

PARTNERSHIPS TO A VIBRANT COMMUNITY

A STRATEGIC PLAN FOR
GLEBE AND FOREST LODGE
2006 TO 2011

and

ACTION PLAN FOR 2006

PRESENTED BY THE GLEBE SOCIETY INCORPORATED



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1

EXECUTIVE SUMMARY

This document sets out the Society's

- vision, and strategic goals (Chapter 8)
- longer-term actions necessary to achieve these goals (Chapter 9), and
- action plan for 2006 (Chapter 10).

The earlier chapters explain the background to Glebe and The Glebe Society Inc., and the reasoning underlying the objectives we have identified. The Strategic Plan 2006-2011 replaces a similar document covering the period to 2010.

Although the Glebe Society tries to represent a balance of interests in Glebe, it does not claim to represent all the people of Glebe¹. We acknowledge the important roles of other community and business groups, both in Glebe and in nearby areas. We also recognise that the achievement of many of our goals depends on our ability to influence and work with the Sydney City Council and a range of State government authorities. Therefore our ability to build good relations with all these bodies is fundamental to the plan.

This plan differs from its predecessor in that it includes a section entitled *People for Glebe* (see chapters 9 and 10) that addresses the Society's internal objectives and processes. We feel it is vital that the management structure of the Society and the way the Management Committee relates to members is regularly reviewed in order to ensure that the Society remains relevant and able to meet constantly evolving circumstances.

The other priority areas we have identified are:

Heritage – preservation of Glebe's natural, social and built environment.

"The Village" – the emergence of Glebe as a unique cultural village within the City of Sydney.

Amenity – the continued improvement of local government and government services in Glebe.

The Community – improvement of the quality of life for disadvantaged groups in Glebe.

Within these areas we have identified a wide range of projects and tasks including completion of the foreshore walkway and cycleway, revitalising Glebe's commercial precincts, input to the proposed new Town Plan, adaptive reuse of heritage buildings, reduction of through traffic, the upgrading of our parks, and cooperation with other groups such as the

¹ For the purposes of this document, the term "Glebe" includes Forest Lodge.

Coalition of Glebe Groups (COGG) and the Forest Lodge And Glebe Coordination Group (FLAG).

It is intended that annual actions plans based on the longer-term objectives identified in this plan should be presented to the Society's annual general meetings (AGM), and that reports by convenors and other office holders to AGMs should outline progress towards achieving the goals contained in the year's action plan. It is the responsibility of the Management Committee to arrange reviews of the strategic plan every three years or more frequently if circumstances demand.

2

HISTORY OF THE GLEBE SOCIETY

The Glebe Society was formed in 1969. It stemmed from a community response to the despoliation of Glebe through indiscriminate development. The distinctive Victorian character of the suburb was being destroyed by the demolition of terrace houses to make way for flats. A freeway proposal threatened to cut the suburb in three, at the same time destroying Lyndhurst, a fine Regency villa now in private ownership.

The Glebe Society, led by Professor Bernard Smith of the University of Sydney, successfully opposed these threats, and in 1970 the Society prepared a Master Plan for the area which resulted in the National Trust listing Glebe as a Conservation Area in 1974. The Society went on to achieve other significant successes over the years, including:

- the winning of Bicentennial Park,
- major contributions to local town planning,
- the conservation of the Glebe Estate, and
- participation with other local groups in the acquisition and extensions to Benledi for use as the Glebe branch library.

The Glebe Society continues to be active in preserving the suburb's built environment pursuing a broad range of issues affecting Glebe, including:

- Promotion of a foreshore walkway and cycleway from Bicentennial Park to the city;
- Preservation of heritage buildings, including the Glebe Estate, and
- Preservation of public access to Blackwattle and Rozelle Bays.

The Glebe Society has approximately 300 members, drawn from virtually every street in the suburb. The Society has a number of active subcommittees, including Bays & Foreshores, Environment (which includes parks and open spaces), Planning, Transport and Traffic, and Heritage.

The Glebe Society actively supports the preservation and enhancement of the suburb's built environment and its heritage buildings, including the Glebe Estate.

Some examples of Glebe Society initiatives have included:

HERITAGE CONSERVATION

- Completion of a review of Glebe's heritage on a street-by-street basis
- Compilation and consolidation of relevant heritage listings
- Investigation of the feasibility of providing the above information on the Glebe Society web site

ENVIRONMENT

- The development (in conjunction with the Glebe Chamber of Commerce) of Fax-Back forms to Council enabling residents to report dumped litter, dumped cars and infrastructure defects (eg, blocked drains, etc).
- Organising our own Glebe Society working bees to clean up Glebe Point Road and the harbour foreshores in Glebe

PARKS & OPEN SPACES

- The rescue from development, setting aside and creation of Blackwattle Bay Park
- 'Adoption', by members, of a number of parks (including Foley Park, Kirsova Playground and Paddy Gray Park)
- Community consultation for the redesigns and improvements to the Franklyn St Park and Foley Park
- Routine watering, weeding and litter control in the above parks by volunteers
- Continued maintenance and restoration of the war memorial in Glebe Point Road with funds provided by the Society and its Glebe Diggers' Memorial Appeal. Recently the damage by vandals to the digger's hat was repaired and the dead camellias in front of the Memorial were replaced.

The Glebe Society continues to actively support the preservation and enhancement of the suburb's built environment and its heritage buildings, including the Glebe Estate.

3

THE CHARACTER AND CULTURE OF GLEBE

3.1 CHARACTER

Fringed by Blackwattle and Rozelle Bays, Glebe was home to the indigenous people of the Cadigal clan for thousands of years before being settled first by Europeans in the late 1820's. Glebe is an area of significant historical and social importance for Australia as a whole. Indeed it is one of the portals to the modern nation and the birthplace of our first Prime Minister. Its conservation significantly benefits the whole fabric and heritage of the country as:

- one of the earliest centres of European settlement in Australia, and
- one whose character and proximity to the centre of Sydney has meant that it has played an influential role in the nation's subsequent development across a wide range of sectors.

Modern Glebe² has retained many of its grand Victorian homes, Federation houses, terraces and modest workers' cottages. These contribute to the unique character of the area. As a peninsula community, Glebe has a village atmosphere and residents have a strong sense of identity.

Glebe is characterised by:

- Its human (low-rise) scale and its classification as a Heritage Conservation Area
- Its relatively dense population and broad mix of social and economic groups
- A transient student and tourist population
- A significant number of tourist beds
- A large area of public housing
- A moderate sized population of indigenous people
- Long-term residents who contribute to the village atmosphere, and
- Many successful small businesses (including cafes, restaurants, bookshops, etc)
- A significant number of new residents, many of whom are following the demographic patterns of the "baby boomers" and include many who want to experience and contribute to local community life

Observers should recognise the diverse character and needs associated with the high density of population and comparatively high proportion of rental and public housing.

² For the purposes of this document, the term "Glebe" includes Forest Lodge.

3.2 GLEBE'S BUILT HERITAGE

Glebe has a human-scale, coherent and largely intact 19th century townscape, which is listed on the Register of the National Estate and Classified as an Urban Conservation Area by the National Trust.

The Glebe Society actively supports the preservation and enhancement of the suburb's built environment and its heritage buildings, including the Glebe Estate.

Apart from its classification as a Conservation Area, a significant number of Glebe properties have been given heritage status:

- 17 are listed on the original Register of the National Estate
- 10 are listed on the State Heritage Register
- 48 are classified by the National Trust
- 161 are itemised on the current Local Environment Plan

Many others, although not listed, are of particular historic and/or architectural interest. However, much of the valuable Glebe Estate is not maintained very well.

3.3 GLEBE'S CULTURAL HERITAGE

Modern day Glebe draws heavily on its important past and continuing indigenous connection as well as on the significant numbers of outstanding artists, musicians, writers and academics who have given so much to enrich its community over the years. Several businesses in Glebe serve these residents and evidence of their importance to Glebe can be found in successful events such as the Glebe Music Festival, the events of Glebe Week and the Glebe Street Fair.

The presence of many nearby educational institutions contributes to this melting pot.

3.4 INFRASTRUCTURE

Much of Glebe's infrastructure dates back to the 19th century and is inadequate or in a poor state of repair. Examples of modern consequences of outdated and poorly maintained infrastructure include:

- Streets, originally designed for pedestrians and horse-drawn transport, lack safe pedestrian precincts and adequate separation between busy motor transport and residents' and visitors' activities.
- Drainage, particularly stormwater drainage in low-lying locations is inadequate in some locations and inevitably flooding can occur. Unsanitary drainage conditions can also arise.
- Footpaths in much of southeastern Glebe have been patched so often over the years that they are now rough and uneven. This is a particular problem at the Parramatta Road end of Glebe Point Road.

- Parts of the sea wall are in poor condition.
- Significant lengths of the sandstone kerbing have subsided or are worn or otherwise in poor repair, with sandstone the preferred repair material.
- Several of the sporting facilities are out-dated, under-utilised or deserve improvement.
- The Leichhardt Council cycleway strategy has never been completed and deserves close attention.
- The stone walls, ironwork, timber fence and plantings on Parramatta Road need restoration and maintenance.

3.5 ENVIRONMENT

Several serious environmental issues require continual monitoring and continued action. Specific examples include:

- Unightly litter in the streets, especially in the environs of the Broadway Centre and the commercial parts of Glebe Point Road
- A reduced but continuing graffiti problem in most parts of Glebe but particularly in the eastern part
- Intrusive noise emanating from the mechanical services plant from some commercial buildings (the Broadway Centre is particularly offensive in this regard)
- Pollution from heavy vehicles and other traffic on the busy roads of Glebe with Bridge Road being a particular problem
- A reduced quantity but continuing use of unsightly posters and similar temporary signs attached to posts, walls and other vertical surfaces
- Buildings belonging to public authorities not being adequately maintained

3.6 GLEBE'S PARKS & OPEN SPACES

The Glebe Society has long pursued the goal of public waterfront access extending from Johnston Street, Annandale to the Fish Market. This access would be linked as far as possible inland by parks following the watercourses that empty into the bays. This goal has been taken up by the NSW Government to extend the waterfront walk to Garden Island.

The policy of gaining waterfront access has resulted in the acquisition of much valuable open space including Bicentennial Park and most recently the Anchorage site. Glebe's parklands are now of regional significance.

However, several steps need to be taken to a fully linked system of open space. These include:

1. Completing links along the foreshore, including the Anchorage site, the Australand site, Sydney Secondary College and the wharves at the head of Blackwattle Bay, extending to the Fish Market.
2. Creating links between Blackwattle Bay and Wentworth Park

3. Restoring Wentworth Park to its former state as a recreational area second only to Centennial Park, including relocating the dog racing facilities that are no longer relevant in Glebe, particularly in view of the decline in interest in the sport, particularly in Glebe.
4. Completing the land exchange in the Orphan School Creek corridor, linking it to Johnstons Creek and Rozelle Bay and the landscaping and revegetation of this major wildlife corridor according to plans drawn up in conjunction with the National Trust.
5. In particular the southern end of Glebe is desperately short of open space and every opportunity should be taken to extend the parks, improve their quality and facilities to cater better for the predominantly young local population.

Glebe also needs improved design and effective management plans for many of its other parks, including key sites along Glebe Point Rd such as Minogue Reserve and Foley Park, to make them attractive and safe to use, and to remedy previous neglect.

Foley Park is important, especially because of its central location and adjacency to a commercial hub. Kirsova Park represents interesting historical and cultural links.

3.7 SOCIAL SERVICES IN GLEBE

There is a significant number of frail aged and disadvantaged families living in Glebe. These families are not confined to the Glebe Estate.

The Glebe Estate contributes to the diversity of Glebe's population but the situation of some residents in the Estate requires specific acknowledgment. Particular issues include:

- The presence of a high proportion of frail aged or invalid pensioners
- A significant number of dysfunctional families resulting in unsupervised children often lacking appropriate role models
- Visits by young people from outside the area, especially at night
- A high petty crime rate amongst the youth (mostly male, about 8 to 16 years) as a consequence of the above
- Poverty in some families, necessitating their financial and other support by the Glebe community

4 STRENGTHS OF THE GLEBE COMMUNITY

The main strengths of the Glebe Community include:

4.1 HERITAGE

- Glebe is part of the “inner ring” of early residential development surrounding the CBD. At the Point it retains examples of colonial marine villas, and from Parramatta Road northward a continuum of streetscapes represents the panorama of architecture and town planning from early settlement up to the First World War. These streetscapes are remarkably well preserved and extensively and sympathetically restored. They contrast strongly with both the CBD itself, where early building has been largely demolished and replaced, and with the redevelopment of the industrial fringe of the CBD as highrise residential.
- Especially remarkable is the survival and renovation of the Glebe Estate, where an entire community has lived continuously from early and mid-Victorian times. The preservation of an intact culture and community, together with the generous street widths and avenues of mature trees, give this part of Glebe the character of a country town. Such examples of inner urban renewal are acknowledged to be rare and precious, and the Estate has been studied extensively in Australia and overseas.
- The reclamation of the Glebe foreshores for recreational use and the demolition or conversion of old factory buildings has almost eliminated reminders of the suburb's industrial past. On the waterfront, only a crane and a large shipping winch remain as reminders of the time when Rozelle and Blackwattle Bays were home to a variety of enterprises including a foundry, saw mills and maritime industries, and the waterfront was crowded with timber rafts and barges.

4.2 THE COMMUNITY

- The local permanent population identifies itself strongly with the territory within the boundaries of Glebe and Forest Lodge and the unique culture of these suburbs.
- There has consistently been a strong core of local residents who care about the community and have worked over a long period to improve it. Some of these dedicated people are members of the Glebe Society, the Glebe Action Group, The Glebe Point Residents' Group and FLAG.
- The population is diverse, including people from a wide range of social, economic, cultural and educational backgrounds, which creates an interesting mix of people, attitudes and activities. The presence of many

residents involved in the arts, education and the professions underpins local cultural attitudes and activities.

- Glebe's changing demographics, including an increasing population of more affluent empty-nesters, baby-boomers, "generation X-ers" and others presages a new wave of change to the social and cultural life of our suburb.

4.3 LOCATION

- The suburb's natural topography and closeness to Blackwattle and Rozelle Bays create a pleasant harbour-side ambience that could be substantially improved through good urban planning. A significant number of buildings have water views and/or a desirable north-facing aspect. Opportunities for waterfront recreation and relaxation are significant.
- Because its peninsular location minimises through traffic in one direction and to a degree insulates it from big-city pressures, Glebe is a haven of calm on the periphery of the city, with many low-rise heritage buildings and streetscapes enhanced by numerous trees.
- However access to Sydney City is excellent and the population of Glebe consequently gains much from its commerce, culture and vitality.

4.4 TRANSPORT

- Glebe is reasonably well served by public transport with regular bus services in Glebe Point Road and the Light Rail serving the northern end of Glebe.

4.5 CULTURE AND COMMERCE

- Parts of Glebe Point Road are sometimes busy with café life and community activity. These and other combinations help to create a relaxed village atmosphere that differentiates Glebe from the "plain vanilla" of so many suburban shopping strips.
- Glebe has a tradition of and has the ability to attract both restaurants and events with an emphasis on culture. These events include the Glebe Art Show, the Glebe Music Festival, the Glebe Book Fair, the Glebe Street Fair, the Glebe Saturday Markets and the Gleebooks events.
- The development of the Broadway Centre means that Glebe is a now a regional retail centre, reinstating to some degree the position it enjoyed throughout most of the twentieth century when Grace Bros Broadway store was one of Sydney's major emporiums.
- The heritage buildings, ambience and proximity to major tourist attractions such as the Fish Market and Darling Harbour provide Glebe with the potential for further tourist activity.

5

WEAKNESSES WE RECOGNISE

The main weaknesses of Glebe include:

- Commercial activity in Glebe Point Road has been declining over the last 10 to 15 years, resulting in empty shops and loss of amenity in some streets. There is minor anecdotal evidence that this may be changing with a small number of new, higher quality businesses commencing to trade.
- There is an apparent lack of community spirit, networking and drive associated with some parts of the commercial community that may be holding back progress.
- Property management is not of acceptable standard in several commercial areas. This also applies to several State Government Departments.
- Our narrow streets have to carry far too much road traffic. Thousands of cars, truck and heavy vehicles cut along Bridge Road, Minogue Crescent and Ross St, creating significant negative impact. The new Cross City Tunnel will further threaten this and several other residential streets.
- Environmental conditions in Glebe such as litter, noise and pollution from motor vehicles continue to be a problem.
- Developers continue to press for undesirable development and local authorities appear to lack adequate power to curb them.
- Most community groups in Glebe are managed and run by volunteers with limited time and resources. Comparatively few people are able to make the time and financial commitments needed to tackle all issues to the extent they warrant.
- Although some people involve themselves in community activities, there is a large number who don't. This partly arises from the diversity of people living and working in Glebe and the different phases of their lives. Others are transient. Others have a preference not to involve themselves in community activities. Glebe also has a large frail aged population.
- There is a large group of lower income people resident in Glebe. This tends to weaken it economically. They require and receive significant financial and other support from the local businesses and residents. The social issues associated with their financial needs contribute some negative impacts on the amenity of Glebe.
- Parking systems, including metering, are complained about and appear to restrict some commercial and other activity. Study is needed before action is taken.
- The Broadway Centre and its associated activities and influences have not been integrated with the other commercial parts and activities in Glebe.

6 OPPORTUNITIES

The main opportunities available to achieve the vision we have for Glebe include:

- The existing character and population of Glebe is diverse and interesting. The combination of artistic, academic, ethnic, professional and indigenous communities have the potential to generate a commercial and cultural community unique in Sydney. This natural advantage should be exploited to create synergies and attract local visitors and tourists. High potential opportunities include the visual arts, music, activities associated with the literary scene, heritage, a broad range of ethnic entertainments and indigenous culture.
- The heritage significance of the existing architecture and streetscapes is an attraction in itself, the care and maintenance of which is important for its own sake. Even now it draws residents and visitors. Improved care of the existing building stock, improved compatibility of new development and much better property management will increase the attractiveness to most desirable visitors and residents. This major environmental advantage could be exploited to build further synergies with our natural cultural advantages to create a unique village in Sydney that tourists and locals will love to visit.
- The City of Sydney's "City of Villages" policy aligns well with Glebe's natural strengths and the residents' desires for the future of Glebe. Glebe should embrace this opportunity to intensify and improve its existing village ambience.
- The existing major tourist attractions near Glebe have the potential to create links to sources of visitors and enjoyable experiences for residents and others. The Sydney Fish Market, which is expected to expand significantly over the next five years, holds major opportunities in this regard. The foreshore walkway and cycleway to the Fish Market (and thence to the City via Pyrmont Point) is a vital precondition to allow Glebe to take full advantage of them.
- Other opportunities arise from the increasing number of relatively affluent people moving into Glebe. These new arrivals should be encouraged to use their skills and resources to improve the amenity of Glebe, protect its heritage character, and avoid the negative outcomes of over-development and exclusivity evident elsewhere in Sydney.
- Although Glebe is already moderately well served by public transport, opportunities arise in further improvements such as more frequent bus services at times of high demand, a ferry service to Glebe Point and further expansion of the light rail service (especially to Circular Quay).
- Glebe should seek to capitalise on its proximity to two of the State's major universities and the existence of other educational institutions such as St Scholastica's, Tranby, the Blackwattle campus of the Sydney Secondary College and the International Grammar School, by

encouraging these institutions to contribute to the social and cultural life of the suburb, to participate in its economic life, and to provide educational opportunities to disadvantaged youth in Glebe.

- The closeness of the universities and their resources suggest that they may be able to assist some of the disadvantaged people in our community and otherwise be involved in our community's cultural and social life.
- Continue to build a sense of community by maintaining and strengthening the existence, activities and coordination of resident groups whose work strengthens Glebe as a civil society.
- The nearby parks, playing fields and sporting facilities (such as the Broadway basketball centre) create opportunities for Glebians to participate much more in and enjoy sport.

7 THREATS

The main threats to Glebe becoming a better and even more vibrant community are:

- Through traffic continues to disrupt community life and the amenity of the streets. This threat arises from more and more traffic wanting to cut through our small streets. A major threat includes the natural attraction of the Cross City Tunnel and the likely increased traffic in Bridge Road and some parallel streets. The proposed “Broadway Boulevard”, should it ever come to pass, also has potential to force traffic into our streets.
- The number of disadvantaged families in Glebe and the absence of desirable adult male role models in some families contribute to a high petty crime rate, committed mostly by a small number of local youths. This has given Glebe an image of a high crime rate and deters new residents and visitors, especially those attending restaurants and similar venues at night. This image is more negative than the reality. Social services, particularly those directed towards reducing the causes of crime, require continued focus and strategic solutions. Any reduced attention to this imperative is likely to be a major threat to the creation of the vibrant community that most residents desire.
- Because of its centrality, position on the Harbour and proximity to the CBD, Glebe remains under constant pressure from developers. Moreover, as a fully developed Urban Conservation Area Glebe is particularly vulnerable to overdevelopment and ill-considered building practices. Glebe needs an improved Town Plan that will prevent the excesses that characterized the past and ensure the Conservation Area, including its architecture, topographical features, parks, trees and street patterns are adequately protected, preserved and enhanced for future generations to enjoy.
- Glebe also suffers from a lack of strategic and forward planning at State and local government level. This deficiency extends all the way from uncertainty about Glebe’s role within its region and the City as a whole, to a lack of focus in commercial areas, and to planning for the future of particular sites, some of them large and very significant, such as Wentworth and Harold Parks. Ideally, a strategic plan needs to evolve in conjunction with an improved Town Plan.
- The neglect of landmark and other heritage properties is threatening Glebe’s nineteenth century village character. Properties of particular concern include several commercial premises and the following:
 - Bellevue* (c1883) (publicly owned and listed for adaptive re-use by the City of Sydney)
 - Reussdale* (c1868) (privately owned, but being demolished by neglect)

-*Lyndhurst* (1836) (recently sold to a private purchaser, apparently as a residence)

-*The Glebe Estate*: The future of this area of public housing (from both an architectural and social perspective) and its maintenance is in public ownership.

- Proposals for inappropriate maritime industrial development are threatening the open space, walkway and general amenity of Glebe. Appropriate small-scale maritime industry has been acceptable but Glebe should not be the dumping ground of industries displaced or rejected from elsewhere in the harbour.

8

VISION AND STRATEGIES FOR THE FUTURE

8.1 OUR VISION FOR GLEBE

Although the Glebe Society has its roots in the urban conservation movement of the 1960s and 1970s, it sees Glebe as a living and constantly changing organism, and while we still seek to preserve the best of the old, we also seek to create an environment in which the best of the new can flourish. We welcome new people and new ideas to our suburb, and encourage innovation and creativity that we believe will promote a vibrant culture unique to Sydney. We see Glebe as a mixing pot of cultures, traditions and economic status where people of widely diverse backgrounds mingle freely in its streets, parks and cafes. We celebrate our diversity and encourage tolerance, the free exchange of ideas and equality of opportunity.

8.2 STRATEGIC OBJECTIVES

A review of the SWOT analysis (Chapters 4-7) indicates the Society should pursue the following strategic objectives.

1. **Heritage** Preservation of Glebe's natural, social and built environment (our "heritage"), including recognition of the Cadigal people who lived on this land before white settlement, while at the same time encouraging new developments that add to the quality of life for residents and visitors. In the immediate future we should seek to maximise the benefit of Glebe's harbour-side location by pressing for the completion of planned foreshore access to Rozelle and Blackwattle Bays, and strenuously opposing developments detrimental to public enjoyment of the foreshores and the bays.
2. **"The Village"** Encourage the emergence of Glebe as a unique cultural village within the City of Sydney, noted for its Victorian heritage and social, cultural and economic diversity. In the immediate future we should concentrate on assisting in the revival of commercial life in Glebe through actions compatible with our heritage values and the cultural village concept (see Chapter 9).
3. **Amenity** The continued improvement of the amenity of the area through the provision and improvement of the government and local government services necessary to make Glebe a safe and rewarding place to live and visit. Specific objectives are addressed in Chapter 9.
4. **The Community** Assist in the development and implementation of programs to help disadvantaged groups, such as frail aged and poor residents, and dysfunctional families in Glebe. We should aim to improve the quality of life for these people and minimise occasional anti-social behaviour that impacts adversely on other residents.

5. **People for Glebe** Harness the skills, abilities and other resources of Glebe's diverse population, and in particular new arrivals, by encouraging them to work actively towards achieving our aims for Glebe.

Chapter 9 comprises a comprehensive overview of the actions that will contribute to the achievement these objectives during the life of this Strategic Plan. Recognising that our resources are limited each action has been allocated a priority rating based on both significance and urgency.

Each year the Management Committee will present an action plan encompassing the highest priority projects and actions to the Annual General Meeting for endorsement. Some projects will be short term and others ongoing, and all projects must meet the SMART test (Specific, Measurable, Agreed, Realistic, Timeframe). Some projects will be achievable utilising only the Society's own resources, but larger projects will rely on the Society's ability to influence external authorities to support and implement our ideas.

The Management Committee will arrange for the strategic plan to be reviewed every three years or more frequently if circumstances demand.

9

ACTIONS TO ACHIEVE OUR VISION

The following issues must be addressed in order to achieve the strategic objectives listed in Chapter 8. Each issue is rated according to its importance and urgency in order to assist in formulating the action plan for 2006 in Chapter 10 (see matrix below). However we recognise that the priorities will change according to time and the relative success we achieve with our actions.

		Urgency		
		1. Essential and urgent	3. Essential - do soon	5. Essential. – do when possible
Importance		2. Important and urgent	4. Important - do soon	7. Important. – do when possible
		6. Desirable and urgent	8. Desirable - do soon	9. Desirable. – do when possible

9.1 BAYS AND FORESHORES

Development pressures are threatening sections of the foreshores of Blackwattle and Rozelle Bays. The proposed large dry boat storage facility and marine engineering works on Rozelle Bay will result in noise, visual and water pollution, will limit access to the foreshores, and will put at risk recreational users such as rowers and dragon boaters. The integrity of the foreshore walk and cycleway from Rozelle Bay to the City is threatened by a lack of action with regard to the sector at the head of Blackwattle Bay. In contrast, the commitment by the City of Sydney to the completion of the walk and cycleway from Bicentennial Park to Bridge Road is welcome.

The Society seeks to encourage desirable and compatible uses of the bays and to prevent and reduce undesirable uses. Stakeholders such as the rowing club and the Heritage Fleet are very important partners with whom we will work to create a haven for rowers and a tourist destination accommodating the Heritage Fleet. The fishing fleet associated with the Fish Market will also be encouraged. We will seek to minimise the use of the bays by privately owned power vessels which compete with these users. On land we will seek to limit development to that which is compatible in use and scale. This especially includes the prevention of high rise unit and similar development which is insensitive to the surroundings and otherwise threatening to our vision for a better Glebe.

Specific actions necessary to achieve our strategic objectives are:

- Continue to plan and implement a continuous foreshore walkway and cycleway around both bays, eventually linking Glebe to the Glebe Island Bridge, Pyrmont, Darling Harbour, the City and the harbour-side eastern suburbs. We will press for the substantial completion of the section from Bicentennial Park to the Fish Market by the end of 2006. **(Rating: 2)**
- Cooperate with the City Council in finalising the design and construction of the foreshore walk sector from Bicentennial Park to Bridge Road. **(Rating: 2)**
- Cooperate with the City Council in the restoration and adaptive reuse of *Bellevue*. **(Rating: 2)**
- Cooperate with the City Council and other community groups in deciding on an appropriate adaptive reuse for the Walter Burley Griffin incinerator building and, should the building be made available for community use, explore the possibility of the Society taking a role in the management of the building. Our options in this regard will depend on whether the City Council agrees to meet operating and maintenance costs of the building. **(Rating: 2)**
- Limit the marine industry developments proposed for the northern side of Rozelle Bay to acceptable building bulk and environmental effects. **(Rating: 1)**
- While recognising that the Blackwattle Bay wharves are part of the “working harbour”, advocate uses that are compatible with the wharves’ location adjacent to Wentworth Park and residential areas, and demand that there is adequate public access consistent with the Government’s commitment to the foreshore walk. **(Rating: 3)**
- Implement the restoration of the old Glebe Island Bridge for the new walkway and cycleway. **(Rating: 9)**
- Improve the care of the existing foreshore parks and create extended or new parks where practicable and desirable. **(Rating: 8)**

9.2 PARKS & OPEN SPACES

The Glebe Society supports the improvement and retention of all local parks and open spaces (including waterways). The proper maintenance of these areas so that they are accessible, safe, clean and tidy and a source of pride for the local community is a closely linked imperative.

Specific actions necessary to achieve our strategic objectives are:

- Cooperate with the City Council and Pyrmont and Ultimo community groups with the aim of restoring Wentworth Park to its former status as one of Sydney’s foremost public recreation areas. This project should entail the development of better links to the foreshore at Blackwattle Bay, surrounding suburbs, and the Fish Market (see also Bays and Foreshores). It will require the relocation of the current greyhound racing facilities. **(Rating: 3)**
- Work with the City to focus progressively on the parks that need high priority action and those that hold significant opportunity to contribute

most to the quality of life in Glebe. These high priority spaces are the Orphan School Creek open space, Foley Park, Minogue Reserve and Wentworth Park. **(Rating: 2)**

- Encourage the City to develop, adopt and implement a long-term plan for the improvement of Glebe's parks, including the creation of a community garden. **(Rating: 7)**

9.3 THE ENVIRONMENT

The Glebe Society is committed to supporting a cleaner and healthier environment for Glebe, including clean streets and footpaths, rapid removal of graffiti, litter reduction, adequate garbage management, noise minimisation and improvement of air quality (see also Services). Other environmental issues are addressed in other sections dealing with traffic and parks.

Specific actions necessary to achieve our strategic objectives are:

- Monitoring changes in air pollution following the opening of the Cross City Tunnel, and if necessary making representations to the appropriate authorities. **(Rating: 2)**
- Reduce visual pollution by lobbying appropriate authorities to minimise unsightly and unnecessary signage, including advertising, and to redesign signage, including street signs, to make it more appropriate to Glebe's status as a conservation/heritage area. The City Council should take a leading role in coordinating the multitude of authorities which have responsibility in this area. Consideration should also be given to redressing the imbalance of signs relevant to motorists compared to signs relevant to pedestrians. **(Rating: 7)**
- Oppose the erection of inappropriately sited or unnecessary mobile phone towers. **(Rating: 7)**

9.4 COMMUNITY AND SUPPORT NETWORKS

Glebe is home to several disadvantaged groups. These include people with disabilities, and a small number of dysfunctional families that are involved in petty crime, including drug abuse, and anti-social behaviour.

The Glebe Society has a responsibility to do what it can to assist these groups, both through the voluntary efforts of its members, through activities initiated by the Society, and by advocacy and collaboration with local and State government bodies. We believe that Glebe provides an environment in which the elderly and the poor should be able to live in reasonable comfort, and which may assist dysfunctional families overcome their difficulties.

The Society will also work with the major stakeholders and interest groups associated with the reduction of crime to agree the causes of crime in Glebe and combat it on broad fronts. We will encourage the development

of a medium to long-term strategy with regard to the required solutions rather than the adoption of populist measures

Specific actions necessary to achieve our strategic objectives are:

- Make provision for other groups to participate in appropriate activities organised by the Society at no charge or at concessional rates. **(Rating: 7)**
- Encourage members to assist groups such as the Glebe Youth Service and Centipede by publicising the activities of these groups in the *Bulletin* and on the Society's website. In particular Society members may be able to assist by contributing professional skills not readily available to these organisations. **(Rating: 4)**
- Make financial contributions to assist specific activities or projects organised by community groups. **(Rating: 4)**
- Work with State and local government to take practical, pragmatic and sustained actions to reduce the temptation to commit crime. This includes developing positive activities for young people. **(Rating: 8)**
- Support the City of Sydney and other groups involved in Forest Lodge And Glebe Coordination Group (FLAG) in their efforts to address social problems, particularly petty crime, in Glebe. **(Rating: 5)**
- Take every opportunity to encourage the publication of positive news about Glebe in the local and metropolitan media. **(Rating: 5)**

9.5 THE REVITALISATION OF GLEBE POINT RD

To support the revitalisation of Glebe Point Road a number of community workshops, in collaboration with the City of Sydney, have been conducted over a period of time. As a result, four main areas have been identified. They include, urban design and space, people and safety, arts and culture, traffic and transport. These four areas constitute a strategy for making Glebe a vibrant and safe village for residents and a way forward for improving commercial vibrancy.

This plan also responds to the City of Sydney 'City of Villages' policy and affirms a strong alignment with Council's, the Glebe Chamber of Commerce's and residents' concept for the future of Glebe. There is a very positive partnership with COGG and this will enable a collaborative and sustainable plan of action to proceed to Council.

Modern Glebe has retained most of its large Victorian and Federation commercial premises and terraces. These contribute to the unique character of the streetscape. As a peninsula location, Glebe has a village atmosphere and residents have a strong sense of identity and belonging. Both residents and visitors appreciate the diversity of the community and proximity to the CBD.

Specific actions necessary to achieve our strategic objectives are:

Urban design

- Work with Council and other stakeholders to develop a Master Plan for Glebe Point Road that ensures the character and intrinsic qualities of Glebe are respected and preserved.
- Liaise with infrastructure providers to achieve best practice urban design outcomes for underground utility services.
- Provide streetscape design which will allow outdoor café culture on the pavement by widening footpath in defined sections.
- Upgrade Minogue Reserve to improve the amenity and access to Broadway Centre.
- Enhance key commercial areas by the provision of street furniture, the creation and improvement of pedestrian spaces.
- Ensure that the placement and quality of signage contributes positively to the character of the area and is respectful of the streetscape.

Traffic and transport

- Engage strategies of traffic calming in the Glebe Point Road to encourage safe pedestrian movement and slow vehicular traffic.
- Provide for cycle access and bike racks at strategic points on Glebe Point Road.

People and safety

- Review design and location of existing pedestrian crossings.
- Create safe and open walking space between key business and residential areas.
- As an integral component of the Master Plan, ensure that strategic placement of seats, rubbish bins, clocks, community notice boards, public telephones, street furniture, flower boxes and light poles address public safety and access issues.

Arts and culture

- Install public art at strategic points throughout the neighbourhood that is culturally relevant and contributes to the appearance of the public domain.
- Promote, support and engage local artists in developments, events and festivals.

Glebe Point Road revitalisation is treated as a package in this document.
(Rating: 2)

9.6 TRAFFIC, TRANSPORT AND PARKING

The Glebe Society seeks to maximise the use of public transport, and where appropriate walking and cycling, and to minimise the amount of traffic on our streets.

Specific actions necessary to achieve our strategic objectives are:

- Negotiate with the RTA so that traffic calming and discouragement measures are implemented to reduce through traffic, especially in Bridge Road and some parallel side streets. **(Rating: 3)**
- Monitoring traffic patterns in Glebe following the opening of the Cross City Tunnel and compare results with the bench marks established by surveys conducted by the Society and other authorities such as the City Council. If necessary make representations to the Minister concerning the introduction of measures to correct any detrimental changes in traffic patterns. **(Rating: 2)**
- Encourage the development of alternative routes to take through traffic away from residential streets. **(Rating: 6)**
- Support the extension of the light rail network through the CBD to Circular Quay and to Leichhardt. **(Rating: 3)**
- Work with local government and tourist agencies to encourage visitors to Glebe to walk or catch public transport. By this means visitors are expected to enjoy the experience more. **(Rating: 9)**
- Work with the State government and other agencies to ensure that the frequency and quality of public transport remains high or is improved. This especially applies to buses and light rail. Seek the introduction of a ferry from Glebe Point to Circular Quay via the Fish Market, Pyrmont Point and Darling Harbour. **(Rating: 7)**
- Seek periodic review of the City Council's parking strategy for Glebe, particularly in relation to motorists who use Glebe residential streets as a cheap alternative to pay parking in the city. Consider supporting the development of dedicated off-street parking facilities to meet this need. **(Rating: 7)**

9.7 HERITAGE & CONSERVATION

The Society will continue to vigorously defend our heritage buildings against demolition, misuse and neglect. We propose that significant heritage assets should be used to benefit the village through maximising public access.

Specific actions necessary to achieve our strategic objectives are:

- Sydney City Council intends to develop a new town plan for Glebe. The Glebe Society will seek close consultation with the Glebe community in the preparation of the new plan, which should be based on the following principles of heritage conservation and sustainability:
 - protection for the Conservation Area and heritage items should be updated and strengthened;
 - all elements that have special significance for the heritage character of Glebe should be listed and described;
 - preservation of the streetscapes of the conservation area;
 - special provisions to ensure appropriate protection and treatment of the Conservation Area and heritage items should be incorporated in the DCP;

- all new development must be required to be sustainable and compatible with the existing scale and form of the suburb;
- all new development should be required to contribute to making the suburb's infrastructure sustainable;
- development in all zones, including the Business Zone, should be sustainable;
- any bonuses and special provisions (e.g. adaptive reuse) should be sustainable; and
- there is provision for requiring masterplans.

We will also seek to ensure that all the other deficiencies in LEP 2000 that have become apparent in the last five years are remedied in the new plan.

In the development of the new town plan it is important that Glebe's history, culture and character be fully recognised, and that Council resist the temptation to impose standardisation for the sake of bureaucratic convenience. **(Rating: 1)**

- Agree with the City a program for the restoration of *Bellevue* (also referred to in Foreshore section) and the Glebe Town Hall. Ask the City to consider the use of one of these properties as a community arts centre to further support the artistic and cultural aspirations of the village. **(Rating: 4)**
- Through the City, implement the adaptive re-use of the now restored Burley Griffin incinerator (also referred to in *Foreshore* section). **(Rating: 4)**
- Seek the repair of the palisade fence in Parramatta Road opposite the University of Sydney **(Rating: 4)**
- Seek the preservation of the Tramsheds adjacent to Harold Park, and their adaptive reuse for community purposes. **(Rating: 2)**
- Seek the preservation of the building housing the former *Valhalla* cinema, and if possible its continued use as a cinema or for associated purposes. **(Rating: 2)**
- Work with the City to implement incentives and/or support schemes for domestic, commercial and public owners to maintain, conserve, and restore their heritage properties. **(Rating: 4)**

9.8 RECOGNITION OF GLEBE AS A CULTURAL VILLAGE WITHIN THE GLOBAL CITY

Glebe began life as a village and despite a long period as a dormitory suburb it retains many of the characteristics of a village. As late as the 1970s it became a village within the city featuring many ethnic restaurants, pubs and cafes favoured by university students, and a bohemian lifestyle that coexisted with long-term working class residents. Its clearly defined boundaries and harbour-side location, the heritage character of its built environment and unique population mix give it the potential to once again evolve a distinct village character and make a distinctive contribution to greater Sydney.

While it is hard to define the elements of a “cultural village”, such entities are instantly recognisable and exist in many of the world’s great cities. The contribution made to the artistic life of Paris by Montmatre and Montparnasse in the late 19th and early 20th centuries is widely known; Harlem, the jazz incubator of 1920s New York is another example. Australia has not produced such inspiring examples, but Kings Cross made a contribution to Sydney and Australian life around the time of the Second World War. The common feature of these “villages” is that they are places where “interesting things happen”.

While defining a “cultural village” may be difficult, the task of creating one is probably next to impossible. Nevertheless the ground in Glebe appears to be fertile and if we spread some seeds and water them from time to time, creativity may sprout and eventually thrive..

Appropriate seeds will include:

- Collaborative development of an on-going program of cultural events/activities in Glebe which could include existing activities (e.g. Glebe Music Festival), emerging activities (e.g. The City of Sydney’s *Art and About*) and new initiatives mainly, but not exclusively, based on local talent. **(Rating: 4)**
- Encouraging financial and other support to Glebe artistic enterprises and artists by Government, local government, the private sector and universities. **(Rating: 8)**
- The acquisition and restoration of buildings such as the Tramsheds or the *Valhalla* as accommodation for creative workers. **(Rating: 4)**
- Council/State sponsored studio spaces to encourage artistic production. Preferably utilising buildings such as the above, thereby encouraging an artistic dynamic. Facilities would ideally include a gallery space and café. Other possible spaces include well-located houses grouped near to each other or the Council owned house next to the Glebe Town Hall. **(Rating: 8)**
- Establishing a mechanism for the promotion of Glebe’s artistic enterprises to a wider audience in Australia and overseas. **(Rating: 4)**
- Encouraging Glebe residents, businesses, and public officials to recognise Glebe’s unique character and communicate this at every opportunity. **(Rating: 4)**
- The appointment of a Council/State funded Glebe Arts Coordinator is essential to fully realize this vision. Such an appointment would provide continuity and give the organisational process clout which does not exist in a voluntary group. In addition it would acknowledge that this is a very large task requiring substantial phone, email and time resources. An alternative approach could be to have an existing Council curator manage Glebe projects during time of peak need, with earmarked funds to inject into the scheme. **(Rating: 7)**
- Through the development of the new Town Plan ensure that the underlying physical characteristics necessary for the development of the “cultural village” are protected. **(Rating: 3)**

The concept of a “cultural village:” is consistent with the City Council’s vision of a “city of villages”. However, as with the development of the new town plan, it is important that Council acknowledges the very significant difference between Glebe and other areas of the City. Glebe must be allowed a degree of autonomy if it is to further develop its unique identity, and Council must resist the temptation to impose “one size fits all” solutions in the development of facilities and the provision of services.

We believe the evolution of Glebe as a “cultural village” will benefit the people of the City and greater Sydney by establishing a special place where “interesting things happen”, particularly interesting things that capture the spirit of contemporary Australia. This village will be full of physical interest and diversity with a social, economic and ethnic mix, where residents and visitors from afar will choose to spend some time.

In developing our perception of “Glebe the cultural village” we will balance Glebe’s role in greater Sydney with the aspirations of Glebe residents, and draw on the experience of other urban areas in Australia and overseas that have achieved a distinct identity.

9.9 THE CITY AROUND US

Although we perceive Glebe as a unique village, it is not insulated from things going on around it. We must monitor a wide range of developments that could impact on us, and build alliances with other community groups with whom we may have common interests.

Specific actions necessary to achieve our strategic objectives are:

- Maintain close relations with City councillors and monitor council decisions for their potential impact on Glebe. A specific issue of current concern is the City’s approach to developing new town planning instruments. **(Rating: 5)**
- Encourage councillors and potential councillors to adopt policy positions and platforms consistent with the Society’s strategic aims. **(Rating: 5)**
- Maintain close relations with local Members of Parliament. **(Rating: 5)**
- Take an active role in organisations such as City RAGs or other such groups as may evolve to represent community groups in the City of Sydney LGA. Encourage the sharing of information and where appropriate joint action with these groups. **(Rating: 5)**
- Establish cooperative links with similar groups in our near vicinity (e.g. Pyrmont, Balmain, Annandale). **(Rating: 5)**

9.10 PEOPLE FOR GLEBE

The Society can only achieve its objectives if it has a committed and active membership, and if it develops and maintains effective links with a wide range of bodies, including government and community groups, whose decisions or actions impact on Glebe. This section covers actions relevant

to the management of the Glebe Society and the Society's external relations.

The Glebe Society

Membership The Society needs to understand what members want from it - e.g. things we are not doing which would make the Society more attractive. By developing this understanding and acting on it we will build community by developing relationships with, and between, our members. This will improve retention of existing members and, hopefully, better position the Society to attract new members. A stable and committed membership is the essential base from which we operate to achieve our objectives. However, we must be realistic about our membership aims, particularly with regard to younger members given that they are transient, building careers, time-poor, and/or raising young children. To assist in consolidating and growing our membership we will:

- Survey members to gain a better understanding of what they want from the Society. The results of this survey will feed into other actions, such as future activities and changes to the management structure, proposed below. **(Rating: 3)**
- Introduce programs to make contact with new residents of Glebe, particularly long-term residents, with the aim of familiarising them with the history and culture of Glebe and seeking their support in achieving the aims of the Society. **(Rating: 3)**

Major Projects Throughout much of its life, the Glebe Society has been reactive and has responded to events. Its earliest and proudest achievements were the defeat of major threats to Glebe – the wholesale destruction of our Victorian streetscapes and expressway construction. Changed circumstances and community attitudes mean there are no longer challenges of the heroic proportions which faced our predecessors, although there are still important battles to be fought (these are discussed elsewhere in this chapter).

In this plan we propose that the Society should adapt to changed circumstances and place more emphasis on pro-active projects over the next five years. These include:

- Conduct a sustained lobbying campaign to all levels of government to ensure the allocation of sufficient and ongoing funds for the repair and maintenance of houses on the Glebe Estate. **(Rating: 7)**
- The Glebe Society will celebrate its 40th birthday in 2009 and we expect a range of special events and projects requiring special funding and long term planning will be part of the birthday celebrations. To facilitate the planning process it is proposed to establish a 40th birthday planning team. **(Rating: 4)**
- Planning and implementation of profile-raising events capitalising on the foreshore walk, when completed, and the publication of Max Solling's history of Glebe. **(Rating: 4)**
- Revamp of the Society's website. **(Rating: 8)**
- Electronic publication of *Glebe's Treasures*. **(Rating: 8)**

Management Structure Since the last review of the Society's management arrangements more than five years ago external circumstances have changed, and there is also a perception that the present structure may be a barrier to the more extensive involvement of young people in the management of the Society. To address these issues it is proposed to

- Review the current list of sub-committees and project teams. **(Rating: 4)**
- Review existing policy statements and complete policy statements for areas not already covered. **(Rating: 8)**
- Review the Society's operations with the aim of increasing the range of informal interactions that may be more appealing to younger members. **(Rating: 8)**
- Put in place a succession plan for presidency of the Society. **(Rating: 3)**

The Society's relations with other bodies

- Take an active role in COGG (Coalition of Glebe Groups). **(Rating: 5)**
- Maintain cooperative links with other Glebe community groups and institutions. **(Rating: 5)**

(See also the section above *The city around us*.)

9.11 SERVICES

The provision of appropriate and high-quality routine services by local government and the State Government is essential if Glebe residents are to enjoy a good quality of life. These services range from the basic (e.g. street cleaning) to IT services which enable residents to participate in the information age. In particular we will seek to ensure that the City Council budgets for a level of recurrent funding to ensure the employment of professional and support staff at adequate levels to provide quality community services:

- in the Glebe Branch Library and other City libraries;
- for children and young people; and
- for support of the elderly, particularly with those services which enable them to remain in their own homes for as long as possible.

The Management Committee will continuously monitor the quality and appropriateness of services to ensure they meet or exceed nationally accepted standards, and make representations to the City Council or the State Government when necessary.

10

ACTION PLAN FOR 2006

All actions must meet the SMART test - *Specific, Measurable, Agreed, Realistic, Timeframe*

10.1 BAYS AND FORESHORES

Target: Limit proposed developments on the northern shores of Rozelle to a scale acceptable to the Glebe community.

Success criteria: Reduced operating hours for repair and maintenance facility; relocation of proposed dry boat storage to a more appropriate location (e.g. White Bay).

Timescale: Campaign to run as long as necessary.

Responsibility: Convenor, Bays and Foreshores.

Target: Completion of the foreshore walkway and cycleway from Bicentennial Park to the Sydney Fish Market, including all landscaping, and successful outcomes with respect to the adaptive reuse of the Walter Burley Griffin incinerator and *Bellevue*.

Success criteria: Full public access in all areas with the probable exception of Blackwattle Bay wharves; commitment by Maritime NSW to satisfactory public access in this sector. Both incinerator and *Bellevue* open to the public and used for community and/or low-impact commercial activities.

Timescale: Complete by December 2006.

Responsibility: Convenor, Bays and Foreshores.

10.2 PARKS & OPEN SPACES

Target: Significant progress on upgrading priority parks.

Success criteria: Work complete on Foley Park upgrade; work complete or at least well advanced on Orphan School Creek open space; plans agreed for upgrade of Minogue Reserve. Agreement with Sydney City Council on a long-term plan for upgrading of remaining parks and maintenance of all parks, and the establishment of a community garden.

Timescale: Success criteria to be achieved by December 2006.

Responsibility: Convenor, Environment, Parks and Open Spaces.

Target: Develop a concept for the restoration of Wentworth Park in cooperation with the Sydney City Council and Pyrmont and Ultimo community groups.

Success criteria: Agreement on planning principles and broad outline by all parties.

Timescale: Completion by December 2006.

Responsibility: Convenors, Environment, Parks and Open Spaces, and Bays and Foreshores.

10.3 THE ENVIRONMENT

Target: Monitor changes in air pollution following the opening of the Cross City Tunnel and make appropriate representations if necessary.

Success criteria: Representations acted on by appropriate authorities.

Timescale: Ongoing.

Responsibility: Convenor, Environment, Parks and Open Spaces.

10.4 COMMUNITY AND SUPPORT NETWORKS

Target: Cooperate with other community groups and support networks in Glebe. The Society will encourage individual members to participate in the work of these groups, and may assist with the provision of mentoring, skills development, educational opportunities, preparation of grant applications and particularly with financial contributions for groups that require support. In addition, we will support the work of Forest Lodge And Glebe Coordination Group (FLAG), and invite members of other groups to participate in Glebe Society activities when appropriate.

Success criteria:

- Increase in community participation;
- Improved educational opportunities;
- Reduction in anti-social behaviour;
- Improved lifestyle for residents.

Timescale: Ongoing.

Responsibility: Management Committee.

10.5 THE REVITALISATION OF GLEBE POINT ROAD

Target: Put in place the necessary community consultation process for the development a cohesive Glebe Point Road revitalisation plan, which has wide community support, for presentation to the Sydney City Council. It is expected that this will probably be achieved through COGG, based on the "wish list" already agreed and presented to the City.

Success criteria and Timescale: Process agreed and put in place by December 2005. Refined proposals presented to City early 2006.

Responsibility: Management Committee with Glebe Point Road Revitalisation Group and COGG.

10.6 TRAFFIC, TRANSPORT AND PARKING

Target: Monitor traffic patterns following the opening of the Cross City Tunnel. In the event of adverse consequences for Glebe, make representations to appropriate authorities.

Success criteria: Representations acted on by appropriate authorities.

Timescale: Ongoing

Responsibility: Convenor, Traffic and Transport.

Target: Support the extension of the Light Rail system to Circular Quay and to the west.

Success criteria: Representations acted on by appropriate authorities.

Timescale: Ongoing

Responsibility: Convenor, Traffic and Transport.

Target: Introduction of traffic calming and discouragement measures to reduce through traffic, especially in Bridge Road and some parallel side streets.

Success criteria: Agreement of plan with Sydney City Council; acceptance of plan by RTA.

Timescale: Agreement with City and opening of negotiations with RTA by December 2006. The timescale for this action could be affected by developments following the opening of the Cross City Tunnel.

Responsibility: Convenor, Traffic and Transport.

Target: In association with the Glebe Point Road Revitalisation Project, seek more pedestrian friendly conditions in Glebe's main thoroughfares, including the introduction of 40 km/h speed limits and the introduction of more shared traffic zones.

Success criteria: Agreement reached with other stakeholders on concepts to be implemented; plan presented to Sydney City Council and the RTA.

Timescale: December 2006

Responsibility: Convenor, Traffic and Transport.

Target: Periodic review of parking arrangements in Glebe.

Success criteria: Agreement on terms of review reached with Sydney City Council.

Timescale: By December 2006 with first review to be held in 2007.

Responsibility: Convenor, Traffic and Transport.

10.7 HERITAGE & CONSERVATION

Target: Cooperation with the Sydney City Council in the development of a new Town Plan for Glebe as outlined in Chapter 9.

Success criteria: The principles set out in Chapter 9 are reflected in the new plan.

Timescale: The timescale for this project will largely be determined by the City. We have been led to expect that Glebe will be one of the first areas to have new a plan, and we will press the City to ensure this is the case.

Responsibility: Convenor, Planning.

Target: Collaborate with the Sydney City Council on the restoration of *Bellevue* and the Glebe Town Hall.

Success criteria: Sensitive restoration of both buildings.

Timescale: Work complete by December 2006;

Responsibility: Convenor, Heritage and Convenor Bays and Foreshores.

Note: the adaptive reuse of *Bellevue* and the Walter Burley Griffin incinerator is referred to in *Bays and Foreshores* above.

Target: Preservation, and appropriate use of, the former *Valhalla* cinema.

Success criteria: Positive response to representations to the State government.

Timescale: Ongoing.

Responsibility: Convenor, Heritage.

Target: Preservation, and appropriate reuse of, the Tramsheds adjacent to Harold Park.

Success criteria: Current DA does not proceed; agreement reached among stakeholders on appropriate use for the building.

Timescale: Ongoing.

Responsibility: Convenor, Heritage.

Target: Development of an agreed scheme for incentives and/or support for domestic, commercial and public owners to maintain, conserve, and restore their heritage properties.

Success criteria: Discussions initiated with the Sydney City Council on the parameters of such a scheme.

Timescale: Discussions well advanced by December 2006 with a view to taking proposals to other relevant authorities in 2007.

Responsibility: Convenor, Heritage and Convenor Planning.

Target: Develop and implement a campaign aimed high-level decision makers seeking adequate funding for the preservation and maintenance of the buildings of the Glebe Estate.

Success criteria: Commitment by appropriate State government ministers.

Timescale: By December 2006.

Responsibility: Convenor, Heritage and President and Management Committee.

10.8 RECOGNITION OF GLEBE AS A CULTURAL VILLAGE WITHIN THE GLOBAL CITY

Target: Collaborative development of an on-going program of cultural events/activities in Glebe.

Success criteria: One new significant cultural event/activity developed, and existing events/activities continued. Ideas for future new events/activities developed.

Timescale: Firm plans, including funding, for new event/activity completed by December 2006. Discussions initiated with artists, other community groups, Council etc with regard to further development of the program.

Responsibility: Convenor, Arts, Culture and Media.

Target: In association with COGG, establish a working group to develop a strategy for the development and promotion of the “cultural village” concept, and in particular the “seed” projects identified in Chapter 9. This project will require coordination with other activities – i.e. Glebe Point Road Revitalisation and the marketing strategy developed for the Chamber of Commerce. In pursuing this objective we should seek a commitment from Council to the maintenance and further development of Glebe’s unique identity.

Success criteria: Agreement among stakeholders on the composition and terms of reference of the group; initial proposals developed and circulated for community comment.

Timescale: Success criteria achieved by December 2006, with a view to actions being implemented in 2007.

Responsibility: President and Convenor, Arts, Culture and Media.

10.9 THE CITY AROUND US

Target: Establish and/or maintain cooperative links with other community groups and organisations whose decisions impact on Glebe.

Success criteria: Regular feedback to the Management Committee and Convenors from a wide range of sources.

Timescale: Ongoing.

Responsibility: President and Management Committee.

10.10 PEOPLE FOR GLEBE

Target: Survey the expectations of Glebe Society members.

Success criteria: Survey design, distribution and analysis completed.

Timescale: By December 2006.

Responsibility: Secretary and Management Committee.

Target: Introduce contact and Glebe familiarisation programs for new residents of Glebe.

Success criteria: Program design completed and appropriate supporting material printed; personal contact made with five families a month.

Timescale: Program fully operational by June 2006.

Responsibility: Convenor Membership.

Target: Establish 40th birthday planning group.

Success criteria: Composition and terms of reference of group agreed.

Timescale: By June 2006.

Responsibility: President and Secretary

Target: Plan and hold profile raising events capitalising on the foreshore walk, when completed, and the publication of Max Solling's history of Glebe.

Success criteria: Two significant events held that are attended by VIPs such as the Governor of NSW and Lord Mayor and which feature prominently in the local media.

Timescale: By December 2006.

Responsibility: Management Committee.

Target: Review the current list of sub-committees and project teams. .

Success criteria: Structural inefficiencies identified and new structures put in place if necessary.

Timescale: By June 2006.

Responsibility: President and Secretary.

Target: Put in place a succession plan for the Presidency of the Society. .

Success criteria: Presidential candidate identified.

Timescale: By June 2006.

Responsibility: Management Committee.

10.11 SERVICES

Target: Monitoring of the full range of local government and State government services for adequacy and quality.

Success criteria: Inadequate or underperforming services identified and representations made to the appropriate body.

Timescale: Ongoing.

Responsibility: Management Committee.

11

APPENDICES

MATRIX – “THE NEEDS OF THE PEOPLE OF GLEBE”
(presented to the Boundaries Commission inquiry into the
boundaries of the Sydney City Council, 2002)

GLEBE AND FOREST LODGE PRIORITIES FOR 2005 AND
BEYOND (document submitted to Sydney City Council by
the Coalition of Glebe Groups, April 2005)

Glebe Society sub-committee policy documents are published
on the Society’s website (www.glebesociety.org.au) or can be
obtained by writing to the Secretary, The Glebe Society Inc.,
PO Box 100, Glebe, 2037, Australia).

THE NEEDS OF THE PEOPLE OF GLEBE¹

CORE NEED	FIRM UNDERTAKING REQUESTED OF LOCAL GOVERNMENT	RECOMMENDED ACTION BY LOCAL GOVERNMENT	OTHER SPECIFIC MEASURES TO BE IMPLEMENTED
Democratic representation	Direct representation of the people of Glebe on Council	The establishment of 2 directly elected councillors elected solely from the single ward of Glebe, to be implemented at the same time as the boundary change.	<p>Establish a programme of regular (min monthly) consultations with the Glebe Community, including the Glebe Society.</p> <p>Establish a 6-day Council office in Glebe to display all plans including DAs, handle all inquiries and respond to problems.</p> <p>Residents to have the right to speak at Council meetings on issues affecting Glebe</p> <p>Create a purpose-built, accessible community centre</p>
Retain and improve wherever possible the existing desirable aspects of Glebe's diverse cultural and aesthetic character	Planning strategies to retain the existing desirable aspects of the diverse character of Glebe and recognise the diverse needs associated with the high density of population and comparatively high proportion of rental and public housing. High priority to be given to creating a vibrant community with an appropriate mix of residential and prosperous commercial activity.	Council is to implement measured and adapted strategies and responses to the diverse population and character of Glebe and resolve friction arising from the some of the competing stakeholder objectives.	<p>Establish clear and firm plans for:</p> <ul style="list-style-type: none"> ▪ Integrating tourism needs into the community ▪ Managing the special needs of short term visitors such as backpackers so that they do not conflict with residents ▪ Review the parking strategy including the installation of parking meters ▪ Stimulating appropriate commercial activity in Glebe Point Road and developing a prosperous commercial street
Achieve a high standard of environmental amenity	Council is to act directly and, where appropriate, as a facilitator to solve Glebe's environmental problems with particular focus on noise, rubbish and	Retain the existing Conservation Area, town planning controls, DCPs and revised suburb profile.	<p>Implement plans and actions to ensure:</p> <ul style="list-style-type: none"> ▪ The regular and prompt removal of graffiti (within 48hrs) ▪ Strict adherence to EPA guidelines on noise control, especially at night

¹ For the purposes of this document references to "Glebe" include Forrest Lodge.

CORE NEED	FIRM UNDERTAKING REQUESTED OF LOCAL GOVERNMENT	RECOMMENDED ACTION BY LOCAL GOVERNMENT	OTHER SPECIFIC MEASURES TO BE IMPLEMENTED
	<p>air pollution. Plans are to directly improve the environment through improved streetscapes, parks, open space and sustainable development. Particular attention to be given to further building Glebe's sense of community and unique identity</p>	<p>Continue to implement the existing town plan and develop LEPs and more localised plans which enhance the environmental objectives</p>	<ul style="list-style-type: none"> ▪ Prompt and complete removal of rubbish, abandoned cars and litter such that the streets are always clean ▪ Reduction of through traffic in the streets of Glebe including the downgrading of Bridge Rd to a local road and restoration of resident parking. ▪ Implement a strategy for better rubbish removal (including recycling) and street cleanliness, especially in the vicinity of the Broadway Centre ▪ Implement a program for planting, nurturing, replacing and maintaining street trees and kerb gardens
<p>Improve personal and property security in Glebe</p>	<p>Council is to act as a facilitator to coordinate State Government Departments to assertively take action to reduce crime in Glebe, with special focus on theft from parked cars, vandalism, burglaries and violence. Implement strategies to eliminate property crime and personal threats, especially to vulnerable people</p>	<p>Work with the police, the Department of Housing, Department of Social Services and the community to minimise the causes of crime, apprehend the perpetrators and, where justified, remove troublemakers from the community.</p>	<p>Help implement plans and strategies to prevent:</p> <ul style="list-style-type: none"> ▪ Theft from cars ▪ Vandalism ▪ Burglaries ▪ Personal violence ▪ Implement positive actions to keep the youth of Glebe entertained and channel their energies to positive purposes.
<p>Improve local government planning in Glebe</p>	<p>To be discussed at the next meeting</p>		
<p>Improve social services in the Glebe area</p>	<p>Council is to continue and improve the family support program for disadvantaged Glebe families including support for the Glebe Youth Centre and after-care centres</p>	<p>Recognise the special circumstances of the large portion of public housing in Glebe and the links between the small number of dysfunctional families and the disproportionately large youth crime problems</p>	<p>Implement a family support program for disadvantaged Glebe families including support for the Glebe Youth Centre and after-care centres</p> <p>Implement a crime reduction strategy with special focus on an improved youth activities program</p>

CORE NEED	FIRM UNDERTAKING REQUESTED OF LOCAL GOVERNMENT	RECOMMENDED ACTION BY LOCAL GOVERNMENT	OTHER SPECIFIC MEASURES TO BE IMPLEMENTED
<p>Improve public infrastructure in Glebe</p>	<p>Council is to improve public infrastructure generally but with special recognition that Glebe was one of Sydney's first settled areas and its infrastructure is therefore very old and in some places in need of substantial upgrade.</p>		<p>Ensure that the following are fully followed through:</p> <ul style="list-style-type: none"> ▪ Restore and maintain all parks to a high standard, including Bicentennial Park ▪ Completion of the Minogue Reserve plan ▪ Restore Wentworth Park & link to Blackwattle Bay ▪ Completion of the Orphan School Creek project (Children's Hospital site building to no more than 15 storeys) ▪ Extension of the Franklyn St Reserve to Glebe St ▪ Complete the Glebe Point Road project ▪ Complete the linked parks along the waterfront ▪ Encourage the successful operation of the Victoria Park Pool and recognise its high value to all residents of Glebe and especially as a diversion for the youth of Glebe
<p>Implement the planned and highly desirable heritage restoration projects</p>			<p>Restore Bellevue Restoration of the Glebe Town Hall as a community arts centre Restore the Burley Griffin incinerator</p>

Coalition of Glebe Groups (COGG)



Glebe and Forest Lodge Priorities for 2005 and Beyond

Glebe Point Road

1. The top priority for Glebe in 2005-06 is to make the suburb, and especially the community and commercial heart, Glebe Point Road, safer and more attractive to residents and visitors on foot and using bicycles or public transport. We urge Council to fund improvements to Glebe Point Road as a lead program in furthering its "City of Villages" concept.

Initial actions designed to achieve this goal include:

- a. **Reduce crime** through coordination of an interagency group including relevant government departments and service providers. This is a political/administrative action with minor budget implications. An important objective for the interagency group will be the improvement of infrastructure, e.g. installation of CCTV where appropriate, and the installation of vandal-proof street lighting.
- b. Conduct and implement a **Traffic Management Study** for Glebe, especially in the light of recent developments such as the Cross City Tunnel. The aim should be to reduce through traffic and improve pedestrian, cycle and public transport access. The study should include a parking strategy and the reclassification of Bridge Road for light traffic only. Funding for traffic-calming measures should be included.
- c. **Upgrade of Glebe Point Road** starting at Broadway to increase attractiveness and pedestrianisation of commercial districts and integration with other development projects in Glebe (COGG will present a robust upgrade plan mid year). This strategy should include an integration of St Johns Rd and Ross St as one continuous commercial strip. The upgrade should plan to minimize commercial disruption where possible.

The plan should include but not be limited to the following:

- **The Gateway to Sydney** to be moved from Broadway to the entrance of Glebe Point road.
 - **Widen footpaths** at appropriate sites to improve pedestrian access and flow, and allow sufficient space for street seating, recycling and public art. **Remove** all unnecessary signs and **remove or relocate** whatever impedes pedestrian movement.
 - **Underground overhead wires** to improve the streetscape and allow appropriate tree plantings to reach maturity and attractive shapes. In conjunction with undergrounding, **install under-awning and footpath lighting** in shopping strips to increase pedestrian and business safety, unify the street and illuminate shopfronts, including art displays.
- d. **Marketing/Event Coordination resources** for Glebe should be allocated to help 'City of Villages' concept. (COGG in coordination with the Glebe Point Revitalization Team will release a comprehensive Strategic Marketing plan by June 2005)

- e. **Redesign and extend** Minogue Reserve to create a more usable and attractive space for residents and a better pedestrian and cycle link between the Broadway Centre and Glebe Point Road. A **program of incentives**, such as combined cinema/café/restaurant tickets, and attractive signage to encourage pedestrian links should be included.
- f. **Institute a Heritage Loans Scheme** to encourage owners of commercial properties to restore and improve their heritage buildings to the same standard as has occurred in residential parts of Glebe. The aim should be to enhance Glebe's heritage character and make it obvious and distinctive to residents and visitors on foot.

Actions (e) and (f) should be initiated in 2005 but may extend over a longer period.

Comprehensive plans relevant to Glebe are being developed other groups representing a wide range of interests and will be available later in the year.

Foreshore walk

2. Complete construction of the foreshore walkway and cycleway from Bicentennial Park to the Sydney Fish Market, and the restoration and, in consultation with the Glebe community, the adaptive reuse of *Bellevue*. Funding for this project was allocated in previous Council budgets.

Town Plan

3. Develop, in consultation with the Glebe community, a new Glebe Town Plan based on the principles of Heritage Conservation and Sustainability in which:

- a. protection for the Conservation Area and Heritage Items is updated and strengthened;
- b. all elements that have special significance for the heritage character of Glebe are listed and described;
- c. there are special provisions to ensure appropriate protection and treatment of the Conservation Area and Heritage Items in the DCP;
- d. all new development is required to be sustainable and compatible with the existing scale and form of the suburb;
- e. all new development is required to contribute to making the suburb's infrastructure sustainable;
- f. development in all zones, including the Business Zone, is required to be sustainable;
- g. any bonuses and special provisions (e.g. adaptive reuse) are required to be sustainable; and
- h. there is provision for requiring masterplans.

Blackwattle Bay/Wentworth Park

4. Develop a concept for the future development of the Blackwattle Bay and Wentworth Park area, and seek support from State Government authorities in the implementation of this concept. Such a plan would address matters including:

- i. the future use and development of the Blackwattle Bay (Bridge Road) wharves, and how they can be linked to the park and the foreshore walkway and cycleway;
- j. developing better physical links between the park and surrounding residential areas with the aim of making it the natural recreation area for the increasing

- population of surrounding suburbs (Glebe, Pyrmont and Ultimo, the Fish Market and the new developments along Broadway;
- k. how the area can become a link between Glebe and the CBD rather than a no-man's land dividing the two areas; and
 - l. the eventual restoration and redevelopment of the park when the greyhound racing clubs agree to relocate to a more relevant part of Sydney.

Walter Burley Griffin incinerator

5. Recognising the pending completion of its refurbishment, implement, in consultation with the Glebe community, a plan for the adaptive re-use of the Walter Burley Griffin incinerator.

Orphan School Creek

6. Secure, plan and implement the creation of attractive open space in the Orphan School Creek area.

Parks

7. Complete the upgrading of Foley Park in accordance with a plan of management agreed with the Glebe community, and proceed with the development and implementation of management plans for other major Glebe and Forest Lodge parks.

Ferry service

8. Conduct a feasibility study on the introduction of a ferry service linking Glebe with the CBD.

Council-owned heritage buildings

9. Commit to a program of restoring Council-owned heritage buildings in Glebe, particularly the Glebe Town Hall.

ON-GOING TASKS**Infrastructure and services**

10. Ensure that basic infrastructure and services are properly maintained and where possible improved. Infrastructure and services include people-support services, particularly those directed to the aged and underprivileged, the Glebe library and in particular its ability to provide IT services to the community, and infrastructure such as lighting, drainage and footpaths.

Cleaning

11. Maintain a high standard of street and public space cleaning, paying particular attention to litter and graffiti. Implement a "respect your suburb" community responsibility education program.

Noise

12. Strictly enforce noise abatement guidelines against property owners who breach local codes, especially with respect to noise from air conditioning and similar plant and equipment.

On behalf of the Coalition of Glebe Groups (COGG)

The Glebe Chamber of Commerce Inc.

The Glebe Society Inc.

The Glebe Community Action Group

The Glebe Point Residents Group