitate a continuous green corridor with connections to existing and future open space	Short to Long	Strategies/Studies	Planning, Environment and Urban Services People, Place and Civic Services
A93. Review and prepare required new plans of management for Council managed parks and reserves, particularly Coxes Creek Reserve and Mason Park Wetlands.	Immediate	Operational	People, Place and Civic Services
A94. Prepare an Open Space and Recreation Strategy that includes recommendations for the delivery of active and passive recreation across the LGA, including opportunities for the planning and delivery of new open space in conjunction with land use change and uplift and along the Parramatta Road Corridor	Immediate	Strategies/Studies	Planning, Environment and Urban Services
A95. Deliver district level open space at Hudson Park that provides for increased tree canopy, sustainable water reuse, high quality community infrastructure and smart social spaces	Immediate	Operational	People, Place and Civic Services
A96. Make provision in DCP 2022 for large urban renewal initiatives to demonstrate provision of high quality and diverse private/public open space, landscaping and deep soil tree planting that facilitates connections to existing local and District open space and increases urban tree canopy	Short	Policy	Planning, Environment and Urban Services
A97. Investigate opportunities for increasing green infrastructure on public and private land, including expanding the urban tree canopy	Short	Strategies/Studies	People, Place and Civic Services
A98. Review the Significant Tree Register of Public and Private Land and incorporate robust controls in DCP 2022 to ensure the ongoing protection of these trees	Short	Policy	Planning, Environment and Urban Services People, Place and Civic Services
A99. Investigate opportunities for the provision of local community gardens within large urban renewal high density development	Immediate	Policy	Planning, Environment and Urban Services
A100. Work collaboratively with the NSW State Government to facilitate the planting of trees along major road corridors where possible, including Parramatta Road	Immediate	Collaboration	Planning, Environment and Urban Services

P16 A healthy built environment delivers sustainable and resource efficient outcomes

Actions	Timeframe	Mechanism	Responsible Directorate
A101. Collaborate with the NSW State Government for increased BASIX water and energy targets	Short	Collaboration	Planning, Environment and Urban Services
A102. Review Council's waste management provisions as part of DCP 2022 to deliver best practice outcomes that reduce waste production and maximise recycling	Short	Policy	Planning, Environment and Urban Services
A103. Promote the use of renewable energy storage in DCP 2022	Short	Policy	Planning, Environment and Urban Services
A104. Continue to work with industrial land owners to implement priorities and sustainability actions for industrial sites (priorities to reduce heat island effect such as tree planting, water runoff, noise and pollution impacts to adjoining land uses)	Short	Collaboration	Planning, Environment and Urban Services
A105. Through DCP 2022 make provision for energy efficient mechanisms for non-residential development	Short	Policy	Planning, Environment and Urban Services
A106. Investigate appropriate locations for recycling centres and waste drop off points.	Short	Strategies/Studies	Planning, Environment and Urban Services



Airey Park, Homebush West

P17 Hazards are minimised and infrastructure supports resiliency

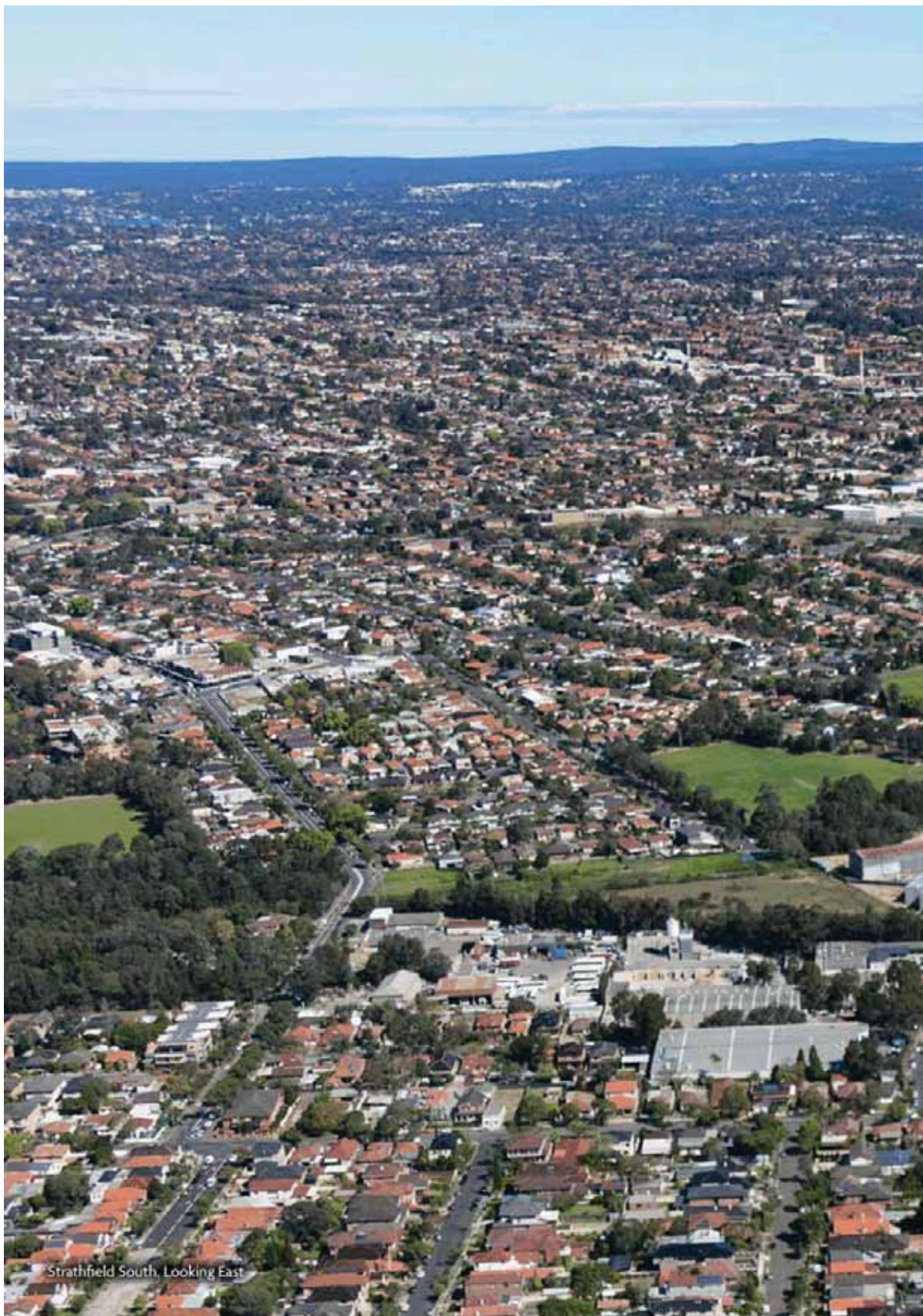
Actions	Timeframe	Mechanism	Responsible Directorate
A107. Prepare an updated LGA wide flood risk management study that is in accordance with best practice and integrates existing studies	Short to Medium	Strategies/Studies	Planning, Environment and Urban Services
A108. Review land use zones in LEP 2021 to limit/restrict urban development in areas identified as exposed to natural and urban hazards	Immediate	Planning Proposal	Planning, Environment and Urban Services
A109. Prepare a climate change mitigation and adaption and resilience strategy and work collaboratively with key stakeholders to develop local initiatives to respond to the impacts of climate change and deliver key environmental infrastructure upgrades, in particular for energy and water systems	Immediate	Strategies/Studies	Planning, Environment and Urban Services
A110. Collaborate with the DPIE to support a review of the proposed heights under the PRCUTS where development is within 170m of the Underwood Road Vent Facility so as to ensure that any future residents of developments are not impacted by adverse public health concerns associated with the plume of pollutants	Immediate	Collaboration	Planning, Environment and Urban Services
A111. Make provision in DCP 2022 for the implementation of green infrastructure as part of development to mitigate the heat island effect, for example by requiring reflective building materials and the installation of solar systems to all new buildings (minimum system size determined by lowest predicted usage) and provisions to keep water in the landscape to address urban heat island effect including adequate landscaped areas to allow deep soil planting for urban tree canopy	Short	Policy	Planning, Environment and Urban Services
A112. Through Council's DCP 2022 investigate mechanisms to retrofit older and heritage buildings to become more energy, water and waste efficient	Short	Policy	Planning, Environment and Urban Services
A113. Advocate to the VIVA (Shell) and Caltex companies to mitigate or relocate these environmentally hazardous pieces of infrastructure currently located along the Cooks River Open Space Corridor	Short	Collaboration	Planning, Environment and Urban Services

P18 Our community is involved in designing Strathfield's future

Actions	Timeframe	Mechanism	Responsible Directorate
AT14. Using appropriate language and mechanisms communicate to our diverse and evolving community Council's progress on the implementation of the LSPS	Short	Operational	Planning, Environment and Urban Services, Office of the CEO
AT15. Engage our diverse and evolving community on future reviews of the LSPS using appropriate and targeted engagement methods	Short	Operational	Planning, Environment and Urban Services,



Strathfield Square



Strathfield South, Looking East





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ATTACHMENT 3

Submissions Summary

Draft Strathfield Local Strategic Planning Statement 2040

Total submissions received: **55**

1. Rabia Boz – Resident of Strathfield
2. Bridge Housing
3. Create NSW – Arts, Screen & Culture
4. NSW Ports
5. Australian Slacking Association
6. Football NSW – Daniel Ristic
7. Tripti Bhargava
8. Cathy Milgate – Resident of Strathfield
9. Sr Patricia Madigan OP, Congregation of Dominican Sisters, Strathfield
10. Chris Vorbach – Resident of Homebush
11. Ali & Rebecca Hammoud – Residents of Strathfield
12. Anne Byrne – Resident of Strathfield
13. Bob Cantley – Owners in Strathfield South
14. Goodman Ltd
15. Patricia Giammarco
16. Van Ngo – Resident of Strathfield
17. Joe Ngo – Resident of Strathfield
18. Climate Action Burwood / Canada Bay
19. Kaufland Weber
20. Sr Rosemary Kinne – Resident of Homebush
21. Robyn Pognore

22. T. D. Le Strange – Resident of Strathfield
23. Meriden School
24. Strathfield Independents
25. DFP Planning Pty Ltd
26. Sydney Co-Housing
27. Vicinity Centres
28. Flower Power
29. Baba Development Pty Ltd
30. Boral
31. Andrew Soulos
32. Cancer Council NSW
33. Mirvac
34. Health NSW
35. Eva Bahas
36. Greg Widders – Resident of Homebush
37. Katrina Richards
38. Timothy Simpson
39. Cecilia Wiltshire
40. Patricia Barker – Resident of Strathfield South
41. Cancer Institute NSW
42. Shelter NSW
43. Oleg Rozmeta – Resident of Strathfield
44. Sofia Bahas
45. Environmental Protection Authority
46. Landgrowth Pty Ltd
47. Community Housing Industry Association NSW
48. Westport Pty Ltd (Crown Group)
49. Sr Mary Campion - Resident of Unit 8, 6-8 the Crescent Homebush
50. Walker Group Holdings Pty Ltd
51. Turnbull Planning International Pty Ltd
52. Sydney Markets Limited

- 53. Property Council of Australia
- 54. Transport for NSW
- 55. Sydney Water

Date Received	Name	Arguments	Recommendations	Council's response
3 October 2019	Resident of Strathfield		Consider 43 Fitzgerald Crescent Strathfield to be rezoned to enable RFB development.	Not LSPS related, will be considered as part of LEP 2021
3 October 2019	Bridge Housing	<i>Planning Priority 8: Diverse Housing options provide for people at all lifecycles and connects them to jobs, recreation, services and transport</i> Comments: Bridge housing supports Council's focus on providing a range of housing options and affordable homes within the Strathfield community. With extensive experience in the delivery and management of affordable housing, Bridge Housing can provide expert input into the development of council's Local Housing Strategy.	- Any affordable housing mechanisms need to be underpinned by a detailed demographic and demand analysis based on future and current needs for affordable housing in the LGA. As Bridge Housing is already an established social housing service provider in the area, our organisation has an in-depth understanding of the current cohort of clients requiring affordable housing and likely changes to his group over time. Bridge Housing welcomes the opportunity to provide support and input to assist with the delivery of its strategic objectives in relation to the delivery and appropriate affordable housing in the LGA. - Investigate opportunities to partner with CHPs to develop under-utilised or redundant Council-owned or managed sites (eg. car parks) for affordable housing both within the Strathfield LGA and broader Eastern City District. - Explore all opportunities to reduce land costs for affordable housing by collaborating with other councils, other levels of government and stakeholders such as not-for-profits.	- Broadly consistent with the LSPS - Most recommendations will be addressed as part of Inclusive Housing Strategy, Local Housing strategy and through LEP 2021 - Draft LSPS amended to explore opportunities to go beyond the District Plan's affordable housing target of 5 -10% for all new dwellings. This will require feasibility testing on a site-by-site basis

			• Maximise the return on affordable housing contributions by consolidating and directing contributions secured by Council to CHP and State-government social and affordable housing redevelopment projects. • Consult with not-for-profit organisations and Property NSW regarding the potential redevelopment of underutilised sites for affordable housing purposes. • Identify a range of non-planning mechanisms to be considered for inclusion as part of a Local Housing Strategy. These include: - Setting affordable housing targets - Design and construction innovation - Delivery model innovation - Minimising land costs for affordable housing - Special rate levies for affordable housing - Responding to Government policy changes.	
22 October 2019	Create NSW – Arts, Screen & Culture		• It is encouraged that the following elements are considered in the final document: - Relationship with the local Aboriginal community - Existing cultural infrastructure (<i>The NSW Cultural Infrastructure Plan 2025+</i> (2019) provides a framework for planning and delivery of cultural infrastructure across NSW) - Cultural diversity within Strathfield	• Broadly consistent with draft LSPS • Draft LSPS strengthened by enhancing its reference and support of the local Aboriginal community, cultural diversity of LGA and public art • The development and implementation of a public art policy and program will further explore suggestions • Action 65 (now 63) amended to embrace the Centre's cultural offering

			- The benefits of art and culture to a successful night-time economy - The existence or potential of cultural industries in your area - Existing and future public art projects - Joint-use opportunities - Tourism opportunities - The impact of arts and culture to successful place making - The benefit of access to arts and culture for the health and wellbeing of your residents, paying consideration to access by people with disabilities, seniors and children and young people.	and enhance the Centre's night time economy
			• Opportunities to champion arts and culture in the following Priorities include: - <i>Priority 7 - Quality urban design complements all heritage and neighbourhood character.</i> We encourage you to consider how public art could be integrated into quality urban design to enhance neighbourhood character. - <i>Action 4 - Work collaboratively with Sydney Metro West and Department of Education to ensure that land use changes around future Sydney West Metro stations delivers high quality outcomes that include the delivery of social infrastructure, active transport, employment and connections to high quality public domain and open space.</i>	

22 October 2019	NSW Ports		Public art has been shown to have positive effects on community's experience of public transport, including their willingness to wait and pay for transport. We encourage you to incorporate public art into and transport upgrades. - <i>Action 65 - Work collaboratively with Burwood Council to develop a Place Strategy for the Strathfield Town Centre with a focus on enhancing the Centre's food and entertainment offering, while still providing services to meet the community's needs. We encourage you to also focus on the Centre's cultural offering. Public art, festivals, live music, and night time economy initiatives could all help develop and strengthen Strathfield Town Centre.</i>	• Broadly consistent with draft LSPS • LSPS amended to incorporate 24/7 EILC operation • The protection of employment and industrial lands LGA wide has been strengthened as it was also raised through the Greater Sydney Commission's Health Check process • Action 24 updated to incorporate Australia Post Sorting Facility, EILC and Sydney Markets
	<i>Planning Priority P3 – Freight Corridors and local servicing meets needs with minimal impact on neighbourhoods and centres</i> Comments: • NSW Ports strongly supports Action 22 • Intermodal operates 24 hours a day, 7 days a week and as flagged in the LSPS, activities at the Enfield ILC			

	will intensify to cater for growing trade volumes. These activities can impact on the amenity of sensitive land uses. Intermodal terminals therefore require protection from urban encroachment in order to operate efficiently. • NSW Ports supports Action 24.	• Action 24 should be updated to include the Enfield ILC, noting it is a key trade gateway connecting the people and business of NSW to global markets. Should be protected from incompatible uses through zoning provisions of the LEP.	
	<i>Planning Priority P10 – Industrial land and precincts deliver District and local urban services and provide activated spaces and mixed day and night time uses with minimal impact on neighbourhoods</i> Comments: • NSW Ports strongly supports Actions 69-71 and 76.	• P10 includes Actions to investigate introducing new permissible land uses within industrial zones (Actions 74-75). Any proposed additional land uses within industrial zones should not be at the disadvantage of freight lands which support the role of port operations. • Map 8 (Sustainability Structure Plan) identifies proposed tree planting areas. This map should be updated to exclude the rail sidings adjacent to the Enfield ILC noting this location forms part of the operational rail line and is not suitable for tree plantings, given the significance of these sidings to the freight and logistics sector.	

			- Map 9 identifies the Enfield ILC site as currently having less than 10% tree canopy. The Enfield ILC has a site area of 59.34ha including 6.19ha of ecological areas and basins and 2.7ha of landscaped area which equals 15% of the site area, noting on site landscape will increase as Precincts A, D, E and H are developed. Therefore, Enfield ILC should be depicted on Map 9 as contained 10 to 20% tree coverage. - Maps 8, 9, 10 and 11 should be reviewed to appropriately depict the Enfield ILC site. The current maps depict the Enfield ILC and Enfield Yard as one site, when in fact they are separate sites and landholdings.	
24 October 2019	Australian Slacklining Association	<i>Planning Priority 15: Quality open spaces and thriving green corridors offset the impact of growth across the LGA</i> <i>Objective 31: Public open Space is accessible, protected and enhanced</i> Identifies programmatic variety as a key consideration for planning open space.	- Open space that supports a variety of recreational and passive uses, including slacklining should be an important consideration when planning for existing and new open space. - Include a priority to support a variety of recreational and passive uses that reflect the changing needs of the community when planning for existing and new open space.	- PS – Added – “When planning for existing and new open space Council will prioritise that it supports a variety of recreational and passive users reflective of the changing needs of the community.” - Page 43 - A42 – Added – “access for emergency and service vehicles.”
1 November 2019	Football NSW	Football NSW supports the Draft LSPs. The plan will help shape and enhance the future of open space for local communities in	None	

		the Strathfield LGA. Football strong supports the following action items from the Plan: • <i>Action 29 – Undertake a review of existing social and recreation infrastructure to ensure ongoing appropriate, flexible infrastructure with a focus on identifying current and future supply and demand for infrastructure types, locations and collaborative delivery and opportunities;</i> • <i>Action 31 – Prepare an Open Space and Recreational Strategy;</i> • <i>Action 36 – Work collaboratively with the Office of Sport when considering the upgrade of sporting facilities/playing fields as part of any infrastructure review;</i> • <i>Action 37 – Investigate the opportunity to implement Memorandum of Understandings</i>		
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		<i>between Council and the NSW State Government/private stakeholders to encourage the shared use of land and facilities; and</i> • <i>Action 38 – Work with service providers to design and deliver best practice infrastructure, servicing and development approaches</i>		
1 November 2019	Resident		• Provide more 'No Smoking' zones within the LGA • Council should ban the use of single use plastics and encourage more recycling	• Not LSPS related
4 November 2019	Resident - Strathfield	• Doesn't provide any way to address to address any overdevelopment development proposals.	• Collecting rainwater as a council initiative. • Council should consider providing residents with rainwater tanks (or incentives for their purchase) which can be pumped out by council and stored/redistributed • Council should consider providing residents with purple/grey bins to collect rainwater which can be pumped out periodically by council and stored/redistributed • How to promote this initiative? A picnic in the park where residents are invited to come along and share their suggestions to save water locally for the future of our families.	• Sustainability section of the LSPS amended to incorporate water saving initiatives.

5 November 2019	Chris Vorbach – Resident of Homebush		- LSPs should commit to the following: - Maintaining 9% greenspace; - Revitalising canals and returning them to their original river state; - Maintaining tree canopies over summer months (cutting trees back in Winter); - Encouraging safe and sustainable building developments (cross ventilation architecture, green roofs and walls); - Reuse of waste water and recycling efforts, reduction of waste, stronger sanctions for rubbish dumping; - Building of community sports centres for indoor and outdoor sports available to all of the community regardless of economic, ethnic or social background; - Encourage biodiversity through use of native, water saving plants and community land care involvement, eradication programs for introduced pest species; and - Sustainable dining and food delivery (reduction of plastic take-away containers and plastic bags)	Consistent with LSPs
5 November 2019	Ali & Rebecca Hammond – Residents of Strathfield		Rezone Fitzgerald Crescent to R3 Medium Density Residential.	Not LSPs related, will be considered as part of LEP 2021
5 November 2019	Anne Byrne – Resident of Strathfield	Overall vision for affordable housing is strongly supported.	Whilst it is a strong proposal, the following is recommended:	- Broadly consistent with the LSPs. - Draft LSPs amended to explore opportunities to go beyond the

			- A more significant target for affordable housing as 5% is not sufficient for the increase in population that is planned nor does this coincide with Strathfield's high proportion of socioeconomic disadvantage. It is recommended that at least 15% of total floor space of new developments is affordable housing - An explicit time frame regarding the Inclusive Housing Strategy that identifies mechanisms for the delivery of affordable housing for key workers across the LGA.	District Plan's affordable housing target of 5 -10% for all new dwellings. This will require feasibility testing on a site-by-site basis. Inclusive Housing Strategy delivery timeframe redefined to Immediate (0-2 years). This Strategy is currently underway.
6 November 2019	Bob Cantley – Owners in Strathfield South	<i>Planning Priority (P8) – Diverse housing options provides for people at all lifecycles and connects them to jobs, recreation, services and transport</i> <u>Comments:</u> Water Street Employment Land Precinct (WSELP) has been referenced in the Draft LSPS as the 'Water Street Industrial Precinct'. <i>Action (A5B)</i>	- Correct this wording in the Draft LSPS to the Water Street Employment Land Precinct (WSELP) so as to correctly align with the Gateway Determination directive. - Council should commence the expansion of the master planning process to cover the entire (WSELP) and to commit resources to complete the precinct wide Strategic Planning Proposal. - Council should carefully consider the item covering 'density uplift' outcomes, as they will directly affect the available quantum of WSELP landowners' contributions to LGA infrastructure improvements.	- Wording amended to reflect WSELP. - A new Action added (A113): "Lobby the VIVA (Shell) and Caltex companies to mitigate or relocate these environmentally hazardous pieces of infrastructure along the Cooks River Open Space Corridor." - Action A73 has been modified to make reference to existing Gateway Determination. - Priority P10 amended to include reference to the existing Gateway Determination and its standing in relation to the retain and manage principles of the District Plan.

7 November 2019	Goodman		- The retention and management of industrial land must be considered in the context of the change facing industrial land with the increasing demand for a diversity of industrial lots. As technology improves and types of services in demand change, there are opportunities to provide industrial land at higher densities - Council should consider flexibility of height and floor space controls in industrial zones to cater for high bay and multi-level warehouse	Generally consistent with LSPS
7 November 2019	Patricia Giammarco	- LSPS provides motherhood statements with no specific timeframes - Proposed cycleway down Homebush Road, The Crescent and Raw Square is not ideal and will not serve the purpose of helping people to move around the LGA more easily. - A survey that was carried out indicated that only 10 cyclists would consider this route and most of these cyclists were casual riders not those who	- Sporting complex off Punchbowl Road should be reconsider – currently there is no meeting point south of the LGA. - The boundaries of Strathfield LGA should be extended up to Parramatta Road and north Centenary Drive, Roberts, Punchbowl Road and Wentworth Road to the east. This would allow Council to have full management of the Strathfield Town Centre and railway area which is divided up into three LGAs. - Council should construct an underground transport hub under the railway station taking all buses, taxis and kiss and ride facilities off the main streets of Strathfield Town Centre. - Add an additional three levels of car parking spaces to Strathfield Square.	- Upgrade of sporting facilities is considered in the LSPS - Boundary adjustments and re-zonings are not related to the LSPS

		commute to and from work.	• Providing a noise barrier in parts of Dean Street so as to eliminate disturbance of industrial traffic at 4am in the morning • Parking in both Cosgrove Road and Gould Street should be improved to cater for businesses in both streets • Cooks River Cycle Way is too bumpy and should be smoothed out • Re-zone Flemington Markets land to open space or anything other than high rise or industrial	
7 November 2019	Van Ngo – Resident of Strathfield		• Rezone Fitzgerald Crescent to R3 Medium Density Residential.	• Not LSPS related. To be considered as part of LEP 2021
7 November 2019	John Ngo – Resident of Strathfield		• Rezone Fitzgerald Crescent to R3 Medium Density Residential.	• Not LSPS related. To be considered as part of LEP 2021
8 November 2019	Climate Action Burwood Canada Bay		• Targets are required on a number of actions to ensure the outcomes of the Plan are meaningful, in particular A4, A42, A97, A103. • EV charging cable runs must be mandated for all new carparks across all developments • Additional Action to address avenues for Council to mandate stronger energy efficiency metrics for non-residential development for example NABERS • Improved sustainability outcomes for industrial developments in general should be incorporated into a new Action, not	• Page 78 – A112 added – “Through Council’s DCP 2022 investigate mechanisms to retrofit older and heritage buildings to become more energy, water and waste efficient.” • Page 74 – A104 added – “Through DCP 2022 make provision for energy efficient mechanisms for non-residential development.”

			just through the Enfield Intermodal (A104) - Additional Action to investigate mechanisms, including covenants that restrict roofing materials to lighter colours to mitigate the urban heat island effect - A48 – Council needs to consider how climate change will affect heritage buildings and spaces - Additional Action to investigate mechanisms to retrofit older buildings to become more energy, water and waste efficient	
8 November 2019	Kaufland Australia Pty Ltd		LSPS needs to explicitly recognise the important role retail developments will have in supporting and achieving the liveability and productivity targets, particularly larger format retail development which have the capacity to service the rapidly growing community and help provide job opportunities to the Strathfield LGA	Consistent with LSPS
8 November 2019	Sr Rosemary Kinne - Resident of Homebush	Overall vision for affordable housing is strongly supported.	Whilst it is a strong proposal, the following is recommended: A more significant target for affordable housing as 5% is not sufficient for the increase in population that is planned nor does this coincide with Strathfield's high proportion of socioeconomic disadvantage. It is recommended that at least 15% of	Draft LSPS amended to explore opportunities to go beyond the District Plan's affordable housing target of 5 -10% for all new dwellings. This will require feasibility testing on a site-by-site basis

			total floor space of new developments is affordable housing • An explicit time frame regarding the Inclusive Housing Strategy that identifies mechanisms for the delivery of affordable housing for key workers across the LGA. • Council has a role not only to provide affordable housing but explain what affordable housing is • LSPS should not only focus on increasing the number of apartments but focus on design	
8 November 2019	Robyn Pogmore		• High rise buildings should be fitted with maximum insulation, sound proofing and appropriate shading	• P6 amended to reinforce the need to integrate shade facilities into the design of high rise development
8 November 2019	T. D. Le Strange – Resident of Strathfield	• Does not confirm the need to retain Strathfield's low density residential character • Does not confirm garden to built environment ratio • No reference made to the wind patterns of the area. This is extremely important in understanding why Strathfield and Homebush must be retained as garden suburbs. Trees and	• Aims and needs of Strathfield residents should be stated more clearly • Developments along Parramatta Road precinct need better transport corridors. • Piecemeal rezoning should be forbidden. Day care centres should be incorporated into the new high rise structures along Parramatta Road as there are apartments which will have mostly young children, not existing old residential areas where families with older children tend to reside. • Write provisions clearly and meaningfully and make decisions enforceable. • Strathfield residents want low density housing to remain, providing good family homes for children to grow up in whilst	• Consistent with LSPS • Page 43 - A42 – Added – “access for emergency and service vehicles.”

		shrubs in Strathfield, Homebush and Rookwood Cemetery play an important role in purifying this air.	No requirements made for high rise developments to provide access for emergency vehicles. Many existing high rise buildings seem to ignore that adequate space is needed for emergency vehicles.	attending the excellent local schools. Strathfield should stand out as a family garden suburbs meeting the specific needs of this group and not become another total high rise disaster.	
8 November 2019	Meriden School		- Meriden School heritage listing 'Item Name' should be simplified to more accurately reflect the site's actual heritage item and curtilage to facilitate the efficient management of the place. - The heritage mapping for Meriden School should be limited to the principal building and spaces of the Wallis Auditorium building which fronts Redmyre Road. The majority of built and landscaping elements within the Senior School Campus are later additions of no identified heritage significance. - Amendment of the existing boundary of the C14 Redmyre Road Conservation Area to exclude the area within the subject Junior School which does not contribute to the identified significance of the HCA.	Not LSPS related. To be considered as part of LEP 2021	

8 November 2019	Strathfield Independents	<i>A6 Work collaboratively with Burwood Council in planning the future direction of the Burwood Strategic centre to ensure future land uses do not compete with the function of the Strathfield Town Centre and Strathfield residents benefits from jobs provided within the Burwood Strategic Centre.</i> Comments: - We believe this is an excellent proposed Action in A6 due to the fact that the boundary between Strathfield and Burwood is located in the middle of the Boulevard. - It is important that Burwood and Strathfield work co-operatively for the benefit of landowners and current and future business owners. - We have our doubts as to whether Burwood and Strathfield will work co-operatively together given the past track	Please advise: - The total number of members on Council's community panel - Ratio of male to female members of the community panel - The make-up of various age groups of community panel members - The method of engagement with members - Are members of council's community panel in keeping with the demographics of Strathfield's residents as recorded in the last census?	
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		record of working together. <i>A7 Review Strathfield Council's development contributions framework (s7.11, s7.12 contributions plans and Voluntary Planning Agreements Policy) to ensure the delivery of local infrastructure and appropriate community benefit to support the needs of future residents.</i> • Strathfield Council must ensure the delivery of local infrastructure and appropriate community benefits through a framework of contribution plans and Voluntary Planning Agreements. This Policy does in fact economically benefit the residents of Strathfield LGA. • The VPA's need to be watertight legally. We remind Council of the car park located in Strathfield Plaza and the car park located in Regal		
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		court where the wording in the previous legal agreements has not been well written and is now having a detrimental impact in the community. <i>A10 Review the operation of the Strathfield Connector Bus service after 12 months of implementation to ensure that it is providing effective connectivity for all users across the LGA and advocate to the NSW State Government for funding if expansion of the service is required.</i> Comments: The Strathfield Connector Bus service is a commendable initiative. We are sure that all residents of Strathfield appreciate the service as they can travel to the various shopping centres and/or community facilities in Strathfield LGA at no cost to themselves.	- Connector Bus should be re-instated to Greenacre in the morning and afternoons for the students who attend local schools located near the heart of Strathfield LGA. - Connector Bus should travel in opposite directions on the same routes. That is instead of going only in the one direction on the Blue and red routes they should also go in the opposite direction. - Feedback from users and residents about the route and travel times would be of benefit before such annual review. - The service should be expanded and knowledge of it well-known. A letter with a rates notice requesting which residences want this service can help week routes to maximise community benefits. Future letters with timetables and routes (even a fridge magnet) can promote it. - Strathfield Council should ensure that owners of any facility in a high-rise building can negotiate through a Contributions Plan and/or Voluntary Agreement	
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	The Connector Bus route is an excellent way to increase patronage to the businesses located in the Strathfield LGA.	Strathfield Square should be re-designed to reflect and be sympathetic to the heritage of Strathfield LGA and Strathfield Railway Station.	A63 amended to consider the heritage of Strathfield Station in the redevelopment of Strathfield plaza
	<i>A40 Develop controls in Council's DCP 2022 to ensure new high density development and development in Centres incorporates high quality public domain and adequate communal/shared spaces.</i> <i>A50 Limit High Density residential development to the Parramatta Road Urban Transformation Corridor, Liverpool Road Corridor and the Strathfield Town Centre</i>	- For this to happen Strathfield Council needs to acknowledge that the Strathfield Town Centre Masterplan is still in draft form - A comprehensive Flood Study will have to be completed prior to investigating options that will attract and retain a mix of retail and office development in Strathfield Town Centre. - Strathfield Council need to consult with all residents and business owners	
		Strathfield is centrally located and having hotel or serviced apartments in Strathfield Town Centre would bring the tourists to	

	Comments: - We are against a high density residential development being built on Strathfield Square - Strathfield Square must retain classified as Community Land <i>A61 Investigate options to attract and retain a mix of retail and office development in the Strathfield Town centre</i>	Strathfield who would then frequently use the restaurants located in the Strathfield CBD. - Commence night time music performances in Strathfield - Inclusion of A95 is redundant as the delivery of the Action is nearly completed. - Community should receive yearly updates on Council's progress on the implementation of the LSPS. - An updated Traffic Study should be undertaken in the Strathfield Town Centre in conjunction with the Strathfield Town Centre Master Plan. - For transparency, it is suggested that Strathfield Council make public all relevant	
	<i>A62 Investigate options to introduce land use provisions and controls in LEP 2021 to enable tourist and visitor accommodation close to Sydney Markets and GPO.</i>		

		<i>A63 Work collaboratively with Burwood Council and key landowners to prepare a masterplan for Strathfield Town Centre to fulfil its potential and strengthen its economic role within the LGA and District.</i> <i>A95 Plan and deliver district level open space at Hudson Park that provides for increased tree canopy, sustainable water reuse, high quality community infrastructure and "smart" social spaces.</i> <i>A112 Communicate to the community Council's progress on the implementation of the LSPS</i> <i>Appendix 2: Relevant Studies and Strategies</i> Comments: It is noted that Appendix 2 does not list in the Strathfield Town Centre VISSIM	studies that are of concern in the preparation of the Strathfield Town Centre Master Plan and the Strathfield Town Centre Place Strategy.	
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		modelling completed by Blitzios Consulting about 8 to 10 years ago.			
8 November 2019	DfP Planning Consultants	LSPS does not consider how to deal with properties with existing use rights or properties such as 587 Liverpool Road where existing use rights have been lost where the structures on the site do not lend themselves to be used for a permissible use.	- Consider rezoning 587 Liverpool Road Strathfield from R2 Low Density Residential to B2 Local Centre. - Consider a change of height limit to 16m. - Consider an FSR of 2:1. - Consider removing the 560m² minimum lot size.	Not LSPS related. To be considered as part of LEP 2021	
8 November 2019	Sydney Co-Housing		LSPS should consider the inclusion of co-housing and collaborative living options in its future planning	Will be considered at as part of Strathfield's Local Housing Strategy, which is currently being undertaken.	
8 November 2019	Vicinity Centres	Action 78 makes no mention of any potential for residential use on the site in the future. This is notwithstanding that is	A78 be amended to refer to the delivery of a mixed use precinct containing retail, commercial and residential areas.	Modified action 77 to recognise DFO as a potential mixed use precinct as follows (specifically residential potential): "Ensure any proposed changes to land use or development at No 1-5	

		has been identified as an area suitable for such a use. The draft LSPS outlines that the DFO site should identify gaps in local social infrastructure and address these gaps on site. This is a very broad statement and could be interpreted that the DFO site should be responsible for the provision of infrastructure for existing residents and provide for a shortfall in existing infrastructure.		<i>Underwood Rd, Homebush (DFO) delivers a mixed use precinct containing retail, commercial and residential areas."</i>
8 November 2019	Flower Power	- Support the preparation of an Industrial and Urban Services Land Strategy as recommended by Action 70 of the Draft Plan. This study will play a major role in ensuring the retention of employment land but also its ongoing viability and provision of alternate appropriate uses. - Supports Actions that relate to industrial land		Consistent with LSPS

8 November 2019	Baba development Pty Ltd	specifically Action 69, 70, 71, 75 and 76. Baba Development applauds Council for identifying the importance of the economic growth of the LGA and the need to diversify employment, tourism opportunities and economic activity, particularly within the existing industrial lands. However, the plan does not appear to provide a strong vision for the future of the area as it also a precinct within the PRUTC.	- It is recommended Council reviews proposed planning controls and design guidelines for the PRUTC considering the Sydney Metro West announcement, balancing the need to retain employment uses in strategic locations. - Council should identify adjoining lots in Action 78, including 7-9 Underwood Road that have the ability to contribute to strengthening the opportunities for the DFO site and surrounds to be a central meeting point for Strathfield residents and visitors.	- The LSPS has been amended to reflect PRCLTS and the ministerial directions, which override the District Plan. - Actions have been amended to reflect this accordingly.
8 November 2019	Boral	Boral supports Actions A70 and A71 that seek to ensure an evidence based approach to the identification and protection of key industrial and urban services land through the preparation of the Urban Service Land Strategy and amendment of the LEP to protect identified land from conversion to	- In this regard, Boral would seek recognition of the Norfolk site as being a strategic urban service asset providing concrete, asphalt, and quarrying materials to the building and construction supply chain and market throughout Sydney and eastern district - Whilst Action A76 is generally supported, these interface measures should be aimed at protecting operating industry from incoming or intensifying developments, residential or higher density industrial to	- Page 1, "The EILC is a key trade gateway connecting the people and business of NSW to global markets." - A24, added EILC to action. Protect Enfield ILC from incompatible uses. - Page – Added "Any proposed additional land uses within industrial zones should not be at the disadvantage of freight lands which support the role of port operations." - Page 55 – A75 – Added "protection of operating industry from incoming or intensifying developments, residential or higher density

		residential and mixed use land uses.	ensure these operations are not compromised. Boral supports the move towards developing sustainability and resilience to climate and natural hazards. However, any such measures need to be practical and reasonable, particularly in the context of established operations where retrofitting landscaped areas and engineered solutions can be constrained by existing infrastructure, viability and operational need.	<i>Industrial to ensure these operations are not compromised."</i>
8 November 2019	Andrew Soulos		- A challenge to productivity noted on Page 49 is "Better management of the interface between our industrial and residential zones". Words can be added to this sentence to the effect of "investigation of funding mechanisms (e.g. from precinct funds) to erect soundproof and dustproof walls around industrial areas which have received noise and/or dust complaints from residents" - Any proposed changes to land use or development at Sydney Markets should: - Include a fresh fruit market that serves the needs of residents at Strathfield; - Exhibits design excellence; - Delivers an improved public domain; - Provides a range of office uses;	- The LSPS identifies the challenges and it will then be the role of any future studies and strategies, which will provide the mechanisms to be incorporated into LEP and DCP changes, which can protect the interface and residential amenity. - The Actions for Sydney Markets have been refined (A77 and A79) - Again, will be subject to the finding of the Recreation and Open Space Strategy and incorporation of these recommendations into LEP 2021 and DCP.

8 November 2019	Mirvac		- Provision of open space and recreation us better and more easily done on rooftops. Green roofs can also address urban heat island effect. - Opportunities for high density residential development should be assessed on case by case basis - LSPS should expand on the significant role that mixed use precincts can play in delivering Council's objectives. 'Build to Rent' residential development models should be considered in the development of the LSPS as an opportunity to meet housing policy objectives and address the evolving needs of the housing community. - It is recommended zoning, FSR and height of building controls in lower density areas be reviewed for potential uplift in order to address the LGA's missing middle. - To date, the draft LSPS has not been supported by studies. It is recommended Council finalise upcoming studies and strategies i.e. Local Housing Strategy and Nigh Time Economic Study prior to the finalisation of the LSPS.	Zoning, FSR and building height not LSPS related. To be considered as part of LEP 2021
8 November 2019	Sydney local Health District		- Aboriginal imagery should be incorporated within the document - Additional stats should be provided i.e. current forecast ratio of people to open	P7 amended to recognise the importance of Aboriginal built heritage and culture and ensure protection.

			- space; proportion of homes within 10 mins walk of quality green - A housing infographic states that Strathfield's housing is only 5.7% medium density however on P38 this same statistic is listed as 15.7%. This discrepancy needs to be corrected. - Socio-economic disadvantage index score of 1026 should be briefly explained - Existing health services should be explored more within the LSPS - Target related to walking/cycling and pedestrian infrastructure should be incorporated into the LSPS - Mention should be made with regard to Aboriginal heritage and local heritage sites - LSPS should incorporate the promotion of everyday healthy food as a strategy i.e. <i>Building Better Health guidelines</i>	Action modified to include Aboriginal heritage. "Prepare a views and cultural heritage analysis that identifies our unique views, vistas, Aboriginal and built cultural corridors and landscapes and to ensure their protection incorporate controls in DCP 2022 Local Character Area Statements.
8 November 2019	Eva Bahas		- Require developers of high density development to submit a percentage of profits to funding for child care and schools - Require all medium-high density development to provide solar panels and green walls - Increase affordable housing to a minimum of 10% for high density residential buildings and 20% for medium density buildings	Draft LSPS amended to explore opportunities to go beyond the District Plan's affordable housing target of 5-10% for all new dwellings. This will require feasibility testing on a site-by-site basis.

8 November 2019	Greg Widders		- Set a minimum square metre unit of public green space for future high rise developments - Maintain heritage of 55-57 and 70 and 72 Parramatta Road - Convert Rochester Street shopping precinct into a one way only area	Generally consistent with LSPS
8 November 2019	Katrina Richards	There is a lot of unused rooftop space in Strathfield which provides opportunities for solar farms and wind energy generation	- DAs for new residential developments with direct access to stations (e.g. within 1km walk) should have limits on the number of car spaces available - Pedestrian access to new development included as part of the assessment process - Connector bus needs to be expanded to include new routes and should run after 7pm - Council should also plan for the shift to electric vehicles - Strathfield needs share house living and long term co-housing developments - There needs to be stronger enforcement of council by-laws to stop people cutting down street trees	Generally consistent with LSPS.
8 November 2019	Timothy Simpson		587 Liverpool Road Strathfield should be rezoned to B2 Local Centre.	Not LSPS related. To be considered as part of LEP 2021

8 November 2019	Cecilia Wiltshire	Overall vision for affordable housing is strongly supported.	Whilst it is a strong proposal, the following is recommended: - A more significant target for affordable housing as 5% is not sufficient for the increase in population that is planned nor does this coincide with Strathfield's high proportion of socioeconomic disadvantage. It is recommended that at least 15% of total floor space of new developments is affordable housing - An explicit time frame regarding the Inclusive Housing Strategy that identifies mechanisms for the delivery of affordable housing for key workers across the LGA. - Council has a role not only to provide affordable housing but explain what affordable housing is - LSPS should not only focus on increasing the number of apartments but focus on design	Draft LSPS amended to explore opportunities to go beyond the District Plan's affordable housing target of 5-10% for all new dwellings. This will require feasibility testing on a site-by-site basis
8 November 2019	Patricia Barker – Resident of Strathfield South		- Guidelines should be provided for all new builds both residential and business to be designed to minimise heat and also to collect and store water. - Review waste and recycling strategy to ensure best practice in the local area including increases composting and diversion from landfill	Generally consistent with LSPS

8 November 2019	Cancer Institute NSW		- Action A3: Add to the end of dot point "well designed natural and built shade" - Action A5: Add to the end of the action "and shade" - Action A31: Include the planning and design of built and natural shade in the <i>Open Space and Recreation Strategy</i> - Action A40: Provisions for well-designed and appropriately located built and natural shade should be included in the DCP review - Action A59: The Commercial Centres Study should consider the quality of the public domain in the performance of commercial centres and thus should consider the provision of well-designed shade in improving comfort and aesthetics in public spaces - Action A63: The Strathfield Town Centre Master Plan should consider the provision of well-designed shade - Actions 77 and 79: The provision of well-designed built and natural shade should be prioritised at Sydney Markets - Action A111: This should be reframed into two separate actions – one relating to green infrastructure and the urban heat island effect; the other regarding solar system installation	- Actions amended to include built and natural shade in relation to the design and delivery of infrastructure and public domain. - Pge 29 - A3 - Added "well designed natural and built shade." - Pge 42 - A31 - Added "recommend options to plan and design built and natural shade." - Pge 40 - A40 - Added "well designed and appropriately located built and natural shade." - Pge 53 - A53 - Added "Provide well-designed built and natural shade."
8 November 2019	Shelter NSW		The LSPS should recognise that increasing the number of affordable dwellings is a key component of	Draft LSPS amended to explore opportunities to go beyond the

			liveability and a strategic priority in the context of the LSPS - The LSPS should commit to the promotion of housing diversity through local planning controls and initiatives - The LSPS should recognise that culturally and socially diverse communities are inclusive, healthy and creative - Liveability Page 11 – We recommend the inclusion of the median rent and income for the final LSPS - As part of Action 7, review development contributions levied by Council, considering exempting Community Housing Providers from 7.11 and 7.12 contributions considering CHPs are already delivering essential infrastructure in the form of social and affordable housing - Action 45 and 46 – Design excellence requirements should not be limited to or specific to high density housing and the LSPS should be amended to reflect this - Consider preferential zoning in areas such as light industrial to allow the exclusive use of land for affordable housing where residential uses are not permitted	District Plan's affordable housing target of 5 -10% for all new dwellings. This will require feasibility testing on a site-by-site basis
8 November 2019	Oleg Rozmeta – Resident of Strathfield	Majority of high rise development, particularly along Parramatta Road seems	Council should take a more assertive role in extracting affordable housing from developments and retaining it in perpetuity	Draft LSPS amended to explore opportunities to go beyond the District Plan's affordable housing target of 5 -10% for all new

8 November 2019	Sofia Bahas	to be ad hoc and piecemeal, and doesn't contribute to Strathfield liveability	- Require developers of high density development to submit a percentage of profits to funding for child care and schools - Require all medium-high density development to provide solar panels and green walls - Increase affordable housing to a minimum of 10% for high density residential buildings and 20% for medium density buildings - Set a minimum square metre unit of public green space for future high rise developments - Maintain heritage of 55-57 and 70 and 72 Parramatta Road - Convert Rochester Street shopping precinct into a one way only area	dwelling. This will require feasibility testing on a site-by-site basis Draft LSPs amended to explore opportunities to go beyond the District Plan's affordable housing target of 5 -10% for all new dwellings. This will require feasibility testing on a site-by-site basis
8 November 2019	Environmental Protection Authority		- Address noise management approaches more broadly to improve design quality in public and private areas that creates sustainable, liveable, healthy and attractive places - LSPs should include objectives to maintain or enhance water quality and waterway health - LSPs should support meeting the requirements of SEPP55	Page 64 - Sustainability targets.

			- At a minimum the LSPS should include an action to consider contaminated land all local planning instruments - LSPS should identify outcomes for waste and resource recovery that help support and deliver: - The waste and recycling targets in the NSW Waste and Resource Recovery Strategy - NSW Circular economy policy - National Food Waste Strategy - United Nations Sustainable Development goals - LSPS needs to consider air quality in planning for sustainability and resilience - LSPS should identify outcomes for air quality that support meeting national air quality standards	
8 November 2019	Landgrowth Pty Ltd		The Crescent Homebush should be rezoned from R2 Low Density Residential to R4 Residential	Not LSPS related. To be considered as part of LEP 2021.
8 November 2019	Walker Group Holdings Pty Ltd		Council should commence planning in the short term for the PRCUTS Homebush Precinct. Renewal of the Homebush Theatre in the short term will be a catalyst for realising the precinct's potential. A mixed use project on this site will continue to achievement of the draft LSPS key goals of connectivity,	- The LSPS has been amended to reflect PRCUTS and the ministerial directions, which override the District Plan. - Actions have been amended to reflect this accordingly. - PRCUTS is dependant of Precinct Wide Traffic Study as per Ministerial Directions.

			greening, community and housing diversity	
19 November 2019	Turnbull Planning International Pty Ltd on behalf of Kenards Self Storage	- KSS is currently looking to carry out alterations and additions to its site in Homebush, by providing additional storage space and office space, thereby contributing to the economic growth of the area. This proposal will be consistent with Council's objective to promote and assist economic growth in the area - Council's focus on attempting to create a 'green Strathfield' is a necessary action, specifically in light of concerns that the urban heat island effect will be exacerbated if appropriate measures are not implemented. We are of the view that the proposed amendments to Council's LEP and DCP will help to reduce the	Many KSS employees use alternative transport methods in order to travel to and from work. It is therefore in the best interests that sustainable infrastructure is established in order to support the initiatives of KSS's employees.	Consistent with LSPS.

		effect of global warming and that council's actions taken and proposed to be taken, are essential in creating further environmentally sustainable local government area. - We are of the view that sustainable infrastructure will be the key to a prosperous LGA. In that regard we especially support the idea of 'end of trip' facilities. Implementing these types of changes in new developments will encourage people to use alternative transport methods when travelling to and from work. - KSS supports Council's initiatives that are intended to help promote growth in the Strathfield LGA			
29 November 2019	Sydney Markets Limited	<i>Priority P3: Freight corridors and local servicing meets needs with minimal impact on neighbourhoods and centres</i>	The LSPS should recognise the importance of ensuring appropriate ongoing freight and transport infrastructure to support the vital economic function of the Sydney	A77 amended and simplified to the following: <i>"Ensure any proposed changes to land use or development at 1-5 Underwood Road, Homebush (DFO)</i>	

			Markets. We recommend an additional Action be included in this section to the effect of: <i>Ensure that infrastructure supports the function of the Sydney Markets to ensure the timely sale distribution of fresh produce is enabled across the LGA, District, Region, State and nationally and internationally.</i> - The Commercial Centres Study and Council's forthcoming LEP Review should consider opportunities to enhance the land use planning framework for the Sydney Market site and surrounding land in order to ensure that the planning system supports the growth of Sydney Market's operations. E.g. the existing Sydney Markets landholding is bordered to the north by land that could in the future support additional market-related development, however, is currently zoned B6 Enterprise Corridor under the LEP within which 'markets' is a prohibited use. - Potential areas for tourist accommodation could include land within the Sydney Markets site, as well as surrounding land, as part of future master planning. - Action A77 appears to be drafted in anticipation of a major redevelopment of the Flemington site – this is not the	<i>delivers a mixed use precinct containing retail, commercial and residential areas."</i>
	<i>A59 Prepare a Commercial Centre's Study</i>			
	<i>A62 Investigate options to introduce land use provisions and controls in LEP 2021 to enable tourist and visitor accommodation close to Sydney Markets and GPO</i>			
	<i>A77 Ensure any proposed changes to land use or development at Sydney Markets ...</i>			

12 November 2019	Property Council of Australia	<i>Planning Priority 5 – Well located and designed social and recreational infrastructure connects us and supports healthy and active lifestyles for people of all ages and abilities</i> <i>Planning Priority 7 – Quality urban design complements all heritage and local character</i> <i>Planning Priority 10- Industrial land and precincts deliver</i>	intention of Sydney Markets. We recommend the deletion of A77 to avoid potential future confusion or at a minimum the amendment of the action as follows: <i>Ensure any proposed changes to land use or development at Sydney Markets that are not associated with ongoing operation of Sydney Markets...</i>	• The Property Council of Australia supports Planning Priority P1, P2, P3 and P4. • The Property Council is aware of the challenge for local government to provide adequate new areas of open space in established suburbs. This will require innovative solutions to the funding gap between land acquisition costs and the collection of contributions from current revenue sources. • The Property Council supports P6 • The Property Council is concerned about the proposal to develop local character statements in some areas. Local character can be used in some situations to prevent and obstruct reasonable transformation and renewal. • The Property Council supports P8 and P9 • An inflexible approach towards maintaining existing land use zoning controls to facilitate future employment and growth could have unintended	• Consistent with the LSPs
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		<i>District and local urban services and provide activated spaces and mixed day and night time uses with minimal impact on neighbourhoods</i> <i>Planning Priority 15- Quality open spaces and thriving green corridors offset the impacts of growth across the LGA</i>	consequences including restraining competition and productivity. This is consistent with advice from the NSW and Commonwealth Productivity Commissions • The Property Council supports P11,P12, P13 and P14 • Where the actions have an impact on property and the planning controls applying to private land, Council should consult with landowners on the changes and discuss their implications so they are well understood before making decisions to implement significant changes. • The Property Council supports P16, P17 and P18.	
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20 December 2019	Transport for NSW	Map 2 – Strathfield Overall Structure Plan	- Proposed Principal Bicycle Network is shown on the map - Major freight corridors are shown on this map or a separate map - This map should accurately reflect all state roads including the M4 and Parramatta Road which are currently shown as areas for tree planting - Change the second sentence to "Encourage and accommodate emerging and future forms of transport, such as ride sharing and car sharing and including micro-mobility, such as e-bikes and e-scooters. - First dot point change to "work with the relevant state agencies to identify future transport needs to support growth of Strathfield and investigate any future need for residual transport corridor land and potential alternate uses - Change action to "develop controls in Council's DCP 2022 that provide safe, high quality walking and cycling links that cater for and encourage short trips to local centres, public transport services, schools, local open space and the Green grid and other trip attractors" - Include Proposed Principle Bicycle Network on map	- Proposed Principle Bicycle Network, major freight corridors and state roads included on Map 2. - Sentence changed accordingly. - First dot point of Action 8 changed accordingly. - Action changed accordingly. - Proposed Principle Bicycle Network included on Map 4. - Distance to Botany Bay clarified.
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		<i>Action 20</i> - Distance to Botany Bay needs to be clarified as it is only approx. 20km as the crow flies. - Please incorporate the following indicators: - Trips by walking (% of all trips) - Trips to work by walking and cycling (% of trips to work) - Access to open space (% of population within 400m walk of local open space)	Consistent with LSPS.
	<i>Measuring Progress to 2040</i>	Add the following action to align with the regional and district plans "we will work with Transport for NSW to support and implement travel behaviour change programs to help manage demand on that transport network when required, including by requiring new developments and businesses operating in key growth and development precincts to develop and implement travel plans to encourage the use of sustainable transport choices."	Action added.
	<i>P1, P9</i>	Masterplans should also be cycle friendly	Consistent with LSPS.
	<i>A63</i>	Council should add the following Action, "increase rates of walking and cycling to schools who are within walking and cycling distance by catering for and prioritising access by these modes."	Consistent with LSPS.

			• The Sustainability section should include prioritising active and public transport usage over private cars across the entire LGA. The need to reduce emissions from transport and reduce the need to travel by promoting self-containment in terms of employment, education and services, will help enhance the liveability and sustainability in the LGA. • Sub 'active transport' with 'walking and cycling' • Call references to RMS should be removed as they no longer exist.	• Sustainability section amended to include the priority for active and public transport of private cars across the LGA. • 'Active transport' substituted with 'walking and cycling' • References to RMS removed.
A84				
	Sustainability			
	General comments			