

CREATING OUR INNER WEST 2036

COMMUNITY STRATEGIC PLAN
ISSUES PAPER

INNER WEST COUNCIL

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CREATING OUR INNER WEST 2036

Help build a shared plan for the future Inner West

Inner West Council was established in May 2016 through the merger of Ashfield, Leichhardt and Marrickville Councils. Inner West Council now invites you to join in creating a Community Strategic Plan (CSP) for the future of the Inner West local government area.

A Community Strategic Plan

The new Community Strategic Plan (CSP) will define the community's vision and aspirations for the future, identify priorities and long term strategies. It will take into account the issues and pressures affecting the community, and the level of resources that will realistically be available to address them.

The Community Strategic Plan sets out to answer four fundamental questions:

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

Once complete, the CSP serves as the overarching framework for all of Inner West Council's plans, policies and budgets. While we play a critical and central role, Council is not solely responsible for implementation. Other partners such as state agencies and community groups may also be engaged in delivering the long term objectives of the plan.

OUR PROCESS

Several steps are undertaken before a Community Strategic Plan can be established. As the community's plan, it is important that the CSP represents the diversity of views in the community.

Community engagement for the CSP commenced in September 2016 starting with the development of the community's Statement of Vision and Priorities. The key issues and challenges raised in that engagement determined the list of priorities and this now informs the content of this Issues Paper.

The aim of the Issues Paper

The Issues Paper provides high-level context for each of the priorities by outlining opportunities and challenges facing the Inner West. The aim is to provide discussion questions that will:

- invite discussion on the long-term sustainability and wellbeing issues impacting the community
- provide context for those issues
- explore options and choices
- open dialogue with potential partners and stakeholders
- identify opportunities based on strengths the community identified
- discuss challenges and find solutions
- provides a framework for what a final CSP might look like

Key steps in the process

COMPLETE

Interim Statement of Vision and Priorities

- Identifies key strategic priorities to guide Council until a CSP is established
- Informs the issues discussed in the Issues Paper

WE ARE HERE

Issues Paper

- Invites discussion on a wide range of issues impacting the community
- Informed by the Statement of Vision and Priorities
- Enabling document that will inform the CSP

Community Strategic Plan (CSP)

- Informed by discussions derived from the Issues Paper
- Identifies the community's main priorities and aspirations for the future, and strategies to achieve them

How do I provide input and how will my views be incorporated?

Your input matters. You can respond directly to the questions raised in this Issues Paper. See page 22 or go to **www.yoursayinnerwest.com.au** for more information. Your input will go towards developing the objectives and strategies we should put in place to work towards our vision (see page 6). This will become the draft CSP, and will be presented to the new Council after elections in September 2017.



THE PRIORITIES

When engaging with our community to develop the Statement of Vision and Priorities we asked what the key issues and challenges were for the Inner West and what our focus should be for the next 12 to 18 months. High level priorities were identified as being:

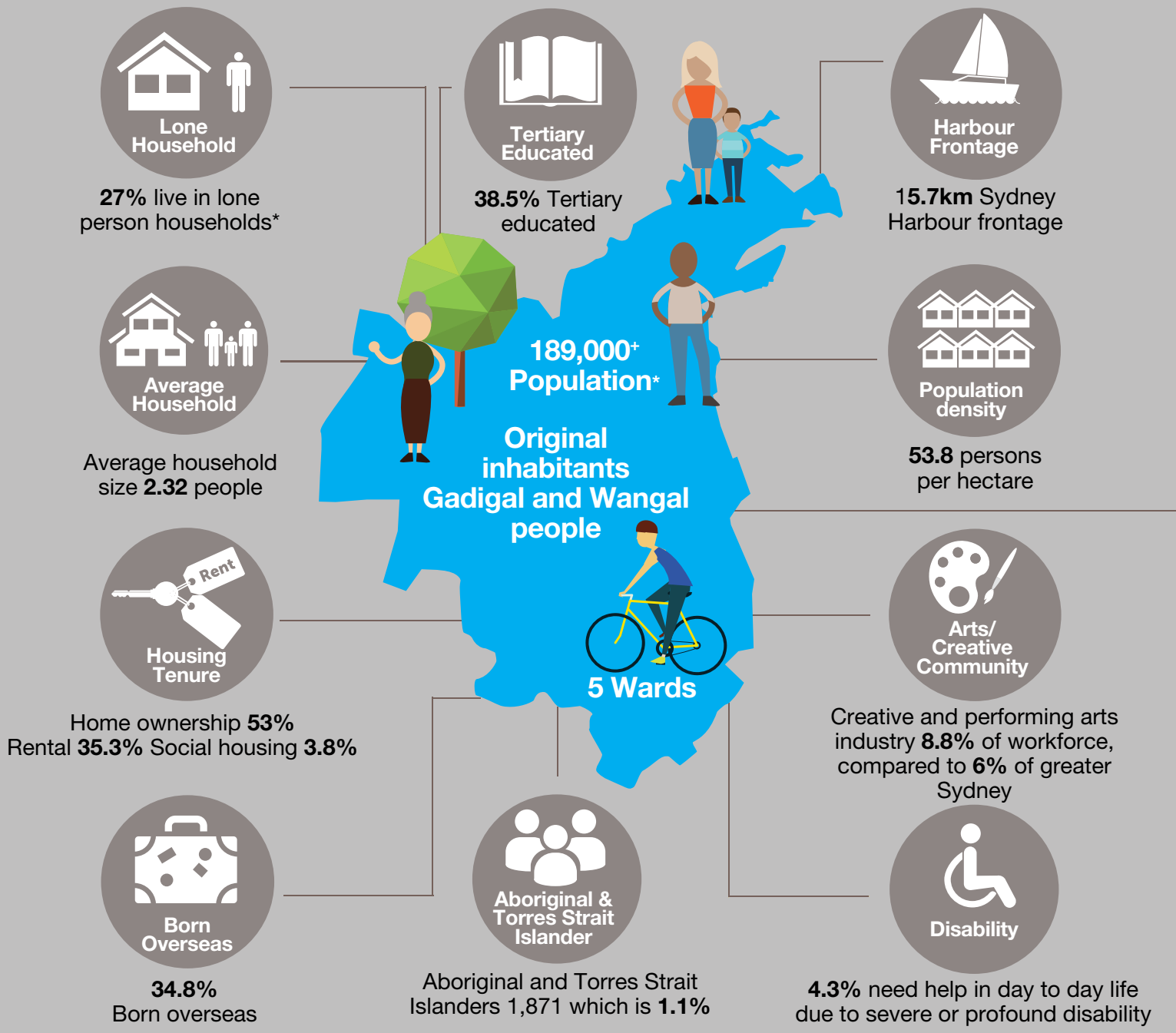
- **Planning and development**
- **Transport**
- **Social vitality, creativity and quality of life**
- **Sustainability and the environment**
- **Local industry and business**
- **Civic leadership**
    - o One council
    - o Advocacy
    - o Local democracy

This Issues Paper is structured to reflect these priorities.

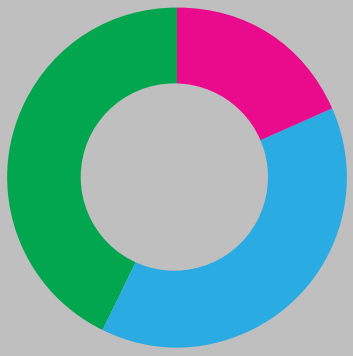
OUR COMMUNITY

The community's vision

"We are Inner West, land of the Gadigal and Wangal peoples, whose rich cultures, heritage and history we acknowledge and respect. Together we are an inclusive, passionate, creative, vibrant community united in our desire to build a great future for all who live and do business here."

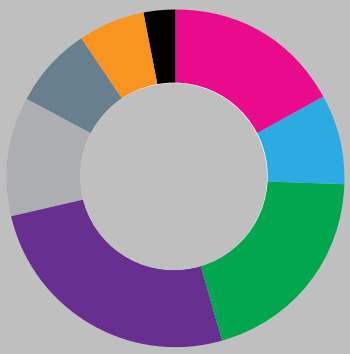


Annandale, Ashfield, Balmain (including Balmain East), Birchgrove, Dobroyd Point, Dulwich Hill, Enmore, Haberfield, Leichhardt, Lewisham, Lilyfield, Marrickville, Petersham, Rozelle, Stanmore, St Peters, Summer Hill, Sydenham, Tempe and parts of Ashbury, Camperdown, Croydon, Croydon Park, Hurlstone Park and Newtown.



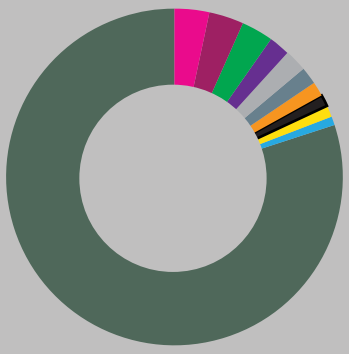
Employment Location

Work and live in the LGA	18.6%
Work in City of Sydney	38.8%
Work outside the LGA and CBD	42.6%



Age Groups

Under 18	17.4%
18-24	8.5%
25-34	20.3%
35-49	26.2%
50-59	11.7%
60-69	7.9%
70-84	6.3%
85+	1.6%



Languages spoken at home

Greek	3.5%
Italian	3.3%
Mandarin	3.0%
Cantonese	2.1%
Vietnamese	2.0%
Arabic	1.6%
Spanish	1.4%
Portuguese	1.1%
Nepali	1.1%
Filipino/Tagalog	0.8%
Other	82.1%



Industries

Professional, Scientific & Technical Services	13.5%
Health Care & Social Assistance	10.8%
Education & Training	10.1%
Finance & Insurance Services	7.8%
Retail Trade	7.4%
Other	50.4%

Population Forecast

By 2036 there will be approximately 40,000 more people living in the Inner West.

Our population peaked in 1947 at 212,000. In the postwar period, significant industrial expansion and a decrease in average household size saw a significant drop in the population to around 175,000 by 1981. By the beginning of the 21st century, population in the area had begun to increase again, driven by new apartment construction and increased fertility rates. By 2026 we will move beyond the 1947 peak. That's a rate of about 2,000 extra people per year.

Most of us are aged 25 to 44 but there will be significant increases in the retirement age population, 65 to 85 years. There will also be increases in the under 18s, mainly in Leichhardt and Marrickville, but there will still be a larger number of 0-4 year olds.

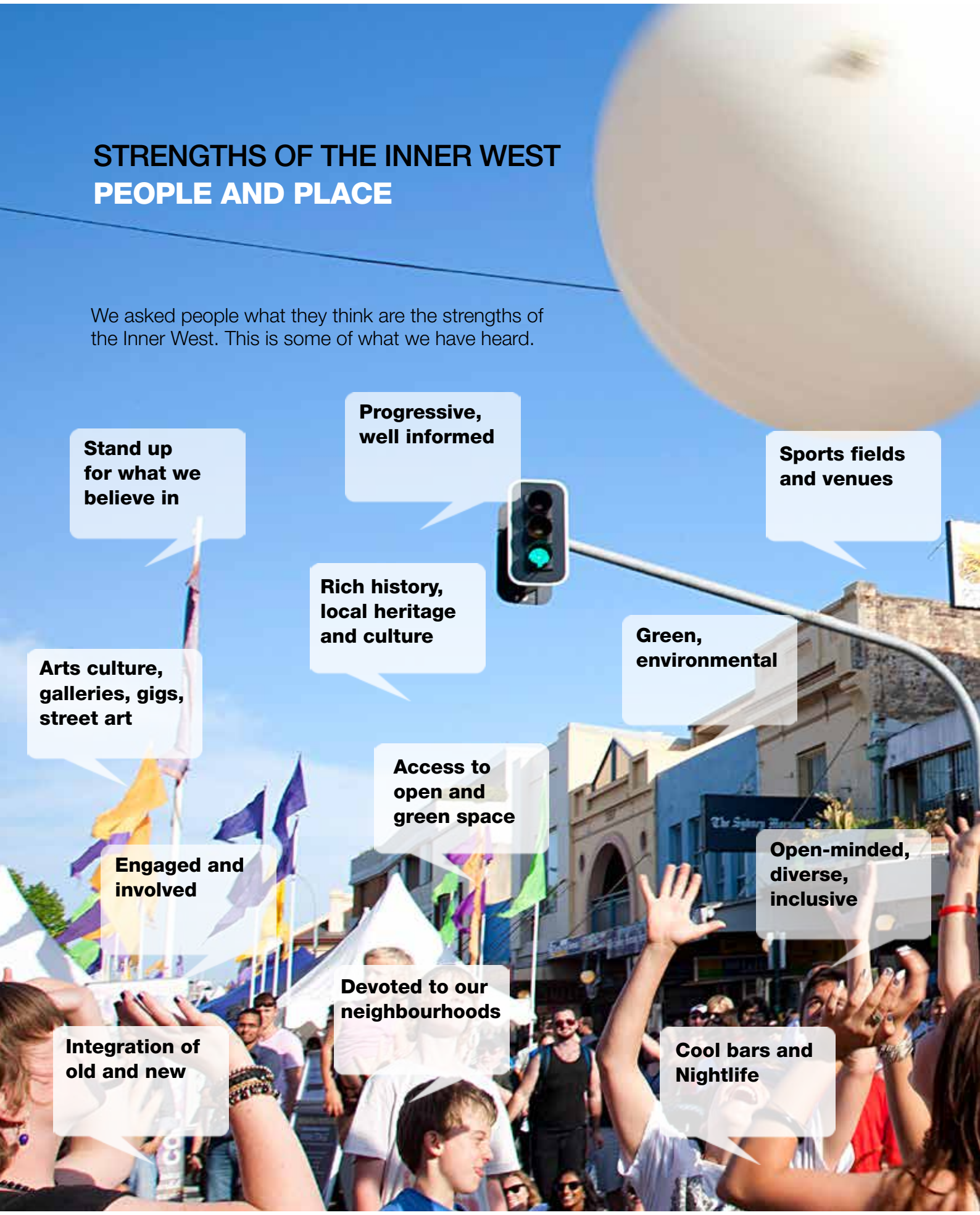
More than half of the total increase in population is expected to occur in Leichhardt, Marrickville, and Marrickville (South) where there will be rapid growth among families with young children.

- Between 2017 and 2036, Leichhardt is forecast for the greatest increase in development of new dwellings
- St Peters-Sydenham will have the greatest percentage increase in lone households.
- Marrickville (South) has the greatest increase in 0 to 4 years between 2017 and 2036
- The area with the greatest increase in people aged 12 to 19 years between 2017 and 2036 is Leichhardt
- By 2036 our aged population will have almost doubled.

Source: Profile ID

STRENGTHS OF THE INNER WEST
PEOPLE AND PLACE

We asked people what they think are the strengths of the Inner West. This is some of what we have heard.





THE ISSUES

Where do we want to be in ten years' time?

How do we get there?

How do we know when we have arrived?

PLANNING AND DEVELOPMENT

THE ISSUES

- Managing and planning for population growth
- Improving access to affordable housing
- Protecting heritage buildings and items
- Providing well maintained, safe, welcoming public spaces
- Protecting, increasing and improving green/ open spaces
- Maintaining our community assets e.g. buildings and land
- Retaining diversity of industrial lands and employment generating uses

The Greater Sydney Commission states that the Inner West is considered to be "vulnerable" to a range of stresses including a growing population, housing affordability and a decline in industrial and mixed business land use areas in favour of residential.

Planning for a sustainable, resilient and healthy community was identified in the 2016 Micromex Community Satisfaction Survey as one of the most significant issues facing the community right now.

With an ageing population and lack of affordable housing there is community concern around the impact of any poorly planned development on both the environment and overall wellbeing of the community.

To tackle this issue, future planning will need to take into account access to open space, enable people to be employed locally and provide safe neighbourhoods that are welcoming and diverse.

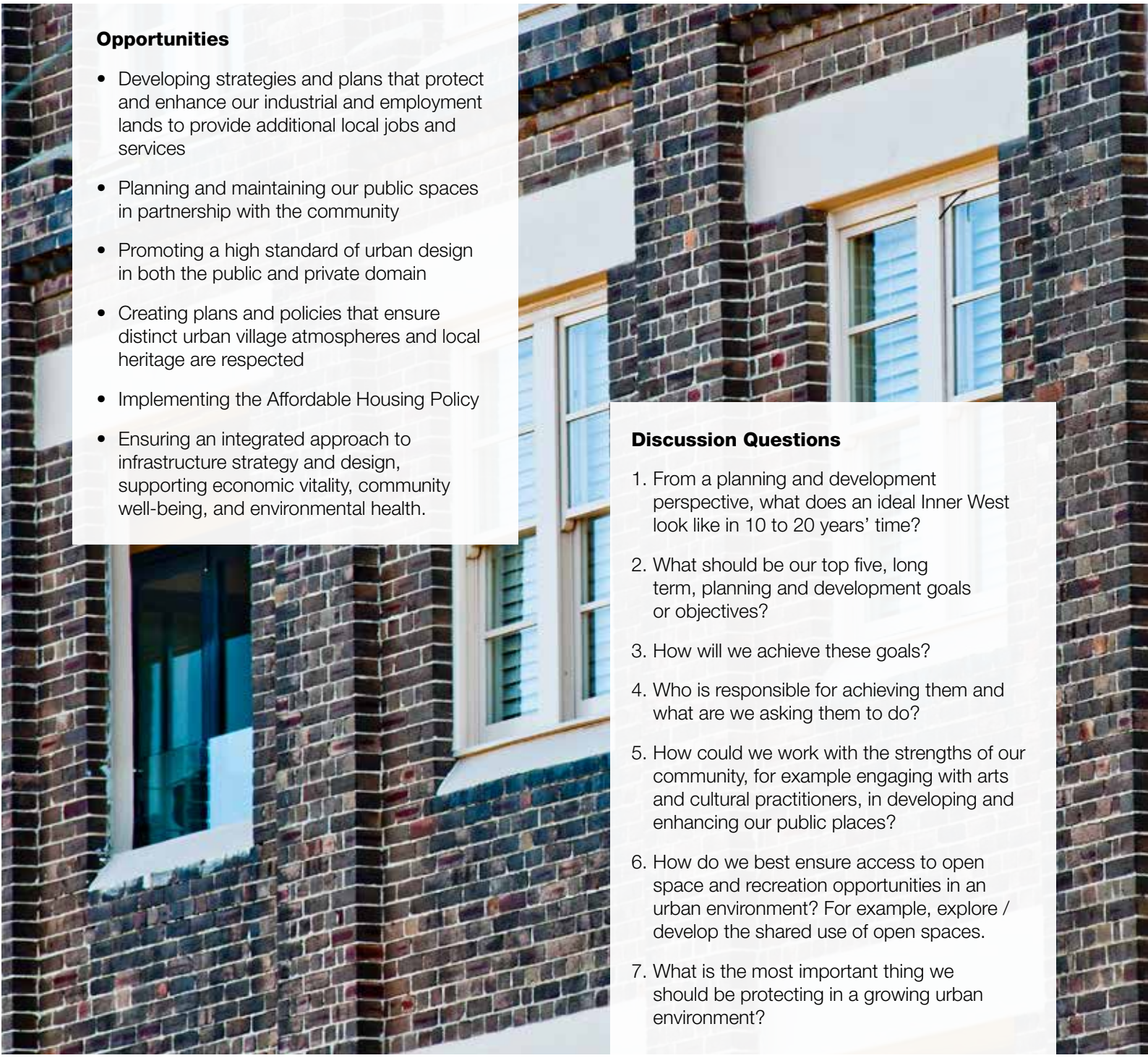
The Department of Planning and Environment has projected a need for our population to grow by 41,550 people by 2036. Urban renewal that will affect the Inner West is being planned in a number of major strategies including:

- the Parramatta Road Corridor
- Urban Transformation Strategy (PRUTS)
- the Sydenham to Bankstown Urban Renewal Corridor Strategy
- the Bays Precinct Urban Transformation Program

Planning for the future

We need to plan for this sustained growth through an Urban Strategy that ensures:

- employment and in particular, industrial lands are protected and their capacity is increased
- the community has access to local jobs and services
- the character and heritage of the area is preserved
- development is encouraged in highly accessible areas
- walking and cycling connections are enhanced
- improved housing diversity and affordability
- new and improved areas of open space are provided for our growing community
- the natural environment is protected and enhanced



Opportunities

- Developing strategies and plans that protect and enhance our industrial and employment lands to provide additional local jobs and services
- Planning and maintaining our public spaces in partnership with the community
- Promoting a high standard of urban design in both the public and private domain
- Creating plans and policies that ensure distinct urban village atmospheres and local heritage are respected
- Implementing the Affordable Housing Policy
- Ensuring an integrated approach to infrastructure strategy and design, supporting economic vitality, community well-being, and environmental health.

Discussion Questions

1. From a planning and development perspective, what does an ideal Inner West look like in 10 to 20 years' time?
2. What should be our top five, long term, planning and development goals or objectives?
3. How will we achieve these goals?
4. Who is responsible for achieving them and what are we asking them to do?
5. How could we work with the strengths of our community, for example engaging with arts and cultural practitioners, in developing and enhancing our public places?
6. How do we best ensure access to open space and recreation opportunities in an urban environment? For example, explore / develop the shared use of open spaces.
7. What is the most important thing we should be protecting in a growing urban environment?

TRANSPORT

THE ISSUES

- Delivering the GreenWay
- Managing traffic congestion
- Providing and maintaining of local transport infrastructure e.g. roads, footpaths
- Improving bike paths and networks
- Improving accessibility and connectivity
- Addressing car parking issues in key locations, including residential and business districts
- Encouraging active transport

The Inner West is a community that is growing and will continue to grow, with our population expected to experience a significant increase over the next 20 years in line with State Government projections for Sydney's overall growth.

Population growth and changing demographics affect the level and type of infrastructure and services required in our region. There will be pressure on the identified growth areas of Parramatta Road, Sydenham to Bankstown Corridor and the Bays Precinct, all of which will require modern, universal transport solutions to support such planned growth.

Access to employment opportunities and affordable housing are also intrinsically linked to transport – people living further from employment centres and extended travelling times increase reliance on transport networks.

Transport is not the sole solution to urban problems but is the catalyst to sustainable urban living, enabling businesses to operate and grow efficiently, people to have reliable access to employment opportunities, and communities to connect and thrive.

Simultaneously, some of Australia's biggest infrastructure projects, namely WestConnex and Sydney Metro (and Sydney Metro West) are bringing challenges to local communities.

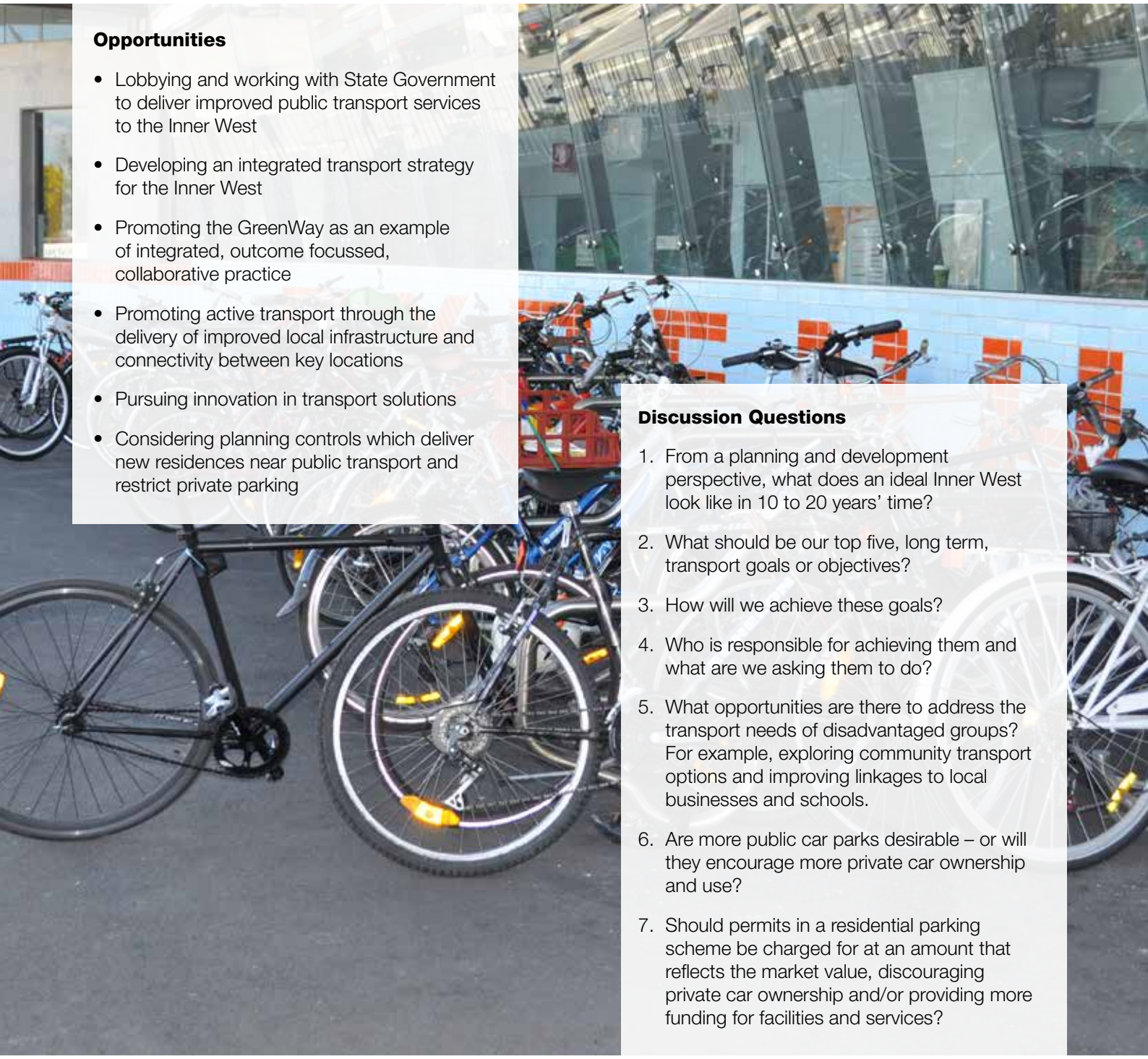
The 2016 Micromex Community Satisfaction Survey highlights development and the associated issues of population growth, public transport, traffic congestion, parking, green spaces, environmental concerns, infrastructure and the impact of WestConnex as issues of most concern. Access to public transport was the service area rated as the most important, yet satisfaction of public transport access (and cycleways and management of parking) was low.

Planning for the future

A holistic, integrated and sustainable approach to transport planning is essential in addressing these current issues and creating liveable, attractive, healthy and connected neighbourhoods. The approach will need to:

- connect people with employment opportunities, essential services, open space and recreation, education and entertainment
- reduce reliance on private vehicles and enable more active transport that creates more sustainable and liveable communities

The GreenWay is an example of a multiple outcome initiative and grassroots project, with a vision to create 5.8km of recognisable, environmental, cultural, and non-polluting transport corridor linking two of Sydney's most important waterways - Sydney Harbour and the Cooks River. Once complete, it will connect six inner city villages with an estimated population of 48,000.



Opportunities

- Lobbying and working with State Government to deliver improved public transport services to the Inner West
- Developing an integrated transport strategy for the Inner West
- Promoting the GreenWay as an example of integrated, outcome focussed, collaborative practice
- Promoting active transport through the delivery of improved local infrastructure and connectivity between key locations
- Pursuing innovation in transport solutions
- Considering planning controls which deliver new residences near public transport and restrict private parking

Discussion Questions

1. From a planning and development perspective, what does an ideal Inner West look like in 10 to 20 years' time?
2. What should be our top five, long term, transport goals or objectives?
3. How will we achieve these goals?
4. Who is responsible for achieving them and what are we asking them to do?
5. What opportunities are there to address the transport needs of disadvantaged groups? For example, exploring community transport options and improving linkages to local businesses and schools.
6. Are more public car parks desirable – or will they encourage more private car ownership and use?
7. Should permits in a residential parking scheme be charged for at an amount that reflects the market value, discouraging private car ownership and/or providing more funding for facilities and services?

SOCIAL VITALITY, CREATIVITY AND QUALITY OF LIFE

THE ISSUES

- Promoting inclusion for everyone, particularly for people with a disability
- Providing social hubs, meeting places and community events
- Supporting diverse, multi-cultural communities
- Improving access to recreation, both active and passive
- Promoting Aboriginal culture - past, present and future
- Improving access to community facilities, particularly for youth and seniors
- Supporting health and wellbeing
- Supporting the arts
- Addressing service needs of all population groups

People are at the heart of the Inner West. Communities with a sense of social justice; i.e. those that promote rights, participation, equity and access are more resilient, sustainable and have higher levels of collective wellbeing. Social relationships in particular play a crucial role in health and well-being and the ability to thrive within a community.

The Community Strategic Plans (CSP) of the former Ashfield, Leichhardt and Marrickville councils strongly supported collective wellbeing, prioritising inclusion, diversity, social justice, social cohesion, connected neighbourhoods and community engagement.

The 2016 Micromex Community Satisfaction Survey identified social inclusion as a key challenge and opportunity. An inclusive community in this sense is one where all people feel welcome and have opportunities to participate. It's about promoting social justice, and supporting local communities to be connected, therefore reducing isolation. To enable this, people need access to local facilities and open spaces; welcoming public domains where people can meet in friendly, safe environments; accessible local events and, a diverse range of opportunities for life-long learning and active lifestyles.

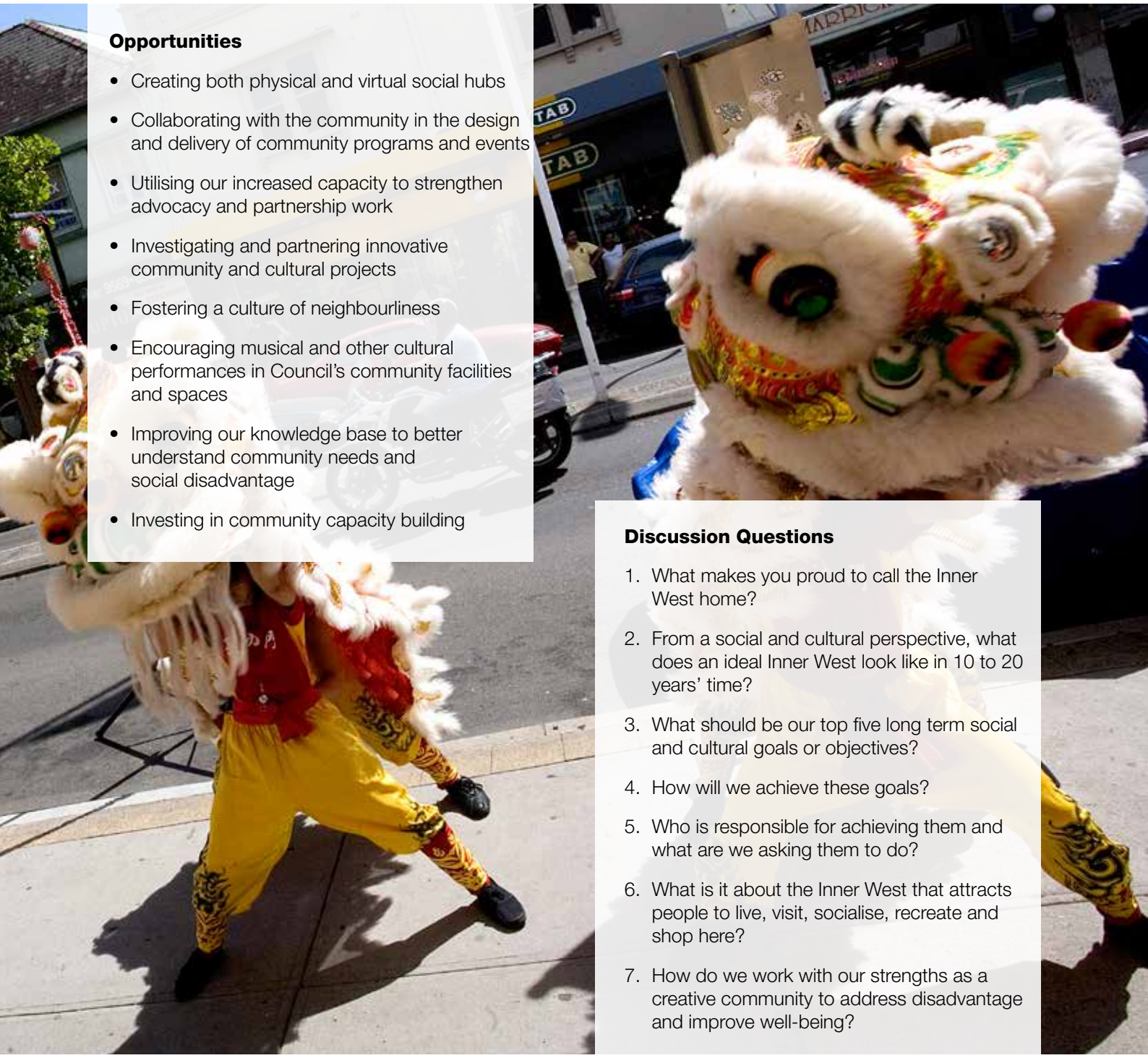
An ongoing concern is access to key services including childcare, schools, and hospitals, as the pressures of an ever-growing population place increasing demands on both physical infrastructure and service capacity.

The Inner West is culturally diverse and this is celebrated through many local events. We have a strong sense of our Aboriginal heritage, a point emphasised in recent community workshops that placed the land of the Gadigal and Wangal peoples - their culture, heritage and history - at the heart of the community's vision.

Our recent community engagement highlighted concern that a lack of affordable housing and other pressures may place the diversity of our neighbourhoods at risk and in particular may disadvantage young people and key workers.

The Inner West is a highly creative and literary community. In 2011, the Census revealed that the Inner West community employs more people in creative industries than the Sydney average.

Creative industries and artists were key stakeholders in the former CSPs, working to provide employment opportunities, create vibrant and attractive public places, express new ideas, deliver tourism opportunities and bring people together.



Opportunities

- Creating both physical and virtual social hubs
- Collaborating with the community in the design and delivery of community programs and events
- Utilising our increased capacity to strengthen advocacy and partnership work
- Investigating and partnering innovative community and cultural projects
- Fostering a culture of neighbourliness
- Encouraging musical and other cultural performances in Council's community facilities and spaces
- Improving our knowledge base to better understand community needs and social disadvantage
- Investing in community capacity building

Discussion Questions

1. What makes you proud to call the Inner West home?
2. From a social and cultural perspective, what does an ideal Inner West look like in 10 to 20 years' time?
3. What should be our top five long term social and cultural goals or objectives?
4. How will we achieve these goals?
5. Who is responsible for achieving them and what are we asking them to do?
6. What is it about the Inner West that attracts people to live, visit, socialise, recreate and shop here?
7. How do we work with our strengths as a creative community to address disadvantage and improve well-being?

SUSTAINABILITY AND THE ENVIRONMENT

THE ISSUES

- Responding to, mitigating and managing the impacts of climate change
- Protecting and enhancing our natural heritage including highly vulnerable areas, habitats, biodiversity and waterways, for example, the Cooks River
- Tree management and protection
- Promoting waste avoidance, reuse and recycling
- Supporting local sustainability projects and initiatives

The Inner West has a strong tradition of community action, innovation and advocacy for the environment. Development, population growth and resource consumption are two key factors that are significantly contributing to the degradation of the natural environment.

We live in a connected global economy that is using resources faster than we can recover, and urban intensification will continue to increase at a rapid rate in the Inner West over the next ten years.

A key challenge is to respond to urban growth in a way that reduces negative impacts on the natural environment, as well as to ensure that our community maintains a sense of place and belonging and remains connected with nature. Addressing this key issue is to ensure ecologically sustainable development and better use of infrastructure and resources.

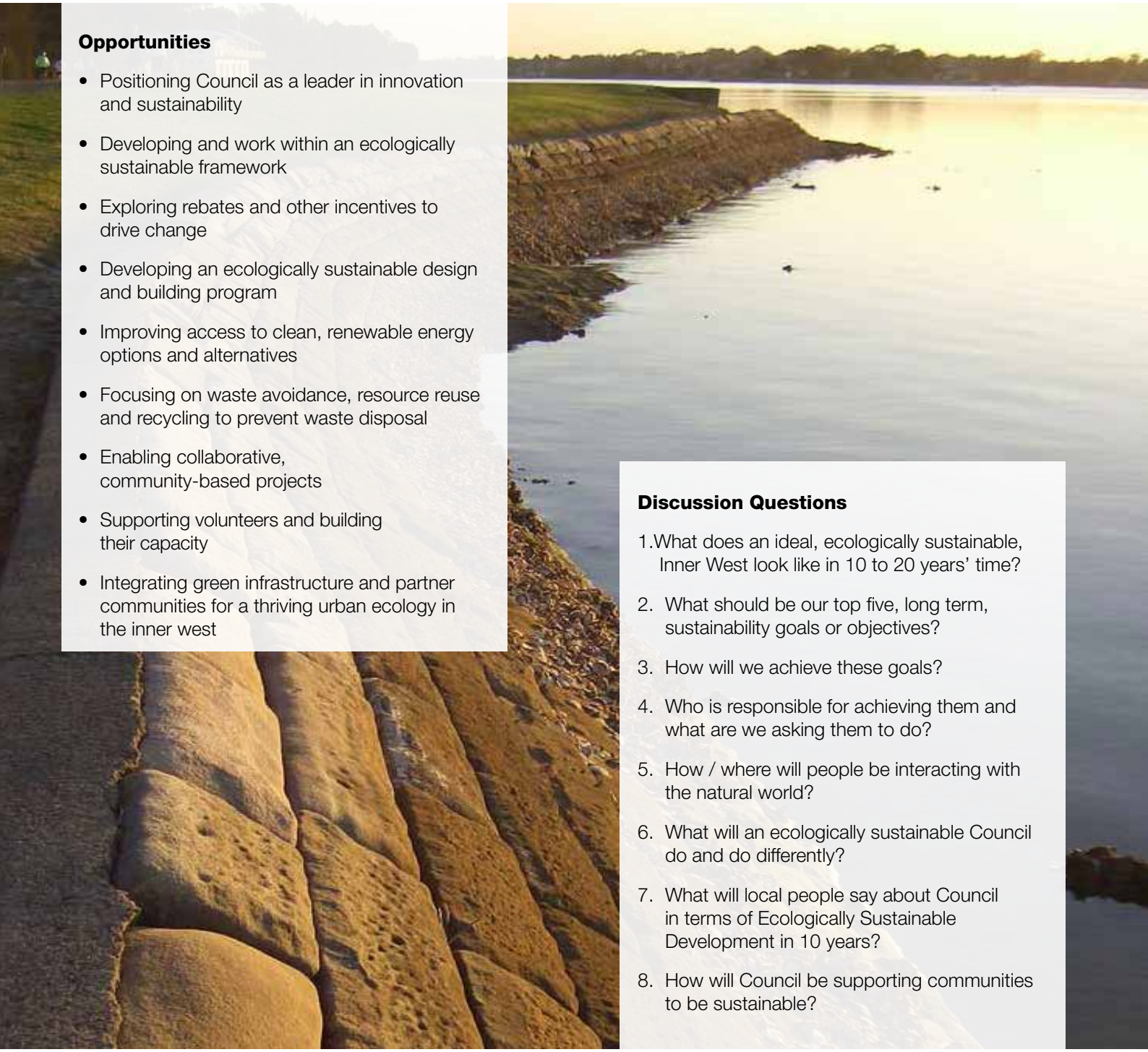
To build our resilience to a changing climate in ways that enhance local ecology requires waste avoidance and effective use of resources to reduce waste. We have to limit our consumption to match the capacity of earth to replenish resources that are essential to life, like clean air, water and healthy soil

Planning for the future

The challenges that we face as a community are complex and cannot be solved in isolation – working together on complicated environmental issues will develop responsive and creative solutions. The challenge will be in finding the best ways to take collaborative action, build partnerships and enable community leadership in order to not only effect change but to influence policy makers.

Behaviour change is critical to mitigating and adapting to climate change. There is an opportunity for schools, businesses and childcare programs, grants, events, access to reliable contemporary information, rebates and other incentives to help drive the necessary change within our community.

Sustainable built and natural environments (e.g. water sensitive, green, cooling, and rich with biodiversity), alternative waste solutions to reduce landfill, and better access to sustainable energy sources are opportunities that we as a community can work toward.



Opportunities

- Positioning Council as a leader in innovation and sustainability
- Developing and work within an ecologically sustainable framework
- Exploring rebates and other incentives to drive change
- Developing an ecologically sustainable design and building program
- Improving access to clean, renewable energy options and alternatives
- Focusing on waste avoidance, resource reuse and recycling to prevent waste disposal
- Enabling collaborative, community-based projects
- Supporting volunteers and building their capacity
- Integrating green infrastructure and partner communities for a thriving urban ecology in the inner west

Discussion Questions

1. What does an ideal, ecologically sustainable, Inner West look like in 10 to 20 years' time?
2. What should be our top five, long term, sustainability goals or objectives?
3. How will we achieve these goals?
4. Who is responsible for achieving them and what are we asking them to do?
5. How / where will people be interacting with the natural world?
6. What will an ecologically sustainable Council do and do differently?
7. What will local people say about Council in terms of Ecologically Sustainable Development in 10 years?
8. How will Council be supporting communities to be sustainable?

LOCAL BUSINESS AND INDUSTRY

THE ISSUES

- Delivering main street and town centre vitality
- Creating vibrant night-time economies
- Supporting small businesses
- Creating new jobs, particularly for young people
- Supporting innovation and creative industries
- Encouraging socially and environmentally responsible business practises

The Inner West area's gross regional product is estimated at $9.25 billion, which represents 1.9% of the state's GSP (Gross State Product). 17,598 businesses operate in the area, with key industry sectors being:

- Manufacturing
- Retail trade
- Wholesale trade
- Education and training
- Health and social care
- Creative industry

The growing Inner West has much potential for creating a thriving local economy. However to foster this, there are certain challenges that we as a community need to overcome. The challenges for the economy include retaining industrial and employments lands, and ensuring that the architecture, ambiance and feeling of place are preserved.

Traffic congestion within key areas of our region are, and will always be, an issue for people living and working adjacent to main roads such as Liverpool Road, Parramatta Road, Victoria Road and the Princes Highway plus the larger feeder roads.

Business owners within our region are faced with the growing issue of finding affordable commercial spaces of a suitable size.

The economy is driven by its diversity and in particular the magnetic effect it has on creative people and industries. It is becoming a mecca for young professionals and their families who thrive on the proximity to Sydney and the eclectic offerings of the local businesses.

The Inner West has in abundance the big four "T's" that attract creative industries:

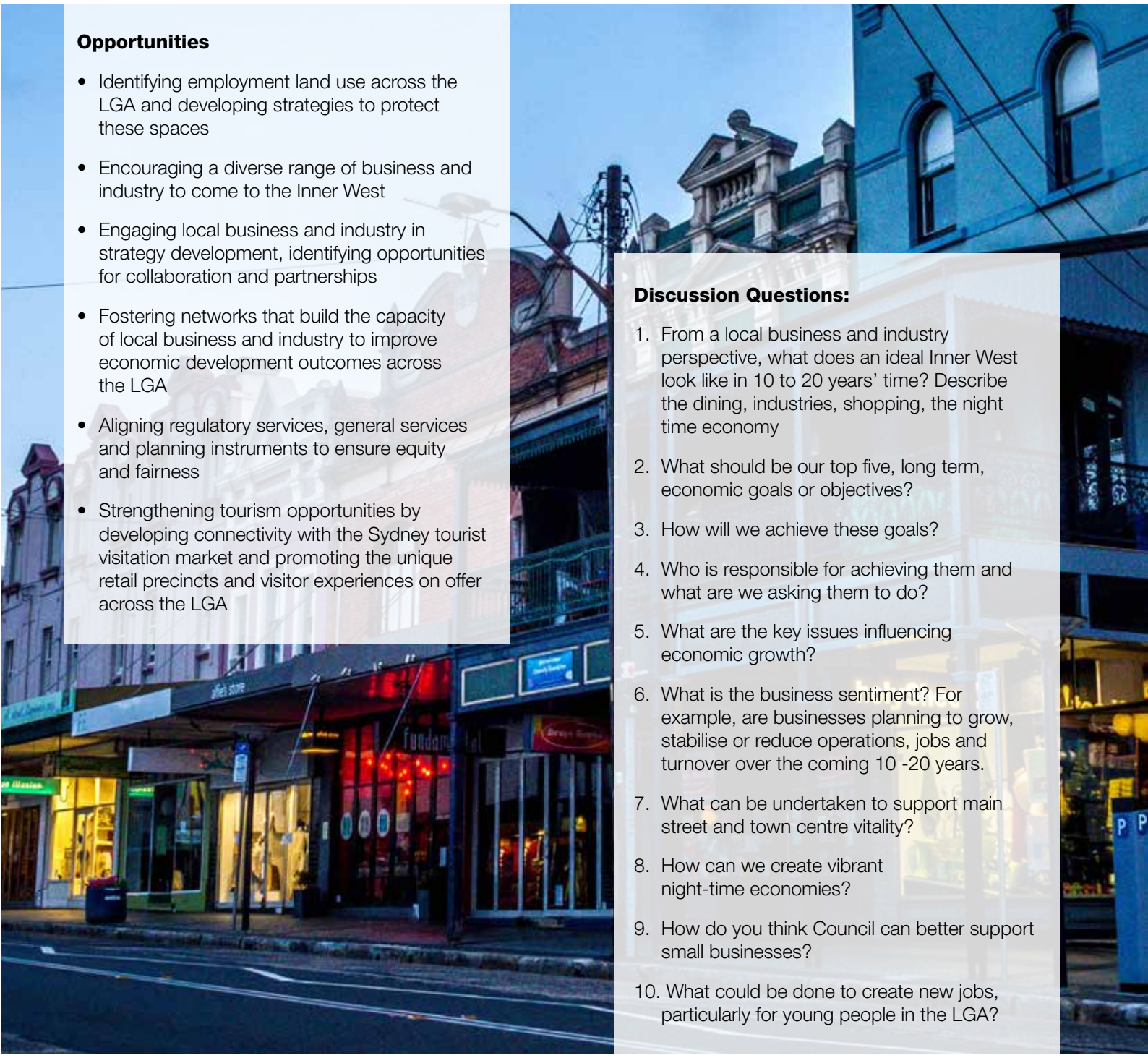
- Talented people
- Technology
- Transport
- Tolerance

There is a surge of new industries established in our community. The region is underpinned by traditional shopping strips and urban centres that are amongst the best in the world. Places like Newtown, Enmore, Summer Hill, and Haberfield, to name just a few of the centres, are the envy of councils far and wide.

Even our industrial areas are bucking national trends with a thriving manufacturing sector still holding the title as the largest employer in the suburb of Marrickville.

Planning for the future

The Inner West's location between the Sydney CBD and Parramatta positions it well for further innovative business opportunities, especially in the tourism sectors such as the night time economy, day tripper and growing cruise ship market through White Bay.



Opportunities

- Identifying employment land use across the LGA and developing strategies to protect these spaces
- Encouraging a diverse range of business and industry to come to the Inner West
- Engaging local business and industry in strategy development, identifying opportunities for collaboration and partnerships
- Fostering networks that build the capacity of local business and industry to improve economic development outcomes across the LGA
- Aligning regulatory services, general services and planning instruments to ensure equity and fairness
- Strengthening tourism opportunities by developing connectivity with the Sydney tourist visitation market and promoting the unique retail precincts and visitor experiences on offer across the LGA

Discussion Questions:

1. From a local business and industry perspective, what does an ideal Inner West look like in 10 to 20 years' time? Describe the dining, industries, shopping, the night time economy
2. What should be our top five, long term, economic goals or objectives?
3. How will we achieve these goals?
4. Who is responsible for achieving them and what are we asking them to do?
5. What are the key issues influencing economic growth?
6. What is the business sentiment? For example, are businesses planning to grow, stabilise or reduce operations, jobs and turnover over the coming 10 -20 years.
7. What can be undertaken to support main street and town centre vitality?
8. How can we create vibrant night-time economies?
9. How do you think Council can better support small businesses?
10. What could be done to create new jobs, particularly for young people in the LGA?

CIVIC LEADERSHIP

THE ISSUES

- Achieving innovation in service delivery
- Establishing who we are, and what we stand for
- Undertaking long term strategic planning for the Inner West
- Ensuring participatory community engagement
- Creating opportunities for youth engagement and pathways for youth involvement in local democracy
- Developing partnerships to deliver community outcomes
- Communicating Council deliberations, plans and projects clearly and openly
- Through advocacy:
  - Minimising negative impacts of development and population growth, for example on quality of life, environment, infrastructure, liveability, existing suburbs
  - Improving access to key services e.g. public transport, education
  - Achieving better community and environmental outcomes on local and regional projects, examples including WestConnex, Callan Park, Yasmar Estate, Bays Precinct, Sydenham to Bankstown corridor, Parramatta Road development and White Bay Cruise Ship Terminal

Civic leadership is not limited to Council. In the context of this paper, civic leadership refers to the "community as leaders". It means building community capacity and enabling local democracy, as well as ensuring good governance.

Essentially, we want to provide people with opportunities to have a voice and make positive changes, as well as enable the community, as well as Council and other levels of government, to take effective action and achieve good outcomes for everyone.

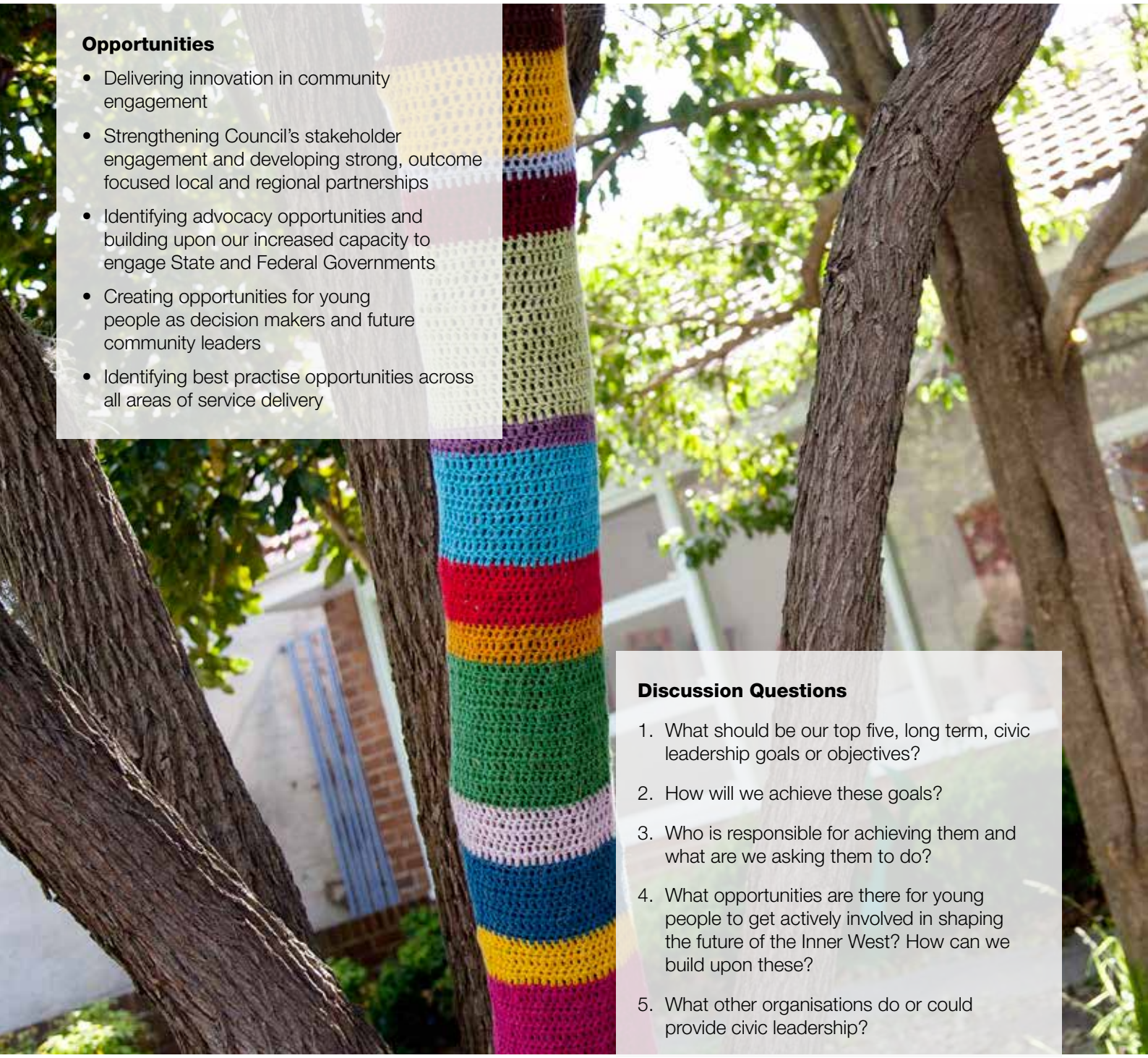
Results from the 2016 Micromex Community Satisfaction Survey revealed that the "community's ability to influence Council's decision making" was of high importance.

In addition to promoting opportunities for community participation in decision making, we have a specific responsibility to apply good governance by demonstrating:

- Professional and transparent decision making
- Good communication and community engagement
- Strong financial management
- Transparent and efficient service delivery

Planning for the future

A newly elected Council will commence in September 2017 and will take a leadership role in delivering the Community Strategic Plan and developing a three year delivery program.



Opportunities

- Delivering innovation in community engagement
- Strengthening Council's stakeholder engagement and developing strong, outcome focused local and regional partnerships
- Identifying advocacy opportunities and building upon our increased capacity to engage State and Federal Governments
- Creating opportunities for young people as decision makers and future community leaders
- Identifying best practise opportunities across all areas of service delivery

Discussion Questions

1. What should be our top five, long term, civic leadership goals or objectives?
2. How will we achieve these goals?
3. Who is responsible for achieving them and what are we asking them to do?
4. What opportunities are there for young people to get actively involved in shaping the future of the Inner West? How can we build upon these?
5. What other organisations do or could provide civic leadership?

GETTING INVOLVED

You are invited to make written comments/submissions addressing any or all of the questions posed in this paper. Submissions must be received by 5pm on Sunday 9 July 2017 and should be directed to:

- **Online Submissions:**
  Please go to **www.yoursayinnerwest.com.au** or email us **council@innerwest.nsw.gov.au** with the subject line Community Strategic Plan Submission.

- **Mailed Submissions:**
  Inner West Council
  Community Strategic Plan Project
  Attention: Corporate Strategy Planner
  PO BOX 14
  Petersham 2040

If you wish to stay informed you can sign up for nformation at **www.yoursayinnerwest.com.au**

Ashfield Service Centre
Phone: (02) 9716 1800
Fax: (02) 9716 1911
Email: info@ashfield.nsw.gov.au
Address: 260 Liverpool Road, Ashfield NSW 2131

Leichhardt Service Centre
Phone: (02) 9367 9222
Fax: (02) 9367 9111
Email: leichhardt@lmc.nsw.gov.au
Address: 7-15 Wetherill Street, Leichhardt NSW 2040

Petersham Service Centre
Phone: (02) 9335 2222
Fax: (02) 9335 2029
Email: council@marrickville.nsw.gov.au
Address: 2-14 Fisher Street, Petersham NSW 2049