

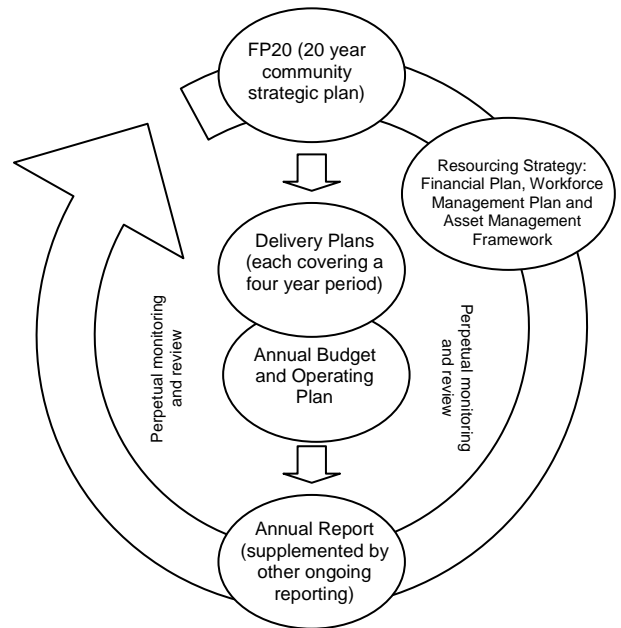


2012-13 OPERATING PLAN  
FIRST QUARTER PROGRESS REPORT



## How does our city plan and report?

*FuturesPlan20* is our community strategic plan. It was developed in 2008 through significant consultation with community members, partners and stakeholders. It describes our vision for our city and the directions that we will take to promote a strong and healthy community. *FuturesPlan20* is built around seven theme areas supported by broad directions that will guide our City for the next 20 years. Together these seven themes determine the priorities for our City and the services and projects we deliver. These services and projects form the basis of each annual Operating Plan.



## Measuring our progress

In order to measure progress at each tier of the City of Canada Bay's integrated planning framework, Council has developed an assessment hierarchy designed to monitor both our outputs and their collective outcomes. The hierarchy recognises that it is equally as important to assess our efforts in an integrated manner as it is to plan them in an integrated manner. At the Operating Plan level, for each strategy, program or project included in the Plan, Council has nominated a key performance indicator (KPI). These KPIs have been nominated so that Council can track whether we are completing the strategies, programs and projects we set out to undertake each year. This is a key means of ensuring operational efficiency and effectiveness. Scores are allocated by the manager responsible for each item. Managers assign one of five score options:

1. Green+: progress on the item exceeds the KPI.
2. Green: progress on the item is on track, no remedial action required.
3. Amber: progress on the item is broadly on track although minor concerns may exist and are being addressed.
4. Red: the item is high risk, or serious concerns have arisen about Council's ability to achieve the item/KPI. Remedial action is required and/or a material budget variance is required.
5. Grey: the item is no longer applicable, relevant or achievable due to external/specific circumstances.

## What's in this document?

This report outlines the City of Canada Bay's progress against the 2012-13 Operating Plan, as at the end of the first quarter (July-October). The report lists a progress score allocated to each of the activities listed in the Operating Plan.

## Engaged City

An engaged city is a vision for how local government operates in the City of Canada Bay. This means community engagement and the development of an effective two way flow of information between Council and the community; local decision making which is transparent and works in the interest of the community considering its many and diverse stakeholders; and effective internal processes and controls within Council.

### Required Outcome 1

*"I have opportunities to participate in and contribute my opinion to local decision making through consultation and other forms of engagement with Council."*

This will require the City of Canada Bay to have an active system of local governance in which residents are engaged in decision making about important issues and in shaping the future of the City.

The directions we will take to achieve Outcome 1:

#### 1.1.1 ENGAGE WITH THE COMMUNITY ON LOCAL ISSUES AND PLANNING

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
1.1.1 a	Investigation and resolution of all complaints	Investigation and resolution of all complaints <i>Operating budget</i>	Quarterly report to Executive. Resolution of all complaints within 14 days as per Council's policy. All complaints are formally registered <i>Manager, Customer Services</i>	Green +
1.1.1 b	Maintenance of Council's community engagement register	All relevant community engagement activities are undertaken, recorded and reported in accordance with Council's Community Engagement Policy. <i>Operating budget</i>	Monthly reports to management team on activities undertaken and planned. <i>Manager, CPR</i>	Amber
1.1.1 c	Prepare a Communication Strategy which complements this Delivery Plan and its associated annual Operational Plans; and outlines Council's approach to communication and consultation, including the tools it will use to provide these.	Lead the development and implementation of the annual communication plan as derived from the 2010-13 Communication Strategy <i>Operating budget</i>	Adoption of Strategy <i>Manager, CPR</i>	Green

#### 1.1.2 COMMUNICATE OPPORTUNITIES FOR CONSULTATION AND ENGAGEMENT USING VARIED METHODS

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
1.1.2 a	Develop a protocol on engaging with the Indigenous community	Consult with indigenous groups, as identified in the protocol, on development applications and projects affecting cultural heritage sites and interests. Establish ongoing consultation group and meetings. <i>Operating budget</i>	Number of consultations held. <i>Manager, Community Services</i>	Amber
1.1.2 b	Develop appropriate mechanisms to consult with key community groups and stakeholders.	Utilise online tools (blog and facebook) to engage with young children. <i>Operating budget</i>	Number of hits on website. <i>Manager, Community Services</i>	Green +
1.1.2 c	Develop enhanced online communication tools using technologies such as (but not limited to) blogs, e-zines, social networking mechanisms and SMS.	Operate online community panel as a means of consulting and engaging with the community on a variety of issues. <i>Operating budget</i>	Panel is utilised for all relevant consultations. <i>Manager, Corporate Strategy</i>	Amber

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
1.1.2 d	Document management and records	Develop systems to ensure information access legislation is complied with. <i>Operating budget</i>	Formal access applications are processed within legislative timeframes. <i>Manager, Governance</i>	Green
1.1.2 e	Document management and records	Maintain records management and disposal policy. <i>Operating budget</i>	Records and archives maintained in accordance with policy. <i>Manager, Governance</i>	Green
1.1.2 f	Implement a Community Harmony Strategy.	Develop and distribute in-language information kits on Council's role, meetings and services. <i>Operating budget</i>	Kit produced in two CALD languages. <i>Manager, Community Services</i>	Green
1.1.2 g	Utilise innovative means to consult with young residents.	See activities at 1.1.2 c		

**1.1.3 ESTABLISH AND STRENGTHEN PARTNERSHIPS AND ALLIANCES TO IDENTIFY AND RESPOND TO LOCAL ISSUES**

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
1.1.3 a	Engage and connect with residents in new medium density developments.	Develop survey and consult with residents from the housing development at George St, North Strathfield. <i>Operating budget</i>	Survey completed. Response rate from residents. Recommendations developed. <i>Manager, Community Services</i>	Green
1.1.3 b	Pilot the Friends of the Park concept to establish relationships with local communities to develop and maintain local parks.	Facilitate volunteer heritage gardening program at Cabarita Park. Support a program of volunteer gardening at McIlwaine Park. <i>Operating budget</i>	Level of participant response and engagement. <i>Manager, Community Services</i>	Grey
1.1.3 c	Work with the government departments and other agencies to promote and support volunteer involvement.	Complete Work Health Safety Act (WHS) training for Council and community volunteers. Investigate opportunities for volunteer recruitment. Promote and expand volunteer webpage. <i>Operating budget</i>	Number of organisations registered. Number of volunteers engaged. <i>Manager, Community Services</i>	Green +
1.1.3 d	Strengthen communication between Council and local sport/recreation groups.	Conduct winter and summer sporting forums. Conduct training forums for sporting groups (grant funded). Produce a quarterly newsletter. Provide SMS notification of temporary closure of parks. Provide online resources to support clubs. <i>Operating budget</i>	2 forums held and all other activities completed. <i>Manager, Customer Services</i>	Green +
1.1.3 e	Maintain links with community associations that manage large residential developments to connect residents with services and facilities offered throughout the LGA.	Facilitate and support the collection of information associated with infrastructure ownership and services relating to the developments. <i>Operating budget</i>	Liaison is ongoing and information is supplied as required. <i>Manager, Strategic Planning</i>	Green

## Required Outcome 2

"I know where to find the services I need and feel comfortable in accessing them."

This will mean residents of Canada Bay are connected to community support networks and access information about services with ease through diverse and accessible information and communication methods.

The directions we will take to achieve Outcome 2:

### 1.2.1 SUPPORT EFFECTIVE COMMUNICATION AND PROMOTION OF SERVICES IN THE AREA

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
1.2.1 a	Review community profile in line with 2011 Census.	Review community profile in line with 2011 Census. <i>Operating budget</i>	Updated profile available online <i>Manager, Community Services</i>	Green
1.2.1 b	Coordinate Council's ongoing corporate communication activities.	Produce regular editions of Bayside Brief. Coordinate weekly Council column advertisement. Undertake ongoing media liaison. Promote Council and its activities and events. <i>Operating budget</i>	Six editions of Bayside Brief produced within budget. Council columns produced within budget. All media responses resolved within appropriate timeframes. <i>Manager, CPR</i>	Green
1.2.1 c	Coordinate development and maintenance of Council's website.	Coordinate network of web contributors to ensure Council website content is up to date and accurate. Redevelop Council's website to better provide information and services to the community and other stakeholders. <i>Operating budget</i>	Increased unique visits to website. <i>Manager, CPR</i>	Amber
1.2.1 d	Develop and maintain Council's brand.	Manage graphic design requirements of organisation. Coordinate utilisation of Corporate Identity Guidelines. <i>Operating budget</i>	No incorrect applications of Council's logo. <i>Manager, CPR</i>	Green
1.2.1 e	Customer Service Counter and Call Centre	Operate Customer Service Centre and call centre at Drummoyne and Customer Service counter at Concord. Operate temporary customer service facilities at Council and community events as required. Participate in an external benchmarking program. Develop of quality management programs. <i>Operating budget</i>	90% calls are answered within 20sec. 95% calls are resolved at first point of contact within call centre. Average call handling time within 1m45secs. 1% abandonment rate. Average wait time for counter service is 30sec. 90% of inquiries are resolved by first point of contact at counter. Average contact time is 8.5 minutes. <i>Manager, Customer Services</i>	Green +
1.2.1 f	Develop a marketing and promotional strategy for Council's recreation facilities and programs.	Develop and implement specific marketing strategies with lessees for golf courses and swim centres. Develop sponsored golf tee program with Clubs. <i>Operating budget</i>	Strategies delivered. <i>Parks and Recreation Planner</i>	Green

### Required Outcome 3

"I know about events in the community and feel welcomed and encouraged to participate."

This will mean residents of Canada Bay are connected to all aspects of the life of their City, including events, through effective, diverse and accessible information and communication methods.

The directions we will take to achieve Outcome 3:

#### 1.3.1 PROVIDE AND PROMOTE A WIDE RANGE OF COMMUNITY EVENTS USING VARIED COMMUNICATION METHODS

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
1.3.1 a	Operation of monthly citizenship ceremonies	Hold 11 ceremonies with support from Australian Electoral Commission. <i>Operating budget</i>	Ceremonies staged within budget. <i>General Manager</i>	Green
1.3.1 b	Provide ongoing support and advice to Council divisions staging events.	Provide advice to internal users as required. <i>Operating budget</i>	Council events are staged safely and effectively. <i>Manager, CPR</i>	Green +
1.3.1 c	Coordinate civic events that are celebrated by our community and recognise and support our residents.	Implement civic events program which includes Australia Day, ANZAC Day, Mayoral Golf Day, Mayoral Bowling Day, Volunteers Christmas Party and other civic events as arise. <i>Operating budget</i>	All events delivered within budget. <i>Manager, CPR</i>	Green +
1.3.1 d	Coordinate civic events that are celebrated by our community and recognise and support our residents.	Prepare traffic plans for civic events as required. <i>Operating budget</i>	Plans developed and approved by Traffic Committee. <i>Manager, Traffic and Transport</i>	Green
1.3.1 e	Generation of cash and in-kind sponsorship of Council events and initiatives.	Develop and implement sponsorship prospectus and agreements for Council's major events and other initiatives as arise. Implement strategies to seek new sponsors and retain strong relationships with existing sponsors. <i>Operating budget</i>	Sponsorship budgets are met. <i>Manager, CPR</i>	Green
1.3.1 f	Implement an annual program of Council sponsorship of events and initiatives in the City in accordance with Council's Sponsorship Policy.	Two sponsorship rounds undertaken with recommendations adopted by Council. <i>Operating budget</i>	100% compliance with sponsorship agreements. <i>Manager, CPR</i>	Green
1.3.1 g	Coordination of support for community street parties in the City	Process all incoming street party applications. Develop street party kits outlining all information relation to hosting a street party. <i>Operating budget</i>	Each application processed within 15 days. <i>Manager, Customer Services</i>	Green

### Required Outcome 4

"My City's well managed and my needs are met through high quality services and well maintained assets."

This will mean the City of Canada Bay is financially viable and delivers high quality services that meet the needs of its residents.

The directions we will take to achieve Outcome 4:

#### 1.4.1 INTEGRATE SERVICE DELIVERY AND OPERATIONAL PLANNING

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
1.4.1 a	Operation of emergency services management	Provision of service and response in accordance with emergency management procedures and plans. <i>Operating budget</i>	Procedures and plans adhered to. <i>Group Manager, City Services</i>	Green
1.4.1 b	Management of Council's assets (asset management planning development and implementation)	Implement enhanced strategic asset management approach to planning, management, maintenance and renewal of assets under Council's care and control. <i>Operating budget</i>	All actions completed within budget. <i>Manager, Assets</i>	Green



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	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
1.4.1 c	Implement an Integrated Planning and Reporting framework to facilitate a healthy and sustainable Council which is accountable and responsive to the local community.	Coordinate a detailed community engagement program to identify and test the levels of Council service and subsidy required by our local community. <i>Operating budget</i>	Consultation completed. <i>Manager, Corporate Strategy</i>	Green
1.4.1 d	Implement an Integrated Planning and Reporting framework to facilitate a healthy and sustainable Council which is accountable and responsive to the local community.	Implement Council's ongoing planning and reporting obligations in accordance with legislative requirements and council's integrated framework. <i>Operating budget</i>	2013-14 Operating Plan and Budget adopted by Council. <i>Manager, Corporate Strategy</i>	Green
1.4.1 e	Implement an Integrated Planning and Reporting framework to facilitate a healthy and sustainable Council which is accountable and responsive to the local community.	Work with new Council to effectively and actively engage the community and stakeholders in the development and adoption of a new community strategic plan, delivery plan, resourcing strategy and other associated documents. <i>Operating budget</i>	Legislative deadlines for adoption for new documentation are met. <i>Manager, Corporate Strategy</i>	Amber
1.4.1 f	Administration of Council services including street and parking permits, DA & CC files, animal registration, certificate and programs	Processing of all incoming applications and reports to Council as required. <i>Operating budget</i>	Process street permits within 10 days. Process park permits within 5 days. Process animal registration within 5 days. Process lodgement and processing application within 2 days. Process 149 certificates within 5 days. Process urgent 149 certificates within 24 hours. Process 603 certificate within 5 days. <i>Manager, Customer Services</i>	Green
1.4.1 g	Recreation, facilities and sports field bookings including filming booking and bus hire	Processing of all incoming applications and bookings and provide quarterly reports to Council. <i>Operating budget</i>	Process filming application within 6 days. Process casual application for parks within 8 days. Process pre-seasonal application for sporting fields within 12 days. Process seasonal application for sporting fields within 12 days. Process inquiries relating to filming and parks within 2 days. <i>Manager, Customer Services</i>	Green+
1.4.1 h	Develop an integrated Risk Management Plan and develop and implement supporting processes to ensure ongoing integration of risk management principles into Council operations.	Implement Integrated Risk Management Plan and develop controls to minimise risks identified in the Plan. <i>Operating budget</i>	Controls developed. <i>Manager, Governance</i>	Green
1.4.1 i	Develop an integrated Risk Management Plan and develop and implement supporting processes to ensure ongoing integration of risk management principles into Council operations.	Conduct annual review of Business Continuity Plan and relevant subplans <i>Operating budget</i>	Plan tested and results reported to Executive. <i>Manager, Governance</i>	Green
1.4.1 j	Risk management and insurance coordination	Manage ongoing processing of claims and operation of Internal risk management group. Coordinate use of Echelon to manage public liability claims on behalf of Council. <i>Operating budget</i>	All claims processed within agreed timeframes. <i>Manager, Governance</i>	Green
1.4.1 k	Develop an integrated Risk Management Plan and develop and implement supporting processes to ensure ongoing integration of risk management principles into Council operations.	Develop Information Systems subplan of Business Continuity Plan. <i>Operating budget</i>	Plan completed. <i>Manager, Information Systems</i>	
1.4.1 l	Maintenance of Council buildings	Undertake planned and unplanned building maintenance works as required. <i>Operating budget</i>	Program completed within budget. <i>Manager, Maintenance</i>	Green
1.4.1 m	Management of Council leases and hire facilities	Manage Council's portfolio of leased properties to maximise return to Council. <i>Operating budget</i>	Leased properties achieve an ongoing occupancy level of 80%. <i>Manager, Property Services</i>	Green

**1.4.2 IMPLEMENT A LONG TERM FINANCIAL PLAN WHICH PRIORITISES INFRASTRUCTURE RENEWAL**

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
1.4.2 a	Council's ongoing financial management	Undertake regular reviews of budget savings, efficiency gains and revenue raising opportunities to create capacity within Council's current budget to contribute to high priority areas. <i>Operating budget</i>	Identification of savings, gains and opportunities <i>General Manager</i>	Amber
1.4.2 b	Council's ongoing financial management	Raise sustainable procurement profile through actions in the implementation plan, including upgrading software to track purchasing, engaging vendors, target projects for change within the organisation <i>WaSIP</i>	Integrate Sustainable Procurement across Council's functions / business units; Create an active cross-divisional working group to drive implementation <i>Manager, Environmental Services</i>	Green
1.4.2 c	Maintenance of internal (discretionary) and external (non-discretionary) restricted reserves.	Transfer of allocated Five Dock Leisure Centre reserve. <i>Operating budget</i>	Transfer to reserve <i>Manager, Finance</i>	Green+
1.4.2 d	Maintenance of internal (discretionary) and external (non-discretionary) restricted reserves.	Transfer of allocated Property Services reserve. <i>Operating budget</i>	Transfer to reserve <i>Manager, Finance</i>	Green+
1.4.2 e	Maintenance of internal (discretionary) and external (non-discretionary) restricted reserves.	Transfer of allocated Wellbank Childrens Centre reserve. <i>Operating budget</i>	Transfer to reserve <i>Manager, Finance</i>	Green+
1.4.2 f	Management of Council's rating system	Rates are levied in accordance with adopted rating structure. <i>Operating budget</i>	Notices are issued within legislative timeframes. At least 95% of rates levied are collected. Increased take-up on online rates notifications. <i>Manager, Finance</i>	Green+
1.4.2 g	Update Council's Long Term Financial Plan on an annual basis taking into consideration other Resource Strategy documents (Asset Management Framework and Workforce Management Plan) and Delivery Plan requirements.	Develop annual iteration of plan and ensure key outcomes are integrated into new reporting structure. <i>Operating budget</i>	LTFP revised annually in conjunction with setting of annual operating budget. <i>Manager, Finance</i>	Green
1.4.2 h	Administration of accounts payable	Process supplier invoices for payment in accordance with Council's policies and procedures. <i>Operating budget</i>	Invoice processing to be completed within 5 work days of month end to ensure accurate YTD Budget VS Actual Reporting <i>Manager, Finance</i>	Green
1.4.2 i	Administration of accounts receivable	Issue Council invoices and manage collections in accordance with Council's policies and procedures. <i>Operating budget</i>	Invoices are raised within 3 days of request to ensure accurate YTD Budget VS Actual Reporting. <i>Manager, Finance</i>	Green
1.4.2 j	Administration of Council payroll	Accurately process and reconcile fortnightly payrolls and ensure payments are made in accordance with provisions of the Local Government (State) Award, various Council policies or other relevant legislation. <i>Operating budget</i>	Accurate completion of each payroll. <i>Manager, Finance</i>	Green
1.4.2 k	Council's ongoing financial management	Prepare detailed annual budget on an accrual basis in accordance with the Code, relevant legislation and Council's Long Term Financial Plan comprising Income Statement, Statement by Function & Activity and Capital Budget <i>Operating budget</i>	Budgets are to be presented to the council prior to commencement of a new financial year. Completion of year end report on income and expenditure budget result compared to the actual result reported in Council's financial statements. Variances reported to <i>Manager, Finance</i>	Green
1.4.2 l	Council's ongoing financial management	Servicing of existing borrowings <i>Operating budget</i>	Allocation of requisite funds <i>Manager, Finance</i>	Green



	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
1.4.2 m	Investment of funds	Maximise return on investments whilst ensuring protection of principal. Review of funding and investment strategies to be undertaken annually in line with budget development and the review of the Long Term Financial Plan. <i>Operating budget</i>	Ensure investments are low risk and investment decisions are in accordance with DLG Investment Guidelines. <i>Manager, Finance</i>	Green
1.4.2 n	Maintenance of internal (discretionary) and external (non-discretionary) restricted reserves.	Allocation of funds as part of annual budget. <i>Operating budget</i>	Reserves are adequate for intended purpose. <i>Manager, Finance</i>	Green
1.4.2 o	Maintenance of internal (discretionary) and external (non-discretionary) restricted reserves.	Transfer of allocated Council election reserve. <i>Operating budget</i>	Transfer to reserve <i>Manager, Finance</i>	Green+
1.4.2 p	Maintenance of internal (discretionary) and external (non-discretionary) restricted reserves.	Transfer of allocated Domestic Waste Management Charge. <i>Operating budget</i>	Transfer to reserve <i>Manager, Finance</i>	Green+
1.4.2 q	Prepare a new Developer Contributions Framework to fund community infrastructure.	Develop framework. <i>Operating budget and developer contributions</i>	Framework adopted by Council <i>Manager, Strategic Planning</i>	Green

**1.4.3 EFFECTIVELY MANAGE STAFF AND RESOURCES**

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
1.4.3 a	Operation of Council's Community Development division	Strategic direction of managers, programs and services within division. <i>Operating budget</i>	95% compliance with division's budget allocations and with KPIs relevant to divisional managers. <i>Director, Community Development</i>	Green
1.4.3 b	Operation of Council's Corporate Services division	Oversee and coordinate best practice systems of procurement on behalf of Council. <i>Operating budget</i>	Compliance with Council policy. <i>Director, Corporate Services</i>	Green
1.4.3 c	Operation of Council's Corporate Services division	Strategic direction of managers, programs and services within division. <i>Operating budget</i>	95% compliance with division's budget allocations and with KPIs relevant to divisional managers. <i>Director, Corporate Services</i>	Green
1.4.3 d	Operation of Council's Planning and Environment division	Strategic direction of managers, programs and services within division. <i>Operating budget</i>	95% compliance with division's budget allocations and with KPIs relevant to divisional managers. <i>Director, Planning and Environment</i>	Green
1.4.3 e	Operation of Council's Technical Services division	Strategic direction of managers, programs and services within division. <i>Operating budget</i>	95% compliance with division's budget allocations and with KPIs relevant to divisional managers. <i>Director, Technical Services</i>	Green
1.4.3 f	Operation of Council's senior leadership team and Executive Services division	High level coordination of senior leadership team and strategic direction of managers, programs and services within division. <i>Operating budget</i>	95% compliance with division's budget allocations and with KPIs relevant to divisional managers. <i>General Manager</i>	Green
1.4.3 g	Participation in sister city and twin city relationships to provide cultural and educational exchanges and mutual benefits.	Develop a joint greenhouse gas emission reduction programs with Council's sister city Parkes <i>WaSIP</i>	Scope project and develop implementation plans <i>Manager, Environmental Services</i>	Green
1.4.3 h	Participation in sister city and twin city relationships to provide cultural and educational exchanges and mutual benefits.	Exploration of suitable projects with Parkes Council (twin city). <i>Operating budget</i>	All activities reported to Council. <i>General Manager</i>	Green
1.4.3 i	Participation in Southern Sydney Regional Organisation of Councils	Participation in projects and programs as arise and as present opportunities for the City of Canada Bay. <i>Operating budget</i>	All activities reported to Council. <i>General Manager</i>	Green
1.4.3 j	Participation in Southern Sydney Regional Organisation of Councils	Partner with SSROC to develop a renewable energy masterplan aspiring to meet >20% energy from renewable sources by 2030 <i>WaSIP</i>	Contribute to project development <i>Manager, Environmental Services</i>	Green
1.4.3 k	Management of Council plant and fleet	Implementation of plant and fleet replacement program. <i>Operating budget</i>	Replacement completed within budget <i>Group Manager, City Services</i>	Green

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
1.4.3 l	Undertake entrepreneurial civil works to create an income stream for Council	Market services and seek opportunities to undertake additional profit generating works. <i>Operating budget</i>	Additional revenue obtained. <i>Group Manager, City Services</i>	Green+
1.4.3 m	Implement the Asset Management Framework to ensure long term sustainability of community assets.	Oversee the implementation of a staged increase in funding allocation for asset renewal across all asset categories <i>Operating budget</i>	Renewal works programmed and commenced in each asset category <i>Director, Technical Services</i>	Green
1.4.3 n	Implement the Asset Management Framework to ensure long term sustainability of community assets.	Assess Council owned assets and prepare a program of maintenance and renewal works for 2012-13 in accordance with Council's Asset Management Strategy, Policy and plans. <i>Operating budget</i>	Assessments completed and incorporated into program. <i>Manager, Assets</i>	Green
1.4.3 o	Council meeting management and Councillor support	Appropriate staff trained to prepare minutes at Council meetings. <i>Operating budget</i>	All Council meeting minutes prepared accurately. <i>Manager, Governance</i>	Green
1.4.3 p	Development and application of effective governance measures and systems	Manage Council's legislative compliance register, process and reporting program. <i>Operating budget</i>	Program implemented. <i>Manager, Governance</i>	Green
1.4.3 q	Development and application of effective governance measures and systems	Implement Council's Fraud Risk Assessment Strategy. <i>Operating budget</i>	Strategy implemented. <i>Manager, Governance</i>	Green
1.4.3 r	Operation of Audit and Risk Management Committee	Coordinate Council's risk management, internal control, external accountability and internal audit function. <i>Operating budget</i>	Annual internal audit program completed and risk register maintained. <i>Manager, Governance</i>	Green
1.4.3 s	Develop a strategy of organisational performance review and implement identified recommendations to enhance service delivery and/or revenue and efficiency gains.	See activities at 1.4.1 c		
1.4.3 t	Human resources management	Provide HR services including recruitment, induction, training and development, employee relations, HR policy development and performance management. <i>Operating budget</i>	Regular induction days delivered. All staff are paid each fortnight. Annual training plan developed each year. Annual performance reviews completed by September each year. <i>Manager, Human Resources and Organisational Development</i>	Green
1.4.3 u	Management of occupational health and safety requirements for Council	Maintain Workplace, Health and Safety management system in keeping with legislative requirements. Injury management and rehabilitation services provided. Staff wellbeing initiatives provided. <i>Operating budget</i>	85% of all injury notifications are provided to insurer within 2 days. Annual flu shots provided. Cost of workers compensation claims as a percentage of wages is at or better than Statecover average. <i>Manager, Human Resources and Organisational Development</i>	Green
1.4.3 v	Update Council's Workforce Management Plan on an annual basis to guide corporate policy, structure and succession planning.	Revise Council's Workforce Management and EEO Management Plan to align with future corporate strategies and diversity initiatives. <i>Operating budget</i>	Strategies/actions achieved as per timeframes. <i>Manager, Human Resources and Organisational Development</i>	Green
1.4.3 w	Develop strategy of continuous improvement and full utilisation for all Council data management and technology-based systems.	Develop and implement a medium term Information Systems Strategy. <i>Operating budget</i>	Strategy adopted by Council. <i>Manager, Information Systems</i>	Green
1.4.3 x	Provision of information technology services for Council	Operation of internal helpdesk. Administration and maintenance of systems and hardware. Implementation of rolling program of upgrades. Participation in and support of IS Think Tank. <i>Operating budget</i>	All Helpdesk tickets actioned, annotated and closed appropriately. All systems available for staff with minimal downtime. System and application upgrades completed on time and to budget. IS budget maintained. <i>Manager, Information Systems</i>	Green
1.4.3 y	Provision of information technology services for Council	Oversee migration to new IT system following completion of Strategy and tender process. <i>Operating budget</i>	Migration is achieved within agreed timeframes and budget. <i>Manager, Information Systems</i>	Green

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	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
1.4.3 z	Review Council's property portfolio to determine most appropriate use of each site.	Develop options for a site for a future administration building <i>Operating budget</i>	Options prepared and reported to Executive and Councillors. <i>Manager, Property Services</i>	Amber
1.4.3 zz	Review Council's property portfolio to determine most appropriate use of each site.	Implement actions and recommendations in Council's Property Strategy following the adoption of the new LEP. <i>Operating budget</i>	Actions are implemented <i>Manager, Property Services</i>	Amber

## Green City

A green city is a vision for the future of our natural environment and for the environmental sustainability in the City of Canada Bay. This vision recognises our responsibility as a community to protect the environment and to preserve it for future generations. A green city is both a challenge and a priority for us an urban area. Establishing a balance between the natural and built environment is critical to the success of this vision.

### Required Outcome 1

*"I am proud of and value my City's natural environmental assets."*

This will require the City of Canada Bay to be known for the quality of its natural environmental assets, particularly its parks, waterways and foreshore and these are enjoyed by residents and visitors alike.

The directions we will take to achieve Outcome 1:

#### 2.1.1 FACILITATE AND SUPPORT PROGRAMS WHICH RECOGNISE THE CULTURAL AND SOCIAL VALUE OF THE NATURAL ENVIRONMENT IN OUR CITY

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.1.1 a	Develop local climate change adaptation and mitigation plan.	Adopt the Climate Change Adaptation Mitigation Plan, which includes developing an implementation plan to provide a staged order of priorities for short and long term outcomes. WaSIP	Develop and adopt an implementation plan, and commence prioritised actions. <i>Manager, Assets</i>	Green
2.1.1 b	Develop local strategies in response to the NSW Government Draft Sea Level Rise Policy Statement, including the preparation of a Flood Plain Management Plan.	Continue foreshore vulnerability mapping (subject to provision of information from other levels of government) and commence flood studies. <i>Stormwater Levy</i>	Undertake studies <i>Manager, Assets</i>	Green
2.1.1 c	Prepare Estuary Foreshore Management Study	No activity in 2012-13		
2.1.1 d	Implement an annual Sustainability Award program	Deliver the 2012 Sustainability Awards Program. <i>Operating budget</i>	Increase in nomination and attendance numbers. <i>Manager, Business, Arts and Place</i>	Green
2.1.1 e	Investigate and action environmental complaints	Investigation of complaints as logged with Council. <i>Operating budget</i>	Resolution of all complaints in accordance with Complaint Handling Policy. <i>Manager, Environmental Services</i>	Green
2.1.1 f	Review site specific plans of management on priority basis in accordance with the Local Government and Crown Lands Acts to facilitate sustainable development and use of local public open space.	Prepare draft plans of management and/or masterplans for priority locations (Cabarita Park, Rhodes Peninsula, Rothwell Park and Greenlees/Edwards Park). <i>Operating budget</i>	Plan of Management adopted by Council <i>Parks and Recreation Planner</i>	Green

#### 2.1.2 PROMOTE THE NATURAL AREAS WITHIN THE CITY TO ATTRACT RESIDENTS AND VISITORS

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.1.2 a	Identify opportunities for implementation of Council's Public Art Plan	See activities listed at 2.3.1 a		

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.1.2 b	Scope the Rivers Edge project to ensure environmental education features on the City's foreshores.	See activities listed at 2.3.1 a		

## Required Outcome 2

*"I have access to a biologically diverse natural environment near where I live."*

This will require the City of Canada Bay's environment to be protected through good planning. The expanded population of the City has been integrated into the local area and environmental assets have been maintained and enhanced.

The directions we will take to achieve Outcome 2:

### 2.2.1 DELIVER PROJECTS WHICH WORK TOWARDS THE PROTECTION OF BIODIVERSITY IN OUR NATURAL AREAS

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.2.1 a	Add provisions to Council's Comprehensive LEP for the protection of biodiversity in Council's natural areas in response to the outcomes of the Local Planning Strategy.	No activity in 2012-13		
2.2.1 b	Develop and implement the Estuarine Vegetation Management Plan and Flora and Fauna Survey Reports.	Identify and protect areas of existing remnant vegetation; fauna habitats and riparian zones and revegetate existing areas and/or establish new areas of vegetation. Work with relevant sections of Council to identify areas of noxious weeds and salt marsh. Ongoing maintenance of areas which require protection. <i>Operating budget and grant funding being sought</i>	New areas identified and existing areas maintained. <i>Manager, Parks and Gardens</i>	Green
2.2.1 c	Leadership of local bush land program	Management of bush care volunteer groups to undertake restoration of sites at Yaralla, Brett Park, Sisters and Half Moon bays, Lovedale Place, Queen Elizabeth Park and Fig Tree Reserve. <i>Operating budget</i>	Volunteer groups expanded. <i>Manager, Parks and Gardens</i>	Green

### 2.2.2 MAINTAIN ACCESS TO OPEN SPACES AND BUSHLAND RESERVES WHICH CATER FOR THE NEEDS OF RESIDENTS AND VISITORS TO THE AREA

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.2.2 a	Develop opportunities to expand and enhance biodiversity in open space areas.	Include proposed extension to bushland reserves in draft plans of management for priority locations. <i>Operating budget</i>	Protect and enhance biodiversity in draft Plan of Management. <i>Parks and Recreation Planner</i>	Green
2.2.2 b	Develop opportunities to expand and enhance biodiversity in open space areas.	Provide a framework for Council and the community to work towards biodiversity conservation, recovery and renewal. <i>WaSIP</i>	Conduct critical habitat surveys <i>Manager, Parks and Gardens</i>	Green
2.2.2 c	Implement a water mining project to irrigate Council's open space areas and to reduce consumption of potable water.	Secure funding to cover full project, and then conduct community engagement and undertake EOI for design and construction. <i>To be confirmed</i>	Funding achieved and EOI completed <i>Director, Technical Services</i>	Green

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.2.2 d	Noxious weed control	Undertake controls as necessary. <i>Operating budget</i>	All reports of noxious weeds resolved <i>Manager, Parks and Gardens</i>	Green

## 2.2.3 FACILITATE AND ADVOCATE FOR TRANSPORT LINKS TO OPEN SPACES AND RESERVES WITHIN AND AROUND THE CITY

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.2.3 a	Prepare Council's Integrated Transport Strategy ensuring that it enhances walkways and cycle ways.	No activity in 2012-13.		

### Required Outcome 3

"I know what I can do to help the environment and make active day to day choices to support environmental sustainability."

This will require the people of Canada Bay to value environmental awareness and contribute to the enhancement of the environment through sustainable lifestyle choices.

The directions we will take to achieve Outcome 3:

#### 2.3.1 UNDERTAKE COMMUNITY EDUCATION ON BEST PRACTICE IN ENVIRONMENTAL SUSTAINABILITY AND MANAGEMENT OF CLIMATE CHANGE ISSUES

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.3.1 a	Develop community and public art projects that respond to environmental issues and impacts of climate change and global warming.	Develop and produce Reclamation as an arts, environment and cultural partnership project. <i>Sustainable City Levy Reserve and grant funding</i>	Project developed and completed. <i>Manager, Business, Arts and Place</i>	Green
2.3.1 b	Environmental sustainability education/awareness programs	Deliver an annual program of sustainability focused workshops and an annual expo covering issues including environmental building options, heritage maintenance and enhancement, undertaking alterations and additions, correct lodgement of DAs and similar. <i>Operating budget</i>	Program delivered <i>Manager, Building and Compliance</i>	Green+
2.3.1 c	Environmental sustainability education/awareness programs	Deliver skills-based activities with practical take home messages to develop knowledge, skills and resident engagement in sustainability through the Treading Lightly series <i>WaSIP</i>	4 workshops undertaken <i>Manager, Environmental Services</i>	Green
2.3.1 d	Environmental sustainability education/awareness programs	Deliver a sustainability workshop that is tailored to Council officers to ensure continuous improvement in operational processes. <i>WaSIP</i>	Deliver workshop and number of attendees <i>Manager, Environmental Services</i>	Green
2.3.1 e	Environmental sustainability education/awareness programs	Develop a staff focused behaviour change and skill development plan linked to sustainability calls to action <i>WaSIP</i>	Develop staff behaviour change project <i>Manager, Environmental Services</i>	Green
2.3.1 f	Environmental sustainability education/awareness programs	Engage the community through targeted sustainability messaging at informal events <i>WaSIP</i>	Targeted messages at two festivals <i>Manager, Environmental Services</i>	Green
2.3.1 g	Environmental sustainability education/awareness programs	Facilitate and support a schools network to support and promote understanding about and action for sustainability <i>WaSIP</i>	Network established and meetings conducted <i>Manager, Environmental Services</i>	Green



	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.3.1 h	Environmental sustainability education/awareness programs	Facilitate and support development and delivery of youth devised and run environmental program through a local school <i>WaSIP</i>	Program developed and delivered, number of students engaged <i>Manager, Environmental Services</i>	Green
2.3.1 i	Environmental sustainability education/awareness programs	Recommend internal mechanisms and strategies to develop an integrated littering plan <i>WaSIP</i>	Implement strategies as outlined by the plan <i>Manager, Environmental Services</i>	Green
2.3.1 j	Monitoring of Council's and the community's green house gas emissions	Implement the web-based Carbon Systems platform to track and report carbon, water, gas and electricity use. Set targets for investment, reduction and community and staff engagement. <i>WaSIP</i>	Data collated and project tracking established <i>Manager, Environmental Services</i>	Green

**2.3.2 PROVIDE OPPORTUNITIES FOR COMMUNITY INVOLVEMENT IN PROJECTS DIRECTED TOWARDS DEVELOPING A MORE ENVIRONMENTALLY SUSTAINABLE CITY INCLUDING ACHIEVING A SIGNIFICANT REDUCTION IN GREENHOUSE GASES.**

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.3.2 a	Facilitate ongoing interaction with the community through the Sustainable City Committee	Facilitate meetings every second month and undertake advocacy at Council events. <i>Operating budget</i>	6 meetings held and 2 events participated in <i>Manager, Environmental Services</i>	Green
2.3.2 b	Work in partnership with volunteers to improve the amenity of open space areas.	Coordinate National Tree Day and Trees for Schools activities. <i>Operating budget</i>	Programs completed with volunteer support. <i>Manager, Parks and Gardens</i>	Green

**2.3.3 MOVE TO ALTERNATIVE AND MORE SUSTAINABLE TRANSPORT CHOICES WITHIN COUNCIL**

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.3.3 a	Investigate and implement sustainable fleet initiatives to reduce green house gas emissions.	Monitor and review fleet annually. Establish a program and policy to facilitate sustainable fleet management. Establish emission monitoring system. <i>Operating budget and WaSIP</i>	Reduction in co2 emissions from fleet. <i>Group Manager, City Services</i>	Green
2.3.3 b	Support initiatives that facilitate sustainable transport choices for Council staff.	Support staff bicycle network. Provide travel to work information for new employees. <i>Operating budget</i>	Bicycle User Group supported. <i>Manager, Traffic and Transport</i>	Green

**2.3.4 IMPLEMENT PROJECTS ABOUT SUSTAINABLE BUSINESS PRACTICES**

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.3.4 a	Adopt best practices for sustainable event management across Council's major event program and develop sustainable event management guidelines for local community use.	Reduce energy, water and waste at events and educate staff and the community to improve event sustainability <i>WaSIP</i>	Event sustainability guidelines published and sustainable event information integrated into event and venue booking forms. <i>Manager, CPR</i>	Green
2.3.4 b	Deliver the sustainable business program in partnership with Leichhardt Council and Sydney Water.	Develop, administer and manage a Sustainable Business Program which focuses on education and audit. <i>WaSIP</i>	Develop program and engage business. <i>Manager, Environmental Services</i>	Green
2.3.4 c	Implement MOU and objectives of Energy Efficiency for Small Business program	Promote energy efficiency programs to local businesses. <i>WaSIP</i>	Increased in businesses participating in programs. <i>Manager, Environmental Services</i>	Green
2.3.4 d	Manage a city wide Green Business program to support and encourage local businesses to become more environmentally sustainable.	Implement a training program to support businesses reduce their carbon emissions. Continue to develop and promote the online Green Business Toolkit. <i>WaSIP</i>	Training program implemented. Increase in website visits. <i>Manager, Environmental Services</i>	Green

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.3.4 e	Conduct environmental audits on commercial premises to reduce impact on the environment.	Develop and implement commercial premises audit program. <i>Domestic Waste Management Charge</i>	Program completed. <i>Manager, Environmental Services</i>	Green
2.3.4 f	Implement the recommendations of the Energy Efficiency Plan to reduce green house gas emissions and costs.	Install energy improvements as per the Energy Management Plan. <i>WaSIP</i>	Energy efficiency plan implemented as per priority at identified sites. <i>Manager, Environmental Services</i>	Green
2.3.4 g	Implement the recommendations of the Energy Efficiency Plan to reduce green house gas emissions and costs.	Develop a carbon management response plan and program for implementation throughout Council <i>WaSIP</i>	Plan developed, working group established. <i>Manager, Environmental Services</i>	Green
2.3.4 h	Implement the recommendations of the Water Management Plan to reduce water consumption and costs.	Install water re-use improvements as per the Water Efficiency Plan. <i>WaSIP</i>	Energy efficiency plan implemented as per priority at identified sites. <i>Manager, Environmental Services</i>	Green
2.3.4 i	Implement the recommendations of the Water Management Plan to reduce water consumption and costs.	Introduce use of data loggers to identify and address abnormal water use at Council's water using properties <i>WaSIP</i>	Reduction in overall water use by up to 5% and/or kL of water saved. <i>Manager, Environmental Services</i>	Green
2.3.4 j	Manage a city wide Green Business program to support and encourage local businesses to become more environmentally sustainable.	Develop Travel Access Guides for Council facilities and roll out TAG for Rhodes West community. <i>WaSIP</i>	Rhodes TAG rolled out to the community. <i>Manager, Environmental Services</i>	Amber
2.3.4 k	Manage a city wide Green Business program to support and encourage local businesses to become more environmentally sustainable.	Trial and evaluate a plastic bag reduction campaign in one shopping precinct in the city. <i>WaSIP</i>	Number of business engaged, then evaluated regarded the extension of the campaign across the city. <i>Manager, Environmental Services</i>	Amber
2.3.4 l	Manage a city wide Green Business program to support and encourage local businesses to become more environmentally sustainable.	See activities listed at 2.3.4 b		

## Required Outcome 4

"I have a sense of wellbeing through a clean, healthy local environment."

This will require the City of Canada Bay to promote a clean and healthy environment for living.

The directions we will take to achieve Outcome 4:

### 2.4.1 MAINTAIN AND ENHANCE STREETS AND OPEN COMMUNITY SPACES

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.4.1 a	Implement a Street Tree Priority Program which conserves and enhances significant street tree items, and identifies short, medium and long term priorities.	Undertake prioritised and emergency works as required. <i>Operating budget</i>	Emergency works completed within existing budgets <i>Manager, Parks and Gardens</i>	Green
2.4.1 b	Tree Permit administration	Ongoing administration of permits. <i>Operating budget</i>	All permit applications completed. <i>Manager, Parks and Gardens</i>	Green+

### 2.4.2 OPERATE EFFECTIVE AND SUSTAINABLE WASTE MANAGEMENT FOR THE CITY

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.4.2 a	Develop and implement enhanced Waste Disposal Services.	Implement e-waste collections <i>Operating budget and WaSIP</i>	Tonnes of waste diverted from landfill. <i>Manager, Environmental Services</i>	Green

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.4.2 b	Review existing Waste Contamination Management Strategy to reduce the level of contamination in recycles waste and to remove recyclables from general waste.	No activity in 2012-13		
2.4.2 c	Waste education and awareness programs	Deliver programs in partnership with supplier. <i>Domestic Waste Management Charge</i>	Education provisions of the contract being met. <i>Manager, Environmental Services</i>	Green
2.4.2 d	Waste, recycling and garden organics collection and disposal	Oversee completion of contractual obligations by supplier. <i>Domestic Waste Management Charge</i>	Contract milestones met. <i>Manager, Environmental Services</i>	Green

#### 2.4.3 MAINTAIN AND ENHANCE THE CITY'S PARKLAND AREAS, FORESHORE AND RIVER ACCESS

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.4.3 a	Identify and map future foreshore linkages and facilitate public foreshore access with new foreshore development.	Develop proposals for upgrading foreshore linkages (Abbotsford Bay). <i>Operating budget</i>	Concept plans and estimates developed for grant submissions <i>Parks and Recreation Planner</i>	Green
2.4.3 b	Foreshore and sea wall protection and maintenance	Program and implement priority maintenance. <i>Operating budget</i>	Works completed within budget <i>Manager, Maintenance</i>	Green
2.4.3 c	Foreshore and sea wall protection and maintenance	Undertake renewal of failed sections of seawall. <i>Operating budget</i>	Works completed within budget <i>Manager, Maintenance</i>	Green
2.4.3 d	Recreational jetties and boat ramps protection and maintenance	Program and implement priority maintenance. <i>Operating budget</i>	Works completed within budget <i>Manager, Maintenance</i>	Green

#### 2.4.4 UNDERTAKE PROGRAMS THAT CONTRIBUTE TO A CLEAN AND HEALTHY CITY

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.4.4 a	Implement drainage and stormwater projects, including drainage construction, stormwater quality improvement projects and drainage infrastructure renewal.	Staged drainage repair or upgrade at Great North Road (Wareemba); Flavelle Street; Little Cormiston Street and Yaralla Street. <i>Stormwater Levy</i>	Work completed on schedule and within budget <i>Group Manager, City Services</i>	Green
2.4.4 b	Implement drainage and stormwater projects, including drainage construction, stormwater quality improvement projects and drainage infrastructure renewal.	Undertake ongoing stormwater drainage designs to enable construction projects to be scheduled and undertaken. <i>Stormwater Levy</i>	Designs completed on schedule and within budget <i>Manager, Civil Design</i>	Green
2.4.4 c	Implement drainage and stormwater projects, including drainage construction, stormwater quality improvement projects and drainage infrastructure renewal.	Undertake rehabilitation works at Sisters Bay (Iron Cove). <i>Stormwater Levy</i>	Work completed on schedule and within budget <i>Manager, Parks and Gardens</i>	Green
2.4.4 d	Implement drainage and stormwater projects, including drainage construction, stormwater quality improvement projects and drainage infrastructure renewal.	Implement Parramatta Riverbank Catchment Management Plan. <i>Subject to grant funding</i>	Actions completed on schedule and within budget <i>Manager, Assets</i>	Green
2.4.4 e	Maintain network of stormwater pits throughout city	Undertake regular removal of sediment and debris from high priority stormwater pits. Maintain currency of relevant GPS information. <i>Operating budget</i>	Each high priority pit cleaned quarterly <i>Manager, Parks and Gardens</i>	Green

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.4.4 f	Organise and implement activities promoting Food Safety Week within the City.	No activity in 2012-13		
2.4.4 g	Private swimming pool compliance	Implement program to ensure that private swimming pools comply with the Swimming Pools Act 1992. <i>Operating budget</i>	Program commenced <i>Manager, Building and Compliance</i>	Green +
2.4.4 h	Undertake public health control activities	Audit regulated systems (eg cooling towers, warm water systems). Inspect food and skin penetration businesses. Investigate and action health complaints. Provide health education and awareness to the community and businesses. Manage the Food Star Rating Program. <i>Operating budget</i>	Ongoing activities delivered in line with Public Health Plan <i>Manager, Environmental Services</i>	Green +

## Healthy City

Our vision for a healthy city is one in which people thrive through healthy activity, leisure pursuits and connection to a healthy physical environment. In a healthy city residents enjoy good health, can access a range of high-quality community and health services, and enjoy their City because it is safe, accessible and well-connected.

### Required Outcome 1

*"I feel a sense of health and wellbeing."*

This will mean people in Canada Bay have a high level of health and wellbeing through living in a healthy and clean environment, in addition to access to services which support these attributes.

The directions we will take to achieve Outcome 1:

#### 3.1.1 PROVIDE HEALTHY LIFESTYLE PROGRAMS AND PARTNERSHIPS THAT PROMOTE HEALTHY LIVING AND IMPROVE OVERALL HEALTH AND WELLBEING

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.1.1 a	Develop and implement healthy lifestyle programs through Council's facilities.	Promote health and wellbeing programs at Concord Senior Citizen's Centre with government agencies and broader community <i>Operating budget</i>	Levels of participation in programs and benefits gained by participants. Completion of programs within budget. <i>Manager, Community Services</i>	Green
3.1.1 b	Facilitate the delivery of programs that promote community wellbeing	Establish Men's Shed in City of Canada Bay. Deliver well connected program with NSW Housing and housing tenants Continue Drummoyne Community Centre Parenting calendar. Continue Public Health Forums. <i>Operating budget</i>	Shed established. Levels of participation in programs. Completion of programs within budget. <i>Manager, Community Services</i>	Green
3.1.1 c	Implement the Positive Ageing Strategy	Deliver Ageing Matters information sessions to Seniors. Continue articles in Bayside Brief. Seek resources to conduct research into housing needs <i>Operating budget</i>	Number of participants and participant satisfaction. Number of articles published. Investigation completed. <i>Manager, Community Services</i>	Green
3.1.1 d	Promote healthy meals and nutrition programs in Council's children's services programs.	Continue nutritional education programs at Wellbank Children's Centre. <i>Operating budget</i>	Information produced and distributed. Use of produce in meals. <i>Manager, Community Services</i>	Green +
3.1.1 e	Provision of direct services including Meals on Wheels, Bayside Kid's Program, Community bus trips and Family Day Care	Implement NSW Health Munch and Move program in Family Day Care - focus on healthy eating/nutrition and physical activity. Increase the focus on Educator recruitment and fundraising in Family Day Care. Compile and distribute a school holiday activity directory. Promote corporate sponsorship of the Bayside Kids program. Investigate alternative meal styles for Meals on Wheels clients. Investigate destinations for inclusion in Seniors Bus trip program. <i>Operating budget</i>	Improved levels of client satisfaction <i>Manager, Community Services</i>	Green +
3.1.1 f	Provision of direct services including Meals on Wheels, Bayside Kid's Program, Community bus trips and Family Day Care	Support ongoing provision of services with legislative guidelines. Implement Community Care Common Standards in Meals on Wheels. Implement the National Quality Framework for Early Childhood Education and Care in Family Day Care. <i>Operating budget</i>	Services maintained within licence and regulatory requirements. Improvements implemented. <i>Manager, Community Services</i>	Green +

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.1.1 g	Investigate viable means of ensuring healthy food options (stalls) are offered at Council events for the community	Finalise and implement guidelines which prioritises stall holders who provide healthy food options in accordance with appropriate accredited standards. <i>Operating budget</i>	Guidelines implemented <i>Manager, CPR</i>	Green
3.1.1 h	Develop and implement healthy lifestyle programs through Council's facilities.	Deliver the Heart Foundation Heart Moves program. <i>Operating budget</i>	Levels of participation in program. <i>Manager, FDLC</i>	Green
3.1.1 i	Facilitate the delivery of programs that promote community well being	Improve website content regarding recreational use of Council parks and encourage businesses using parks to register their usage. <i>Operating budget</i>	Audit renewals of trainers using parks ensure compliance. Expand compliance to address other groups/trainers operating in parks <i>Parks and Recreation Planner</i>	Green
3.1.1 j	Pilot a community garden project and engage local community to establish community garden with appropriate sensory components.	Undertake ongoing consultation and establish gardens at priority sites. <i>Operating budget</i>	Consultation complete, stakeholder reference groups established and gardening commenced <i>Parks and Recreation Planner</i>	Green
3.1.1 k	Work with school principals to maximise the mutual benefits of community use of school facilities and school use of Council facilities	Undertake research on options for use of school facilities in accordance with the NSW Government's GamePlan Strategy. <i>Operating budget</i>	Develop documentation for a pilot relationship with one local school <i>Parks and Recreation Planner</i>	Amber

### 3.1.2 DEVELOP AN INTEGRATED NETWORK OF PATHWAYS AND CYCLEWAYS FOR INCIDENTAL EXERCISE AS WELL AS ALTERNATIVE TRANSPORT OPTIONS

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.1.2 a	Develop Council's Integrated Transport Strategy ensuring that it will enhance health and wellbeing.	No activity in 2011-12		
3.1.2 b	Promote use of and facilities for active transport options within the City.	See activities listed at 5.1.2 c and d		
3.1.2 c	Promote use of and facilities for active transport options within the City.	Provide ongoing support to the Walking Volunteers program. <i>Operating budget</i>	Support establishment of foreshore trail in adjacent to Yaralla and Brays Bays. <i>Parks and Recreation Planner</i>	Green

### 3.1.3 SUPPORT EARLY INTERVENTION PROGRAMS AND INCREASE COMMUNITY AWARENESS OF EARLY ASSISTANCE FOR AT RISK GROUPS

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.1.3 a	Identify at-risk groups within the community and develop early intervention programs.	Deliver youth outreach program to engage with at-risk young people to improve their access to support and relevant referrals. <i>Operating budget and Sustainability Levy</i>	Participation in program. Completion of study. <i>Manager, Community Services</i>	Green+
3.1.3 b	Provision of community services management and planning	Implement Council's Community Facilities Resourcing Strategy. <i>Operating budget</i>	Number of recommendations implemented. <i>Manager, Community Services</i>	Green
3.1.3 c	Provision of community services management and planning	See activities at 3.1.1 b		



### 3.1.4 PROVIDE SERVICES AND FACILITIES TO NEW DEVELOPMENT AREAS AND EMERGING COMMUNITIES TO PROMOTE HEALTH AND WELLBEING

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.1.4 a	Develop community health, safety and wellbeing programs with emerging CALD communities.	Partner with culturally diverse providers to facilitate and deliver programs in Rhodes. <i>Operating budget</i>	Number of events and programs completed. <i>Manager, Community Services</i>	Green

### Required Outcome 2

*"There are places for me to participate in sport and other outdoor and recreation."*

This will mean people in Canada Bay have healthy and active lives, through participation in sport and recreation, and connection with their community through the enjoyment of well maintained and accessible outdoor spaces.

The directions we will take to achieve Outcome 2:

### 3.2.1 PROVIDE AND MAINTAIN ACCESSIBLE INDOOR AND OUTDOOR SPORT AND LEISURE FACILITIES AND OUTDOOR RECREATION SPACES

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.2.1 a	Administer seasonal and one-off bookings of parks and recreational facilities within City	Administer all bookings requests in line with relevant policies and plans of management. <i>Operating budget</i>	Quarterly reporting completed <i>Manager, Customer Services</i>	Green+
3.2.1 b	Develop a new community centre for the Rhodes community.	Manage the development of the Rhodes Community Precinct <i>Operating budget</i>	Concept plans developed <i>Manager, Rhodes Community Precinct</i>	Green
3.2.1 c	Implement a program of recreation facility upgrades, expansions or renewals.	Undertake staged works to complete upgrade of Bay Run between South and Thompson Streets (two year program). <i>Developer contributions and external funding</i>	Works completed within budget <i>Group Manager, Technical Services</i>	Green
3.2.1 d	Implement a program of recreation facility upgrades, expansions or renewals.	Construct public toilets in Taplin Park (subject to grant funding) <i>Grant funding</i>	Construction completed on time and within budget <i>Group Manager, Technical Services</i>	Green
3.2.1 e	Implement a program of recreation facility upgrades, expansions or renewals.	Supply and install 1400 Lux lighting to Drummoyne Oval (subject to final confirmation following determination of full project costs and external contributions). <i>Grant funding</i>	Construction completed on time and within budget <i>Manager, Capital Projects</i>	Green
3.2.1 f	Implement a program of recreation facility upgrades, expansions or renewals.	Commence planning, investigations and development required for remediation of the Crane Street site at St Lukes Park <i>Operating budget</i>	Remediation commenced <i>Parks and Recreation Planner</i>	Green
3.2.1 h	Implement a program of recreation facility upgrades, expansions or renewals.	Undertake refurbishment of Five Dock Park Skate Park <i>Operating budget</i>	Construction completed on time and within budget <i>Group Manager, City Services</i>	Green
3.2.1 i	Implement a program of recreation facility upgrades, expansions or renewals.	Replace synthetic wickets which have become unserviceable. <i>Developer contributions</i>	Replacement completed within budget <i>Manager, Parks and Gardens</i>	Green
3.2.1 j	Implement a program of recreation facility upgrades, expansions or renewals.	Seek grant funding to upgrade foreshore access and schedule works subject to funding received. <i>Operating budget</i>	Funding achieved <i>Parks and Recreation Planner</i>	Green

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	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.2.1 k	Implement a ten year program of sportsfield lighting upgrades to ensure Australian standards are met	Design and construct sportsfield lighting improvements at Goddard Park. <i>Developer contributions and external funding</i>	Construction completed on time and within budget <i>Group Manager, Technical Services</i>	Green
3.2.1 l	Implement a ten year program of sportsfield lighting upgrades to ensure Australian standards are met	Undertake investigations to determine appropriate means of upgrading and expanding lighting at Cintra Park netball facilities. <i>Operating budget</i>	Investigations complete and reported to Council <i>Parks and Recreation Planner</i>	Green
3.2.1 m	Implement Barnwell Park and Massey Park Golf Course Master plans	Commence staged introduction of new screening at Barnwell Park Golf Course. <i>External funding</i>	First stage completed on time and within budget <i>Group Manager, Technical Services</i>	Green
3.2.1 n	Implement Let's Play Strategy by ensuring appropriate design, construction methods, use and effectiveness of playgrounds.	Develop innovative play space for Cabarita Park and commence construction <i>Developer contributions</i>	Proposal developed and first stage works documented. <i>Parks and Recreation Planner</i>	Green
3.2.1 o	Implement Let's Play Strategy by ensuring appropriate design, construction methods, use and effectiveness of playgrounds.	Install shade structure over existing play space at Mcllwaine Park following consultation with residents and stakeholders <i>Developer contributions and grant funding</i>	Consultation and work completed <i>Parks and Recreation Planner</i>	Green
3.2.1 p	Maintenance of parks and recreational facilities	Program and undertake annual maintenance <i>Operating budget</i>	Program completed within budget <i>Manager, Parks and Gardens</i>	Green
3.2.1 q	Maintenance of parks and recreational facilities	Renew playground equipment as part of capital works program <i>Developer contributions</i>	Program completed within budget <i>Manager, Maintenance</i>	Green
3.2.1 r	Maintenance of parks and recreational facilities	Undertake levelling of sportsfields at Queen Elizabeth Park and Campbell Park (Sportsfield Subsidence Program). <i>Domestic Waste Management Charge</i>	Program completed within budget <i>Manager, Parks and Gardens</i>	Green
3.2.1 s	Operate Five Dock Leisure Centre	Operate multi-purpose facility specialising in indoor sports and gymnastics with a state of the art health club. <i>Operating budget</i>	Obtain more than 300,000 visits each year. <i>Manager, FDLC</i>	Green
3.2.1 t	Operate Five Dock Leisure Centre	Undertake a refit of change room facilities at the Centre <i>Operating budget and grant funding</i>	Work completed on schedule and within budget <i>Manager, FDLC</i>	Green
3.2.1 u	Review current Five Dock Leisure Centre user needs, potential future community needs and facility growth requirements.	Survey Leisure Centre Users. Develop strategies to meet needs <i>Operating budget</i>	75% satisfaction achieved in annual customer survey. <i>Manager, FDLC</i>	Green+
3.2.1 v	Strategic management and planning of active and passive open space	Undertake necessary investigation and consultation regarding potential active and/or passive open space area as arise <i>Operating budget</i>	Expansion of active and/or passive open space available to community <i>Parks and Recreation Planner</i>	Green
3.2.1 w	Strategic management of leisure and sporting facilities including swimming centres and golf courses.	Implement off-season works at Drummoyne Swim Centre and Cabarita Swim Centre to improve pool amenity. <i>Operating budget</i>	Works completed within budget <i>Manager, Assets</i>	Green

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.2.1 x	Strategic management of leisure and sporting facilities including swimming centres and golf courses.	Monthly meetings with stakeholders to identify, prioritise and address issues. <i>Operating budget</i>	Annual reporting completed <i>Parks and Recreation Planner</i>	Green
3.2.1 y	Strategic management of leisure and sporting facilities including swimming centres and golf courses.	Undertake refurbishment of bridge balustrade and canal fencing at Massey Park Golf Course <i>Operating budget</i>	Work completed on schedule and within budget <i>Parks and Recreation Planner</i>	Amber

### Required Outcome 3

*"I feel safe and comfortable using community spaces."*

This will mean the City of Canada Bay is safe and its people are confident to use public spaces, both natural and built, without fear of crime or anti-social behaviour.

The directions we will take to achieve Outcome 3:

#### 3.3.1 WORK WITH KEY PARTNERS TO ADDRESS CRIME AND SAFETY IN THE CITY

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.3.1 a	Implement partnership recommendations from Council's Crime Prevention Plan	See activities at 3.3.2 c and 3.3.3 b		

#### 3.3.2 INTEGRATE SAFETY-BY-DESIGN INTO CITY PLANNING PRACTICES

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.3.2 a	Undertake a safety audit of public open space	Undertake audits at relevant locations <i>Operating budget</i>	Two audits completed <i>Manager, Community Services</i>	Green
3.3.2 b	Undertake a safety audit of public open space	Implement sight line improvements at Cabarita Park as identified in safety audit. <i>Operating budget</i>	Works completed within budget <i>Parks and Recreation Planner</i>	Green
3.3.2 c	Use crime prevention through environmental design principles in preparing designs for open space and playgrounds	Incorporate relevant design features into playground upgrades undertaken in future years. <i>Operating budget</i>	Design features incorporated <i>Parks and Recreation Planner</i>	Green

#### 3.3.3 PROMOTE A SENSE OF SAFETY IN THE CITY THROUGH SUPPORTING INITIATIVES WHICH CONTRIBUTE TO SAFE ACCESS TO COMMUNITY SPACES

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.3.3 a	Develop and implement road safety initiatives in conjunction with the Local Government Road Safety Program	Support the seniors safe driving program, drink driving campaigns, speeding campaigns and pedestrian safety campaigns of RTA/Police <i>Operating budget and grant funding</i>	All programs completed <i>Manager, Traffic and Transport</i>	Green

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.3.3 b	Implement recommendations from Council's Crime Prevention Plan	Facilitate training of relevant staff in Safer by Design principles <i>Operating budget and grant funding</i>	Training delivered <i>Manager, Community Services</i>	Green

**3.3.4 SUPPORT AND FACILITATE PROGRAMS WHICH AIM TO REDUCE ANTI-SOCIAL BEHAVIOUR**

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.3.4 a	Implement the Graffiti and Vandalism Management Strategy	Review the Graffiti Vandalism Management Strategy <i>Operating budget</i>	Review completed <i>Manager, Community Services</i>	Green
3.3.4 b	Implement the Graffiti and Vandalism Management Strategy	Monitor Code of Practice with Burwood LAC regarding the use of the roaming CCTV camera. <i>Operating budget</i>	Usage levels of CCTV <i>Manager, Community Services</i>	Green
3.3.4 c	Implement the Graffiti and Vandalism Management Strategy	Promote use of Council's graffiti removal service and encourage reporting of graffiti via the Police Assistance Line. <i>Operating budget</i>	Number of reports on graffiti made <i>Manager, Community Services</i>	Green
3.3.4 d	Improve the responsible service and consumption of alcohol within the City.	Participate in the Burwood/Canada Bay Liquor Accord and implement strategies accordingly. <i>Operating budget and grant funding</i>	Number of strategies implemented. <i>Manager, Community Services</i>	Green
3.3.4 e	Undertake graffiti removal service	Operate graffiti removal service. Continue to record, respond to and manage graffiti complaints through the Australian Graffiti Register. <i>Operating budget</i>	All requests for removal completed within specified timeframes. <i>Manager, Parks and Gardens</i>	Green

**Required Outcome 4**

*"There are services that meet my needs."*

This will mean there are services that are accessible, relevant and responsive to the diverse needs of the community.

The directions we will take to achieve Outcome 4:

**3.4.1 ADVOCATE AND PROMOTE EQUITABLE ACCESS AND SERVICES AND FACILITIES THAT ARE RELEVANT AND RESPONSIVE TO HEALTH AND WELLBEING**

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.4.1 a	Advocate for improved health care facilities to the state and federal government	Respond to and participate in State and Federal government planning and consultations. <i>Operating budget</i>	Number of submissions made or consultations participated in. <i>Manager, Community Services</i>	Green
3.4.1 b	Implement annual Access Forum.	Develop and deliver forum. <i>Operating budget</i>	Number of participants and nature of feedback received. <i>Manager, Community Services</i>	Green

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.4.1 c	Implement the Positive Ageing Strategy.	Investigate opportunities for corporate sponsorship of volunteer programs for Active Adults and Bay Connection. <i>Operating budget</i>	Number of participating sponsors. <i>Parks and Recreation Planner</i>	Green

**3.4.2 GENERATE THE DEVELOPMENT OF INFRASTRUCTURE NEEDED TO FACILITATE A HEALTHY CITY**

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.4.2 a	Implement bus review strategies for community transport.	Continue to fund and support the Bayrider bus service. <i>Operating budget</i>	Funding allocated. <i>Manager, Community Services</i>	Green
3.4.2 b	Review and implement an accessibility audit of our facilities.	Access audit for Council community facilities to be completed <i>Operating budget</i>	Audit completed. <i>Manager, Community Services</i>	Green
3.4.2 c	Undertake study to determine service and facility needs for children and families	Implement Child and Family Needs Study. <i>Operating budget</i>	Study completed with recommendations developed. <i>Manager, Community Services</i>	Green

**3.4.3 DEVELOP CREATIVE OPPORTUNITIES FOR PARTNERSHIPS AND VOLUNTEERING TO SUPPORT COMMUNITY SERVICE PROVISION**

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.4.3 a	Apply for funds under each suitable grant program announced by state and federal government.	Apply for funding through Department of Sport and Recreation, Green Space and SSHAP programs. <i>Operating budget</i>	Successful grant funded projects program for works. <i>Parks and Recreation Planner</i>	Green

**3.4.4 SUPPORT AND FACILITATE COMMUNITY NETWORK PROGRAMS WHICH FOCUS ON WELLBEING AND COMMUNITY CONNECTIONS**

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.4.4 a	Facilitate the provision of sports activities for people with a disability in existing Council and community facilities in conjunction with other agencies	No activity in 2012-13		
3.4.4 b	Manage provision of Council owned and community/other operated facilities including Abbotsford Long Day Care Centre, Cabarita Mortlake Kindergarten, Concord Kindergarten Association, Concord Occasional Care, Concord West Rhodes Kindergarten Association, Drummoyne Occasional Care, Weldon Centre, KU Children's Services Centre, Chiswick Early Childhood Centre, Five Dock Early Childhood Centre, Concord Early Childhood Centre, Concord Senior Citizens Centre, City of Canada Bay Museum, Drummoyne Community Centre and Concord Meals on Wheels	Act as central point of contact and coordination for Council interaction with community organisations using Council facilities. See also activities at 1.4.1. <i>Operating budget</i>	Ongoing communication maintained. <i>Manager, Community Services</i>	Green

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.4.4 c	Manage provision of Council owned and community/other operated facilities including Abbotsford Long Day Care Centre, Cabarita Mortlake Kindergarten, Concord Kindergarten Association, Concord Occasional Care, Concord West Rhodes Kindergarten Association, Drummoyne Occasional Care, Weldon Centre, KU Children's Services Centre, Chiswick Early Childhood Centre, Five Dock Early Childhood Centre, Concord Early Childhood Centre, Concord Senior Citizens Centre, City of Canada Bay Museum, Drummoyne Community Centre and Concord Meals on Wheels	Finalise leasing arrangements following service levels consultation <i>Operating budget</i>	Leases signed. <i>Manager, Community Services</i>	Green
3.4.4 d	Manage provision of Council owned and community/other operated facilities including Abbotsford Long Day Care Centre, Cabarita Mortlake Kindergarten, Concord Kindergarten Association, Concord Occasional Care, Concord West Rhodes Kindergarten Association, Drummoyne Occasional Care, Weldon Centre, KU Children's Services Centre, Chiswick Early Childhood Centre, Five Dock Early Childhood Centre, Concord Early Childhood Centre, Concord Senior Citizens Centre, City of Canada Bay Museum, Drummoyne Community Centre and Concord Meals on Wheels	Supply and install new air-conditioning and commercial grade kitchen equipment at the Concord Senior Citizens Centre <i>Operating budget</i>	Work completed on schedule and within budget <i>Manager, Community Services</i>	Green



## Liveable City

The vision of the City of Canada Bay to be a liveable city relates to the built environment within our urban area. Elements of the built environment include residential buildings, town centres, commercial, industrial buildings as well as the spaces between buildings. These spaces include streets, private gardens, public open space and foreshore areas. Combined these elements contribute to the character and liveability of the City. Built heritage is another important part of a liveable city. It provides communities with a sense of identity, pride and history and makes an important contribution to the character and amenity of residential neighbourhoods and town centres.

### Required Outcome 1

*"My City is green with attractive streets, village centres and public spaces."*

This will require Canada Bay to have an abundance of quality green open spaces.

The directions we will take to achieve Outcome 1:

#### 4.1.1 ENHANCE THE VILLAGE ATMOSPHERE IN LOCAL CENTRES

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
4.1.1 a	Develop distinctive entry points to Canada Bay using landscape, public art, architectural and urban design solutions to celebrate arrival and identity of the area.	See activities listed at 7.1.4 a		

#### 4.1.2 ENSURE ACCESSIBILITY TO ALL PUBLIC SPACES

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
4.1.2 a	Develop a strategy for the implementation of new signage for Council playgrounds to provide information about how to report issues as well as promoting activities in the play and local area.	Upgrade signage adjacent to the new play spaces <i>Operating budget</i>	Install signage as funded in capital works program <i>Parks and Recreation Planner</i>	Green
4.1.2 b	Implement a program of infrastructure upgrades, expansions or renewals to improve street lighting	Complete program of street lighting upgrades to improve network. <i>Operating budget</i>	All works completed on time and within budget. <i>Group Manager, Technical Services</i>	Green
4.1.2 c	Implement a program of infrastructure upgrades, expansions or renewals to improve street lighting	Undertake maintenance of solar lighting in public open spaces (as is under Council's control). <i>Operating budget</i>	All works completed on time and within budget. <i>Manager, Maintenance</i>	Green
4.1.2 d	Local law enforcement - parking control, abandoned vehicles, building compliance, open and closing Council facilities, animal management, complaint investigation, park inspections and response to neighbourhood complaints.	Reduce euthanasia rates of companion animals through promotion of microchipping. <i>Operating budget</i>	Number of animals chipped. <i>Manager, Building and Compliance</i>	Green
4.1.2 e	Local law enforcement - parking control, abandoned vehicles, building compliance, open and closing Council facilities, animal management, complaint investigation, park inspections and response to neighbourhood complaints.	Investigate complaints and enforce law within Council's responsibility as required. <i>Operating budget</i>	All complaints investigated and resolved. <i>Manager, Building and Compliance</i>	Green

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
4.1.2 f	Review existing Pedestrian Access and Mobility Plan to ensure accessibility to centres and transit nodes (bus stops and train stations), public open space and buildings and areas that receive high use by families, including connectivity to playgrounds and parks	Implement prioritised works from PAMPS Strategy. Operating budget	All works completed on time and within budget. Manager, Assets	Green

#### 4.1.3 ENCOURAGE SHARED USE OF PUBLIC SPACE AND FACILITIES

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
4.1.3 a	Ensure early opportunities for considering and planning for desirable shared use of new public facilities and public spaces.	Apply principle of shared use at Rhodes Community Centre and other community building projects. <i>Operating budget</i>	Principle applied as projects allow. <i>Director, Community Development</i>	Green

## Required Outcome 2

*“My City has attractive landscapes with sustainable development where heritage is conserved.”*

This will mean Canada Bay is an attractive and modern city that has achieved high quality urban design, quality infrastructure, sustainable development and a diversity of housing types, whilst conserving and celebrating its built heritage.

The directions we will take to achieve Outcome 2:

#### 4.2.1 INTEGRATE BEST PRACTICE SUSTAINABLE DESIGN

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
4.2.1 a	Administration of developer contributions for provision of community infrastructure.	Management of developer contribution policies and collection. <i>Operating budget</i>	Ensure policy is current. <i>Manager, Strategic Planning</i>	Green
4.2.1 b	Assessment and processing of complying development applications	Processing of all applications as submitted and continuous improvements identified. <i>Operating budget</i>	All CDCs processed within statutory timeframes <i>Manager, Building and Compliance</i>	Green
4.2.1 c	Assessment and processing of development applications	Processing of all applications as submitted and continuous improvements identified. <i>Operating budget</i>	All DAs processed within statutory timeframes <i>Manager, Statutory Planning</i>	Amber
4.2.1 d	Building Inspections and Compliance	Ongoing administration and assessment <i>Operating budget</i>	All inspections completed within agreed timeframes <i>Manager, Building and Compliance</i>	Green
4.2.1 e	Fire safety Audits, Inspections and Certificates	Ongoing administration and assessment <i>Operating budget</i>	All applications and certificates issued within statutory timeframes <i>Manager, Building and Compliance</i>	Amber
4.2.1 f	Prepare and administer a new Strathfield Triangle Development Control Plan that is supported by a developer contribution plan and public domain strategy that delivers sustainable development and public open space.	Implement a new Development Control Plan, developer contribution plan and Public Domain Strategy for the Strathfield Triangle. <i>Operating budget and developer contributions</i>	Completion of each document <i>Manager, Strategic Planning</i>	Green
4.2.1 g	Prepare place making studies to inform town and neighbourhood precinct developments	Develop urban design and public domain plan for Five Dock <i>Operating budget</i>	Plan developed <i>Manager, Strategic Planning</i>	Green

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
4.2.1 h	Prepare place making studies to inform town and neighbourhood precinct developments	Develop Place Management Action Plans for North Strathfield; and collaborate with businesses and assist in implementing actions identified in the Drummoyne Place Management Action Plan (Refresh Drummoyne) <i>Sustainable City Levy Reserve and external funding</i>	Action plan developed and actions implemented <i>Manager, Business, Arts and Place</i>	Green
4.2.1 i	Processing of Construction, Building and Occupation Certificates	Ongoing administration and assessment <i>Operating budget</i>	All applications and certificates issued within statutory timeframes <i>Manager, Building and Compliance</i>	Green
4.2.1 j	Processing of Section 149 Certificates	Processing of all applications as submitted <i>Operating budget</i>	All standard applications processed within 5 days and urgent requests within 1 day <i>Manager, Strategic Planning</i>	Green
4.2.1 k	Strategic land use planning	Deliver strategic planning projects in accordance with Council's Local Planning Strategy and/or Council resolution <i>Operating budget</i>	Projects delivered within budget <i>Manager, Strategic Planning</i>	Green
4.2.1 l	Strategic land use planning	Comprehensively review the Canada Bay Development Control Plan <i>Operating budget</i>	New Development Control Plan adopted by Council <i>Manager, Strategic Planning</i>	Green
4.2.1 m	Strategic land use planning	George St Concord West Socio-Economic Study & Planning Proposal <i>External funding</i>	Study endorsed by Council <i>Manager, Strategic Planning</i>	Green
4.2.1 n	Strategic land use planning	Prepare urban renewal study for Parramatta Road area (Five Dock). <i>Planning operating budget and grant funding</i>	Study completed <i>Manager, Strategic Planning</i>	Green
4.2.1 o	Strategic land use planning	Undertake a Housing Study <i>Operating budget</i>	Study endorsed by Council <i>Manager, Strategic Planning</i>	Green

**4.2.2 CONSERVE AND CELEBRATE THE CITY'S HERITAGE**

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
4.2.2 a	Create opportunities for Aboriginal cultural heritage to be expressed in the public domain	Engage Aboriginal artists in the public art program. <i>Operating budget</i>	Aboriginal artist engaged annually <i>Manager, Business, Arts and Place</i>	Green
4.2.2 b	Enhance and promote interpretative material to assist the community's understanding of its natural and cultural heritage including Indigenous heritage	No activity in 2012-13		
4.2.2 c	Formalise partnerships to consolidate and preserve the heritage of Canada Bay for future generations	Manage partnership with City of Canada Bay Museum through implementation of MOU and engagement with cultural development projects. <i>Sustainable City Levy Reserve</i>	Link Museum and Council programs to provide mutual support and value. <i>Manager, Library Services</i>	Green
4.2.2 d	Create opportunities for Aboriginal cultural heritage to be expressed in the public domain	Establish an engagement process with Aboriginal consultative group for cultural/heritage site management <i>Operating budget</i>	Level of participation. Guidelines completed and one training session completed. <i>Manager, Community Services</i>	Amber

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
4.2.2 e	Develop policies for the management of parks that have heritage significance.	No activity in 2012-13		
4.2.2 f	Enhance and promote interpretative material to assist the community's understanding of its natural and cultural heritage including Indigenous heritage	Develop a program of recording oral histories and digitising archival material from community groups for display in libraries and on website. Implement a program of events in the Library. <i>Operating budget</i>	Two displays held. <i>Manager, Library Services</i>	Green
4.2.2 g	Enhance local studies collection in Council's libraries by working with heritage and historical societies	See activities listed at 4.2.2 f		
4.2.2 h	Local Heritage Advisory Service	Ongoing provision of information and support to residents. <i>Operating budget</i>	Service provided 2 days per week <i>Manager, Strategic Planning</i>	Green
4.2.2 i	Local Heritage Assistance Program	Management of Council's heritage grants program. <i>Operating budget</i>	Grant program completed and reported to Council <i>Manager, Strategic Planning</i>	Green
4.2.2 j	Prepare inventory sheets for buildings within conservation areas in the Canada Bay LGA, so that the public can access information and be informed as to how their building contributes to the heritage significance of the area	No activity in 2012-13		

### Required Outcome 3

"My City has a range of housing options."

This will mean Canada Bay has a diverse mix of accommodation which responds to the changing needs of the community.

The directions we will take to achieve Outcome 3:

#### 4.3.1 ENCOURAGE DIVERSE HOUSING STOCK WHICH RESPONDS TO CHANGING HOUSING NEEDS

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
4.3.1 a	Investigate opportunities and policies to deliver affordable housing.	No activity in 2011-12		
4.3.1 b	Prepare a Housing Policy for the City of Canada Bay	No activity in 2011-12		
4.3.1 c	Reduce the cost of development by reviewing planning documents to ensure that there are no significant barriers to the development of lower priced housing.	Review car parking controls <i>Operating budget</i>	Control reviewed and adopted <i>Manager, Strategic Planning</i>	Green

#### 4.3.2 SUPPORT THE LOCATION OF NEW HIGHER DENSITY DEVELOPMENT CLOSE TO SERVICES AND AMENITIES

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
4.3.2 a	Amend existing Master Plan for the Rhodes Peninsula to achieve an increase in residential density and additional community infrastructure, including public open space and community centre.	Activities completed in 2010-11		

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
4.3.2 b	Coordination of major planning developments at the Rhodes Peninsula	Undertake construction of the Blaxland Road boat ramp car park; John Whitton Bridge landscaping; Blaxland Road cycleway; and Blaxland Road footpath renewal. <i>Developer contributions and external funding</i>	All works completed on schedule and within budget <i>Group Manager, Technical Services</i>	Green
4.3.2 c	Coordination of major planning developments at the Rhodes Peninsula	Resolve planning controls and identify opportunities for future development and community benefits arising from the Station Precinct <i>Developer contributions and operating budget</i>	Planning controls resolved <i>Manager, Rhodes Urban Renewal</i>	Amber
4.3.2 d	Coordination of major planning developments at the Rhodes Peninsula	Provide specific advice on DAs submitted as a result of Rhodes West Master Plan, facilitate Rhodes Community Resident Group and represent Council in public forums as appropriate. <i>Developer contributions and operating budget</i>	Provision of advice within statutory timeframes <i>Manager, Rhodes Urban Renewal</i>	Amber
4.3.2 e	Prepare a Comprehensive Local Environmental Plan in accordance with the centre based actions in Council's Local Planning Strategy.	Prepare, exhibit and gazette Local Environmental Plan . <i>Operating budget</i>	Plan gazetted <i>Manager, Strategic Planning</i>	Green

## Moving City

The vision for a moving city is for well functioning transport and roads in the City. Transport plays a major role in keeping our community physically connected to work, leisure and services. Transport also facilitates the movement of goods and services in, out of and around the City. A moving city means physical community connectivity and access, as well as supporting business and commercial needs through effective transport logistics.

### Required Outcome 1

*"I can walk or cycle on designated paths to a range of commercial, recreational and community spaces around the City."*

This will mean the residents of Canada Bay are able to leave their cars at home and walk or ride on well designed and well maintained bike and pedestrian paths around the City.

The directions we will take to achieve Outcome 1:

#### 5.1.1 DEVELOP AND ENHANCE WALKING AND CYCLING PATH NETWORKS AROUND THE CITY

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
5.1.1 a	Collaborate with City of Sydney Council on issues affecting regional cycleways	No activity in 2012-13		
5.1.1 b	Review existing Bike Plan and propose actions and projects.	Prepare an updated City of Canada Bay Bike Plan for public distribution. <i>Operating budget</i>	Concord Shared Path achieved and funding secured. Annual review of Plan with BayBug completed. <i>Manager, Traffic and Transport</i>	Green

#### 5.1.2 PROMOTE AND SUPPORT WALKING AND CYCLING AS A VIABLE TRANSPORT OPTION

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
5.1.2 a	Implement a program of infrastructure upgrades, expansions or renewals to better facilitate walking as a means of transport.	Implement annual programme of prioritised footpath maintenance in accordance with Council's Footpath Asset Management Plan. <i>Developer contributions</i>	Program completed on time and within budget <i>Manager, Assets</i>	Green
5.1.2 b	Implement a program of infrastructure upgrades, expansions or renewals to better facilitate walking as a means of transport.	Construct a raised pedestrian crossing and pedestrian safety management works on Hospital Road <i>Operating budget</i>	Construction completed on time and within budget <i>Group Manager, Technical Services</i>	Green
5.1.2 c	Implement a program of infrastructure upgrades, expansions or renewals to better facilitate walking as a means of transport.	Regularly review pedestrian crossings within the City to ensure compliance with relevant standards and prepare annual program of upgrades as funding allows. <i>Subject to funding</i>	Approved program of works implemented and reported <i>Manager, Traffic and Transport</i>	Green
5.1.2 d	Promote and facilitate the use of bicycles in the City.	Implement Bike Week activities and Learn to Cycle activities. <i>Operating budget</i>	Activities delivered with high levels of participation. <i>Manager, Traffic and Transport</i>	Green
5.1.2 e	Promote walking and cycling as preferred means of attending Council events	Incorporate messages regarding alternative transport opportunities into relevant event marketing. Incorporate secure bicycle parking options at each event. <i>Operating budget</i>	Temporary bike parking options implemented at each event. <i>Manager, CPR</i>	Green



**5.1.3 PROMOTE AND FACILITATE PEDESTRIAN AND CYCLIST SAFETY**

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
5.1.3 a	Implement a program of infrastructure upgrades, expansions or renewals to support pedestrian and cyclist safety.	Construct a pedestrian cycleway linkage to the Hamilton Street Bridge in conjunction with AusGrid. <i>Developer contribution and grant funding</i>	Program completed on time and within budget <i>Manager, Civil Design</i>	Green
5.1.3 b	Implement a program of infrastructure upgrades, expansions or renewals to support pedestrian and cyclist safety.	Construct bike paths in accordance with Canada Bay Bike Plan (see 5.1.1) and implement improvements to signage and linkages as part of works. 2012-13 projects to include completion of next section of works at Five Dock Bay, Concord Shared Path and Bay Run. <i>Developer contribution and grant funding</i>	Program completed on time and within budget <i>Manager, Traffic and Transport</i>	Green

**Required Outcome 2**

*"I can get where I need to go safely without too much delay."*

This will mean residents, workers and visitors in the City of Canada Bay are able to travel in, out of and around the City easily and safely on well functioning roads.

The directions we will take to achieve Outcome 2:

**5.2.1 WORK WITH RELEVANT PARTNERS TO ADVOCATE FOR IMPROVEMENTS TO THE CITY'S ROAD NETWORK**

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
5.2.1 a	Administration of Traffic Committee	Coordinate and support the Traffic Committee's meetings <i>Operating budget</i>	11 meetings held <i>Manager, Traffic and Transport</i>	Green
5.2.1 b	Seek city road network improvements by consulting with local stakeholders, liaising and advocating for road improvements with state agencies and seeking funding for road improvements	Undertake ongoing liaison with the RTA to reduce traffic in local roads. Undertake a traffic safety study (subject to RTA funding). <i>Operating budget</i>	RTA grants received and advocacy undertaken <i>Manager, Traffic and Transport</i>	Green

**5.2.2 MAINTAIN ROADS AND FOOTPATHS TO ENSURE THEY ARE SAFE AND ACCESSIBLE**

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
5.2.2 a	Determine and undertake annual maintenance program for roads and footpaths in line with provisions in Asset Management Framework.	Develop annual program of works to ensure optimum condition of assets <i>Operating budget</i>	Necessary works programmed to optimise pavement renewal and lifecycle costing <i>Group Manager, Technical Services</i>	Green
5.2.2 b	Implement a program of infrastructure upgrades, expansions or renewals to roads and footpaths.	Maintain the City's road pavements by implementing the Road Resurfacing Program. <i>Operating budget and grant funding</i>	Works undertaken on time and on budget <i>Group Manager, Technical Services</i>	Green
5.2.2 c	Implement a program of infrastructure upgrades, expansions or renewals to roads and footpaths.	Utilise the Roads To Recovery funding to undertake works at Barnstaple Road, Five Dock <i>Grant funding</i>	Works undertaken on time and on budget <i>Group Manager, Technical Services</i>	Green
5.2.2 d	Implement a program of infrastructure upgrades, expansions or renewals to roads and footpaths.	Utilise the RTA Block Grant (Regional Road Works) to upgrade Nullawarra Avenue. <i>Grant funding</i>	Works undertaken on time and on budget <i>Group Manager, Technical Services</i>	Green

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
5.2.2 e	Implement a program of infrastructure upgrades, expansions or renewals to roads and footpaths.	Undertake minor traffic management projects as requested through the operation of the Traffic Committee <i>Operating budget</i>	Works undertaken on time and on budget <i>Group Manager, Technical Services</i>	Green
5.2.2 f	Implement a program of infrastructure upgrades, expansions or renewals to roads and footpaths.	Undertake footpath repairs and restoration works, improve pavement width where possible to meet disability standards. <i>Operating budget</i>	Works undertaken on time and on budget <i>Manager, Maintenance</i>	Green
5.2.2 g	Implement a program of infrastructure upgrades, expansions or renewals to roads and footpaths.	Install parking meters at Cabarita Park and Bayview Park. <i>Council reserves</i>	Works undertaken on time and on budget <i>Manager, Traffic and Transport</i>	Green
5.2.2 h	Implement a program of infrastructure upgrades, expansions or renewals to roads and footpaths.	Undertake traffic and parking studies in Drummoyne <i>Operating budget</i>	Studies completed and consultation undertaken <i>Manager, Traffic and Transport</i>	Green
5.2.2 i	Implement a program of infrastructure upgrades, expansions or renewals to roads and footpaths.	Install safety bollards adjacent to Ardill House to improve safety <i>Grant funding</i>	Works undertaken <i>Group Manager, Technical Services</i>	Green
5.2.2 j	Strategic traffic investigations and response.	Provide advice, liaison and responses to resident and stakeholder inquiries on traffic related matters. <i>Operating budget</i>	All inquiries investigated and responded to as appropriate. <i>Manager, Traffic and Transport</i>	Green
5.2.2 k	Strategic traffic investigations and response.	Undertake construction activity approvals, road network traffic control and other traffic related approvals as arise. <i>Operating budget</i>	All requests processed/responded to within 10 days. <i>Manager, Traffic and Transport</i>	Green
5.2.2 l	Strategic traffic investigations and response.	Undertake traffic study for Concord/Mortlake (Braddon Street Precinct) and implement works as determined <i>Operating budget</i>	Studies completed and works programmed as funding allows <i>Manager, Traffic and Transport</i>	Green
5.2.2 m	Develop and implement road safety initiatives in conjunction with the Local Government Road Safety Program	Deliver and support programs around safety around schools, occupant restraints and pedestrian safety (local hot spot maps). <i>Grant and operating budget</i>	Program completed in conjunction with the RTA. <i>Manager, Traffic and Transport</i>	Green

**5.2.3 IMPROVE SAFETY, COMFORT AND ACCESSIBILITY TO PUBLIC TRANSPORT ACCESS POINTS**

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
5.2.3 a	Prepare Council's Integrated Transport Strategy ensuring that it supports access to public transport.	No activity in 2012-13		

**5.2.4 PROMOTE AND SUPPORT PHYSICAL CONNECTIVITY ACROSS THE CITY**

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
5.2.4 a	Advocate for and promote public transport to, from and through the local area.	Advocate on behalf of local community for improved public transport links, new metro, light rail and ferry services and improved connections between Rhodes and Wentworth Point. <i>Operating budget</i>	Advocacy undertaken <i>Manager, Traffic and Transport</i>	Green

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
5.2.4 b	Operate Council's community bus	Undertake administrative and report requirements to support operation of community bus; work with community organisations to provide supplementary services; and provide ongoing volunteer training to community organisations offering services. <i>Operating budget</i>	All applications for use processed within 10 days and quarterly reviews and reports completed. Bi-annual training provided. <i>Manager, Customer Services</i>	Green +

### Required Outcome 3

"I have good day to day public transport options which take me to the places I need to go."

This will mean residents, workers and visitors to the City of Canada Bay are able to use public transport to access a range of community services and destinations.

The directions we will take to achieve Outcome 3:

#### 5.3.1 SUPPORT SUSTAINABLE TRANSPORT OPTIONS WITHIN THE CITY

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
5.3.1 a	Identify strategies for upgrading and expanding public and community transport services in the City.	See activities listed at 3.4.2		
5.3.1 b	Prepare Council's Integrated Transport Strategy ensuring that that supports sustainable transport.	No activity in 2012-13		

#### 5.3.2 PROMOTE REDUCED CAR USE THROUGH FACILITATING AND SUPPORTING COMMUNITY EDUCATION PROGRAMS ON SUSTAINABLE TRANSPORT USE

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
5.3.2 a	Advocate for and promote/enable local car share schemes within centres and new development.	Investigate opportunities for car share programs in new centre based mixed use/residential developments. Encourage operators to move into Council's commercial centres. <i>Operating budget</i>	Advocacy undertaken with carshare operators and developers. <i>Manager, Traffic and Transport</i>	Green
5.3.2 b	Develop transport access guides for all Council facilities.	Develop guides for Drummoyne Civic Centre, Drummoyne Swim Centre and Cabarita Swim Centre. <i>Operating budget and WaSIP</i>	TAGs developed <i>Manager, Traffic and Transport</i>	Green

#### 5.3.3 ADVOCATE FOR IMPROVEMENTS TO PUBLIC TRANSPORT LINKS AND OPTIONS

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
5.3.3 a	Seek better public transport links by consulting with local stakeholders, liaising and advocating for transport improvements with state agencies and seeking funding for improvements	Manage contractual delivery of bus shelters at locations across the city. <i>Operating budget</i>	Shelters provided in line with contract. <i>Manager, Property Services</i>	Amber
5.3.3 b	Seek better public transport links by consulting with local stakeholders, liaising and advocating for transport improvements with state agencies and seeking funding for improvements	Work with Sydney Buses, NSW Taxi Council and others to advocate for better linkages and participate in regional forums/collaborations as appropriate. <i>Operating budget</i>	Advocacy undertaken <i>Manager, Traffic and Transport</i>	Green

**5.3.4 INVESTIGATE AND SUPPORT NEW SOLUTIONS AND ALTERNATIVES TO PARKING NEEDS AS THE CITY'S POPULATION RISES**

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
5.3.4 a	Manage Council's resident parking schemes	Develop a city wide parking strategy. <i>Operating budget</i>	Policy implemented <i>Manager, Traffic and Transport</i>	Green
5.3.4 b	Manage Council's resident parking schemes	Review resident scheme operation and develop policy to manage ongoing implementation. <i>Operating budget</i>	Review completed and policy adopted. <i>Manager, Traffic and Transport</i>	Green

**Required Outcome 4**

*"I can buy locally the things that I need when I need them."*

This will mean businesses have access to adequate transport links to regional, national and international markets.

The directions we will take to achieve Outcome 4:

**5.4.1 WORK WITH BUSINESSES TO SUPPORT THEIR LOGISTICAL NEEDS**

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
5.4.1 a	Consult with businesses to identify needs to improve logistical servicing	Review access issues as part of town and neighbourhood precinct developments coordinated by Council <i>Operating budget</i>	Consultation undertaken as required and agreed actions completed <i>Manager, Traffic and Transport</i>	Green

## Prosperous City

Our vision for creating a prosperous city relies on successful local economic development. The development of a prosperous city requires Council and community investment to create economic wealth so that the whole community can enjoy a better quality of life. Increasing economic capital will also be influenced by the educational, social and cultural advantages our community experiences and creating an effective environment for investment.

### Required Outcome 1

*"I have access to an attractive village centre near where I live where I can socialise and shop for the day to day things I need."*

This will mean there are vibrant village centres that provide residents and visitors with a diverse range of café, restaurant, service and shopping experiences, enabling people to connect socially and access the business services they need.

The directions we will take to achieve Outcome 1:

#### 6.1.1 SUPPORT AND FACILITATE VILLAGE DEVELOPMENT PROGRAMS WHICH CONTRIBUTE TO VIBRANT AND COMMERCIALY VIABLE VILLAGE CENTRES COMMERCIALY VIABLE VILLAGE CENTRES

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
6.1.1 a	Administer the Great North Road Committee.	Collaborate with the Great North Road committee on identifying opportunities and constraints for the local business community. <i>Sustainable City Levy Reserve</i>	Host quarterly meetings of the Committee and engage members in delivery of two programs. <i>Manager, Business, Arts and Place</i>	Grey
6.1.1 b	Promote local purchasing as a means of ensuring viability of local businesses.	See activities at 6.1.1 a and 6.3.3 a		
6.1.1 c	Support business-led programs that focus on development and rejuvenation of village centres	See activities at 6.1.1 a and 6.3.3 a		
6.1.1 d	Work in partnership with property owners to identify opportunities or strategies to promote viable commercial village centres.	No activity in 2012-13		
6.1.1 e	Street and footpath cleaning	Undertake regular cleansing of streets and footpaths throughout city (including the collection of removal of rubbish from streets and parks and rubbish which is illegally dumped). <i>Operating budget</i>	All cleansing activities undertaken in accordance with servicing regimes and to adopted standards. <i>Manager, Parks and Gardens</i>	Green
6.1.1 f	Street and footpath cleaning	Undertake regular cleansing of sites being added to Council's care and control (Rhodes and Wire Mill sites) <i>Operating budget</i>	All cleansing activities undertaken in accordance with servicing regimes and to adopted standards. <i>Manager, Parks and Gardens</i>	Green

#### 6.1.2 DEVELOP RETAIL AND COMMERCIAL STRATEGIES TO RESPOND TO TRENDS AND CREATE DIVERSE AND APPEALING SHOPPING EXPERIENCES

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
6.1.2 a	Implement the Positive Ageing Strategy.	Promote best practice of businesses that are age-friendly. Review and improve the Accessible Business Award. <i>Operating budget</i>	Promotion achieved. Awards reviewed. <i>Manager, Community Services</i>	Grey

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
6.1.2 b	Undertake a coordinated program of town and neighbourhood precinct development that includes urban design, public domain, public art, infrastructure provision and economic considerations.	Implement place making programs in centres across the City. <i>Sustainable City Levy Reserve</i>	Projects delivered within budget and on time. <i>Manager, Business, Arts and Place</i>	Green
6.1.2 c	Undertake a coordinated program of town and neighbourhood precinct development that includes urban design, public domain, public art, infrastructure provision and economic considerations.	Renew the Waterview Street car park (Five Dock) <i>Operating Plan</i>	Projects delivered within budget and on time. <i>Group Manager, Technical Services</i>	Green

## Required Outcome 2

*"I am able to expand my skills and strengths while still working close to home."*

This will mean Residents of Canada Bay have a diverse range of skills and access to employment opportunities close to home.

The directions we will take to achieve Outcome 2:

### 6.2.1 CREATE OPPORTUNITIES FOR SUSTAINABLE LOCAL EMPLOYMENT AND DEVELOP DIVERSE LOCAL EMPLOYMENT BASE THAT MEETS THE NEEDS OF INDIVIDUALS AND BUSINESS

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
6.2.1 a	Promote the Doing Business in Canada Bay program.	Provide regular communications to business owners and managers. Maintain and promote the Online Business Toolkit. <i>Sustainable City Levy Reserve</i>	12 general business communications and 12 industry specific communications issued; number of web visitors. <i>Manager, Business, Arts and Place</i>	Green

### 6.2.2 BUILD STRONG LINKS WITH TERTIARY AND VOCATIONAL EDUCATION INSTITUTES FOR THE DEVELOPMENT OF DIVERSE LOCAL SKILLS WHICH MEET LOCAL WORKFORCE NEEDS

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
6.2.2 a	Develop programs with tertiary institutions including registered training organisations.	Promote and facilitate learning and development programs which incorporate flexible learning and increase business skills and confidence <i>Sustainable City Levy Reserve</i>	Measurable impacts on business confidence <i>Manager, Business, Arts and Place</i>	Green

## Required Outcome 3

*"There are successful local businesses in my area focused on creativity and wellbeing."*

This will mean local businesses prosper and are technologically progressive and sustainable; creative, recreational, environmental and health industries are flourishing.

The directions we will take to achieve Outcome 3:

### 6.3.1 DEVELOP PROGRAMS TO STRENGTHEN AND SUSTAIN SMALL BUSINESS

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
6.3.1 a	Collaborate with key industry sectors in identifying and implementing partnership programs.	See activities at 6.2.2 a		

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
6.3.1 b	Support a network of home based businesses operating in the City.	Investigate opportunities to establish in partnership with neighbouring councils, an Inner West Home Based Business Network which accommodates home based businesses owners and home based business employees. <i>Sustainable City Levy Reserve</i>	Establishment of Inner West Home Based Business Network. <i>Manager, Business, Arts and Place</i>	Green

**6.3.2 FACILITATE DEVELOPMENT OF CREATIVE, WELLBEING AND LIFESTYLE, AND ENVIRONMENTAL INDUSTRIES**

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
6.3.2 a	Facilitate business development opportunities for Health and Wellbeing industry.	Promote and distribute the 2012-13 Health and Wellbeing Practitioner Directory to encourage business to business referrals and as a resource for the local community; promote further opportunities for this sector as they arise. <i>Sustainable City Levy Reserve</i>	Participation in the 2012-13 Directory; feedback from participating businesses. <i>Manager, Business, Arts and Place</i>	Green

**6.3.3 LEAD THE DEVELOPMENT OF TOURISM AND VISITOR OPPORTUNITIES WHICH IMPROVE SUSTAINABILITY OF LOCAL BUSINESS AND DEVELOP OPPORTUNITIES WITHIN THE CITY**

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
6.3.3 a	Develop and implement a Destination Marketing Strategy which encourages visitor investment.	Install Christmas decorations at locations across the city <i>Operating budget</i>	Decorations installed. <i>Manager, Business, Arts and Place</i>	Green
6.3.3 b	Develop and implement a Destination Marketing Strategy which encourages visitor investment.	Promote tourism for the city through visitor guides and itineraries. <i>Sustainable City Levy Reserve</i>	Development of tourism collateral completed. <i>Manager, Business, Arts and Place</i>	Green
6.3.3 c	Undertake a program of events and projects that support locally based event, meeting and conference venues and suppliers.	Administer Sydney Business Events Network by hosting familiarisation visits with event industry managers. <i>Sustainable City Levy Reserve</i>	One tour offered. <i>Manager, Business, Arts and Place</i>	Green

**Required Outcome 4**

*"I have access to local businesses of a high quality, global standard."*

This will mean Canada Bay is a location of choice for new and emerging industries because of the quality of its infrastructure, diverse local skill base and appealing quality of life.

The directions we will take to achieve Outcome 4:

**6.4.1 SUPPORT ENTERPRISE GROWTH THROUGH PROGRAMS WHICH STRENGTHEN BUSINESS PARKS, ENTERPRISE AND INDUSTRIAL CORRIDORS**

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
6.4.1 a	Operate the Rhodes to Employment program.	Work with corporate partners at Rhodes Business Park to link their employees with relevant local businesses. <i>Operating budget</i>	Increase in local corporate engagement. <i>Place Manager Rhodes</i>	Green
6.4.1 b	Operate the Rhodes to Employment program.	Work with relevant stakeholders to promote precincts within Canada Bay as a suitable relocation/establishment site for appropriate businesses/corporations. <i>Sustainable City Levy Reserve</i>	Six monthly presentations made to developers. <i>Manager, Business, Arts and Place</i>	Green



## Vibrant City

The vision for a vibrant city captures the energy, cultural diversity and potential for creative community connection. A vibrant city is a place in which there are strong community relationships and cohesion; a celebration of diversity and lifelong learning; and good social support.

### Required Outcome 1

*"I have a great lifestyle and feel part of an active and vibrant community."*

This will mean people in Canada Bay have access to a range of opportunities to enhance their lifestyle and connect with other people through vibrant village centres, cultural expression, lifelong learning and community celebrations.

The directions we will take to achieve Outcome 1:

#### 7.1.1 CREATE OPPORTUNITIES TO MEET AND FORM COMMUNITY NETWORKS AND CONNECTIONS

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.1.1 a	Support a program of community-led events	See activities listed at 7.1.3		

#### 7.1.2 PROVIDE ACCESS TO A RANGE OF SERVICES AND FACILITIES THAT IMPROVE QUALITY OF LIFE IN CANADA BAY

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.1.2 a	Investigate opportunities for adaptive renewal and/or consolidation of council spaces for integrated cultural programs.	Undertake business planning to assess feasibility of converting a Council facility for cultural programs. <i>Sustainable City Levy Reserve</i>	Business planning complete. <i>Manager, Business, Arts and Place</i>	Green
7.1.2 b	Concord Senior Citizens Centre managed to ensure the Centre is effectively maintained, and it is a place where a diverse group of people can meet to share common interests, remain healthy, active and engaged.	Manage Concord Senior Citizens Centre effectively and efficiently. <i>Operating budget</i>	Number of groups using Centre. Number of days used. Percentage of utilisation. <i>Manager, Community Services</i>	Green
7.1.2 c	Operate the Wellbank Childrens Centre.	Operate the Centre within licence conditions. Implement National Quality Framework. <i>Operating budget</i>	Service operates at a minimum 90% capacity. Service operates under high staff:child ratios to improve children's experiences. Service meets all statutory and legislative requirements. <i>Manager, Community Services</i>	Green +
7.1.2 d	Implement a staged increase in collection levels to restore overall collection levels to State Library standards	Implement year three of expansion (in addition to standard annual allocation) <i>Operating budget</i>	Increases delivered on schedule and within budget <i>Manager, Library Services</i>	Amber
7.1.2 e	Provision of Library services.	Develop and implement a communication and engagement strategy. <i>Operating budget</i>	Communication and engagement strategy developed and implementation underway <i>Manager, Library Services</i>	Green
7.1.2 f	Provision of Library services.	Increase use of social media to promote library services. <i>Operating budget</i>	Increased number of promotional messages sent via social media. <i>Manager, Library Services</i>	Green
7.1.2 g	Provision of Library services.	Ongoing training and induction program for staff to enhance delivery of customer services in target areas. <i>Operating budget</i>	Training packages developed and implemented. 6 training packages delivered. <i>Manager, Library Services</i>	Green
7.1.2 h	Provision of Library services.	Work in partnership with local Meals on Wheels providers to promote and expand Home Library Service <i>Operating budget</i>	Increased membership of Home Library Service <i>Manager, Library Services</i>	Green



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	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.1.2 i	Provision of Library services.	Installation of improved security provisions at Concord Library <i>Operating budget</i>	Installation completed within budget <i>Manager, Library Services</i>	Amber
7.1.2 j	Provision of Library collections.	Investigate methods of continuous improvement of collections including through improved data collection and analysis. <i>Operating budget</i>	Quarterly reports developed to analyse collection, trends, usage and demand <i>Manager, Library Services</i>	Green
7.1.2 k	Provision of Library collections.	Monitor shelf ready program and develop promotional program for collections. <i>Operating budget</i>	Loans per capita target - 523,000 loans. Turnover rate target - 3.93. Items per capita target - 212,000 items <i>Manager, Library Services</i>	Green
7.1.2 l	Provision of Library collections.	Promote library collections to the community. <i>Operating budget</i>	Number of promotional methods developed and implemented for collections <i>Manager, Library Services</i>	Green
7.1.2 m	Provision of Library events, programs and activities.	Expand programs for young people. <i>Operating budget</i>	Programs for young people delivered with increased participation. <i>Manager, Library Services</i>	Green
7.1.2 n	Provision of Library events, programs and activities.	Provide an ongoing program of author talks, information sessions and exhibitions, and childrens programs. <i>Operating budget</i>	10 Author talks delivered with 400 participants. 10 Artist of the Month displays delivered. Childrens program delivered with 10,000 participants. New programs identified, established and promoted. <i>Manager, Library Services</i>	Green
7.1.2 o	Provision of Library events, programs and activities.	Showcase new technologies to seniors through aged care facilities and seniors groups. <i>Operating budget</i>	4 events held at aged care facilities or seniors groups <i>Manager, Library Services</i>	Green
7.1.2 p	Provision of Library events, programs and activities.	Trial holding events on weekends and in the evenings. <i>Operating budget</i>	4 events held on weekends and evenings. <i>Manager, Library Services</i>	Green
7.1.2 q	Provision of Library facilities	Review the floorplans for both libraries to improve flexibility. <i>Operating budget</i>	Medium term plan to achieve maximum flexibility produced. Schedule of furniture and fittings developed to plan for maintenance and replacement <i>Manager, Library Services</i>	Green
7.1.2 r	Provision of Library facilities	Replacement of worn furniture and fittings at Concord Library <i>Operating budget</i>	Replacement completed within budget <i>Manager, Library Services</i>	Green
7.1.2 s	Provision of Library facilities	Construction of new kitchen facilities to better service café operations within Library <i>Operating budget</i>	Construction completed on time and within budget <i>Manager, Library Services</i>	Green
7.1.2 t	Provision of Library technology	Deliver a digital branch by increasing online resources and improving access and visibility <i>Operating budget</i>	Number of hits on databases. Online database subscriptions reviewed. Increased loans of ebooks by 5%. <i>Manager, Library Services</i>	Green
7.1.2 u	Provision of Library technology	Develop and implement a library technology plan <i>Operating budget</i>	Library Technology Plan completed and implementation underway <i>Manager, Library Services</i>	Green
7.1.2 v	Provision of Library technology	Review and promote online services. Continue outreach program to promote online resources in schools. <i>Operating budget</i>	Number of hits on databases. Online database subscriptions reviewed. <i>Manager, Library Services</i>	Green

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.1.2 w	Promote halls and other venues in the City for both community and corporate use.	Marketing of council halls and venues to community groups and corporate users is regularly undertaken. <i>Operating budget</i>	Promotion of halls and venues achieved on a quarterly basis. <i>Manager, Property Services</i>	Green

**7.1.3 DELIVER A VIBRANT CALENDAR OF COMMUNITY CELEBRATIONS AND EVENTS**

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.1.3 a	Implement Council's major event program	Produce Ferragosto and Concord Carnival. <i>Operating budget and external funding</i>	Events delivered within allocated budget. Attendance equals or improve 2011-12 figures. <i>Manager, CPR</i>	Green+
7.1.3 b	Review Council's major event program	Activities completed in 2010-11		

**7.1.4 GENERATE INITIATIVES TO REVITALISE AND MAINTAIN VILLAGE CENTRES AS VIBRANT COMMUNITY SPACES**

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.1.4 a	Establish an artist in residence program across the City.	Commission artists to create artworks through place-making initiatives in City precincts. <i>Sustainable City Levy Reserve</i>	3 artists in place projects completed. <i>Manager, Business, Arts and Place</i>	Green

**7.1.5 CELEBRATE AND USE OUR OUTDOOR ENVIRONMENT AS CREATIVE AND CULTURAL SPACES**

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.1.5 a	Develop a staged public art and cultural program to enhance the foreshore by using key sites along the Parramatta River.	Produce and install public art at identified priority foreshore sites through the Riverside project. <i>Sustainable City Levy Reserve</i>	1 major public art piece delivered. <i>Manager, Business, Arts and Place</i>	Green
7.1.5 b	Undertake a review of outdoor venues to identify opportunities for cultural use.	Implement recommendations on use of outdoor venues and cultural places and spaces. <i>Sustainable City Levy Reserve</i>	Recommendations commenced. <i>Manager, Business, Arts and Place</i>	Green

**Required Outcome 2**

*"I feel like I belong and my story is celebrated."*

This will mean the City of Canada Bay is a place with a strong sense of community, where people feel proud to live and are engaged and included in the vibrant life of the City.

The directions we will take to achieve Outcome 2:

**7.2.1 ADDRESS DIVERSE COMMUNITY NEEDS THROUGH A RANGE OF PROGRAMS, SERVICES, ADVOCACY AND PARTNERSHIPS**

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.2.1 a	Implement a Community Harmony Strategy.	Provide funding for Drummoyne Community Centre to run programs as agreed. <i>Operating budget</i>	Number of participants and nature of feedback received. <i>Manager, Community Services</i>	Green
7.2.1 b	Provide support to and leadership for disabled community members through ongoing programs and one-off projects delivered in collaboration with relevant community organisations/representatives.	Administer Council's Access Committee. Attend Inner West Disability Forum and work in partnership to improve access to services and support for people with disabilities and their carers. <i>Operating budget</i>	Five Access Committee meetings facilitated. One partnership project delivered. Four Forum meetings attended. <i>Manager, Community Services</i>	Green
7.2.1 c	Provision of Community Services including community planning and community development projects.	Implement NSW Clubs Grants and Council's Community Grants programs. <i>Operating budget</i>	Grant funds fully expended. <i>Manager, Community Services</i>	Green

**7.2.2 SUPPORT PROGRAMS WHICH ENHANCE AND CELEBRATE DIVERSITY**

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.2.2 a	Build and establish relationships with key community representatives from diverse communities.	Continue to attend meetings and partner in programs run by the Inner West Ethnic Network. <i>Operating budget</i>	Four Network meetings attended. One partnership project established. <i>Manager, Community Services</i>	Green

**7.2.3 IMPROVE CONNECTIONS BETWEEN ESTABLISHED AND EMERGING COMMUNITIES**

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.2.3 a	Deliver a range of neighbourhood and place based programs in identified areas of changing demographics, diverse or conflicting community use.	Commence implementation of the Rhodes Peninsula Arts Plan <i>Sustainable City Levy Reserve and VPA funds</i>	Number of strategies implemented <i>Director, Community Development</i>	Green
7.2.3 b	Deliver a range of neighbourhood and place based programs in identified areas of changing demographics, diverse or conflicting community use.	Complete the place plan and community profile for Rhodes <i>Operating budget and VPA funds</i>	Place Plan and Community Profile completed <i>Director, Community Development</i>	Green
7.2.3 c	Deliver a range of neighbourhood and place based programs in identified areas of changing demographics, diverse or conflicting community use.	Coordinate the communication and engagement strategy for Rhodes Peninsula projects <i>Operating budget</i>	Number of communication and engagement activities <i>Place Manager Rhodes</i>	Amber
7.2.3 d	Deliver a range of neighbourhood and place based programs in identified areas of changing demographics, diverse or conflicting community use.	Form partnerships with key stakeholders in the Rhodes Peninsula <i>Operating budget</i>	Number of partnership established <i>Place Manager Rhodes</i>	Green
7.2.3 e	Deliver a range of neighbourhood and place based programs in identified areas of changing demographics, diverse or conflicting community use.	Implement Place Plan strategies for 2012-13. <i>Operating budget</i>	Number of strategies implemented <i>Place Manager Rhodes</i>	Green
7.2.3 f	Deliver a range of neighbourhood and place based programs in identified areas of changing demographics, diverse or conflicting community use.	Manage and review the operation of the Rhodes office and ongoing Council presence in the Precinct <i>Operating budget</i>	"Number of Customers Number of Enquires" <i>Manager, Customer Services</i>	Green
7.2.3 g	Deliver a range of neighbourhood and place based programs in identified areas of changing demographics, diverse or conflicting community use.	See activities listed at 4.2.1		
7.2.3 h	Deliver a range of neighbourhood and place based programs in identified areas of changing demographics, diverse or conflicting community use.	Undertake initial planning for Brays Bay Reserve <i>Sustainable City Levy Reserve and VPA funds</i>	Conceptual planning commenced for Brays Bay Reserve Project <i>Director, Community Development</i>	Green
7.2.3 i	Develop cultural opportunities to encourage interaction between existing and emerging communities.	Ensure that Council's major event program reflects community demographics and is programmed in a way that encourages interaction. <i>Operating budget</i>	Diversity of programming is achieved. <i>Manager, CPR</i>	Green
7.2.3 j	Develop programs to support older residents in the community	Facilitate and support annual Seniors Week celebrations. <i>Operating budget</i>	Number of participants and number events. <i>Manager, Community Services</i>	Green
7.2.3 k	Develop programs to support youth development in the community	Plan and implement one Inner West regional youth forum. Plan a calendar of activities for Youth Week. Implement one youth development program (arising from Forum). <i>Operating budget</i>	Number of participants and nature of feedback received. <i>Manager, Community Services</i>	Green

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.2.3 l	Strengthen library programs to establish interaction between existing and emerging communities.	Maintain promotional networks via community associations and operate an outreach program specific to emerging communities. <i>Operating budget</i>	Contacts made with community associations. Three outreach programs conducted. <i>Manager, Library Services</i>	Green

#### 7.2.4 SUPPORT AND INVESTIGATE INITIATIVES WHICH ASSIST HOUSING AND ACCOMMODATION AFFORDABILITY TO IMPROVE ACCESS AND MAINTAIN RESIDENT DIVERSITY IN THE AREA

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.2.4 a	Implement Council's Affordable Living Policy.	Explore opportunities to further expand housing stock. <i>Operating budget</i>	Housing stock expanded. <i>Manager, Property Services</i>	Amber
7.2.4 b	Implement Council's Affordable Living Policy.	Implement quarterly meetings of the Affordable Housing Program Management Committee. Monitor program operations and outcomes against policy, management agreement, business plan and NRAS funding agreements. Explore opportunities to further expand housing stock. <i>Operating budget</i>	Number of units tenanted. Tenancy satisfaction survey. Quarterly reports from St George Housing. <i>Manager, Community Services</i>	Green

### Required Outcome 3

*"I have awareness and respect for local Aboriginal heritage and culture."*

This will mean the City of Canada Bay has a visual presence of aboriginal history and culture and a range of support structures which assist access to and protection of local Aboriginal culture.

The directions we will take to achieve Outcome 3:

#### 7.3.1 DEVELOP A RANGE OF COMMUNITY CULTURAL DEVELOPMENT PROGRAMS TO ENCOURAGE AND DEVELOP CULTURAL AWARENESS

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.3.1 a	Implement the Aboriginal Cultural Heritage Study.	Implement calendar of NAIDOC Week Activities. Investigate opportunities with Metro Land Council for cultural heritage, tourism with cultural heritage walks linked to Riverside/Reclamation programs. <i>Operating budget</i>	Programs and projects completed. <i>Manager, Community Services</i>	Green

### Required Outcome 4

*"I live in a creative City, inspired by diverse cultures and innovative ideas."*

This will mean creativity and innovation are actively encouraged and supported in the City of Canada Bay and the area is valued for its arts and cultural life.

The directions we will take to achieve Outcome 4:

#### 7.4.1 PROVIDE OPPORTUNITIES FOR THE DEVELOPMENT AND PARTICIPATION IN ARTS AND CULTURAL PURSUITS

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.4.1 a	Engage in regional partnership to improve and enhance cultural activity and opportunity in the area.	No activity in 2012-13		
7.4.1 b	Provision of cultural development programs.	Deliver the Neighbourhood Stories program to incorporate heritage and local experiences in program. <i>Sustainable City Levy Reserve</i>	Annual program completed within budget. <i>Manager, Business, Arts and Place</i>	Green

**7.4.2 IDENTIFY AND SUPPORT THE DEVELOPMENT OF COMMUNITY SPACES FOR ART AND CULTURE**

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.4.2 a	Develop innovative public art design elements in children's playgrounds and parks.	Manage public art elements of design and development of Cabarita Playground. Complete Alexandra Reserve program. <i>Operating budget and Sustainable City Levy Reserve</i>	Public art components of both projects achieved within budget. <i>Manager, Business, Arts and Place</i>	Green
7.4.2 b	Facilitate the incorporation of public art into development on the Rhodes Peninsula.	Engage communities and internal and external stakeholders to integrate art and cultural elements into public domain. <i>Sustainable City Levy Reserve and developer contributions</i>	Appropriate strategies embedded into master planning for Rhodes Peninsula. <i>Director, Community Development</i>	Green

**7.4.3 ENHANCE LIFE-LONG LEARNING OPPORTUNITIES THROUGH WHICH PEOPLE ENGAGE WITH THEIR LOCAL COMMUNITY AND THE WORLD MORE BROADLY THROUGH LEARNING AND SKILLS DEVELOPMENT FOR BOTH LEISURE AND EMPLOYMENT PURPOSES**

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.4.3 a	Deliver lifelong learning programs through Council libraries in partnership with other agencies.	Explore partnerships with community groups and other organisations to deliver programs. <i>Operating budget</i>	3 programs offered. MOUs entered into. <i>Manager, Library Services</i>	Green
7.4.3 b	Implement the Positive Ageing Strategy.	Establish connections with educational and cultural agencies with the aim of promoting the City of Canada Bay as a receptive population for their services. Encourage intergenerational activities that have a health focus. Establish connections between retirees or community groups with Council's School Holiday Program or local schools. <i>Operating budget</i>	Number of agencies engaged with. Number of services. Number of activities. <i>Manager, Community Services</i>	Green

**7.4.4 ENGAGE IN REGIONAL PARTNERSHIPS TO IMPROVE AND ENHANCE CULTURAL ACTIVITY AND OPPORTUNITY IN THE AREA**

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.4.4 a	Foster partnerships with arts/cultural organisations and with the business, education, health and other human service sectors.	Participate in and strengthen partnership activities. <i>Operating budget</i>	Demonstrate successful stakeholder engagement across all programs. <i>Manager, Business, Arts and Place</i>	Green

