MARRICKVILLE INFRASTRUCTURE JURY (MIJ)
INFORMATION PACK

WELCOME

Message from the Mayor

Welcome to the Marrickville Citizens Jury, and thank you for agreeing to take part in this exciting and innovative experiment.

The Jury will draw upon one of our earliest democratic traditions: collective decision-making that treats all citizens as equal.

Guided by absolute and open access to information and financial data about Marrickville Council – as well as briefings by experts, senior bureaucrats and Councillors – you will play an important role in determining how Marrickville Council should prioritise our spending.

The Jury will provide a way for us all to work through the difficult trade-offs that are involved in policymaking. Your recommendations will be influential in shaping our daily lives and future.

We appreciate the commitment you are making to represent your community. I hope you find the process invigorating, thought-provoking and ultimately very rewarding.

I look forward to meeting you in person.

Mayor Jo Haylen

What is deliberative democracy and the deliberative process?

Rather than asking the community "what outcome do you want", a deliberative democratic process asks them how to achieve the outcome.

This emphasises that everyone has the right and capacity to be involved in finding solutions for issues that affect us all.

A Jury of randomly-selected, representative community members (you!) will deliberate and reach a consensus, using information and financial data from Marrickville Council, expert opinion, and of course, common sense. This will result in a robust and publicly trusted outcome.

This information pack

The information provided will assist the members of the Jury throughout the process. The Jury is not expected to fully understand all of the content at the outset, but can use the information pack as a reference guide throughout the process.

Contents

WELCOME TO
MARRICKVILLE INFRASTRUCTURE JURY (MIJ)

Marrickville Council has convened the Marrickville Infrastructure Jury (MIJ) using the deliberative democracy model, to address a question facing many local governments: how good is "good enough" when it comes to public infrastructure such as pavements, parks, local roads, stormwater drains and other built infrastructure, and how does that align with the ability to fund and deliver new works.

As a local resident, you have been recruited through a random selection process to be a member of the Marrickville Infrastructure Jury. As a group, you proportionally represent the broadest possible demographic makeup of the Council's community.

Your role as a member of the Jury

The Jury will utilise evidence-based deliberations, informed by broad community and business input and expert advice.

- The Jury can invite experts of their own choosing to provide information or further explain an issue. These could include but are not limited to expert groups, community groups, interest groups.

- The extent of an expert's speaker's role is in the hands of the Jury, not the organisers, facilitators or the Council.

- No minutes will be recorded during each session, therefore the Jury is encouraged to take down notes throughout the deliberations as the Jury will be required to produce a final report for Council.

- The Jury is encouraged to continue interacting with each other outside of the set workshop days (an online discussion forum for the use of the Jury and visible to the public will be operating as part of the process).

- You have agreed to attend all five workshops held throughout September and October. This is essential for the process to be successful. After the Jury has completed its work, you will be paid for your participation.

- This Jury is convened solely for this specific decision: any future deliberative process requires commencing a fresh selection process.

The wider community

The Jury's deliberations will be complemented by a range of other community engagement activities to build on the opinions and knowledge found in the wider community. This encourages self-selected groups to discuss and share with a view to making submissions to be considered by the Jury.

The Council

Councillors will be invited to meet and spend time with the Jury and to participate on Day 3 to represent their communities on the issues being considered.

While Councillors and Council staff may be in attendance during the workshops, either as subject experts or observers, they will not engage with the Jury during deliberations or interfere with the process. Independent facilitators will oversee the process.

The outcome

The outcome is to deliver a report with an actionable and considered set of recommendations to inform and empower Council, who have final decision-making responsibility.

What does the Jury determine?

The Jury will reach an agreed decision on the following questions:

PART A: What level of infrastructure quality do we want to pay for in Marrickville?

PART B: What are our local priorities for investment?

In terms of authority:

1. The Jury's recommendations will shape Council's decision on addressing infrastructure asset renewal, prioritisation of unfunded works and funding strategies.

2. The Jury will be notified of and invited to the 18 November 2014 and February 2015 Council sessions where action on local infrastructure spending will be initially discussed and then voted upon.

3. The Jury's recommendations will be published unedited and in full to the community.

4. The Jury's recommendations will be responded to in-person by the Mayor, and selected Councillors within two months of the conclusion of the process at a formal meeting on a date to be advised.

What constitutes a decision?

In order to convey a message of broad-based support for the recommendations, it is recommended that an 80% majority be required. In practice, citizens' jury tend to reach consensus (or group consent) positions with minority voices included in any report. They rarely need to go to a vote as decisions are frequently unanimous.

The timeframe

The Jury will meet five times on a combination of evenings and full days. All Jury members must attend all meetings.

Day 1 : Saturday 20 September 9.30am – 4.30pm Marrickville Council Chambers 2-14 Fisher Street Petersham	**Opening day: The First Deliberation– The Learning Phase** Includes introduction and welcome from Mayor Informal morning tea with councillors
Day 2: Wednesday 1 October 6:00pm – 9:00pm Marrickville Town Hall 303 Marrickville Road Marrickville	**The Second Deliberation – Understanding**
Day 3: Saturday 11 October 9.00am – 4:00pm Herb Greedy Hall 79 Petersham Road Marrickville	**The Third Deliberation – Focus** Includes speed dialogue session with Councillors Key meeting for integration of wider community feedback, presentations and submissions
Day 4: Wednesday 22 October 6.00pm – 9:00pm Tom Foster Community Centre 11-13 Darley Street Newtown	**The Fourth Deliberation – Reflect. Discuss. Deliberate.**
Day 5: Saturday 25 October 9.30am – 4:30pm Newtown Neighbourhood Centre 1 Bedford Street Newtown	**The Fifth Deliberation – Shared Goals**
Wednesday 29 October (time tbc)	**Shared Decisions – Discourse with the Mayor and Councillors** Delivery of a prioritised list of reform recommendations by the Jury to the Mayor and Council.
Tuesday 4 November	Final report delivered to Council. Process debrief and agreement on Action Items.
Tuesday 18 November	Council Meeting - Councillors will discuss recommendations. Jurors encouraged to attend
Week 3 January 2015	Notify jurors of final Council meeting to discuss and vote on recommendations for infrastructure spending.
February 2015	Council Meeting – Councillors will discuss and vote on recommendation. Jurors encouraged to attend

FACILITATOR PROFILES

The newDemocracy Foundation

newDEMOCRACY

The newDemocracy Foundation (NDF) is a not-for-profit research group, with a particular focus on best practice citizen engagement and innovations in democratic structures.

NDF provides design frameworks for public deliberation and overall innovation in democratic models. Their research and advocacy is focused on identifying less adversarial and more inclusive public decision-making processes. They are not a think tank and hold no policy views.

Iain Walker, Executive Director, newDemocracy Foundation

Iain Walker is the Executive Director of The newDemocracy Foundation, a non-partisan and non-issue based research institute which looks at how we can innovate in democracy. Privately funded and backed by former Premiers from both sides of politics, the foundation's goal is to see how we can reach decisions that earn public trust.

Iain holds a Masters in Public Policy from the University of Sydney, and prior to this role worked for Sports Marketing & Management representing the Australian Olympic Committee, Golf Australia and Swimming Australia amongst other clients. Iain has also worked as the Commercial Director for The Australian Open while at Golf Australia, and made the move to newDemocracy after being challenged to see if democratic innovation could be as popular as sport.

Nivek Thompson, Project Director, newDemocracy Foundation

Nivek Thompson is Project Director with the newDemocracy Foundation. In this role Nivek supports citizens' jury processes from recruitment of participants through to ensuring the citizen jurors control their process and produce reports which reflect their deliberations and consensus.

Nivek is at the beginning of a PhD looking at how to sustain and embed democratic citizen engagement in local government. Nivek has worked mainly in state government agencies, focusing on engaging stakeholders and the community to give them a say in decisions that affect them. She has been a Board member of IAP2 Australasia and is currently on the Council of the Institute for Public Administration Australia.

Independent Facilitator

Ben Johnson

Ben Johnson has 20 years experience in project management, community and customer relations, issues and crisis management, compliance, legislation, policy, government relations and corporate communication. He is also an emerging facilitator and deliberative practitioner focussing on local government to deliver better outcomes for residents, business and council's themselves. Ben has successfully facilitated a number of key community workshops for Marrickville Council that focussed on the Public Domain. His experience and knowledge of the area will provide valuable insight for the Marrickville Infrastructure Jury.

BACKGROUND

THE NSW LOCAL GOVERNMENT SECTOR

Introduction & Context

Marrickville Council is one of 152 Councils in NSW. The Office of Local Government is the State Government authority charged with overseeing and regulating the Local Government sector. Local Government has no constitutional status, it is an agency of the State Government.

The Local Government sector is currently undergoing significant reform. A new Local Government Act is imminent, as is new Planning legislation which has been drafted but not yet formally introduced. In recent years, long term planning (asset management, long term financial planning and workforce planning) has occupied the attention of Local Government practitioners following the introduction of Integrated Planning and Reporting legislation in late 2009.

In 2013, the Independent Local Government Review Panel handed down its final report on reforms for NSW Local Government (including proposed amalgamations. On 10 September 2014, the NSW State Government released their 'Fit for the Future' proposal for the future of local government, in response to the Independent Local Government Review Panel's recommendations. The Panel's proposal is for Marrickville Council to amalgamate with Ashfield, Burwood, Canada Bay, Leichhardt, and Strathfield Councils.

The state government has told councils they must submit a 'Roadmap' by 30 June 2015 that includes an amalgamation proposal. Each council that agrees to amalgamate will receive $10million, although many councils agree that the real cost will far exceed that. Council has conducted extensive community engagement on this topic and will continue to do so on the 'Fit for Purpose' blueprint.

Challenges

NSW Local Government is faced with a variety of challenges (ongoing reform, rate pegging, cost shifting from the State Government, reduced grant funding etc). There is one challenge that stands above all – infrastructure asset renewal.

In 2006, the Percy Allen report, 'Are Council's Sustainable – An independent Inquiry into the Financial Sustainability of NSW Local Government', identified an estimated $6 billion shortfall in funding for asset renewal purposes throughout NSW Local Government.

In many respects, that report helped shape what would later become a legislative requirement of all Councils in NSW, Integrated Planning and Reporting (2009). A prominent part of Integrated Planning and Reporting today is the requirement to develop and cost long term asset management plans (including the identification and costing of asset renewal shortfalls).

In 2012/13 TCorp (NSW Treasury) undertook a financial sustainability assessment of all Councils in NSW. Many Local Government practitioners saw this as the 'second wave of evidence' supporting the size and magnitude of the asset renewal shortfall. Using data related to financial year ended 30 June 2011, TCorp estimated that the total shortfall of infrastructure asset renewal funding was now more than $7.2 billion. This represented a 20% increase in the estimated $6 billion shortfall Percy Allen reported back in 2006.

In addition to the Infrastructure Asset Renewal challenge is the challenge of generating sufficient revenue for new capital works. Many councils have traditionally relied upon Developer Contributions to build new assets to satisfy increasing demand. In 2008, the State Government 'capped' Developer Contributions to $20,000 per lot. This resulted in a shortfall of funds required to build new infrastructure.

With the revenue constraints that operate in NSW Local Government, councils are finding it increasingly difficult to maintain existing assets, let alone build new ones.

MARRICKVILLE COUNCIL

The whole Marrickville local government area (LGA), which was originally owned by the Cadigal-Wangal people of the Eora nation, lies between 4 and 10km from the centre of Sydney.

The suburbs included in the LGA are Dulwich Hill, Lewisham, Petersham, Marrickville, Stanmore, St Peters, Sydenham, Tempe, Enmore and parts of Newtown and Camperdown and covers an area of approximately 17 square kilometres.

The LGA is predominantly residential, with substantial industrial and commercial areas and in recent years gentrification has substantially influenced the demographics and character of the area. Traditionally industrial and working class, and subject to several waves of immigration, Marrickville is still ethnically diverse but is continuously changing.

Diversity:

In 1991, Marrickville was among the most diverse LGAs in Australia – with 50% of the population speaking a language other than English at home. In 2011, that has declined to 31%. The LGA remains home to a significant number of Aboriginal and Torres Strait Islander residents, an increase in emerging communities – in particular from Sierra Leone, Bangladesh and the Pacific Islands- and a broad range of religious affiliations.

Marrickville also has a substantial student population, and the area contains one of the highest percentages of artists, cultural workers and arts industries of any LGA in Australia.

- Marrickville has the second highest percentage of same sex couples in NSW at 7.4%, City of Sydney is 11.3% and the average across Sydney is 1.1%.

- The five main community languages in the LGA are Arabic, Portuguese, Cantonese, Vietnamese and Greek.

- 30.7% of residents come from countries where English is not the first language and 34.1% of residents were born overseas.

Population Growth:

Marrickville has gone from a declining population in the early 2000s to strong growth every year since 2007 - a big turnaround as more couples and families move into the inner suburbs. Marrickville is dominated by late 20 and 30-somethings, professional couples, students and workers and young families.

- The estimated resident population in 2013 was 82,523 and the population is increasing by nearly 1,000 people per year.

- An increase in young professionals has seen an increase in young children in the area.

- Big increases in families with a mortgage, as couples settle in an area they have rented.

- Smaller households – young couples and group households – still dominant.

- Marrickville is dominated by private renters (36.4% - the fifth highest in the state), but the biggest increase in housing statistics in five years was households with a mortgage. This indicates that young couples formerly renting in the area are increasingly buying, settling long-term and having children in the area.

Socio-economic trends:

Marrickville's gentrification has propelled it from one of the lowest socio-economic areas in Sydney, to the upper middle and rising. Marrickville had one of the largest increases in incomes in the state, increasing by almost twice the state average. Rent and mortgage payments are up too, but not by as much.

- In 2006, Marrickville ranked 29th out of 43 LGAs in Greater Sydney for socio-economic status.

- In 2011, Marrickville ranked 24th now ahead of Hawkesbury, Ashfield, Hurstville, Gosford and City of Sydney. This was the largest rise of any Sydney LGA in SEIFA[1] ranking.

- 35.9% of residents are employed as professionals, well above the Sydney average.

- Unemployment rate in December 2013 was 5.8% slightly lower than the Sydney average.

- 77% of workers leave the area to work and only 13.6% of residents work in Marrickville.

- 35.5% of Marrickville residents took public transport to work – the 4th highest in the state. Train and bus use increasing a little over 10 years.

TREND	MARRICKVILLE	NSW
Median Household Income (weekly)	$1,601 up 35% since 2006	$1,233 up 19% since 2006
Mortgage payments (weekly)	$573 up 27% since 2006	$460 up 31% since 2006
Rental payments (weekly)	$370 up 48% since 2006	$300 up 43% since 2006

[1] Socio-Economic Indexes for Areas (SEIFA) is a product developed by the ABS that ranks areas in Australia according to relative socio-economic advantage and disadvantage. The indexes are based on information from the five-yearly Census.

WHAT THE
COMMUNITY HAS TOLD US

Between June and September 2014, Marrickville Council has conducted two surveys with the local community to examine community attitudes and perceptions towards current and future services and facilities provided by Council.

Community Satisfaction Survey

The biennial Community Satisfaction Survey is a telephone poll of 600 randomly selected residents with results weighted by age to reflect the 2011 ABS census data.

The Community Satisfaction Survey key findings tell us;

- Overall satisfaction with Council is very high.

- Council's image within the community has also improved since 2012 and remains strong.

- The following services were identified as priorities for Council over the next 10 years:

  - Maintenance of roads and footpaths

  - Enhancing open spaces and parks

  - Availability and cost of parking

  - Maintenance, preservation, sustainability and education about the environment and climate change

  - Library services and development

  - Availability and accessibility of public transport

  - Provision of cycle ways

  - Increased support and services/facilities for the elderly

  - Improve and increase number of recreational facilities.

"Imagining Marrickville" Self-selecting Online Survey

The *Imagining Marrickville* survey identified how to improve streets, public places and infrastructure to create better places for the people in the local community. The survey results cannot be read as representing the whole population of Marrickville local government area, but reflects the views of the 1,075 residents who chose to respond.

Council provided a list of potential areas for improvement that included traffic calming, roads, street trees, public art, footpaths, waterways and river health, gardens and greening, cycleways, drainage and flood management, child care centres, town halls and community venues, sports grounds, playgrounds, libraries, parks and public spaces in town centres.

Imagining Marrickville identified the top five priorities for improving the quality of life in the LGA as:

- Street trees

- Footpaths

- Gardens and greening

- Cycleways

- Parks

Understanding Community Expectations

In order to understand what the community want Council will continue to comprehensively engage with our community so as to maximise public trust in the outcome.

What we do know is the community wants good local roads, footpaths, and drainage network. The community's satisfaction with these assets, however, is considered relatively low. So we have a significant 'performance gap'. In fact, these assets have the largest performance gaps of all services Councils provide. This is not unique to Marrickville Council – it is a reality for almost all NSW councils. More detail on various survey results will be made available to jury members and through the YourSayMarrickville.com.au website.

It is worth noting that these survey results do not take into consideration the community's willingness to pay more, or less – to prioritise spending, or to articulate exactly what condition is acceptable, or not.

The Marrickville Infrastructure Jury is designed to provide some of these answers.
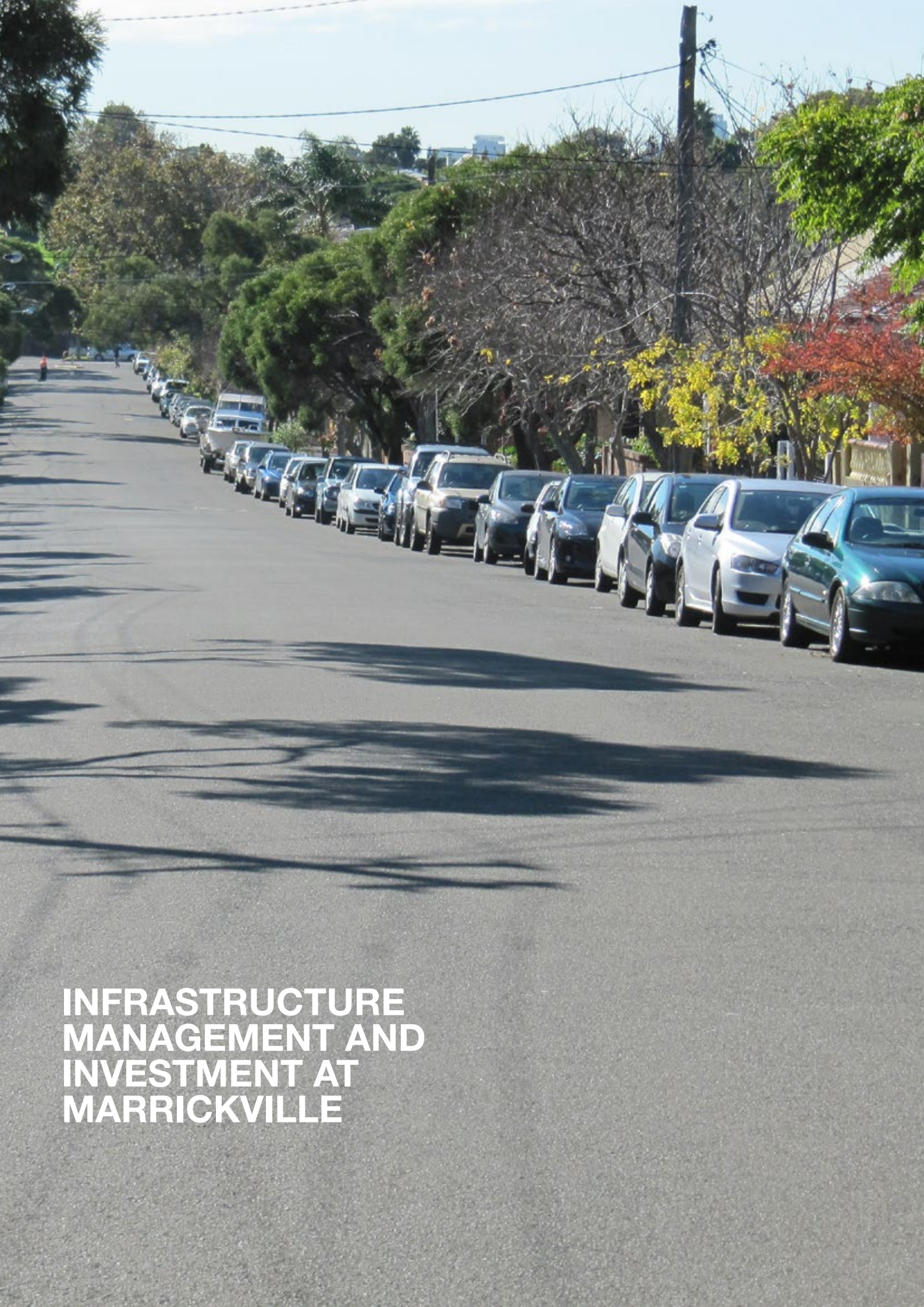
INFRASTRUCTURE MANAGEMENT AND INVESTMENT AT MARRICKVILLE

PLANNING AT MARRICKVILLE
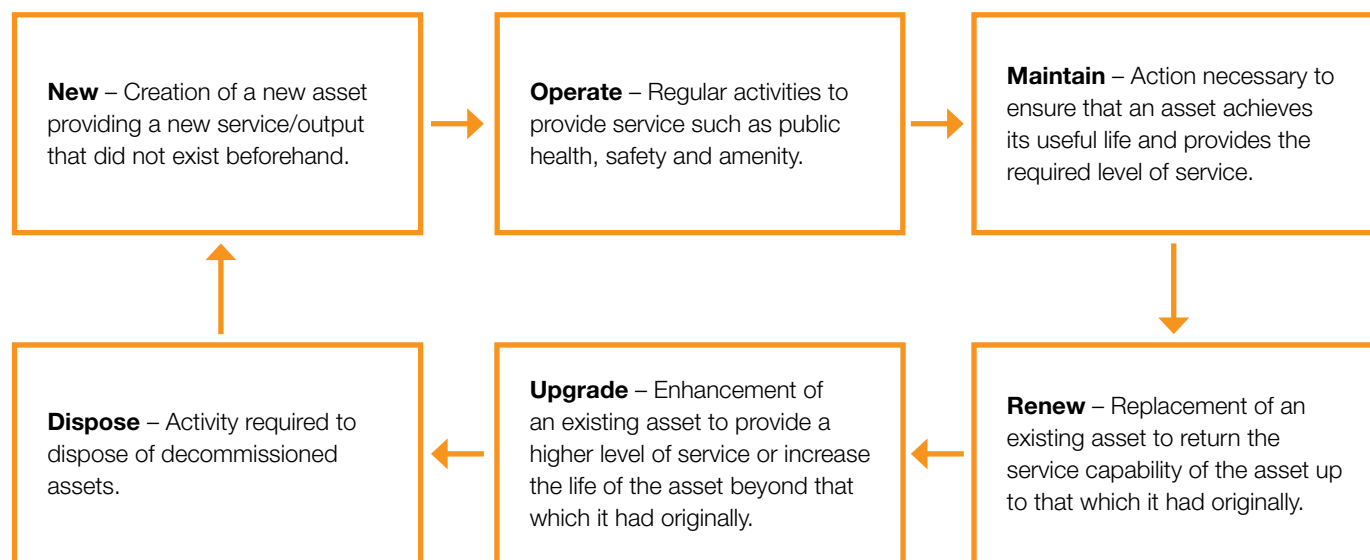
Marrickville Council's long term plans

In 2010, Marrickville introduced a suite of new long term plans in accordance with new integrated planning and reporting legislation that was passed in 2009. The plans are all available at www.marrickville.nsw.gov.au;

- Our Place, Our Vision 2023 – the Marrickville Community Strategic Plan endorsed in July 2013, identifies the sort of community Marrickville aspires to be in the long term and outlines Council's commitment to achieving success against key result areas.

- Delivery Program 2013-17 – outlines Marrickville Council's responsibilities in delivering aspects of Our Place, Our Vision 2023 and provides the objectives that guide detailed activities council will undertake during its four year term of office.

- Operational Plan and Budget 2014-15 – outlines detailed annual actions and planned expenditure that Council will undertake to work towards the community vision.

- Resourcing Strategy – sits alongside the Community Strategic Plan, Delivery Program and Operational Plan to support and resource our long term commitment. The strategy consists of four key components; Long Term Financial Plan, Asset Management Plans, Information and Communications Technology (ICT) Plan and Workforce Plan.

INTRODUCTION TO ASSET MANAGEMENT AT MARRICKVILLE COUNCIL

The Asset Management Lifecycle

All assets, from a BBQ to an aquatic centre, move through a lifecycle.

New – Creation of a new asset providing a new service/output that did not exist beforehand.

→

Operate – Regular activities to provide service such as public health, safety and amenity.

→

Maintain – Action necessary to ensure that an asset achieves its useful life and provides the required level of service.

↓

Dispose – Activity required to dispose of decommissioned assets.

←

Upgrade – Enhancement of an existing asset to provide a higher level of service or increase the life of the asset beyond that which it had originally.

←

Renew – Replacement of an existing asset to return the service capability of the asset up to that which it had originally.

↑

Levels of Service and Quality

Community Levels of Service measure how the community receive the service in terms of:

- **Quality** – How good is the service?
- **Function** – Does it meet the user's needs?
- **Capacity/Utilisation** – Is the service over or under used?

Council uses the levels of service as a performance measurement to establish future works, maintenance schedules and delivery programs for the short and long term planning.

Example

As an example, consider the lifecycle of a local park BBQ.

NEW A new BBQ is installed at the local park.

The BBQ is well used three afternoons a week and both days over the weekend.

OPERATE Council cleans the BBQ five mornings a week and supplies gas to the BBQs for cooking.

MAINTAIN Council replaces the gas burners once a year.

RENEW After five years Council replaces the hot plates, the casing to the operational parts and replaces the signage for instructions.

UPGRADE After nine years Council replaces the brickwork and hotplates with stainless steel.

DISPOSAL After fifteen years the BBQ is at the end of its life.

Council identify the visual condition of various assets using a rating system 1 to 5.

1 - EXCELLENT/VERY NEW

New or near new condition. Barbeque hot plates in as new, fully operational and well maintained, no rust and minimal defects. Barbeque unit casing is as new with no rust, and minimal defects.

2 - GOOD

Close to new or reasonably good condition. Barbeque hot plates show minor wear and tear, fully operational and well maintained, signs of minor rust and minimal superficial defects. Barbeque unit casing is showing minor wear and tear, and minimal defects.

3 - FAIR

Satisfactory or moderate condition. Barbeque hot plates show minor wear and tear or damage, generally operational and maintained, signs of rust, damage and superficial defects. Barbeque unit casing is showing wear and tear, and numerous defects or damage.

4 - POOR

Unsatisfactory or bad condition. Barbeque hot plates show significant wear and tear or damage, inoperable or failures of components, significant rust, damage and superficial defects. Barbeque unit casing is damaged, rusted or broken.

5 - VERY POOR

Very unsatisfactory or broken down condition. Barbeque hot plates significantly damaged or missing, inoperable or fail, significant rust, damage and superficial defects. Barbeque unit casing is significantly damaged, rusted or broken.

**Assessing the condition of assets is fundamental to:**

- Identify assets or areas where maintenance is needed to meet service levels.

- Regular assessment gives information on the trend of deterioration.

- Enables estimates of costs to restore to a reasonable level.

- Help to plan for future maintenance.

- Provides key information for risk management.

Using the BBQ example from earlier we can visually rate the park BBQs.

Deterioration

An asset's condition becomes worse with age. Different types of assets deteriorate at different rates depending on how well they were constructed, their environment, usage, and many other factors.

Typical Asset Deterioration Profile
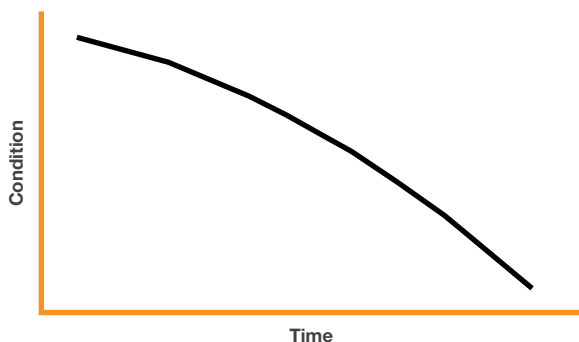
The challenge for Marrickville in managing the assets is to meet community levels of service now and into the future. Why is it a challenge?

- Much of council's infrastructure is old and in the later stages of the lifecycle.

- Council has limited funds available to maintain and service existing assets.

- As assets age, maintenance costs increase.

What is funding shortfall?

A funding shortfall is the difference in current funding and estimated required funding to maintain the assets at the agreed level of service through the lifecycle.

- Impacts of shortfalls

    - Lower levels of service

    - Lower reliability of service

    - Poor asset conditions

    - Higher level of risk

    - Increased costs for critical assets

- Resolving the shortfalls

    - Improve asset knowledge/data

    - Improve efficiency top optimise lifecycle costs

    - Identify and manage risks

    - Balance service levels and costs

    - Identify surplus assets and dispose

    - Consult with the community to set affordable levels of service

When is a shortfall considered backlog?

Backlog is the cost of bringing an asset back to a satisfactory level of service.

Using the BBQ example:

Council plans to renew the BBQ when it gets to condition 4, which is after five years of usage, at a cost of $1,000. If council can not afford to do this work in the sixth year then the $1,000 is considered 'backlog'. If council speaks to the community and they agree that condition 4 is still a satisfactory condition, however the community and council agree that the BBQ should not be in a condition 5. Council then does not have a backlog of $1,000 until the BBQ moves into condition 5. By this time council have been able to renew the BBQ and the condition is improved to condition 2.

It is important to note that asset management projects are carried out in present value or today's dollars with no indexing for future inflation, material or labour increases. Council's Long Term Financial Plan uses future values which include assumed increases in the cost of services.

THE QUESTION FOR THE JURY

The Marrickville Infrastructure Jury has been asked the following question;

What level of infrastructure quality do we want to pay for in Marrickville? What are our local priorities for investment?

The following section breaks that question down into the two correlated parts;

PART A: What level of infrastructure quality do we want to pay for in Marrickville?

PART B: What are our local priorities for investment?

PART A: **EXISTING MARRICKVILLE COUNCIL INFRASTRUCTURE**
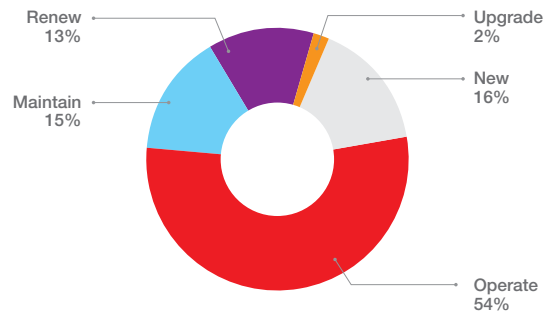
Transport Assets

Marrickville Council provides a road network in partnership with other roads authorities (such as Roads and Maritime Services) and neighbouring councils.

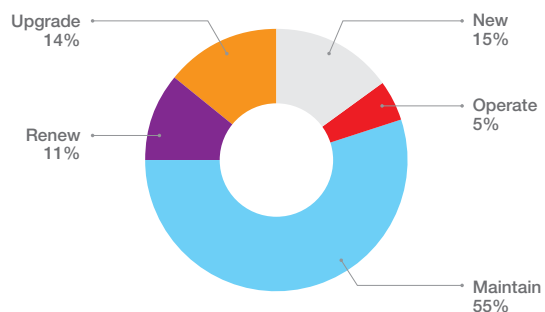Council's transportation assets are valued at $589 million and include:

- 214 km of roads.
- 416 km of footpaths.
- 320 km of gutter.
- 390 km of kerb.
- 1 road bridge, 1 footbridge.
- 12,781,141 traffic devices.
- 2.6 km of retaining walls.
- 127,040 road furniture assets (including seats, bins, signs, lines, whiteway lighting).
- 22,608 street trees.
- 160km grass or garden verge.

Many of the transportation assets are approaching the end of their useful life. They require maintenance and renewal to continue to provide the level of service the community needs. Gradual development and urbanisation of Marrickville Council and changes in demands from vehicles, bicycles and pedestrian safety have created traffic congestion on main roads and inadequate roadside parking. Parking and traffic studies are underway to look at strategies to meet the needs of the community. The ageing footpath network and conflicts with other assets such as trees and service authorities (Telstra, Ausgrid, Sydney Water) require strategic planning to provide cost effective and efficient maintenance solutions.
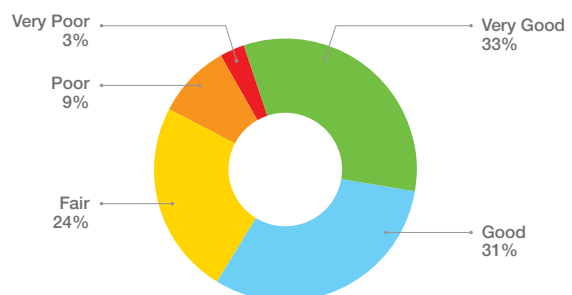
Life cycle expenditure current year
$21.085 million

Renew 13%
Upgrade 2%
New 16%
Maintain 15%
Operate 54%

Annual Shortfall for Transport Assets
$6.6 million

Upgrade 14%
New 15%
Operate 5%
Renew 11%
Maintain 55%

Current condition of Transport Assets

Very Poor 3%
Very Good 33%
Poor 9%
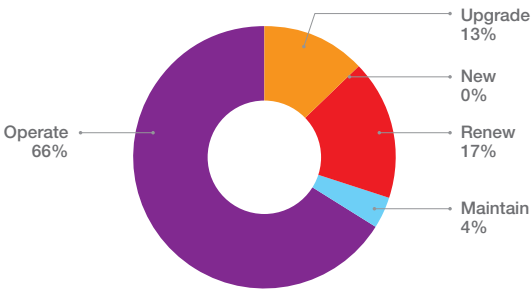Fair 24%
Good 31%

Open Space Assets

Council provides open space assets to enable active, healthy, safe, functional and accessible community recreation. Open space assets contribute to the social, ecological and economic wellbeing of the community by providing a place for events, organised and spontaneous recreation, appreciation and conservation of the natural environment.

Council's open space assets are valued at $87.9 million. They include sports fields, playgrounds, car parks, paths, utilities, park furniture, garden beds, trees, grassed areas, buildings.
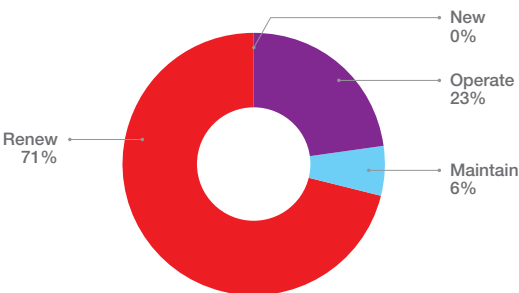
- External playing surfaces (121 assets).

- Landscaping and pathways (1044 assets).

- Lighting (1055 assets).

- Outdoor furniture (1074 assets).

- Playground equipment (302 assets).

- Water and drainage reticulation (60 assets).

- Car parking (48 assets).

- Fencing and gates (639 assets).

- Site and shade structures (260 assets).

- Small bridge structures (4 assets).

- Flagpoles (7 assets).

- Other structures (2211 assets).

- Park buildings (73 assets).

Council's recreation strategy emphasises a broad spectrum of activities ranging from individual passive activities to active organised sporting competition. The assets supporting recreation across the LGA require suitable levels of service for the proposed use. Upgrades and increasing the use of certain assets requires a review of the lifecycle operations and maintenance costs as well as capacity. Open space design guidelines and making the most of the space available are key to sustainability in the open space.
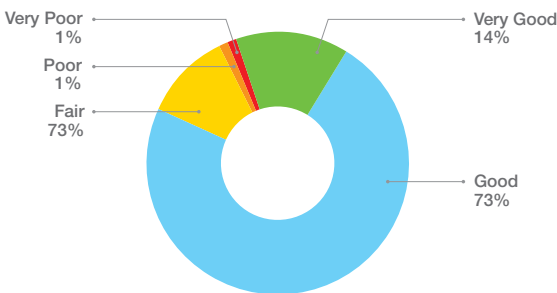
Life cycle expenditure current year
$9.047 million

- Upgrade 13%
- New 0%
- Renew 17%
- Maintain 4%
- Operate 66%

Annual Shortfall for Open Space Assets
$0.9 million

- New 0%
- Operate 23%
- Maintain 6%
- Renew 71%

Current condition of Open Space Assets

- Very Poor 1%
- Poor 1%
- Fair 73%
- Very Good 14%
- Good 73%

Stormwater Assets

The stormwater infrastructure in the Marrickville LGA is one of the oldest in Sydney, dating back over 100 years. Stormwater assets can be difficult to manage with the limited information on location and condition of the pipe network.
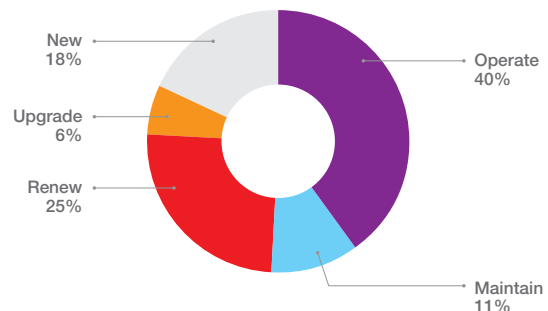
Over the past 20 years, engineers have mapped the extent of the underground pipe network. In 2011 Council commenced a closed circuit television (CCTV) investigation to verify the condition of the underground network.

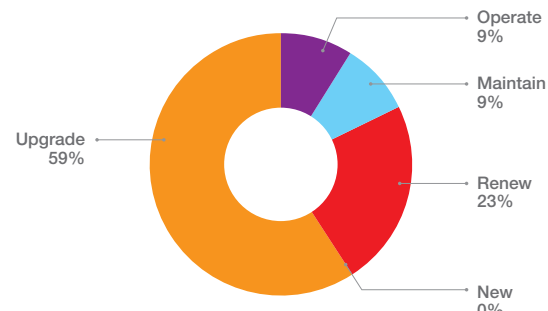Council's stormwater assets are valued at $120 million and include:

- 69.7 km of stormwater pipes (75mm to 1.8m, including 7.6 km box culverts, 0.4 km open channels).

- 4,808 stormwater structures (pits).

- 22 gross pollutant traps.

- 1 pump station at Camdenville Basin.

- 2 detention Basins (Marrickville Oval – 10,000 m3 and Camdenville Basin – 7,900 m3).

- 3 wetlands (Tempe Reserve – 5,500m3, 11,300 m3, and 13,700 m3).

- 17 Stormwater treatment systems (rain gardens, porous paving).

The stormwater network includes pipes and other infrastructure owned and managed by Sydney Water Corporation (18 km of pipes and the 100,000 m3 Sydenham detention basin), Roads and Maritime Services (ex RTA) (11 km pipes), and RailCorp NSW (3.6 km pipes). The gradual development and urbanisation of the Marrickville LGA has meant that stormwater infrastructure has been built and modified over time, responding to the community's need for flood mitigation. The works were generally not sufficient for future development and did not plan for water quality improvements. Consequently, the stormwater system in Marrickville LGA performs to a number of different design standards. A recent assessment of the condition of a small number of Council's stormwater pipelines showed that the pipe network requires significant renewal and upgrade. Stormwater infrastructure renewal and upgrade programs will use sustainable water management objectives and include water sensitive urban design technologies where possible.
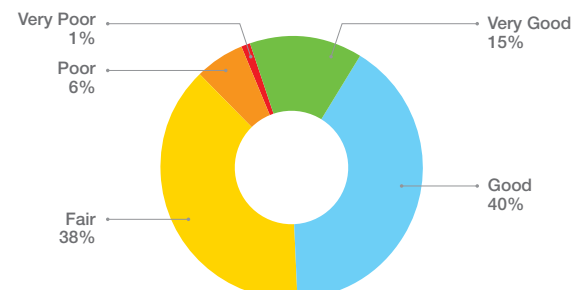
Life cycle expenditure current year
$28.108 million

New 18%
Upgrade 6%
Renew 25%
Operate 40%
Maintain 11%

Annual Shortfall for Stormwater Assets
$1700 million

Operate 9%
Maintain 9%
Upgrade 59%
Renew 23%
New 0%

Current condition of Stormwater Assets

Very Poor 1%
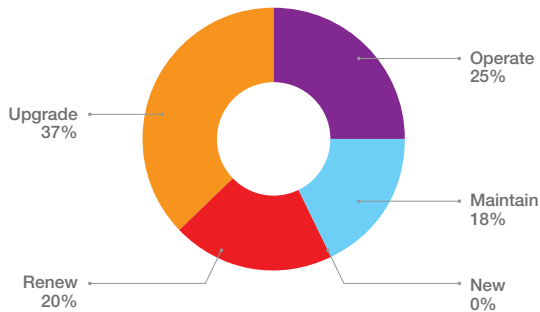Poor 6%
Fair 38%
Very Good 15%
Good 40%

Property Buildings

Council provides a property infrastructure network to facilitate Council's community and recreational services, its administrative and operational activities and its property investment portfolio.
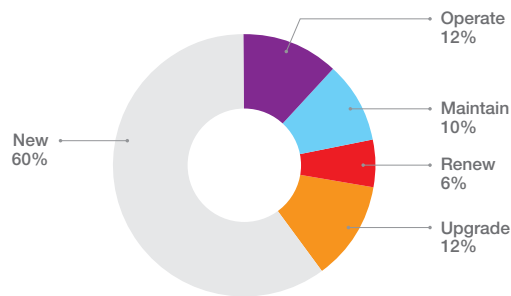
Council's property infrastructure assets are valued at $137.8 million and includes;

- Administration Buildings.
- Aquatic Centres.
- Child Care Centres.
- Community Centres.
- Community Halls.
- Coptic Church.
- Early Childhood Centres.
- Investment Properties.
- Libraries.
- Old Marrickville Hospital site.
- Operational Facilities.
- Recreation Buildings and Facilities.
- SES Building.

Life cycle expenditure current year
$13.598 million

Operate 25%
Maintain 18%
New 0%
Renew 20%
Upgrade 37%

Annual Shortfall for Property Buildings
$2.486 million

Operate 12%
Maintain 10%
Renew 6%
Upgrade 12%
New 60%

Current condition of Property Buildings

Very Good 15%
Good 50%
Fair 19%
Poor 2%
Very Poor 14%
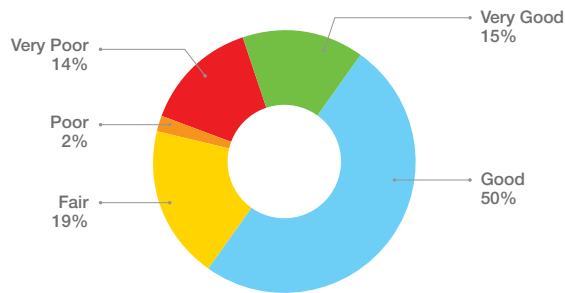
Commercial Car Parks

Council provides 23 off street car parks to support the parking needs of the community and businesses. This car park network provides approximately 1,150 parking spaces.

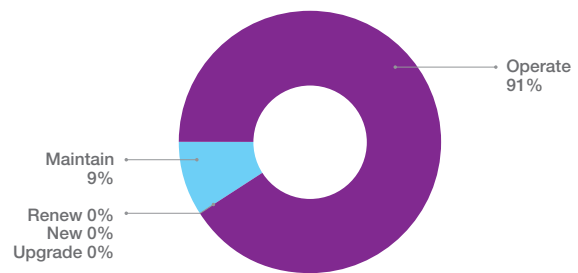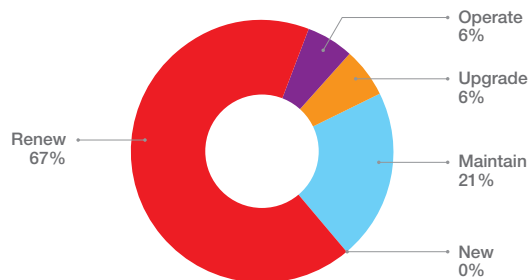Council's off street car parking network assets are valued at $11.87 million. Council currently funds minor maintenance and pavement patching activities for its off street car parks. Risk associated with these car park assets is managed through on-going condition/risk assessments to ensure the existing levels of service are maintained.

Life cycle expenditure current year
$0.13 million

Operate 91%
Maintain 9%
Renew 0%
New 0%
Upgrade 0%

Annual Shortfall for Commercial Carparks
$0.225 million

Operate 6%
Upgrade 6%
Maintain 21%
New 0%
Renew 67%

Current condition of Commercial Carparks

Very Poor 7%
Poor 8%
Fair 32%
Very Good 28%
Good 25%
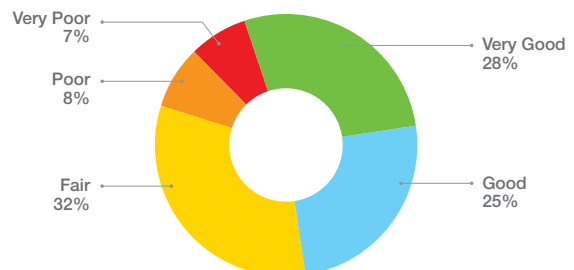
PART A: **QUALITY OF EXISTING INFRASTRUCTURE**

Marrickville Council's Infrastructure Asset Renewal Challenge

The total annual funding shortfall for the full lifecycle of all Council assets is $12 million. This includes operational costs, maintenance, renewal, upgrade and new capital works. The shortfall estimate is based on the 2014/2015 budget and the renewal required to maintain existing assets at a satisfactory level of service.

The total annual funding shortfall just to renew existing infrastructure assets is $5.06 million for 2014/2015.
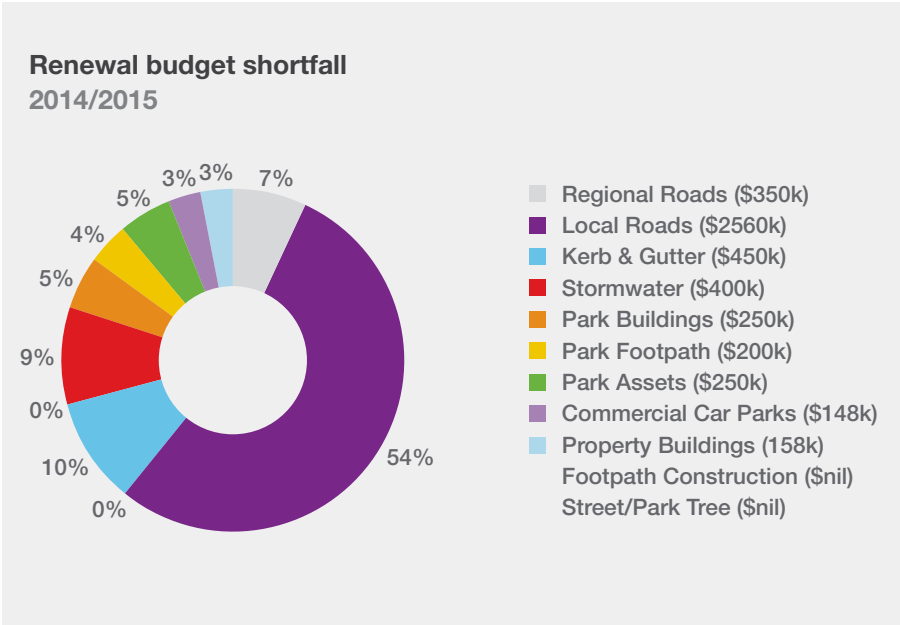
When new works such as kerb ramps, bicycle plans, Local Area Traffic Management works (associated with the renewal of transportation assets) are added to the equation, the infrastructure asset shortfall rises to $6.29 million per annum.

Renewal budget shortfalls

The shortfall in renewal budgets is often referred to as backlog. These shortfalls are identified through a risk management approach of critical components requiring full or partial replacement. The inability to carry out renewal works will likely lead to increased deterioration and reduced asset conditions.

Renewal budget shortfall
2014/2015

- Regional Roads ($350k)
- Local Roads ($2560k)
- Kerb & Gutter ($450k)
- Stormwater ($400k)
- Park Buildings ($250k)
- Park Footpath ($200k)
- Park Assets ($250k)
- Commercial Car Parks ($148k)
- Property Buildings (158k)
  Footpath Construction ($nil)
  Street/Park Tree ($nil)

1. Roads

The road asset includes concrete and asphalt road pavement located between the gutter boundaries. The road is built on layers including a sub base, base and surface.
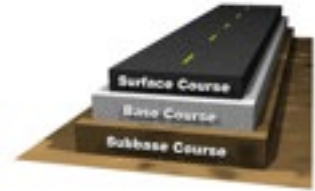
Council has a road hierarchy:

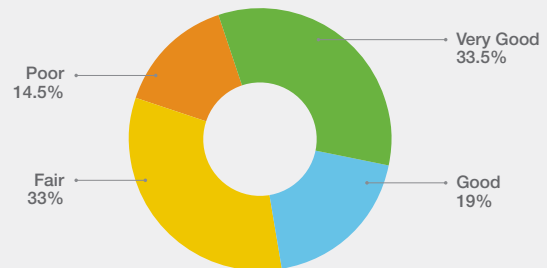- State roads are the major arterial links throughout the state and within major urban areas. It is the responsibility of the NSW Government's Roads and Maritime Services (formerly the RTA) to fund and maintain state roads.

- Regional roads are routes of secondary importance between State Roads and Local Roads. Local councils are responsible for funding, determining priorities and carrying out works. Marrickville Council receives assistance from the NSW State Government to assist in the upkeep of regional roads.

- Local roads provide local circulation and access. These roads are the responsibility of local councils. Marrickville Council receives Federal Assistance Grants to assist in the upkeep of the local roads.

- Lanes provide vehicular access to a low number of properties.

Current condition

Very Poor 8%
Poor 13%
Fair 12%
Very Good 39%
Good 28%
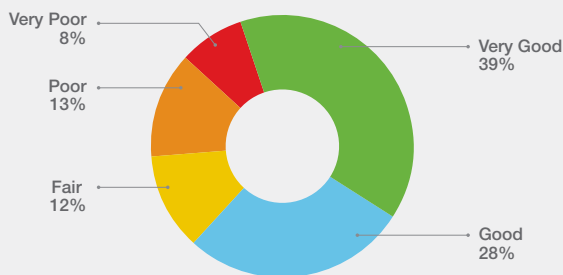
Forecast condition in 10 years based on Current annual renewal spend $1,360k

Poor 14.5%
Fair 33%
Very Good 33.5%
Good 19%

- **Estimated annual shortfall $350k (Regional roads) $2560k (Local Roads).**

- **Council currently only has enough funding to improve the current condition of roads to remove any very poor roads over the next 10 years. The impact of continuing the current spend will be increased number of roads in condition 4 poor. Roads will have more potholes and cracking which increases roughness affecting road safety and noise. Council could not decrease the level of current spend due to increase risk and duty of care for community road safety**

2. Footpaths

The footpath includes asphalt, concrete or heritage brick pathways in streets.
Council is committed to preserving certain heritage aspects of footpaths including
brick paths and inlaid street names in concrete.

Current condition of Footpaths

Very Poor
1%

Poor
8%

Fair
29%

Very Good
14%

Good
48%

**Forecast condition in 10 years based
on Current annual spend on renewal $1,351k**

Very Good
11%

Good
14%
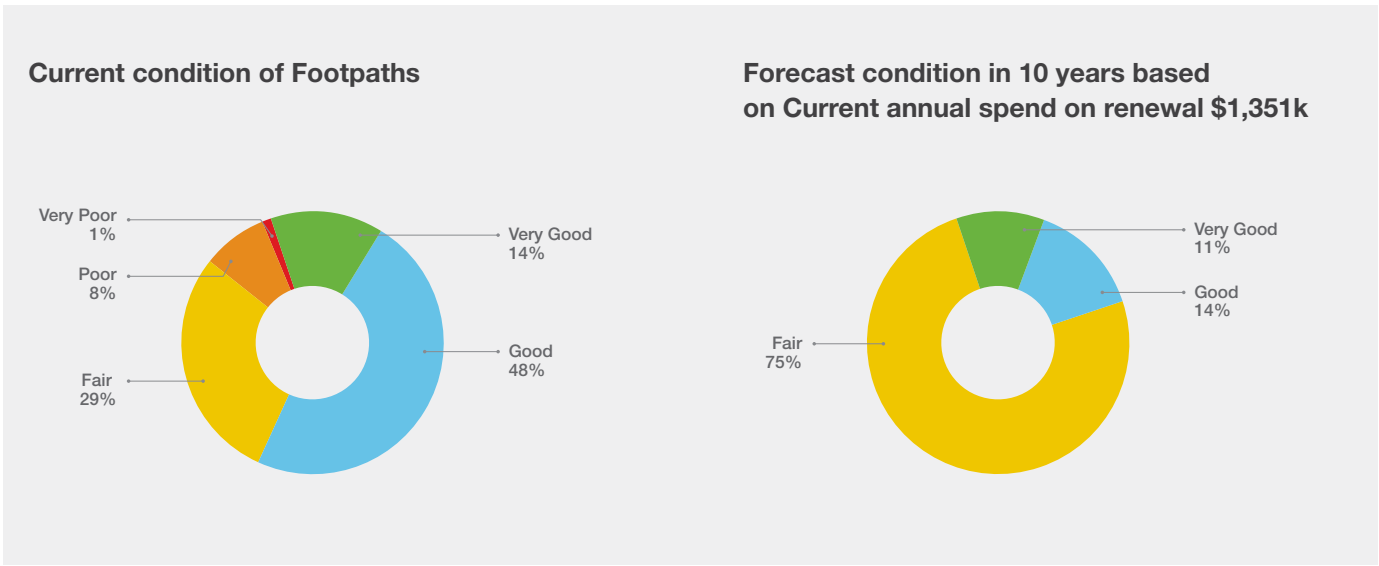
Fair
75%

- Estimated annual shortfall nil.
- Council currently has enough funding to keep all footpaths in a minimum
  of fair condition over the next 10 years.

3. Ramps

Kerb ramps ensure everyone, including people with a range of mobility needs, is able to move about the LGA safely and independently.

- Council currently has 793 missing ramps. Currently council has a dedicated program of $51.5k to installing kerb ramps that are considered high priority for the Access Committee. There is also a Pedestrian Accessibility and Mobility Plan (PAMP) that installs ramps that are highlighted as major access routes. All footpath renewal projects incorporated the installation of ramps where missing. The total current annual spend on ramps is $500k (including the access and PAMP program). The estimated annual shortfall for kerb ramps specific program is $120k. The number of missing ramps in 10 years is forecast at 460.

4. Kerb and Gutter

The kerb lies between the gutter and the footpath or verge. It protects the footpath from stormwater. The gutter collects the stormwater and directs it into the pit and pipe network, or to a rain garden. Both the kerb and gutter can be made of concrete or sandstone.
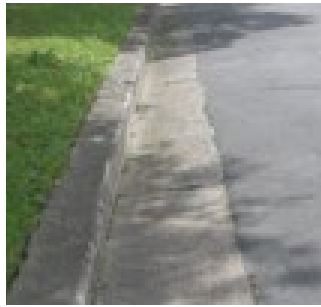
Current condition of Kerbs and Gutters
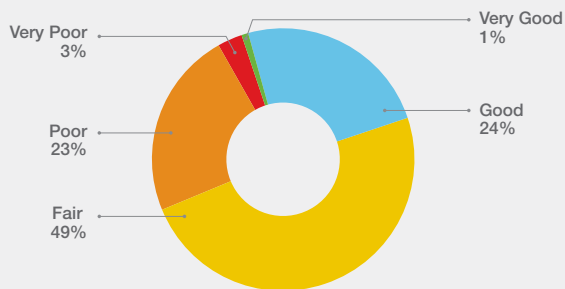
Very Poor 3%
Poor 23%
Fair 49%
Very Good 1%
Good 24%

Forecast condition in 10 years based on Current annual spend on renewal $2,267k

Very Poor 5%
Poor 17%
Fair 69%
Very Good 4%
Good 5%
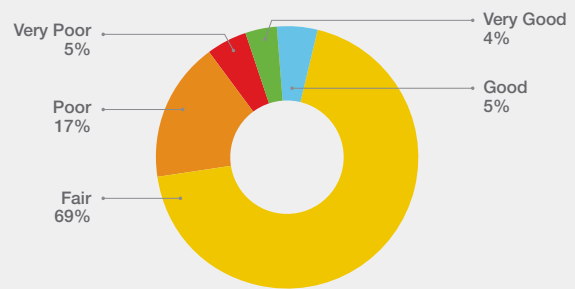
- Estimated annual shortfall $450k.

- Council currently replaces kerb and gutter through integrated infrastructure projects in the roads and footpath program. The condition of kerb and gutter is decreasing. Increased lengths of kerb and gutter in condition 4 and 5 will increase risk to pedestrian and vehicular safety.

5. Roadside Furniture

Roadside furniture includes seats, bins, banners, bollards, signs, lines, and whiteway lighting.

Current condition

Very Poor
9%

Poor
6%

Fair
33%

Very Good
6%

Good
46%
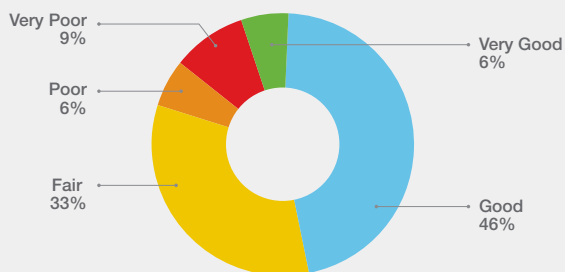
Forecast condition in 10 years based on Current annual spend on renewal $nil only reactive maintenance completed.

Very Poor
10%

Poor
32%

Very Good
12%

Good
5%

Fair
41%
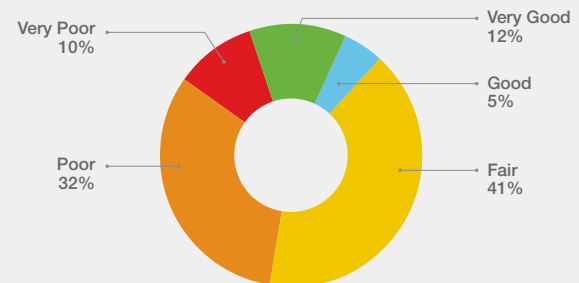
- Estimated annual shortfall $300k.

- Council currently maintains the roadside furniture through reactive maintenance i.e. replacement of timber slats to seats or repairs to bins. Currently there is no proactive renewal program for general roadside furniture.

6. Pits and Pipes

A stormwater pit is a chamber constructed below ground, designed to accept rainwater from surface inlets and/or one or more upstream stormwater pipes and to discharge this rainwater into a single downstream stormwater pipe.

A Stormwater Pipe is a pipe designed or used for carrying stormwater. Larger pipe sizes are usually Reinforced Concrete Stormwater Pipes . Smaller pipe sizes (<300mm) are often PVC Stormwater Pipes.

Current condition of Pits and Pipes

Very Poor 2%
Poor 2%
Fair 19%
Very Good 35%
Good 43%

Forecast condition in 10 years based on Current annual spend on renewal $300k

Very Poor 2%
Poor 2%
Fair 46%
Very Good 27%
Good 23%
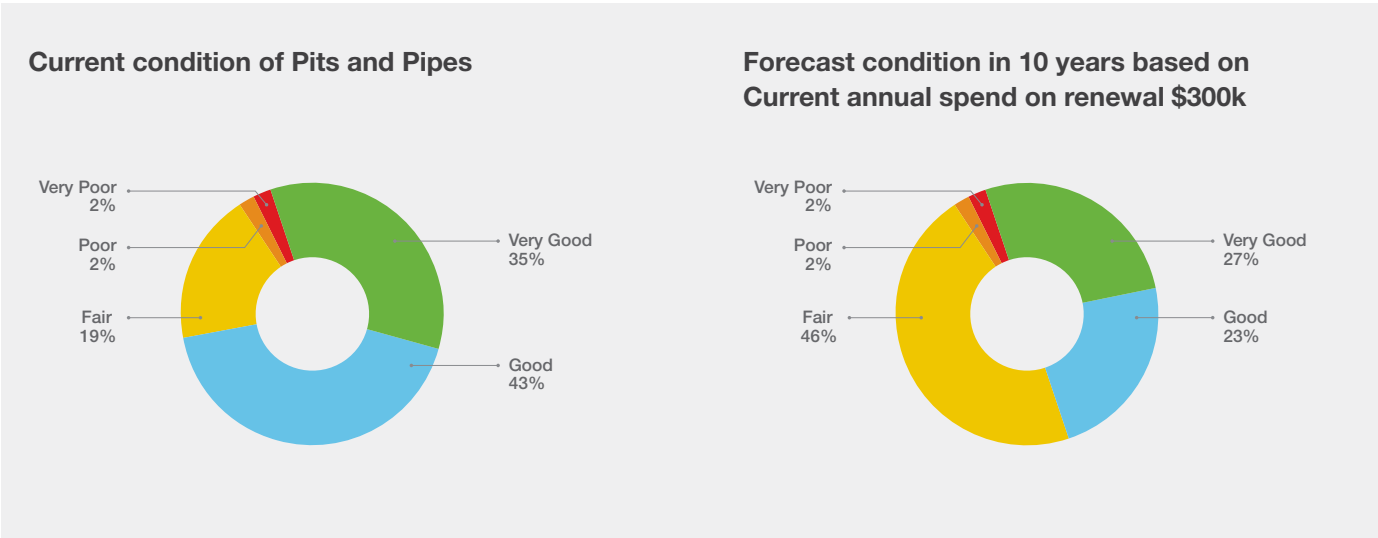
- **Estimated annual shortfall $400k.**

7. Buildings

i. Park Buildings

Park buildings include public toilets, grandstands, change rooms, kiosks, storage facilities, plant facilities.

Current condition of Park Buildings

- Very Poor 1%
- Poor 6%
- Fair 44%
- Very Good 5%
- Good 44%
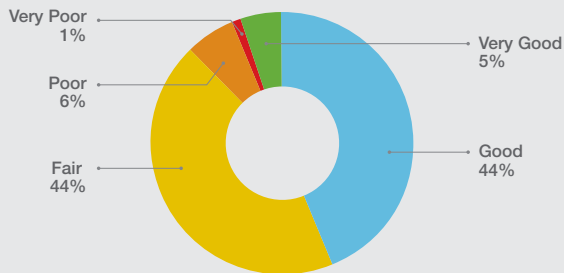
(Insufficient data available for reliable forecast)

- Estimated annual shortfall $250k.

- Council currently carries out reactive maintenance of park buildings. A recent report identifying a 10 year plan for councils park buildings identified that council require $250k each year to be spent on planned replacements. The proposed $250k annual program would enable the condition of the buildings to be improved and reduce the amount of reactive maintenance.

ii. Property Buildings

Property buildings include town halls, operational buildings, childcare facilities, libraries, aquatic centres, recreation centres, community halls and other miscellaneous buildings.

Current condition of Property Buildings

Very Good
15%

Good
51%

Very Poor
14%

Poor
1%

Fair
19%
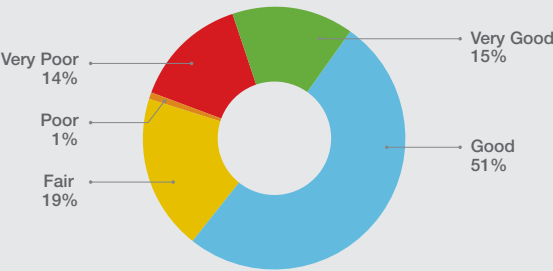
(Insufficient data available for reliable forecast)

- Estimated annual shortfall $158k.

- Council currently carries out reactive maintenance of property buildings. The proposed $250k annual program would enable the condition of the buildings to be improved and reduce the amount of reactive maintenance.

　
8. Park Assets, Paths, Play Equipment

Park assets include bubblers, seats, softfall, BBQs, bins, fencing etc. Park paths can be concrete or asphalt. Play equipment includes all equipment located in parks for children's play eg. swings, slides etc.

Current condition of Park Assets, Paths, Play Equipment

- Poor 3%
- Very Good 9%
- Good 55%
- Fair 34%
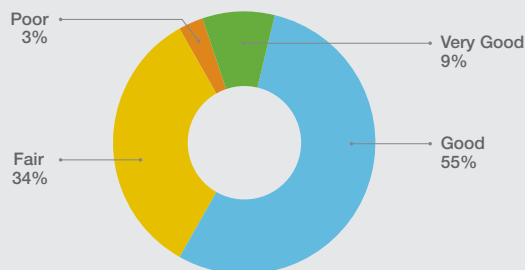
(Insufficient data available for reliable forecast)

- Estimated annual shortfall $200 k for park footpaths, $250k for park assets, $60k play equipment.
- Council currently carries out reactive maintenance to all park assets, paths and play equipment. Currently no planned renewal program. The proposed $310k annual program would enable the condition of the park assets, park paths and playgrounds to be improved and reduce the amount of reactive maintenance.

9. Commercial Car Parks

Commercial car parks include all off street land designated for public car parking.
The assets include asphalt, lights, signage.

Current condition of Commercial Carparks
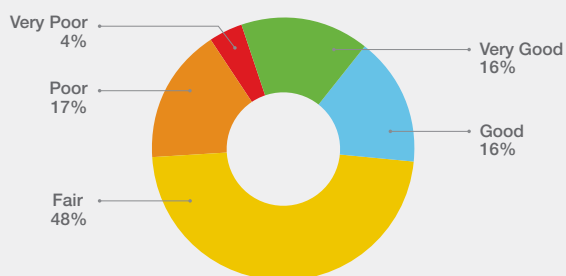
Very Poor 4%
Poor 17%
Fair 48%
Very Good 16%
Good 16%

Forecast condition in 10 years based on Current annual spend on renewal $nil

Very Poor 33%
Poor 19%
Very Good 16%
Good 16%
Fair 18%
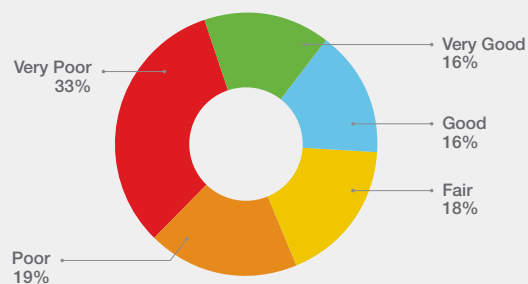
- Estimated annual shortfall $148k for resurfacing, $12.5 k lighting.

- Council currently only carries out reactive maintenance to the commercial carparks. The proposed $160.5k annual program would enable the condition of the carparks to be improved and reduce the amount of reactive maintenance.

PART B: **NEW INFRASTRUCTURE INVESTMENT**

The Marrickville Infrastructure Jury exists to agree and prioritise the desired level of service of current infrastructure whilst keeping in mind the need to fund and deliver new works. This section of the information pack asks the Jury to consider which new infrastructure assets are most important.

It is vital to remember the definition of 'new infrastructure' as defined in the lifecycle (pg 11) as:

NEW: The creation of a new asset providing a new service or output that did not exist beforehand

The following list of potential new infrastructure assets would all improve the quality of life in Marrickville LGA. The Jury will need to look at these and other areas where new infrastructure is needed, what is important and make recommendations on how to prioritise increased investment in those areas.

Traffic Calming	Drainage and flood management	Cycleways
Installation of traffic calming and pedestrian safety devices in local streets such as speed humps and pedestrian crossings.	Expansion of under-capacity pipes network to address the risk of flooding caused by increased intensity of rainfall, rising sea levels and pressures of increased urbanisation.	Improve cycling conditions through creating bicycle friendly streets and neighbourhoods, and a network of high quality regional roads and local connecting routes. Integration of cycling with public transport through cycle-park provisions and access at railway stations and major bus stops.
Public spaces in town centres	**New Property Investment**	**New Land Investment**
Strengthen the unique identity and make centres more attractive for residents & visitors. Enhance the physical surroundings to create more community friendly places eg. street furniture, public art, improved surfaces, routes and structures and enhance pedestrian experience in centres by improving accessibility, connectivity, legibility and way finding.	Purchase and or construction of facilities to better provide and meet the needs of existing and increasing population. New property may include community venues, childcare centres and a new library	Purchase of additional land and construct facilities to better provide and meet the needs of the existing and increasing population. The land would provide active and passive park space for sports fields and courts, park equipment including BBQs, outdoor gyms and playgrounds with equipment, dog off leash areas, community gardens, wifi, cycle facilities and community space

The Jury's recommendations will shape Council's decisions on how to improve streets, public places and infrastructure for the next five to 10 years.

PART B: **NEW INFRASTRUCTURE INVESTMENT**

Outlined below is an introduction to the types of planned but unfunded new capital works that the Marrickville Infrastructure Jury should take into consideration when reviewing the costs of quality of service versus investment in new infrastructure.

Council strategies and analysis have identified the following five areas as in need of new infrastructure investment. These areas have been planned for based on what Council currently knows. The Marrickville Infrastructure Jury may identify further priorities or wish to know more about these or other services, in which case further investigation by Council will be carried out.

1. Local Area Traffic management

Local Area Traffic Management defines the LGA by specific areas. A map of these areas is available as an annex to the information pack. Local Area Traffic Management includes a program to review all areas in the LGA. Each area review includes an assessment of current traffic counts, traffic management in the local area and engages with the community about any safety concerns or pedestrian/traffic movements. There are 21 areas and currently approximately two areas are completed per year. Once the review is completed generally $400k of assets including approx 40% signs and lines and 60% of traffic devices or traffic amenities are recommended.

Local Area Traffic Management is currently 100% funded through Section 94 Developer Contributions. In December 2013 a new Section 94 plan was endorsed to commence collection in January 2014. This new plan decreases the amount of section 94 developer contributions to 14% section 94 and 86% council funds. This will mean that from 2017 council will only be able to fund approx $100k a year of the recommendations from LATM reviews.

2. Pits and Pipes Upgrades
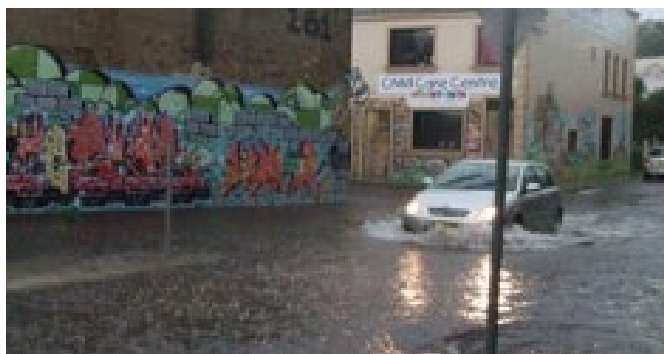
The stormwater management system includes an underground drainage network of pits and pipes that collect stormwater runoff from hard surfaces such as streets and roofs. Council provides a service to the community to protect people and property from flooding. This is a challenge due to:

- Under capacity - The pits and pipe network is over 100 years old and now under capacity. The pits and pipes can not carry the amount of water required fast enough to ensure no l ocalised flooding in certain locations. The community is experiencing flooding over topping the gutter in many locations.

- Climate change impacts – These include rising sea level (0.4m in 2050 predicted) and increased intensity of rainfall (increase of 10-30% predicted). These two impacts will put a further load on the existing stormwater system.

- Urbanisation – Increased urbanisation has increased the amount of hard surfaces, amended over land flow paths through built infrastructure and developments and drainage has been designed to differing design standards.

Council has over $20 million of known stormwater upgrade projects. These projects are identified through investigations of flooding complaints or through flood studies and Floodplain Risk Management Plans in accordance with the requirements of the Floodprone Land Policy.

Council does not have enough money to carry out all the works that have been identified. In order to cover the risk of flooding to people and property council identify flood affected properties in the Local Environment Plan and Development Control Plan. Currently there are over 4000 properties identified as flood affected. Other non asset risk management plans include SES inspections during king tide and heavy rainfall events and relocating cars to high ground during storm events.

Council currently spend approximately $375k per year on pits and pipes upgrades or new pits & pipes. The estimated shortfall for stormwater pits and pipes based on a risk management approach is $1 million. This is to work on the known high risk projects ($4.182 mil) and start working on the higher side of the medium risk projects.

3. Town Centre Upgrades

Council are currently completing a Public Domain project which includes a strategy and plan to upgrade town centres through the Local Government Area. This project has highlighted that each village or centre has its own unique character which should be maintained. The challenges and reasons for upgrades to the town centres include:

- Various quality and types of materials creating visual clutter.

- Lack of community friendly spaces.

- Compromised connectivity, accessibility and permeability.

- Inconsistent activation.

The proposed town centre upgrades will:

- Strengthen the unique identity and make them more attractive for residents & visitors.

- Enhance public domain amenity & encourage activation to facilitate a strong public life within centres.

- Enhance pedestrian experience in centres by improving accessibility, connectivity, legibility and way finding.

Council currently spends $200k per year on town centre upgrades. As the Public domain project is still underway preliminary costs for town centre upgrades are currently not known. There is $10million being collected through Section94 Developer contributions for Public Domain Village Centre Plazas. There is an expected annual shortfall of $750k to implement the short, medium and long term priorities as mapped in annexure.

4. Bicycle Plan

The Bicycle plan was revised in 2007 to improve cycling conditions in the Local Government area. The following principals are part of the strategy and the routes are mapped in annexure?.

1. A bicycle network plan made up of high quality regional routes and more modest local connecting routes

2. A bicycle parking plan which applies to the public domain, private developments, schools and Council facilities

3. A plan for improving integration of cycling with public transport through provision of bicycle parking at railway stations and major bus stops, and by facilitating that cycling access to stations

4. A plan for creating bicycle-friendly streets and neighbourhoods by ensuring that all of Council's roadway designs and works consider the needs of cyclists, e.g. cycling access through road closures.

Bicycle routes have an annual funding of $300k for regional routes where 50% is funded through RMS grants and 50% through council funds. A Green streets network for local cycling and walking routes is funded through 2014 Section 94 contributions with a total of $4.5million. This program will commence in 2015/2016 as identified in the Public Domain study. The bicycle strategy currently requires approx $9 million to complete. The shortfall in funding to complete the bicycle strategy in 10 years is $400k per year.

5. New Property and Land

Council is drafting an Integrated Land and Property Strategy, which aims to identify what land needs to be purchased and what facilities need to be provided to better provide for the existing population and meet the demands of the increasing population of the Marrickville LGA.

The increasing population is a result of higher densities imposed on the LGA (and other Councils) by the State Government.

An early draft of the strategy has identified that an additional 13.9ha of land is required throughout the LGA for;

Recreation Activities

- 5.28ha active park space
  - 1 x indoor sports court
  - 2 x soccer fields
  - 1 x rugby/AFL field
  - 1 x cricket field
  - 1 x netball court
  - 4 x tennis courts

- 8.62ha passive park space
  - Dog of leash areas
  - Cycle facilities
  - Community gardens
  - Youth facilities
  - Play equipment
  - Outdoor gyms
  - BBQs
  - WiFi
  - Pizza oven
  - Public toilet facilities
  - Aboriginal specific community space

New Facilities

- A New Library
  - 2 new multipurpose community spaces (size approx 450m^2)
  - 1 new 47 place childcare facility
  - A 'community hub' to support community groups

NSW LOCAL GOVERNMENT
COUNCIL REVENUE

Rates:

NSW Local Government generates most of its unrestricted revenue from rates and associated charges. Annual increases in rates and associated charges are determined by the Independent Pricing and Regulatory Tribunal (IPART). NSW is the only state or territory in Australia where rates increases are determined by an independent body – in all other State and Territories, the Councils themselves determine rate increases following consultation with the general public.

The following table highlights the disparity between NSW Local Government and other States over the past 10 years.

Table 3.1 Annual average percentage increases in revenue 2001/02 - 2010/11.

NSW Local Government	4.40%
South Australia Local Government	7.00%
Western Australia Local Government	8.10%
Victoria Local Government	8.20%
Queensland Local Government	8.60%
NSW State Government	5.00%
Commonwealth Government	5.50%

Source: ABS, Government Finance Statistics, Australia, 2010-11, Cat No. 5512.0.

By way of example, if Marrickville Council was the beneficiary of the annual average rate increase experienced by Queensland Councils over the past 10 years (8.6%), an additional $20 million in rate revenue would have been generated and could have been used to tackle our increasing funding shortfall in infrastructure asset renewal.

In 2014/15, a modest, state-wide 2.3% rate increase has been determined by the Independent Pricing and Regulatory Tribunal (IPART). This is the lowest rate increase in NSW since 1999 (15 years) and the fourth lowest since 1987 (27 years). These modest rate increases do little to assist NSW Councils make inroads into infrastructure asset renewal funding shortfalls.

How are rates calculated at Marrickville Council:

Properties are first categorised for rating purposes according to their primary usage. The categories are:

- Residential or

- Business or

- Farmland*

*(council does not have any land categorised as Farmland)

Rates are then levied in accordance with NSW legislation, calculated using the following methodology;

Ad Valorem Rates

The unimproved land value is determined by Land and Property NSW (the Valuer General). This land value is assessed and revised every three years. This is then multiplied by the rate in the dollar adopted each year by Council that is specific to the rating category.

Minimum Rates – Residential Only

All residential ratepayers pay a base charge (commonly referred to as a 'minimum rate') as part of their overall rate bill for the financial year.

The base charge is a set amount Council considers to be a fair and reasonable contribution towards the cost of Council's core services.

The value of the minimum rate in 2013/14 was $591.29.

All residential ratepayers payers pay the same minimum rate regardless of the value of their land.

Marrickville Council Rate Increases – Past 20 years

FINANCIAL YEAR	PERMISSIBLE RATE INCREASE	APPROVED SPECIAL RATE VARIATION	TOTAL RATE INCREASE
1994/95	0.0%		0.0%
1995/96	2.2%		2.2%
1996/97	2.7%		2.7%
1997/98	3.1%		3.1%
1998/99	1.7%		1.7%
1999/00	2.4%		2.4%
2000/01	2.7%	5.0%	7.7%
2001/02	2.8%		2.8%
2002/03	3.3%		3.3%
2003/04	3.6%		3.6%
2004/05	3.5%		3.5%
2005/06	3.5%	3.5%	7.0%
2006/07	3.6%		3.6%
2007/08	3.4%		3.4%
2008/09	3.2%		3.2%
2009/10	3.5%		3.5%
2010/11	2.6%		2.6%
2011/12	2.8%		2.8%
2012/13	3.6%		3.6%
2013/14	3.4%		3.4%
2014/15	2.3%		2.3%

Comparative rating information

Below is a table of neighbouring councils and their average rate for the 2013/14 financial year. Marrickville Council has the lowest average residential rate and second highest for its business rates. The rates exclude any other charges that may be charged on the rates notice.

2013/14		
COUNCIL	**AVERAGE RESIDENTIAL RATE**	**AVERAGE BUSINESS RATE**
Leichhardt	$1,169	$6,922
Burwood	$1,045	$5,459
Ashfield	$1,039	$4,644
Canterbury	$954	$4,188
Strathfield	$853	$4,746
Marrickville	$838	$5,479

Note: Both Canterbury and Burwood Councils were successful in securing a Special Rate Variation in 2014/15 for infrastructure asset renewal purposes. As such, the 2014/15 comparative information will highlight an even greater variation of average rates among neighbouring Councils.

Special Rate Variations

There is an avenue for councils to seek rate increases over and above the annual rate increase determined by IPART. Councils may apply to IPART for a Special Rate Variation. This application is complex and requires considerable consultation and support from the local community.

Many NSW Councils have applied for Special Rate Variations to address the infrastructure asset renewal shortfall issue in recent years. In the past four years alone, 53 Councils throughout NSW (35% of all NSW Councils) have had Special Rate Variation applications approved by IPART for infrastructure asset renewal related purposes. Of those 53 Councils, 21 have been Sydney Metropolitan Councils (that is 51% of the 41 Sydney Metropolitan Councils).
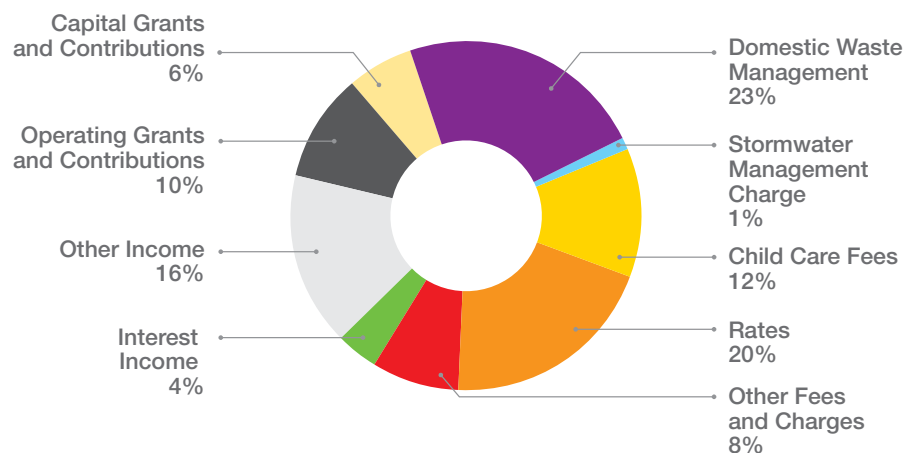
Other Sources of Revenue

Apart from rate revenue, Council receives revenue from the following sources:

- Domestic Waste Management Charges – the revenue generated by Domestic Waste is spent on Domestic Waste Services to the community. It is 'restricted' revenue, meaning it cannot be used for any other purpose (or service) by Council.

- Stormwater Management Levy – revenue generated by this levy is to be used on Stormwater Management initiatives only. Again, it is 'restricted' revenue, meaning it cannot be used for any other purpose (or service) by Council.

- Childcare Fees – revenue generated by Council's childcare services including Family Day Care, Long Day Care, After School Hours Care and Vacation Care services. The revenue generate is used to fund the direct costs of these services.

- Other User Fees and Charges – revenue generated by members of the public utilising Council's services. The revenue generated includes development application related fees and sports ground hire.

- Interest Income – revenue generated primarily from Council's investment portfolio and interest on overdue rates and charges.

- Other Income – revenue generated by Council's deemed as sundry income. The primary revenue sources include Parking Fines and Property Leases.

- Operating Grants and Contributions – revenue collected primarily from government agencies in regards to various ongoing and one off operating grants. The funds are usually tied to a specific project and can not usually be spent outside the nominated scope provided by the funding body. The primary revenue sources include the Financial Assistance Grant (FAG) supplied by the Federal Government and Roads and Maritime Service (RMS) grants for Traffic safety related projects.

- Capital Grants and Contributions – revenue collected primarily from Developer contributions and government agencies in regards to various capital grants. The funds are usually tied to a specific project and can't usually be spent outside the nominated scope provided by the funding body. The primary revenue sources include s94 Developer contributions and Roads to Recovery grants.

Revenue Dissection – 2014/15 Budget

Capital Grants and Contributions 6%
Operating Grants and Contributions 10%
Other Income 16%
Interest Income 4%
Domestic Waste Management 23%
Stormwater Management Charge 1%
Child Care Fees 12%
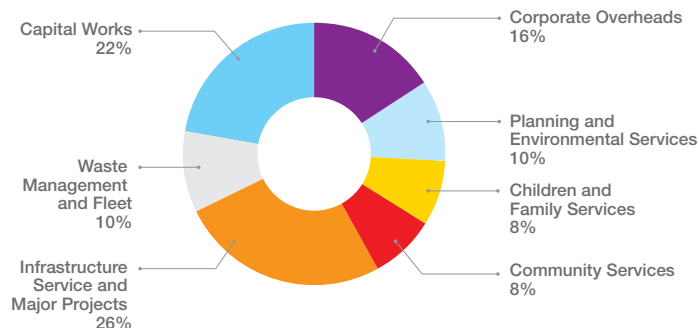Rates 20%
Other Fees and Charges 8%

COUNCIL EXPENDITURE

Using the revenue it has available in any given year, Marrickville Council allocates funds towards a range of services and activities for the benefit of its community. Over the past two decades, Local Government has become increasing responsible for a range of services and activities traditionally the domain of the State Government (e.g., community and health services). The following is a full list of the services Marrickville Council provides its community.
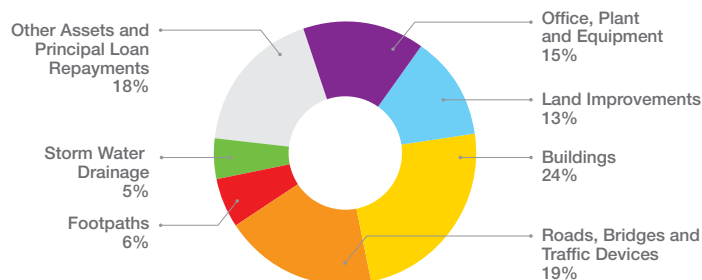
COMMUNITY SERVICES	PLANNING AND ENVIRONMENTAL SERVICES	INFRASTRUCTURE SERVICES	CORPORATE SERVICES
Customer Experience contact centre, counter and administration services	Planning controls and policy development	Major Project Management (Major Constructions e.g. swimming pools)	Strategic Development and Planning
Centre based children's services	Specialist heritage, urban design and traffic planning advice and related services	Asset Management (systems)	Internal and External Communication and Media Services
Family Day Care	s.149 certificates provision management.	Asset Planning	Recruitment and Workforce Planning
Mobile Playgroups (Magic Yellow Bus)	Assessing Development and Related Applications	Floodplain Management	Workplace Relations
Local Business Development advisory services	DA Prelodgement advice services	Local Emergency Management	Learning and Development
Urban Centres Development Program	Development Assessment E-Planning	Traffic Planning	Workers Compensation and WHS Services
Tom Foster Community Centre Food Services (Meals on wheels/ centre based meals)	Companion Animal Services (registration, collection, patrols, complaints)	Park Asset Maintenance	Payroll and HR Services
Tom Foster Community Care Social Support	Parks and Reserves Patrols	Property development, management and maintenance	Legal Services
Dementia Support Services	Complaint Investigation	Trade Services	Records and Archives Management
Senior Support Services	Parking Patrols	Civil design, investigations and engineering	Good Governance and Transparency
Transport Services	License Inspections	Street lighting	Enterprise Risk Management and Insurance
Social Planning and Research	Building application assessments	Public liability investigation and reporting	Revenue Accounting
Affordable Housing strategy development and advocacy	Building inspections and Registers	Landscape Design and Project Management of parks, sports fields, playgrounds and park buildings	Financial Accounting
Community Grant allocation and administration	Fire Safety Inspections and Registers	Tree management and maintenance	Procurement
Aboriginal Inclusion Services	Compliance Inspections, Registers, advice and licensing application support	Traffic and Parking Investigations and Facilities	Management and Systems Accounting
Youth Services	Community Sustainability Services	Road Safety Programs	Information Services (Network/ Application support)

Community Safety and Crim Prevention	Green Living Centre (in partnership with City of Sydney)	Traffic signs and pavement markings	Geographical Information Systems support
Access and Inclusion Disability Services	Sustainability and Resource Management	Road Reserve permits	Help Desk (Technical Support)
LGBTIQ Services	Biodiversity programs and services	Bike Route improvement works	
Consultative Committee/ Interagency Management (multiple)	Water Sensitive programs and services	Emergency call out services for flooding, street trees, spills, hazardous waste and vandalism	
Social Inclusion Event Management (multiple)		Bus stop modifications	
Arts and Cultural Development Programs		Road and Lane resurfacing	
Community Events (multiple)		Footpath maintenance, construction and repair	
Recreation planning, management and research		Streetscape Enhancements	
Library services at Marrickville, St Peters, Dulwich Hill and Stanmore Library.		Graffiti removal	
Home-library Service		Stormwater network maintenance and repair	
History Services		Nature strip mowing, street sweeping and weed spraying	
Community Engagement services		Illegally dumped rubbish collection	
Your Say Marrickville Online Hub		Maintain parks, reserves, sportsgrounds, gardens, BBQ and picnic facilities, change rooms	
		Maintain bio-retention basis, traffic island and shopping centre garden beds	
		Resource Recovery Collection including domestic garbage and recycling and green waste	
		Whitegoods collection	
		Street litter bin, dog waste bin collection	
		Cleaning services of town halls, libraries and community halls	
		Public toilet cleaning services in parks	
		Plant (Vehicle) Replacement and Maintenance Programs	

The following pie chart depicts how funds are allocated to certain programs of expenditure.

Capital Works
22%

Corporate Overheads
16%

Planning and
Environmental Services
10%

Children and
Family Services
8%

Community Services
8%

Infrastructure
Service and
Major Projects
26%

Waste
Management
and Fleet
10%

The following pie chart is a portion of the total expenditure above, and relates to capital expenditure only.

Other Assets and
Principal Loan
Repayments
18%

Office, Plant
and Equipment
15%

Land Improvements
13%

Buildings
24%

Roads, Bridges and
Traffic Devices
19%

Storm Water
Drainage
5%

Footpaths
6%

THANK YOU….

The information provided in this pack is designed to complement the planned workshops and will provide the Marrickville Infrastructure Jury with a reference guide throughout the process.

The Marrickville Infrastructure Jury will then deliver a report with recommendations to inform and empower Council to address the question of desired quality of infrastructure and how to balance that against the community's priorities for investment.

This collective decision making will provide Council with a community consensus – one that is robust and publicly trusted.

Thank you for participating and for playing a part in building an informed and deliberated public understanding of the community's priorities for local infrastructure.

Key learnings/notes	Key questions I want to ask

Key learnings/notes	Key questions I want to ask

Key learnings/notes	Key questions I want to ask