



# NORTH SYDNEY COMMUNITY STRATEGIC PLAN 2018-2028

progressive *vibrant* diverse



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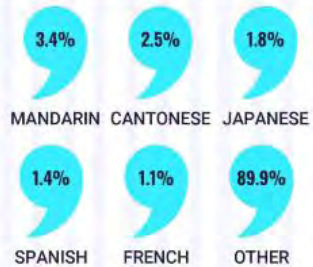
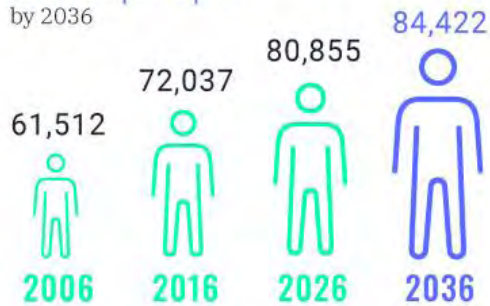
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# NORTH SYDNEY IN PROFILE

## PEOPLE: POPULATION + AGE

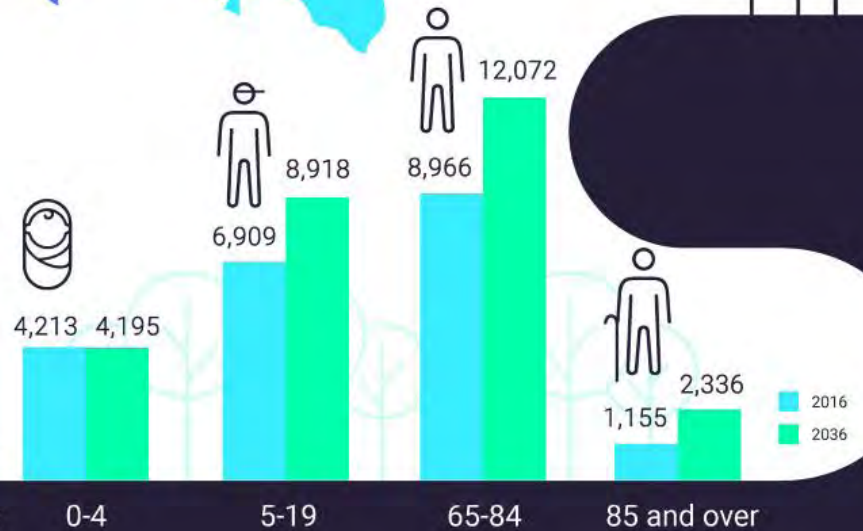
**+12,385**

More people  
by 2036



**22%**  
of residents  
speak a language  
other than English  
at home (2016)

There will be a  
**42% INCREASE**  
in the number of people  
aged 65 years and older  
in the next 20 years.



Dependant Age group

0-4

5-19

65-84

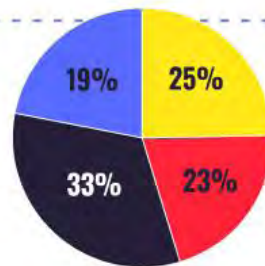
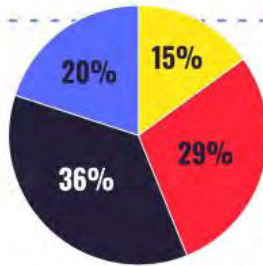
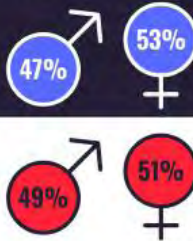
85 and over

## DWELLING TYPES



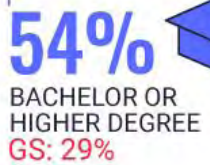
## PORTRAIT OF NORTH SYDNEY

■ North Sydney LGA  
■ Greater Sydney



NORTH SYDNEY LGA

GREATER SYDNEY



## JOBS

**88,299**



jobs

**6%**  
Health Care and Social Assistance



**11%**  
Financial and Insurance Services



**54%**  
Other



**29%**  
Professional, Scientific and Technical Services

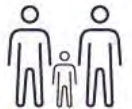
**39.8%** Take public transport (to work)  
GS: 23%



- UNDER AGE 20
- AGE 20-34
- AGE 35-59
- AGE 60 OR OLDER



**29%**  
COUPLES WITHOUT CHILDREN  
GS: 22%



**18%**  
COUPLES WITH CHILDREN  
GS: 35%



OUR VISION

**SHAPING A  
PROGRESSIVE,  
VIBRANT AND DIVERSE  
NORTH SYDNEY  
COMMUNITY**



# ELECTED MEMBERS



It is our pleasure to present you with this latest version of the North Sydney Community Strategic Plan. We look forward to working alongside you to bring this vision to fruition.

*Left to right - back row: Cr Samuel Gunning, Cr Zoë Baker, Cr MaryAnn Beregi, Cr Stephen Barbour, Cr Ian Mutton; front row: Cr Kathy Brodie, Cr Alanya Drummond, Major Jilly Gibson, Cr Jessica Keen and Cr Tony Carr.*

# MAYOR'S MESSAGE

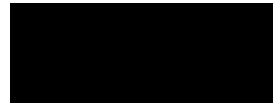
*The North Sydney Community Strategic Plan 2018-2028* reflects the community's aspirations for our area, now and in the future. The community's shared vision is to shape a progressive, vibrant and diverse North Sydney.

North Sydney is a colourful, dynamic, culturally rich and connected community made up of a wide range of stakeholders and this diversity is recognised, celebrated and strengthened through the Community Strategic Plan. This plan demonstrates the outcomes of a collaborative planning process which involved residents, businesses, workers, students and community agencies as well as visitors.

Council has led the preparation of this Community Strategic Plan. In developing this plan we entered into extensive consultation with our community, asking them to review the key issues and priorities included in our 2013 plan and identify any priorities that have emerged or shifted since that time. You probably won't be surprised to learn that increasing open space and community events remain high on people's agenda.

Sustainability principles continue to underpin the plan. It is founded on the principles of equity, ecologically sustainable development and a quadruple bottom line - ensuring that all decisions address environmental, social, economic and civic leadership considerations.

While Council is the key driver of this plan, the responsibility for implementing and resourcing it is shared by the whole community. On behalf of my fellow councillors, I commit that we will work hard to deliver on the strategies which are our responsibility. And we will work with our partners across all levels to deliver services to our community, by listening, advocating and working together to respond to their needs.



**Cr Jilly Gibson**  
MAYOR



# GENERAL MANAGER'S FOREWORD

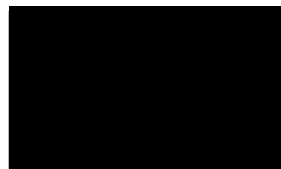
The *North Sydney Community Strategic Plan 2018-2028* has been prepared following months of stakeholder consultation. It is a road map for what we want the local government area to be like in the future. We have prepared a plan to guide us from 2018 to 2028, it outlines what we need to do to get where we want to be.

This is not a Council plan. Whilst Council is the custodian of the plan, its content and direction has been determined in consultation with our stakeholders - state and federal government, businesses and their workers, community groups and organisations, residents and students and visitors. Our stakeholders are not just those who live in our local government area but all who come to the North Sydney area, including for work, study and recreation.

As per the rest of Greater Sydney, North Sydney's population will continue to grow and its demographics will change. We need to adapt to accommodate these changes. Our CBD is undergoing an enormous reinvigoration that will reposition us to capitalise upon the future and make North Sydney a great place to do business. State mandated targets have been imposed to increase housing stock, and we must work to balance the new construction with the lifestyle that residents value. Our public open space is limited but highly valued, we will continue to enhance and maximise it for all to enjoy. And, another key focus is the need to embrace technology and to make North Sydney a smart city. These are just some of the priorities we focus on over the next 10 years.

The Community Strategic Plan is based around five Strategic Directions that our community has told us will improve the North Sydney local government area, as a place to live, work and visit. The plan sets long term aspirations that Council cannot deliver on its own. We need to work with other levels of government, businesses and our community to achieve the desired Outcomes and Strategies underpinning the Strategic Directions.

In accordance with legislative requirements we will report progress against the plan via the End of Term Report in 2021.



**Ken Gouldthorp**  
GENERAL MANAGER

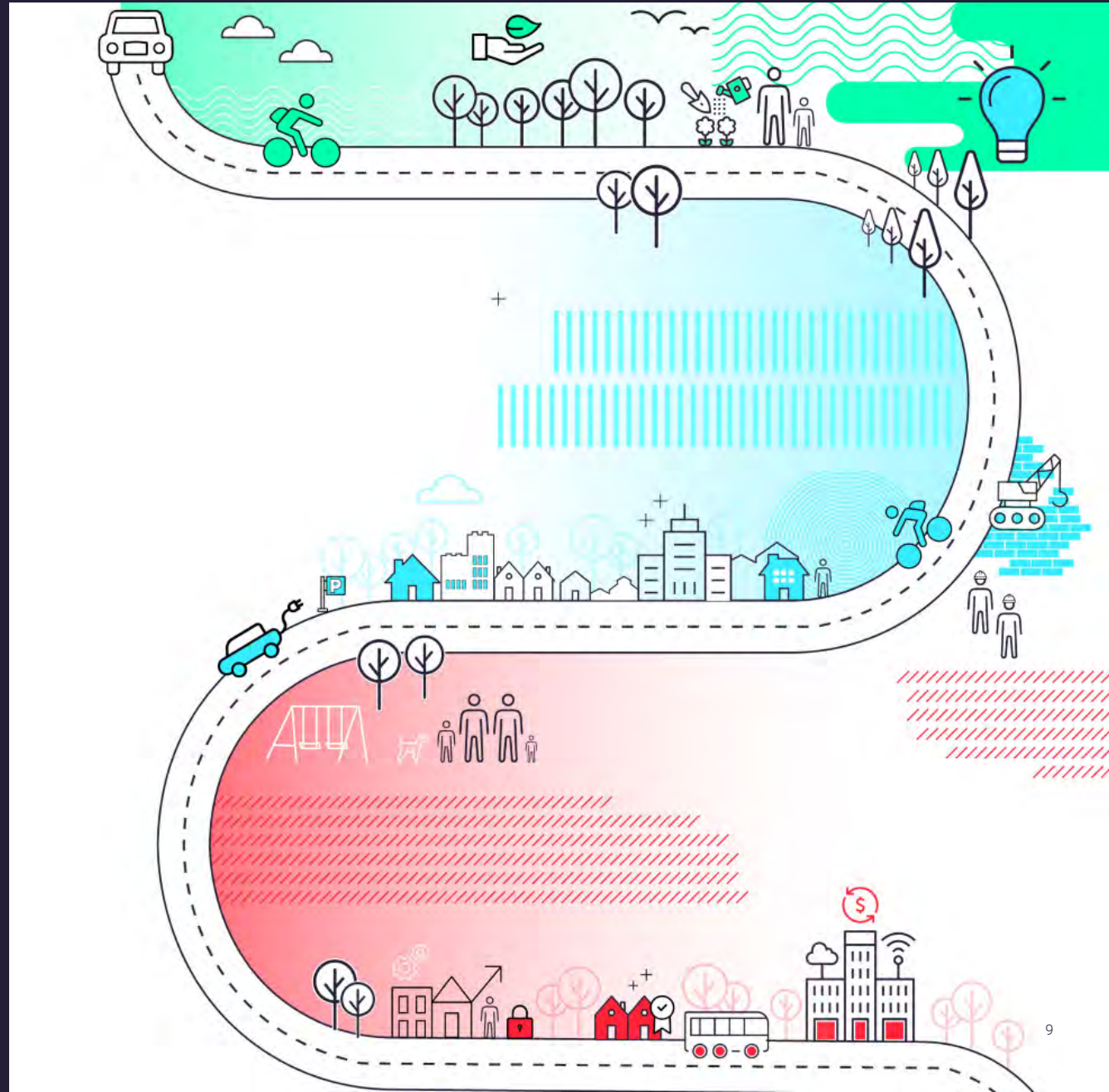




# INTRODUCTION

The document is a 10-year plan to shape the North Sydney local government area's future. It is an evolution of the previous plan, adopted in 2013. This plan recognises that to create the future we want, we need to do some things differently - to think differently and to act differently. It is both an aspirational vision and a practical plan. The plan has been refreshed to guide us from now to 2028. While some aspects of the plan have changed the vision remains the same - *shaping a progressive, vibrant and diverse North Sydney community.*

The biggest priorities for the North Sydney community - made up of its residents, businesses, workers, students, community organisations/groups and tourists - are (not in any priority order) increased access to open space and recreation facilities to support active lifestyles, environmental sustainability including waste reduction, better use of existing infrastructure and improved urban design, new assets to meet current and future community needs including our ageing population, managing traffic congestion, conserving and celebrating our heritage and village atmosphere, increasing economic development, making North Sydney a smart city by embracing technology, livability and supporting creative enterprise and cultural expression.



# INTRODUCTION

Each of the strategies in this plan aim to help meet one or more of the challenges, which in turn contribute to the achievement of the plan's outcomes and, ultimately the vision for North Sydney in 2028.

At all times, the plan has sought to put social, environmental, economic and governance outcomes on an equal footing. It seeks to value the environment, strengthen North Sydney's community, grow its economy and deliver strong leadership to shape North Sydney.

The plan calls on all levels of government, as well as the community and private sectors to work together to develop and implement solutions. North Sydney Council, as custodian of the plan, will continue to collaborate and strengthen its relationship with every entity and individual with a keen interest and stake in the future of North Sydney.

For its part in delivering the Community Strategic Plan, Council has prepared a three-year program of actions (projects and services). These are outlined in the *Delivery Program 2018/19-2020/21*. These actions align with Council's *Resourcing Strategy 2018/19-2027/28* (which includes a long term financial plan, asset management plan and workforce management plan) and will be reviewed and reported annually.

Achieving our vision will build upon the many things we love about North Sydney and help ensure our local area thrives into the future.

**This plan includes several big ideas, representing major transformational change; these include but are not limited to:**

- ▶ Exploring ways to increase open space and urban tree canopy cover, including creative use of existing infrastructure and increased access to community gardening
- ▶ Revitalisation of the commercial centre through more diverse night-time and weekend economic and social offerings and increased visitation to strengthen the North Sydney CBD's position within the Greater Sydney Commission's Harbour CBD
- ▶ Activation of the St Leonards Precinct, balancing existing residential amenity with growth through new housing and commercial development.
- ▶ Continued improvement of walking and cycling links to enhance connectivity
- ▶ Improved public transport including introduction of the Sydney Metro
- ▶ Redevelopment of North Sydney Olympic Pool complex, into a community facility equipped to service the community for generations to come



# COMMUNITY ENGAGEMENT

Having strategies identified in a comprehensive plan that has clear evidence and community input provides a stronger case for their implementation. On behalf of the North Sydney community, Council is responsible for facilitating the process to develop the *Community Strategic Plan 2018-2028* and "steward" its implementation.

Council adopted a project-specific *Engagement Strategy* to guide the plan's preparation and to enable stakeholder input. Council recognises and values the wealth of skills, knowledge and expertise in the community and aims to use these to improve and inform its decision making.

While Council is custodian of the plan, Council is not solely responsible for achieving the long term vision. Council recognises that our local stakeholders play an important role in delivering the desired outcomes of the plan. Effective stakeholder participation is therefore critical to the success of the plan.

## GUIDING PRINCIPLES

Preparation of this plan was guided by an adopted set of principles:

- ▶ Consult and collaborate with our community and other stakeholders
- ▶ Pursue improved outcomes, considering the long-term consequences of our decisions
- ▶ Integrate and align our forward planning - financial, asset management and workforce management planning as well as land use planning
- ▶ Draw on detailed and objective evidence to make decisions
- ▶ Ensure our finances are managed responsibly and new projects are appropriately funded
- ▶ Be open to change, flexible and responsive to new technologies and opportunities



# COMMUNITY ENGAGEMENT

The Engagement Strategy, adopted in November 2017, included a range of methods chosen to ensure that a maximum number of community members had the opportunity to be heard, by tapping into existing audiences (including social media), facilitating opportunities to hear from hard to reach and underrepresented sectors and to capitalise upon the breadth of project-specific consultation exercises recently conducted by Council.

This includes the most recent Customer Satisfaction Survey conducted in 2016, which sought feedback from a representative random sample of 400 residents and 200 businesses. Together this has yielded a substantial amount of feedback regarding a range of priorities which can be used to inform the new plan.

The first stage, which occurred from December 2017 to March 2018 sought feedback on the previous plan (adopted 2013) and to determine any new issues (challenges and opportunities), taking its starting point in a Discussion Paper.

## Phase 1 feedback statistics:

- ▶ Over 300 posts on the online discussion forum across the 3 topics
- ▶ 58 pins mapped - showing what people value most, fondest memories and areas for improvement
- ▶ 57 photo comp entries - people sharing their favourite location or feature in the North Sydney area
- ▶ 339 children's artworks from primary schools and child care centres - children 0-12 years visually depicted their vision for North Sydney
- ▶ 90 focus group participants - across various themes: families and children, older persons, innovation/smart cities, visitor economy and businesses
- ▶ 46 submissions from the public - via a mix of formats including online forms, emails, letters as well as hard copy forms completed at the Information Stalls.
- ▶ 54 submissions from Council staff



Artwork by: Luca Adorni (top) and Johnathan (bottom)

# COMMUNITY ENGAGEMENT

Every issue raised through the first stage has been documented in the *Community Consultations Findings Summary*, released in April 2018. Whilst the majority of feedback was consistent with the previous plan and therefore reaffirms the 2013 plan, a number of new and emerging priorities were identified and some issues have shifted priority.

The second stage involved checking back with the community on whether the draft vision (desired outcomes and strategies) resonates. Submissions closed 7 June 2018.

Feedback received during the exhibition period was reported to Council, with the recommend final plan for adoption. The plan was adopted by Council on 25 June 2018; to come into effect from 1 July 2018.

The plan remains grouped around five Strategic Directions (key themes) with minor name changes and a refresh of the outcomes and strategies, reflective of the shift in priorities identified through community consultation. Note: the summary on the following page is not listed in any priority order and represents the high level themes rather than specific actions. The direction each relates most to is acknowledged in brackets.



# COMMUNITY ENGAGEMENT



- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>Enhance public open space and increase access to and provision of recreation facilities to meet current and future needs, including through creative reuse of existing facilities (Direction 1)</li> </ul> | <ul style="list-style-type: none"> <li>Embrace innovation and grow the local ecosystem of entrepreneurs and start-ups (Direction 3)</li> </ul>  |
| <ul style="list-style-type: none"> <li>Increase community gardening opportunities (Direction 1)</li> </ul>  | <ul style="list-style-type: none"> <li>Maximise the visitor economy, whilst balancing visitor impacts with residents' lifestyles (Direction 3)</li> </ul>   |
| <ul style="list-style-type: none"> <li>Reduce our ecological footprint and minimise waste (Direction 1)</li> </ul>  | <ul style="list-style-type: none"> <li>Provide more facilities and services for young families (Direction 4)</li> </ul>   |
| <ul style="list-style-type: none"> <li>Improve our existing assets and infrastructure (Direction 2)</li> </ul>  | <ul style="list-style-type: none"> <li>Enable ageing in place through provision of accommodation and support services for older persons wanting to remain living in North Sydney (Direction 4)</li> </ul> |
| <ul style="list-style-type: none"> <li>Retain the village feel of our smaller commercial centres and enhance streetscapes through improved urban design (Direction 2)</li> </ul>  | <ul style="list-style-type: none"> <li>Continue to promote and facilitate local arts and culture (Direction 4)</li> </ul>   |
| <ul style="list-style-type: none"> <li>Integrate transport planning to minimise local impacts and maximise public benefits (Direction 2)</li> </ul>   | <ul style="list-style-type: none"> <li>Better promote North Sydney's local history (Direction 4)</li> </ul>   |
| <ul style="list-style-type: none"> <li>Promote sustainable transport options, prioritising walking and cycling and minimising reliance on motor vehicles (Direction 2)</li> </ul>   | <ul style="list-style-type: none"> <li>Continue to support and champion 'open government' (Direction 5)</li> </ul>  |
| <ul style="list-style-type: none"> <li>Strive for improved balance between parking demand and supply (Direction 2)</li> </ul>   | <ul style="list-style-type: none"> <li>Maximise technology to improve council service provision (Direction 5)</li> </ul>  |
| <ul style="list-style-type: none"> <li>Balance population growth and development with existing residential amenity and local character (Direction 3)</li> </ul>   | <ul style="list-style-type: none"> <li>Sustainability remains an underlying theme across all priority areas (all Directions)</li> </ul>   |
| <ul style="list-style-type: none"> <li>Promote and enhance night time/after hours and weekend offerings (Direction 3)</li> </ul>  |   |

# KEY CHALLENGES AND OPPORTUNITIES

There are considerable trends, challenges and opportunities that have the potential to impact North Sydney's strategic direction and as such should be considered as part of forward planning.

Through the engagement process, the following trends, challenges and opportunities were identified:



## GROWING AND CHANGING POPULATION

North Sydney's population is expected to increase to over 84,000 people by 2036. The number of people aged over 65 will represent 17% of the population by 2036.

It is forecast that the most populous age group will be 30-34 year olds. Proportionally more households are likely to be made of single people or couples without children.

The major driver of population change in the North Sydney local government area is the continued attractiveness of the area for young, transient adults seeking inner city accommodation close to employment and entertainment. Also, the addition of large numbers of new dwellings, particularly in St Leonards, will result in population growth in the local government area. Our challenge is to meet the increasing pressure of a growing and changing population and offer appropriately targeted support services to ensure that we adjust to the community's needs.

## GREATER PRESSURE ON NATURAL RESOURCES

There are many natural and human challenges that confront North Sydney and the region including increasing pressure from population growth, the increasing demand for resources and diminishing capacity to send waste to landfill sites and potential impact of changes to our climate.

Our challenge is to collaborate with all our partners to address the way we use resources especially water and energy and the predicted long term effects of climate change such as extreme heat and longer droughts, as well as increased risks of extreme storms and floods.

# KEY CHALLENGES AND OPPORTUNITIES

## AGEING INFRASTRUCTURE

Most of the infrastructure in North Sydney was built in the early to mid twentieth century. Many types of infrastructure, including roads, footpaths, drains and public buildings, are therefore coming to the end of their useful life and will soon need to be renewed or replaced.

The expected population growth means that the extent of infrastructure available in the local government area will need to be increased. There is also a need to match community expectations and needs, current and future, with what our resources, existing and future, can realistically sustain.

Our challenge is to share the planning for critical infrastructure with various state government agencies and private developers. This will ensure that Council can continue to meet the needs of existing residents and maintain and upgrade existing infrastructure.

## MOVING IN AND AROUND NORTH SYDNEY

Compared to many parts of Sydney, North Sydney is well serviced by public transport. Nevertheless due to North Sydney's position within metropolitan Sydney's transport network, there are still many private motor vehicles travelling within and through North Sydney, leading to traffic congestion and impacting on pedestrian accessibility and amenity. There is also a high demand for on-street parking particularly within the commercial centres.

Our challenge is to advocate for improved roads and public transport provision, encourage greater use of public transport and walking or cycling as alternatives to car use and balance the demand and supply for parking; and take advantage and maximize benefit of the Metro.

## REMAINING COMPETITIVE AND CREATING A STRONGER ECONOMY

The North Sydney economy is increasingly part of the global economy. There are over 15 000 businesses operating and around 60 000 people working in North Sydney. Employment capacity targets of between 76 000 and 81 500 jobs by 2036 have been set for North Sydney as a major employment centre.

North Sydney offers surrounding high amenity residential and mixed use precincts that, along with the commercial core, provide specialist services and experiences. North Sydney CBD is a thriving office market but the competitiveness of North Sydney has declined. Macquarie Park has replaced the North Sydney CBD as the second largest office market in metropolitan Sydney. North Sydney CBD will continue to benefit from higher proportions of jobs in professional, scientific and technical services, financial and insurance services, and information media and telecommunications.



# KEY CHALLENGES AND OPPORTUNITIES



North Sydney needs a to shift more towards an economy based on knowledge and innovation. The North Sydney CBD is well served by public transport.

Intensification of health and education facilities will occur at St Leonards which has evolved as a health and education precinct. The importance of the precinct as a key employment centre in Greater Sydney combined with the new Metro station proposed at Crows Nest, presents an opportunity for renewal and activation.

Our challenge is to plan for sufficient infrastructure for business, reinvigorate North Sydney CBD, and utilise all the opportunities that the education, medical, telecommunications and multimedia clusters can bring, so that North Sydney remains competitive and nationally significant.

## HEALTHY, SAFE AND CONNECTED COMMUNITIES

Living within connected and safe communities and pursuing a healthier lifestyle is increasingly more important to us. Our challenge is to deliver services directly or collaborate with other government and community agencies to facilitate their delivery.

## HOUSING THAT IS AFFORDABLE AND DIVERSE

The affordability of local housing continues to place strain on households within North Sydney. Over time declining affordability will continue to prevent low and moderate income earners from entering the property market. This may force our younger population to move to more affordable areas, which could contribute to the ageing demographic of North Sydney.

The numbers of all types of households - parents with children, couples without children, single people and others - will grow, suggesting that North Sydney will need to provide diverse housing options. Because North Sydney's population is ageing, North Sydney will also need to become more age friendly.

A growing number of young couples and families preferred to remain in apartments rather than into houses in suburbs that are becoming less accessible and affordable, increasing numbers of families from other cultures have a preference to reside in smaller residences closer to the city, shopping, schools and transport where they are less reliant on private motor vehicles and younger professionals are also attracted to North Sydney for similar reasons.

Our challenge is to offer a range of affordable and diverse choice in housing, through strategic forecasting and planning, that meets the changing needs and demands of our growing community.

## GROWING DEMAND FOR SPORT, RECREATION AND OPEN SPACE

An increasing population means that the demand for open space and sporting and recreation facilities grows. Our challenge is to plan and manage the demand for active and passive recreation and leisure opportunities from our community and visitors with the limited land available.

## GREATER COLLABORATION BETWEEN ALL STAKEHOLDERS

Local government operates under a range of legislation which determines the functions Council undertakes on the community's behalf. Many of the aspirations within the *Community Strategic Plan* are beyond the scope of this legislation and are therefore beyond the direct influence of Council.

Our challenge is to partner and collaborate with other organisations, stakeholders and tiers of government to achieve the outcomes we have worked together to identify.

# KEY CHALLENGES AND OPPORTUNITIES

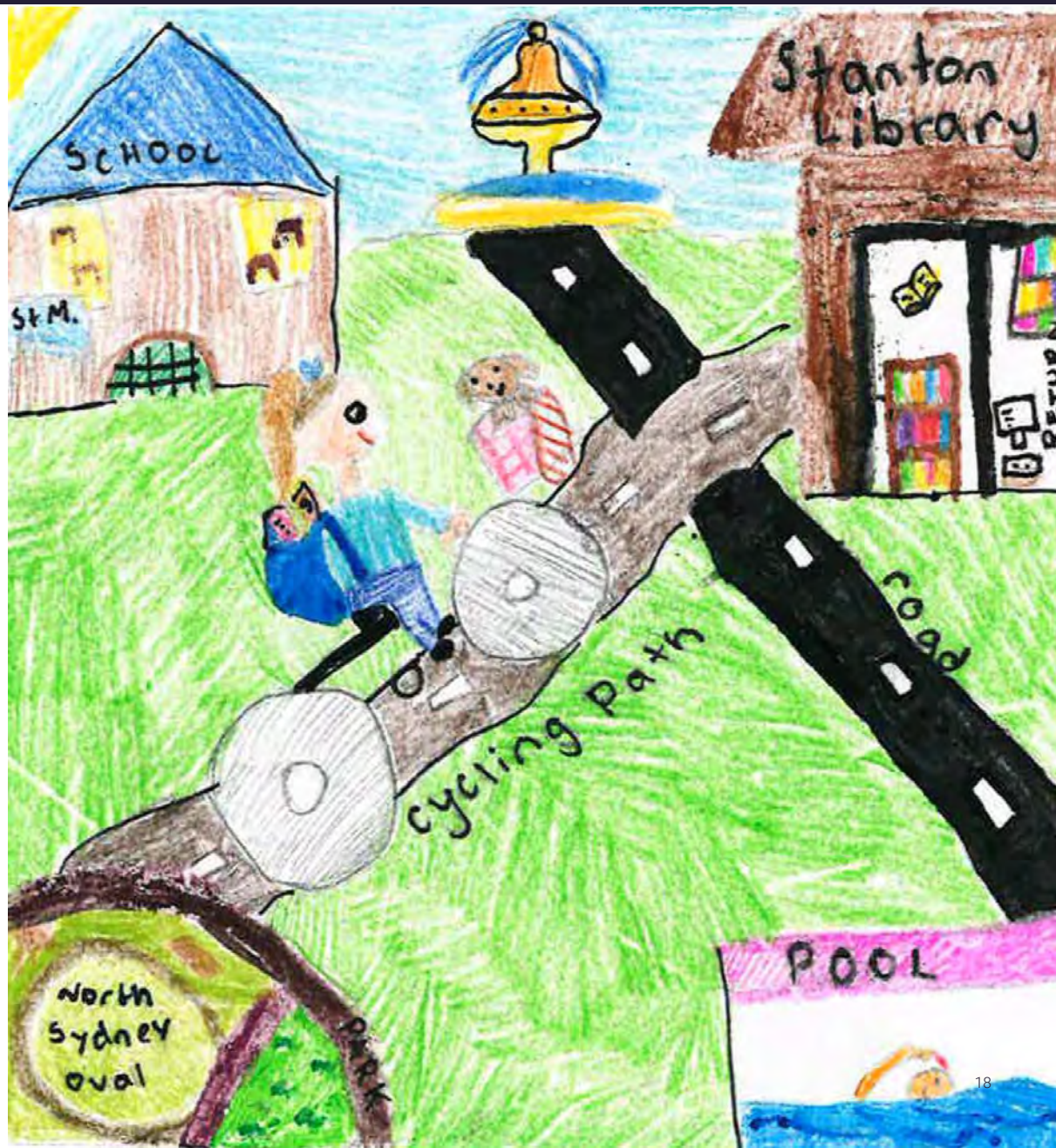
## GROWING COMMUNITY EXPECTATIONS AND REMAINING FINANCIALLY SUSTAINABLE

Traditionally, councils focused their activities on collecting rubbish, maintaining roads and collecting rates to pay for these services. While recent Customer Satisfaction Surveys have shown that these and other traditional services, such as street cleaning, park maintenance and development assessment remain important, the list of services which the community believes are important for Council to provide has grown considerably. Council now provides childcare; runs events; provides a library and aquatic and sporting facilities.

North Sydney, like most Australian local government authorities, continues to face a shortage of funds with the largest single demand on Council's resources being the renewal and maintenance of infrastructure. It follows that there is little in the way of discretionary resources that can be used for constructing new assets or expanding non-core services.

Council's challenge is to have an ongoing dialogue with the community to manage expectations, balance service delivery with affordable charges and optimise efficient service delivery.

Artwork by: Frederica



# OUR STRATEGIC DIRECTIONS

The *Community Strategic Plan* is framed around 5 Strategic Directions, each with desired Outcomes supported by specific Strategies and Sustainability Indicators (Appendix 1).

The Directions are not listed in any order of importance.

Each Strategy and Indicator is linked to the element of quadruple bottom line (QBL) - social, environmental, economic and governance, that it most directly contributes.



## DIRECTION 1: OUR LIVING ENVIRONMENT



## DIRECTION 2: OUR BUILT INFRASTRUCTURE



## DIRECTION 3: OUR FUTURE PLANNING



## DIRECTION 4: OUR SOCIAL VITALITY



## DIRECTION 5: OUR CIVIC LEADERSHIP





# OUR LIVING ENVIRONMENT

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Direction 1





# OUR LIVING ENVIRONMENT

## Where do we want to be in 10 years time?

North Sydney is sustainable. The natural environment is able to sustain the effects of population growth, now and into the future.

North Sydney's natural environment is defined by extensive bushland and the foreshore of Sydney Harbour, where foreshore access has been maximised.

The North Sydney community actively looks after the environment for current and future generations making sure that North Sydney remains clean and healthy. Participant numbers in initiatives such as Bushcare, Streets Alive and community gardens has increased.

North Sydney has built its resilience to natural hazards. North Sydney will reduce its environmental impact by making efficient use of energy and water resources; shifting towards renewable energy resources; conserving resources; and minimising waste.

North Sydney's natural environment will be accessible to all, for a wide range of social and recreational opportunities that do not compromise environmental values.

North Sydney will have a network of green spaces and corridors linking bushland, waterways and parks throughout North Sydney. Natural environments such as Balls Head, Berry Island, Tunks Park, Anderson Park, Cremorne Point Reserve and St Leonards Park are appealing and enjoyable. The Coal Loader Centre for Sustainability and its green roof Platform is a hub for learning and meeting up with family and friends.

Residents take advantage of North Sydney's many recreational opportunities. Access to recreational facilities has increased and supply better meets demand. Investigation of creative use of existing infrastructure to increase open space has resulted in premier new facilities, that balance residential lifestyle with user needs.

# OUTCOME 1.1 PROTECTED AND ENHANCED NATURAL ENVIRONMENT AND BIODIVERSITY



## STRATEGY

## QBL LINK

1.1.1	Rehabilitate bushland areas	ENV
1.1.2	Implement community education programs regarding protection and enhancement of the natural environment	ENV
1.1.3	Encourage healthy local waterways	ENV



## OUTCOME 1.2 NORTH SYDNEY IS SUSTAINABLE AND RESILIENT



STRATEGY	QBL LINK
1.2.1 Promote sustainable energy, water and waste practices	ENV
1.2.2 Conserve energy, water and natural resources, and minimise waste	ENV
1.2.3 Facilitate and demonstrate stewardship through environmental sustainability programs	ENV
1.2.4 Prepare for and adapt to the impacts of natural hazards and climate change	ENV

## OUTCOME 1.3 QUALITY URBAN GREENSPACES



STRATEGY		QBL LINK
1.3.1	Expand urban tree canopy cover	ENV
1.3.2	Encourage community gardening and rooftop and hard surface greening, incorporating native vegetation planting where possible	ENV
1.3.3	Advocate for powerline undergrounding to assist with greening initiatives	ENV





# OUTCOME 1.4 PUBLIC OPEN SPACE AND RECREATIONAL FACILITIES AND SERVICES MEET COMMUNITY NEEDS



STRATEGY	QBL LINK
1.4.1 Maximise use of existing, and protect, enhance and expand public open space	SOC
1.4.2 Create a waterfront with integrated green public spaces and enhanced foreshore access	SOC
1.4.3 Provide infrastructure to support physical activity	SOC
1.4.4 Attract major sporting events to North Sydney Oval	SOC
1.4.5 Advocate for the Sydney Harbour High Line	SOC
1.4.6 Explore green public space over Warringah Freeway	SOC



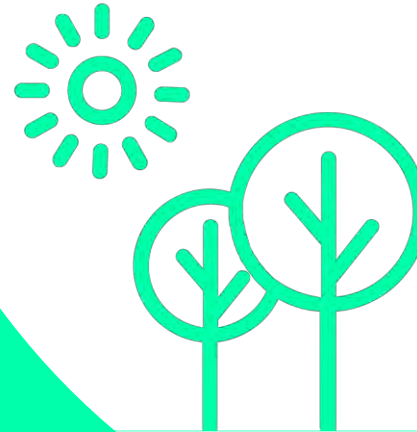
# KEY CONTRIBUTORS



	ADVOCATE/ INFLUENCE	FUNDER	PROVIDER	REGULATOR	PARTNER
Council	○	○	○	○	○
Businesses					○
Community groups and organisations	○				○
Federal government departments and agencies	○	○	○	○	○
Neighbouring councils	○				○
NSROC	○				○
Peak bodies	○	○	○	○	○
Residents					○
Schools	○				○
State government departments and agencies	○	○	○	○	○
Students	○				○
Volunteers			○		○



# IDEAS TO MAKE IT HAPPEN



- ▶ Join a Bushcare or HarbourCare group
- ▶ Explore North Sydney's local bushland, parks and reserves
- ▶ Visit the Coal Loader Platform
- ▶ Plant a low water, native garden
- ▶ Reduce, re-use and recycle waste
- ▶ Install a rainwater tank for toilet flushing, laundry and the vegie patch
- ▶ Shorten shower time
- ▶ Turn appliances off standby mode
- ▶ Use and buy energy efficient appliances and light bulbs
- ▶ Switch off lights when not in the room
- ▶ Switch to renewable energy like solar power
- ▶ Wash clothes in cold water and dry clothes on the line
- ▶ Get rid of your second fridge
- ▶ Introduce a 'lights out in office building at night' policy
- ▶ Only put water down the sink or drain
- ▶ Remove weeds
- ▶ Collect litter as you go for a walk
- ▶ Explore North Sydney's walking trails
- ▶ Use environmentally friendly products
- ▶ Buy goods with minimal packaging
- ▶ Say 'no' to plastic bags and other single use plastics
- ▶ Start a 'BYO container' initiative
- ▶ Source and buy locally made goods and products
- ▶ Start a worm farm or compost
- ▶ Insulate and install energy and water efficient fixtures and fittings when renovating your house
- ▶ Participate in the City Switch or Better Business Partnership (BBP) program
- ▶ Take advantage of Environmental Upgrade Agreements to upgrade your commercial property



# OUR BUILT INFRASTRUCTURE

Direction 2





## OUR BUILT INFRASTRUCTURE

### Where do we want to be in 10 years time?

North Sydney has adequate infrastructure to support population growth. Our existing assets are well maintained and new assets are constructed to meet community needs. The community has pride in our assets.

North Sydney Olympic Pool complex has been redeveloped, bringing improved facilities and services to meet community needs now and for generations to come.

Our public domains are improved spaces for community use, adding to the vibrancy and diversity that North Sydney offers. The much valued 'village feel' of each of the smaller commercial centres has been enhanced.

The way people move around North Sydney will have improved. North Sydney has integrated transport system that make it easy to get to and around the local government area. North Sydney has a wide choice of transport. People can cycle, walk, take public transport or drive a vehicle. Public transport is efficient offering a good alternative to cars.

Car ownership will decrease as more people take up car share options. Bike share, whilst still a self governed model, will be well maintained, well utilised and not perceived as an eye sore.

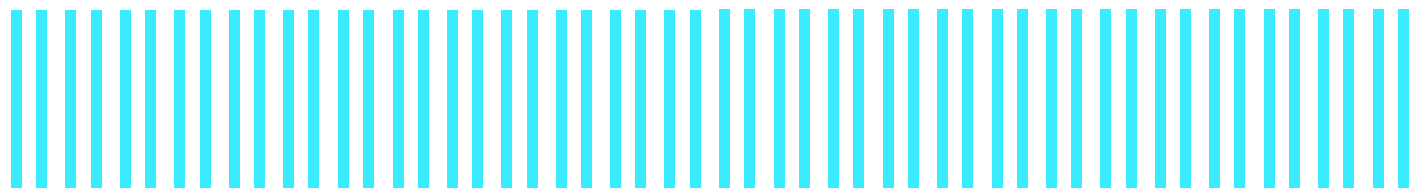
Access to parking will always be important in an established area in which many of the buildings were built before cars were readily affordable. Strategies to provide efficient access to both on and off street parking will be continuously investigated.



# OUTCOME 2.1 INFRASTRUCTURE AND ASSETS MEET COMMUNITY NEEDS



STRATEGY	QBL LINK
2.1.1 Expand and adapt existing infrastructure to meet future needs	SOC
2.1.2 Advocate for improved state infrastructure and adequate funding for maintenance and improvement of community assets	SOC
2.1.3 Plan for large scale emergencies	SOC
2.1.4 Manage flood risk	SOC
2.1.5 Expand access to education facilities outside of school hours	SOC
2.1.6 Redevelop the North Sydney Olympic Pool complex	SOC



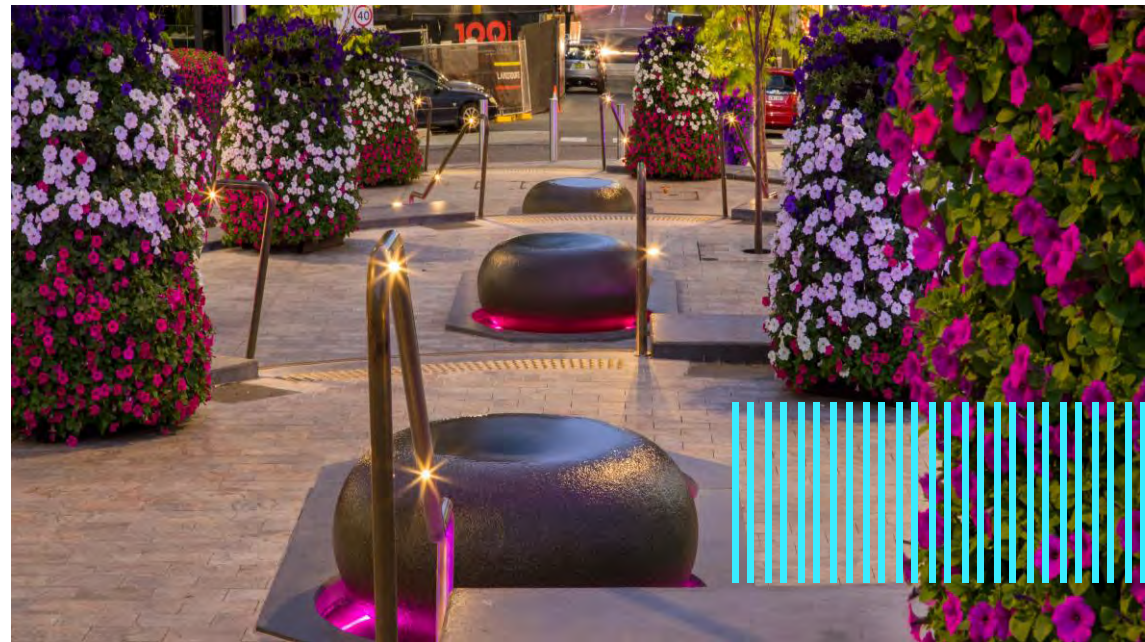
## OUTCOME 2.2 VIBRANT CENTRES, PUBLIC DOMAIN, VILLAGES AND STREETSCAPES



### STRATEGY

### QBL LINK

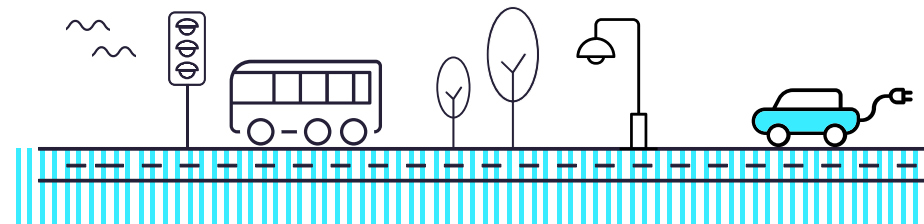
2.2.1	Enhance public domains and village streetscapes through planning and activation, celebrating their unique character	SOC
2.2.2	Improve lighting and surveillance of villages to reduce vandalism and graffiti	SOC



## OUTCOME 2.3 SUSTAINABLE TRANSPORT IS ENCOURAGED



STRATEGY	QBL LINK	
2.3.1	Facilitate, advocate and provide opportunities for improved public transport use, alternative modes of transport and end of trip facilities	SOC
2.3.2	Ensure continual improvement and integration of major transport infrastructure through long term planning	SOC
2.3.3	Incentivise use of public transport and lower impact vehicles	SOC
2.3.4	Advocate for recharge facilities for electric vehicles at public facilities and car parks	ENV
2.3.5	Improve safety for pedestrians, motorists and bus and bike riders	SOC
2.3.6	Examine new forms of travel, including driverless cars	SOC

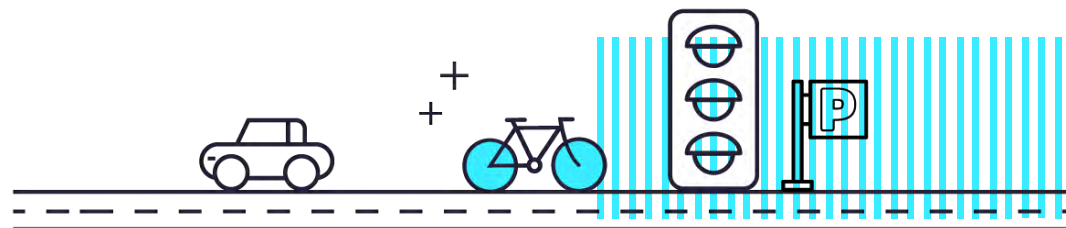




## OUTCOME 2.4 IMPROVED TRAFFIC AND PARKING MANAGEMENT



STRATEGY	QBL LINK	
2.4.1	Plan, design, investigate and manage traffic to minimise its adverse impacts on people, car commuters and through traffic	SOC
2.4.2	Secure additional grant funding for new and upgrade of traffic facilities, pedestrian and cycling facilities	SOC
2.4.3	Provide integrated and efficient on-street and off-street parking options in residential and commercial areas	SOC



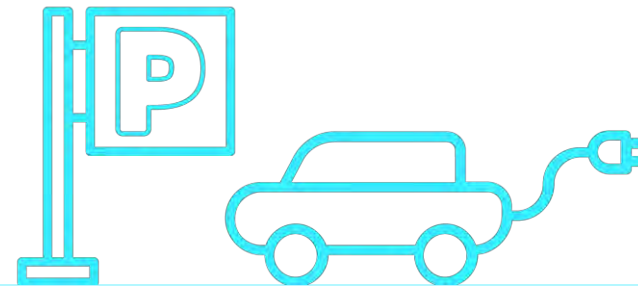
# KEY CONTRIBUTORS



	ADVOCATE/ INFLUENCE	FUNDER	PROVIDER	REGULATOR	PARTNER
Council	○	○	○	○	○
Businesses	○	○	○		○
Community groups and organisations	○		○		○
Federal government departments and agencies	○		○		○
Neighbouring councils	○	○	○		○
NSROC	○	○	○	○	○
Peak bodies	○				○
Residents			○		
Schools	○	○	○	○	○
State government departments and agencies	○				○
Students	○				○
Volunteers	○	○	○	○	○



# IDEAS TO MAKE IT HAPPEN



- ▶ Lobby state and federal government for improved public transport and transport links
- ▶ Leave the car at home, walk or ride a bike instead
- ▶ Use public transport
- ▶ Participate in Cycle to Work Day
- ▶ Participate in Walk to Work Day
- ▶ Prepare a green travel plan for your business/organisation
- ▶ Provide end of trip facilities for your workers to encourage them to travel by active transport options
- ▶ Car pool or join a car share scheme
- ▶ Use bike share schemes responsibly
- ▶ Drive safely - watch out pedestrians about
- ▶ Encourage your company to participate in Transport for NSW's Travel Choices Program
- ▶ Get involved in your local Streetscape Committee
- ▶ Report safety and maintenance issues to Council e.g. trip hazards
- ▶ Report graffiti straight away



# OUR FUTURE PLANNING

Direction 3





# OUR FUTURE PLANNING

## Where do we want to be in 10 years time?

North Sydney is a great place to do business. North Sydney enjoy strong economic growth, and balances it with environmental and social wellbeing.

North Sydney has a reputation as a business location. North Sydney encourages innovation and entrepreneurship. It has grown its local ecosystem. As a result, people, investment and businesses are attracted to North Sydney from throughout Australia and the world. North Sydney has digital networks that connect people to each other and to the information and services they need.

The North Sydney CBD is prosperous and vibrant. It attracts businesses and visitors and forms a commercial hub for the region, NSW and Australia.

Street life and night time economy are important elements of North Sydney's character. The economies of our village centres are dynamic and thriving, creating focal points for our communities.

North Sydney is a prime tourist destination, with diverse attractions that highlight North Sydney's best features.

North Sydney has a distinctive identity and heritage. Buildings, commercial centres and neighbourhoods are attractive and sustainable. They fit well with the surrounding built and natural environment. North Sydney preserves and protects its historic buildings and architecture.

Many types of housing are available, meeting the differing needs of individuals and families, including being affordable.



# OUTCOME 3.1 PROSPEROUS AND VIBRANT ECONOMY



STRATEGY	QBL LINK
3.1.1 Encourage a diverse mix of business size and type	SOC
3.1.2 Support existing business and attract and foster new businesses	ECO
3.1.3 Enhance relationships with Chambers of Commerce and peak bodies representing local businesses	ECO
3.1.4 Promote and enhance the night time/after hours and weekend offer	SOC
3.1.5 Foster and support tourism activity in North Sydney	ECO
3.1.6 Balance visitor impacts with residents' lifestyles and economic development	SOC



# OUTCOME 3.2 NORTH SYDNEY CBD IS ONE OF NSW'S PRE-EMINENT COMMERCIAL CENTRES



## STRATEGY

## QBL LINK

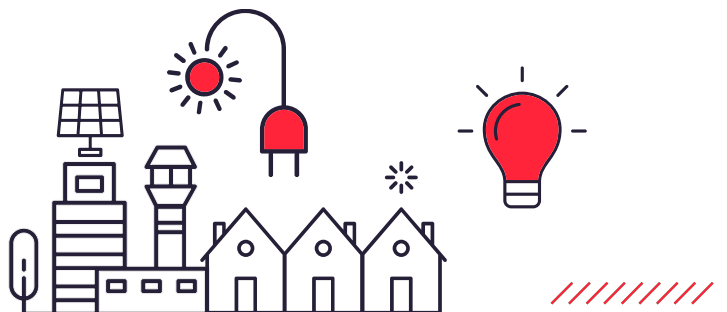
3.2.1	Plan for North Sydney to continue to be one of NSW's pre-eminent commercial centres	ECO
3.2.2	Strengthen the North Sydney CBD's competitiveness and identify, differentiating it from other centres	ECO
3.2.3	Provide a level of amenity in the North Sydney CBD commensurate with a vibrant and active CBD	SOC



# OUTCOME 3.3 NORTH SYDNEY IS SMART AND INNOVATIVE



STRATEGY	QBL LINK
3.3.1 Develop North Sydney as a knowledge centre in Australia	ECO
3.3.2 Attract and support start-up businesses	ECO
3.3.3 Promote the uptake of broadband, Wi-Fi and digital technologies	ECO
3.3.4 Identify and develop innovations that will establish a competitive advantage for North Sydney	ECO
3.3.5 Celebrate and promote innovation	ECO





# OUTCOME 3.4 NORTH SYDNEY IS DISTINCTIVE WITH A SENSE OF PLACE AND QUALITY DESIGN



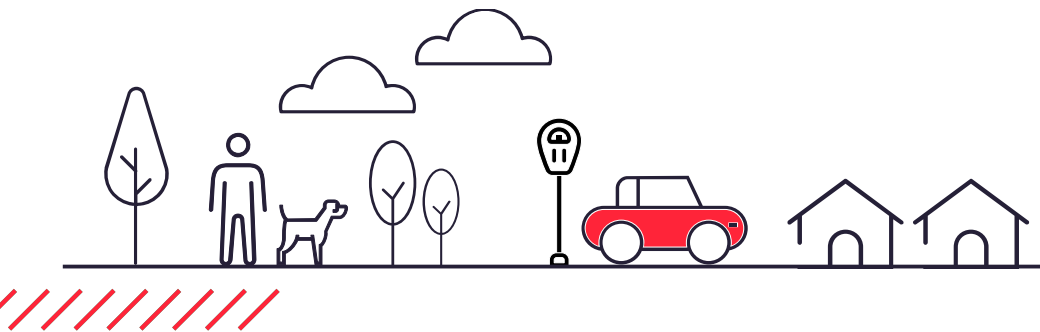
STRATEGY	QBL LINK
3.4.1 Maintain contemporary statutory and strategic planning instruments	SOC
3.4.2 Strengthen community participation in land use planning	SOC
3.4.3 Manage the impact of North Sydney’s mandated growth including within the St Leonards Priority Precinct	SOC
3.4.4 Improve the urban design, amenity and quality of North Sydney’s public domain including laneways	SOC
3.4.5 Use a place-based planning approach to achieve design excellence and management of places as they change	SOC
3.4.6 Protect and promote North Sydney’s built heritage including significant architecture, objects, places and landscapes	SOC
3.4.7 Advocate for affordable housing	SOC



# OUTCOME 3.5 NORTH SYDNEY IS REGULATORY COMPLIANT



STRATEGY	QBL LINK
3.5.1 Promote environmental/building compliance and public health	SOC
3.5.2 Promote responsible companion animal ownership	SOC
3.5.3 Manage parking compliance to ensure turn over and availability	SOC



# KEY CONTRIBUTORS



	ADVOCATE/ INFLUENCE	FUNDER	PROVIDER	REGULATOR	PARTNER
Council	○	○	○	○	○
Businesses		○	○		○
Community groups and organisations	○				○
Federal government departments and agencies	○		○		○
Neighbouring councils	○	○			○
NSROC	○				○
Peak bodies	○	○	○	○	○
Residents	○				○
Schools	○	○	○	○	○
State government departments and agencies		○	○		○
Students	○				○
Volunteers	○		○		○

# IDEAS TO MAKE IT HAPPEN



- ▶ Shop locally
- ▶ Join your local Chamber of Commerce and business networks
- ▶ Look locally for job opportunities
- ▶ Create opportunities for work experience students, trainees and apprentices
- ▶ Subscribe to Council's Business eNews
- ▶ Celebrate your successes - make the local market aware of your achievements such as achieving a

'first' for your industry, significant annual growth, a large increase in your employment numbers, or being recognised through regional and national awards programs

- ▶ Like or follow the North Sydney Innovation Network (NSIN)
- ▶ When renovating or building, get advice from a sustainable architect to achieve cost effective sustainable design and material solutions.



# OUR SOCIAL VITALITY

Direction 4





## OUR SOCIAL VITALITY

### Where do we want to be in 10 years time?

North Sydney's social wellbeing continues to improve. Residents enjoy a good quality of life and the fantastic lifestyle that North Sydney offers. Community members have access to the information and support services they need.

Our community centres are valued hubs providing a wide range of services including evening classes, playgroup and before and after school care. Stanton Library continues to provide high quality services to meet the community's changing cultural, recreational and educational needs.

North Sydney is a place where people can learn, get together with others and feel like they belong. North Sydney is a place that values and celebrates its culture and diversity. North Sydney enables all people to participate fully in community life.

Our education facilities are first class and cater for the growing demands of the local area. Education facilities are also used out of hours to maximise access to community facilities.

North Sydney is a place where people feel safe and live free from crime.

The residents of North Sydney live healthy lives. Residents have access to good quality medical care and support services, including assistance to age in place.

North Sydney is known for its full calendar of events. From weekend markets to festivals there is always something happening that adds to North Sydney's vibrancy and colour.

North Sydney is a hub for creativity. Arts and culture are encouraged. North Sydney offers a range of arts and cultural amenities that cater to all tastes.

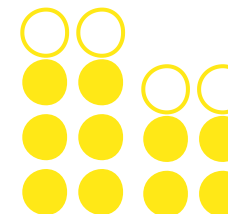
North Sydney's history and heritage is preserved, promoted and celebrated, including the rich Aboriginal heritage of the area.



## OUTCOME 4.1 NORTH SYDNEY IS CONNECTED, INCLUSIVE, HEALTHY AND SAFE



STRATEGY		QBL LINK
4.1.1	Increase mobility and accessibility throughout North Sydney	SOC
4.1.2	Provide services, facilities and information to meet the needs of North Sydney's diverse communities (including children, young people, older people, residents and workers)	SOC
4.1.3	Improve access to early childhood care facilities	SOC
4.1.4	Enable the provision of aged care support facilities	SOC
4.1.5	Provide support and funding to not-for-profit community groups and charities	SOC
4.1.6	Celebrate diversity within the community	SOC
4.1.7	Promote anti-discrimination and provide 'safe spaces' and inclusive programs for sex or gender diverse people	SOC
4.1.8	Provide programs, information and infrastructure to support mental health and alcohol and other drugs services	SOC
4.1.9	Plan for future social infrastructure and health services to support healthy communities	SOC
4.1.10	Promote physical activity, healthy eating and preventative health care	SOC
4.1.11	Improve the safety of North Sydney's public environment	SOC



## OUTCOME 4.2 NORTH SYDNEY IS CREATIVE AND HOME TO POPULAR EVENTS



### STRATEGY

### QBL LINK

4.2.1	Promote support and celebrate creative arts in North Sydney through facilities, spaces and programs	SOC
4.2.2	Promote and support a diverse range of events and street life across North Sydney through the staging of major events, festivals, markets and fairs	SOC

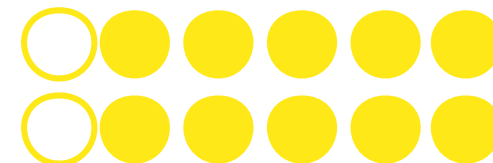




## OUTCOME 4.3 NORTH SYDNEY SUPPORTS LIFELONG LEARNING



STRATEGY	QBL LINK
4.3.1 Plan for education to meet North Sydney's growing needs	SOC
4.3.2 Work with the education sector and Council's library to enhance access to learning and development opportunities	SOC
4.3.3 Support the development of spaces for lifelong learning	SOC
4.3.4 Promote diversity of education choices available in North Sydney	SOC
4.3.5 Promote volunteering and community involvement and draw on community skills and expertise	SOC



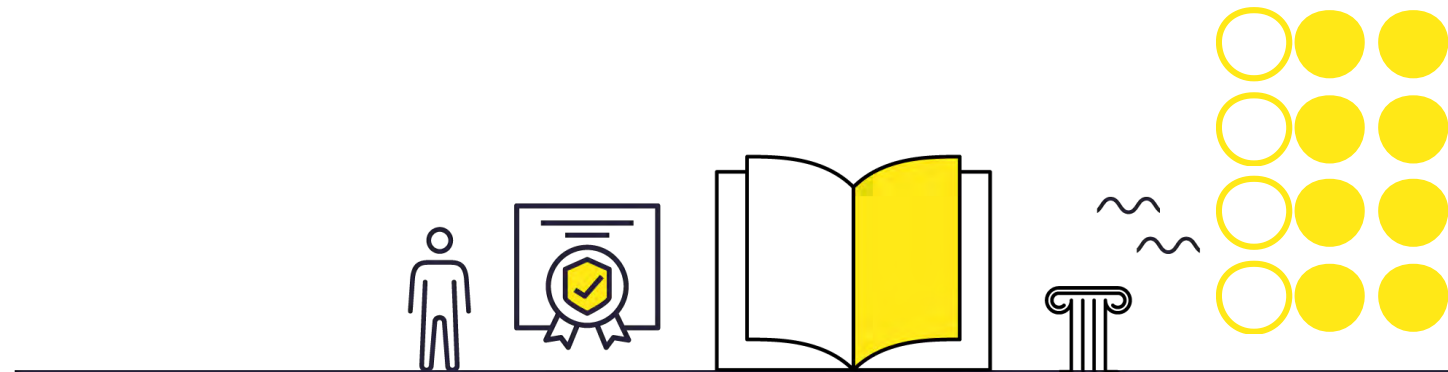
# OUTCOME 4.4 NORTH SYDNEY'S HISTORY IS PRESERVED AND RECOGNISED



## STRATEGY

## QBL LINK

4.4.1	Recognise, celebrate and promote North Sydney's history and heritage	SOC
4.4.2	Protect and maintain sacred and historical sites, items and records	SOC

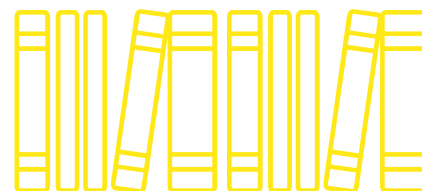


# KEY CONTRIBUTORS



	ADVOCATE/ INFLUENCE	FUNDER	PROVIDER	REGULATOR	PARTNER
Council	○		○	○	○
Community groups and organisations	○		○		○
Developers	○				○
Residents	○				○
Schools	○		○		○
State government departments and agencies	○		○	○	○
Students	○				○
Volunteers			○		

# IDEAS TO MAKE IT HAPPEN



- ▶ Attend local festivals and events
- ▶ Shop at local markets
- ▶ Enjoy North Sydney's cultural experiences
- ▶ Get to know your neighbours
- ▶ Join a community group or volunteer
- ▶ Ask someone, Are you OK?
- ▶ Respect the culture of others
- ▶ Engage in learning opportunities at any age
- ▶ Take on an apprentice or a student for school work placement
- ▶ Undertake regular exercise
- ▶ Participate in a sporting or cultural group
- ▶ Balance your home/work life
- ▶ List your community group in North Sydney's Community Directory
- ▶ Learn about North Sydney local history - visit the North Sydney Heritage Centre
- ▶ Visit a local museum - Don Bank, St Thomas Rest Park, Sexton's Cottage Nutcote or Mary Mackillop Place
- ▶ Visit the Aboriginal Heritage Museum an Keeping Place
- ▶ Join Stanton Library



# OUR CIVIC LEADERSHIP

Direction 5





# OUR CIVIC LEADERSHIP

Where do we want to be in 10 years time?

The community feels confident about the direction North Sydney is heading. North Sydney Council plans by taking into account not just what the community needs now, but also what will be needed by generations to come.

People in North Sydney feel they can have their say under Council's long standing commitment to 'open government'. The community is actively involved in the future direction of North Sydney.

The community trusts the way Council looks after North Sydney. The community looks to Council, along with many other organisations, to provide leadership and good governance.

Council is an employer of choice, with a highly skilled and motivated workforce committed to providing the community with a high level of service.



# OUTCOME 5.1 COUNCIL LEADS THE STRATEGIC DIRECTION OF NORTH SYDNEY



STRATEGY	QBL LINK	
5.1.1	Create effective working relationships between local, state and federal governments	GOV
5.1.2	Plan well for the future	GOV
5.1.3	Lead public debate on the future of local government in NSW	GOV
5.1.4	Manage financial resources effectively to achieve community outcomes	GOV
5.1.5	Explore new funding sources and revenue streams	GOV



## OUTCOME 5.2 COUNCIL IS WELL GOVERNED AND CUSTOMER FOCUSED



STRATEGY	QBL LINK	
5.2.1	Provide accountable, transparent and accessible and participatory decision making	GOV
5.2.2	Ensure councillors meet their obligations and roles as community representatives	GOV
5.2.3	Implement best practice governance	GOV
5.2.4	Implement best practice customer service	GOV

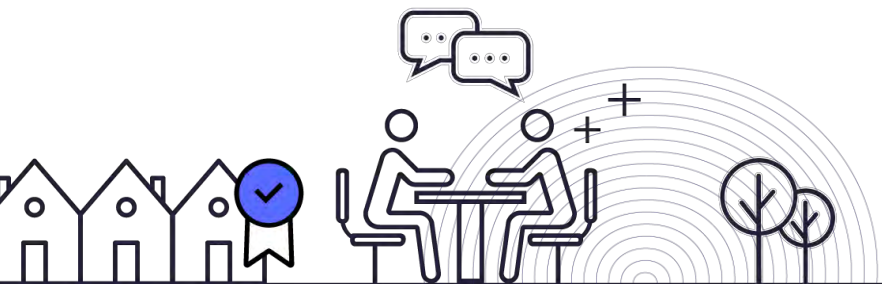




## OUTCOME 5.3 COMMUNITY IS INFORMED AND CONSULTED



STRATEGY	QBL LINK
5.3.1 Increase promotion of Council activities and achievements	GOV
5.3.2 Enhance existing communication methods	GOV
5.3.3 Provide community engagement opportunities	GOV
5.3.4 Support the North Sydney Community Precinct System	GOV



# OUTCOME 5.4 COUNCIL'S SERVICE DELIVERY IS WELL SUPPORTED



STRATEGY	QBL LINK
5.4.1 Enhance and secure Council's technology, telecommunications and information assets	GOV
5.4.2 Preserve and provide access to Council records	GOV
5.4.3 Implement best practice risk management	GOV
5.4.4 Provide Council with the highest quality legal advice and representation	GOV
5.4.5 Implement best practice procurement and contract management	GOV



# OUTCOME 5.5 COUNCIL IS AN EMPLOYER OF CHOICE



## STRATEGY

## QBL LINK

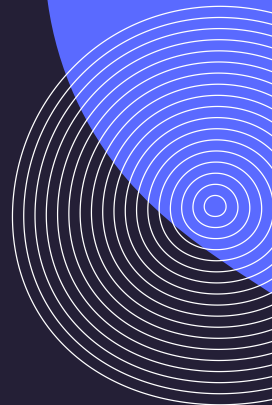
5.6.1	Attract, develop and retain highly skilled staff and provide a safe work environment	GOV
5.6.2	Implement best practice human resource policies and strategies	GOV



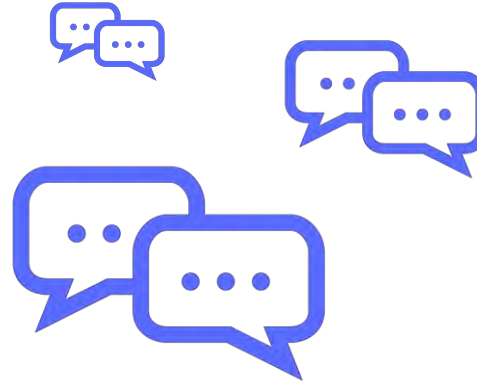
# KEY CONTRIBUTORS



	ADVOCATE/ INFLUENCE	FUNDER	PROVIDER	REGULATOR	PARTNER
Council	○	○	○	○	○
Businesses	○				○
Community groups and organisations	○				○
Neighbouring councils	○		○		○
NSROC	○		○		○
Peak bodies	○			○	○
Residents	○				○
State government departments and agencies	○	○	○	○	○
Volunteers	○				○



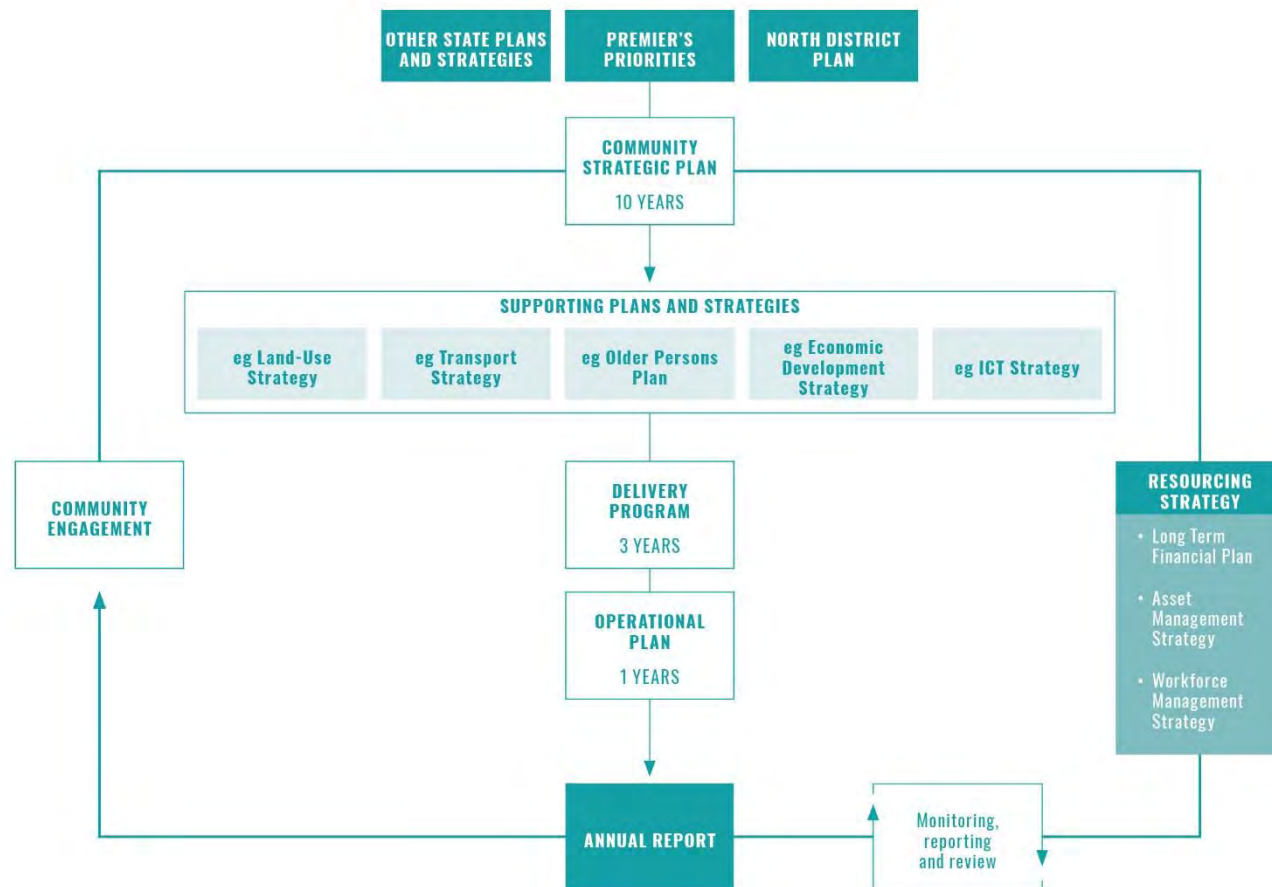
# IDEAS TO MAKE IT HAPPEN



- ▶ Participate in community engagement opportunities - Check the 'Your Say' page on Council's website for the latest opportunities
- ▶ Attend Council Meetings or watch via the webcast
- ▶ Connect with Council on social media
- ▶ Talk to your local councillor about your ideas and suggestions for improving North Sydney
- ▶ Stand for election to Council
- ▶ Become a 'citizen member' on Council's Reference Groups
- ▶ Join your local Precinct Committee
- ▶ Become a community champion
- ▶ Lobby your local member of parliament

# RESOURCING THE PLAN

The following diagram illustrates how Council's Integrated Planning and Reporting Framework links with the *North Sydney Community Strategic Plan 2018-2028*:



# REPORTING

Monitoring and reporting is vital to the success of the Community Strategic Plan and the achievement of sustainable outcomes. Council is committed to monitoring North Sydney's social, environmental, economic and governance performance to see how North Sydney is working towards the vision of sustainability. Council will continually track, assess and reporting our progress towards the plan.

Progress towards implementation of the desired outcomes and strategies in the plan will be reported by Council. An *End of Term Report* will be prepared in 2021 ahead of the next local government election. The report will track a range of sustainability indicators - social, environmental, economic and governance - allowing us to see whether we are actually making progress towards our shared vision. The *2017 End of Term Report* is available from Council's website.

Council reviews and reports biannually to the community on Council's progress against the Delivery Program. The Annual Report reports on Council's performance for the financial year. These plans and reports are available at Council's Customer Service Centre and Stanton Library and are also available at [www.northsydney.nsw.gov.au](http://www.northsydney.nsw.gov.au).



## HOW YOU CAN BE INVOLVED?

### Stay in touch

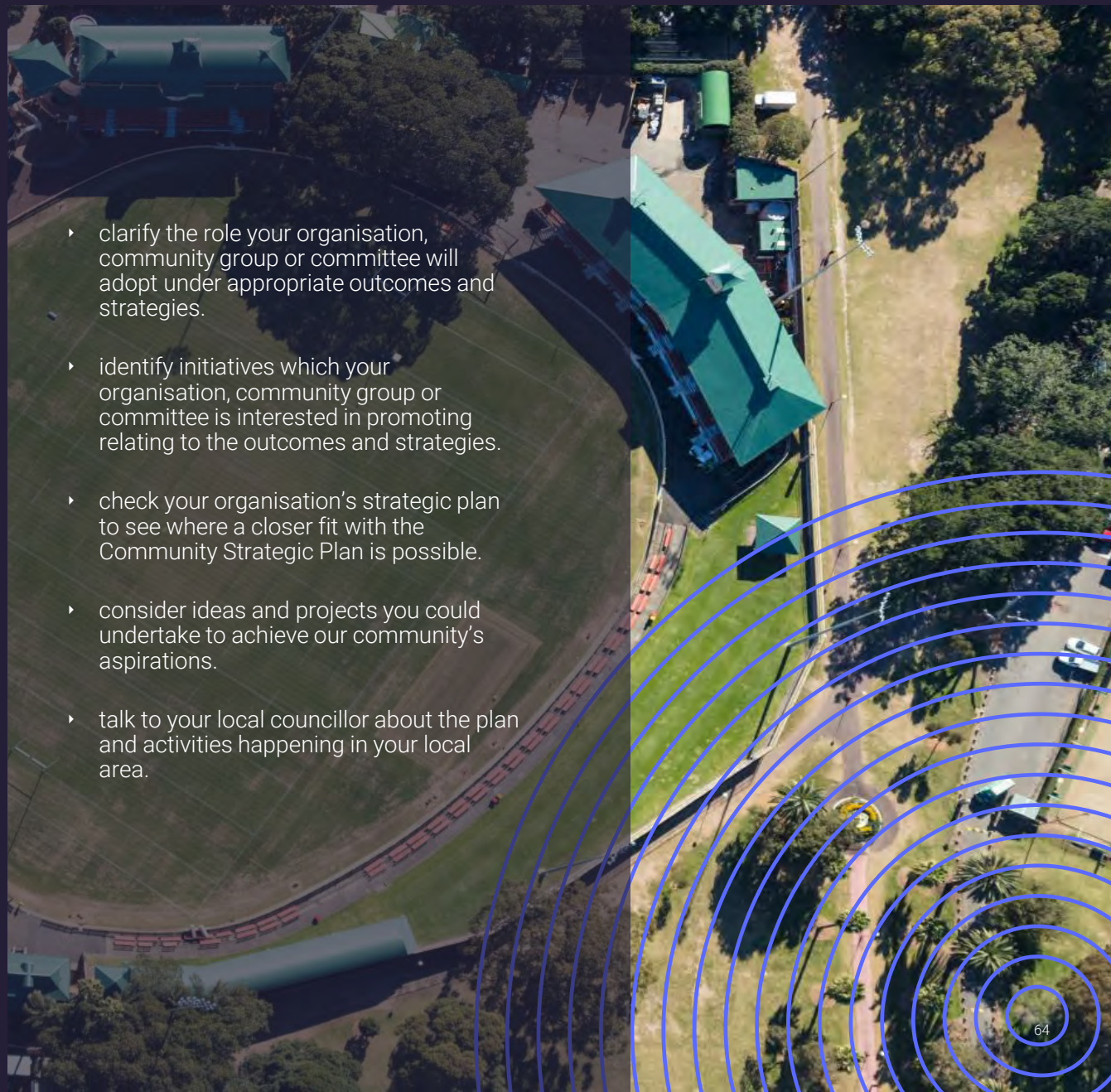
We encourage you to stay in touch and continue to contribute to the conversation about the plan.

<http://yoursay.northsydney.nsw.gov.au>  
[council@northsydney.nsw.gov.au](mailto:council@northsydney.nsw.gov.au)

[www.facebook.com/NthSydCouncil](https://www.facebook.com/NthSydCouncil)

If you or your organisation, community group or committee want to help to achieve the North Sydney community's long term vision, you can do the following:

- ▶ clarify the role your organisation, community group or committee will adopt under appropriate outcomes and strategies.
- ▶ identify initiatives which your organisation, community group or committee is interested in promoting relating to the outcomes and strategies.
- ▶ check your organisation's strategic plan to see where a closer fit with the Community Strategic Plan is possible.
- ▶ consider ideas and projects you could undertake to achieve our community's aspirations.
- ▶ talk to your local councillor about the plan and activities happening in your local area.





# APPENDIX 1: SUSTAINABILITY INDICATORS

## SOCIAL INDICATORS

These indicators will be used to track progress against the Community Strategic Plan and have been grouped by Quadruple Bottom Line (QBL) pillar:

CODE	INDICATOR	TARGET 2028	STRATEGIC ALIGNMENT	QBK LINK
S01	% residents satisfied with the maintenance of local roads and footpaths	Maintain	2.1	SOC
S02	% businesses satisfied with maintenance of local roads and footpaths	Maintain	2.1	SOC
S03	% residents satisfied with cleanliness of local roads and footpaths	Maintain	2.1	SOC
S04	% businesses satisfied with cleanliness of local roads and footpaths	Maintain	2.1	SOC
S05	Road pavement condition index	Improve	2.1	SOC
S06	% footpaths in 'excellent' or 'good' condition	N/A	2.1	SOC
S07	% drainage in 'excellent' or 'good' condition	N/A	2.1	SOC
S08	Tonnes of rubbish removed by Council pollution control devices	Improve	2.1	SOC
S09	% residents satisfied with accessibility and appearance of public areas	N/A	2.2	SOC
S10	% residents satisfied with the look and amenity of North Sydney	Maintain	2.2	SOC
S11	% businesses satisfied with the look and amenity of North Sydney	Maintain	2.2	SOC
S12	% workers taking public transport to work	Improve	2.3	SOC
S13	% workers walking or cycling to work	Improve	2.3	SOC
S14	% residents taking public transport to work	Improve	2.3	SOC
S15	% residents walking or cycling to work	Improve	2.3	SOC
S16	No. cars registered in North Sydney	Maintain	2.3	SOC
S17	No. car share memberships in North Sydney	Improve	2.3	SOC
S18	% residents satisfied with pedestrian and cycle paths	Improve	2.3	SOC
S19	Length of pedestrian and cycling paths (* sufficient to improve the % of all trips in LGA made by walking and cycling)	Improve *	2.3	SOC
S20	% residents satisfied with traffic flow throughout North Sydney	Maintain	2.4	SOC
S21	% residents satisfied with parking provision	Maintain	2.4	SOC
S22	% businesses satisfied with parking provision	Maintain	2.4	SOC
S23	No. road traffic fatalities	Maintain	2.4	SOC
S24	No. road traffic major injuries	Improve	2.4	SOC
S25	No. pedestrian fatalities	Stable	2.4	SOC
S26	No. pedestrian injuries	Improve	2.4	SOC
S27	No. traffic collisions within North Sydney per year	Improve	2.4	SOC
S28	% residents who feel a sense of community in North Sydney and their neighbourhood	Improve	4.1	SOC
S29	% households that have a broadband, dial-up or another type of internet connection	N/A	4.1	SOC
S30	% residents self-reporting health as excellent or very good	Improve	4.1	SOC
S31	Life expectancy at birth: in years, for males and females separately	Improve	4.1	SOC
S32	% residents undertaking adequate physical activity	Improve	4.1	SOC
S33	Rates of the following diseases, per 100,000 population: 1. cardiovascular disease, 2. diabetes, 3. cancer, 4. respiratory disease	Improve	4.1	SOC

N/A = Not applicable



# APPENDIX 1: SUSTAINABILITY INDICATORS

## SOCIAL INDICATORS CONTINUED

CODE	INDICATOR	TARGET 2028	STRATEGIC ALIGNMENT	QBK LINK
S34	% children in North Sydney in their first year of full time school who are developmentally on track in each Australian Early Development Index (AEDI) domain: 1. physical health and wellbeing, 2. social competence, 3. emotional maturity, 4. language and cognitive skills (school-based), 5. communication and general knowledge	Improve	4.1	SOC
S35	% residents who feel safe in North Sydney	Improve	4.1	SOC
S36	Rate of the following offences per 100,000 residents in North Sydney: 1. assault - non domestic violence, 2. sexual, 3. assault - domestic violence, 4. robbery, 5. break and enter, 6. motor vehicle theft	Improve	4.1	SOC
S37	Ratio childcare places to population of children aged 0-5 years resident in North Sydney	N/A	4.1	SOC
S38	% residents satisfied with Council's provision of children's services	Improve	4.1	SOC
S39	Ratio aged care places per 1,000 older residents	Improve	4.1	SOC
S40	Dollar amount of financial support provided by Council to community groups to facilitate community goals	Maintain	4.1	SOC
S41	Median weekly household income (information only)	N/A	4.1	SOC
S42	Index of Relative Socioeconomic Disadvantage (IRSD) score for North Sydney	Improve	4.1	SOC
S43	% residents who are employed	Improve	4.1	SOC
S44	Labour force participation rate (information only)	N/A	4.1	SOC
S45	% residents with tertiary qualifications	Improve	4.1	SOC
S46	Homeless count	Baseline	4.1	SOC
S47	% residents satisfied with the range of arts and cultural experiences in North Sydney	N/A	4.2	SOC
S48	% residents satisfied with the range of public art in North Sydney	N/A	4.2	SOC
S49	No. events held in North Sydney	Baseline	4.2	SOC
S50	Economic contribution of major events held in North Sydney	Baseline	4.2	SOC
S51	% residents satisfied with Council run community events	N/A	4.2	SOC
S52	Ratio of primary school places to population of primary aged children resident in North Sydney	N/A	4.3	SOC
S53	% residents satisfied with the availability of lifelong learning programs	Baseline	4.3	SOC
S54	% residents who are an active member of Stanton Library	Improve	4.3	SOC
S55	% users satisfied with Stanton Library	Maintain	4.3	SOC
S56	% adults in North Sydney involved in volunteering	Improve	4.3	SOC
S57	No. historical sites, items and records	Baseline	4.4	SOC
S58	No. Aboriginal cultural heritage sites	Stable or Improve	4.4	SOC

N/A = Not applicable

# APPENDIX 1: SUSTAINABILITY INDICATORS

## ENVIRONMENTAL INDICATORS

CODE	INDICATOR	TARGET 2028	STRATEGIC ALIGNMENT	QBK LINK
EN01	% bushland under active management	100%	1.1	ENV
EN02	Condition of bushland	Improved condition	1.1	ENV
EN03	Proportion of North Sydney with native vegetation	Maintain	1.1	ENV
EN04	No. fauna species listed as threatened	Stable	1.1	ENV
EN05	No. fauna species listed as endangered	Stable	1.1	ENV
EN06	% participants satisfied with environmental education programs	Maintain	1.1	ENV
EN07	No. participants in residential, school, community groups and business sustainability programs	2,000	1.1	ENV
EN08	% compliance with the Australian and New Zealand Environment Conservation Council (ANZECC) guidelines for water quality at Council's water quality monitoring sites	Improve	1.1	ENV
EN09	% decrease in electricity use by residents compared with 2016/17 levels	Improve	1.2	ENV
EN10	% decrease in electricity use by businesses compared with 2016/17 levels	Improve	1.2	ENV
EN11	% increase in residential recyclables collected compared with 2016/17 levels	Improve	1.2	ENV
EN12	% increase in residential waste diverted from landfill compared with 2016/17 levels	Improve	1.2	ENV
EN13	% reduction in water use by residents compared with 2016/17 levels	Improve	1.2	ENV
EN14	% reduction in water use by businesses compared with 2016/17 levels	Improve	1.2	ENV
EN15	% households collecting waste water	Improve	1.2	ENV
EN16	% reduction in water use by Council compared with 2016/17 levels	Improve	1.2	ENV
EN17	% reduction in greenhouse gas emissions generated by the community compared with 2016/17 levels	Improve	1.2	ENV
EN18	% reduction in greenhouse gas emissions generated by Council compared with 2016/17 levels	Improve	1.2	ENV
EN19	% increase in renewable energy generated by Council compared with 2016/17 levels	Improve	1.2	ENV
EN20	Megalitres of recycled water from rainwater tanks, stormwater harvesting or other recycling facilities at parks/open spaces, Council buildings and community facilities	Improve	1.2	ENV
EN21	% North Sydney which has tree cover	Maintain	1.3	ENV
EN22	% users satisfied with Council's recreation facilities	N/A	1.4	ENV
EN23	% users satisfied with North Sydney Olympic Pool	Improve	1.4	ENV
EN24	% dwellings within walking distance of open space	Baseline	1.4	ENV
EN25	% residents satisfied with the maintenance of parks, ovals and bushland areas	N/A	1.4	ENV
EN26	Hectares of open space per resident	N/A	1.4	ENV
EN27	No. visitors to Coal Loader Centre for Sustainability	Improve	1.4	ENV

N/A = Not applicable

# APPENDIX 1: SUSTAINABILITY INDICATORS

## ECONOMIC INDICATORS

CODE	INDICATOR	TARGET 2028	STRATEGIC ALIGNMENT	QBK LINK
EC01	Gross Regional Product growth in North Sydney	Baseline	3.1	ECO
EC02	Investment in North Sydney	Baseline	3.1	ECO
EC03	No. businesses by industry	N/A. Information only	3.1	ECO
EC04	Business entries	Baseline	3.1	ECO
EC05	Business exits	Baseline	3.1	ECO
EC06	Local estimates of unemployment (unemployment rate)	Stable or improve	3.1	ECO
EC07	% residents working and living in North Sydney as a proportion of employed residents living in North Sydney	Stable or improve	3.1	ECO
EC08	Office and retail vacancy rates (CBD and local centres)	Improve	3.1	ECO
EC09	% vacant A grade office space	Baseline	3.1	ECO
EC10	Ratio of A grade office space to overall office space	Baseline	3.1	ECO
EC11	Ratio of commercial to residential in mixed use zones	Baseline	3.1	ECO
EC12	% businesses that feel North Sydney is a good place to do business	N/A	3.1	ECO
EC13	Net growth of commercial floor space	Improve	3.1	ECO
EC14	Dollar value of commercial construction	N/A	3.1	ECO
EC15	% residents satisfied with community involvement process with economic development	Baseline	3.1	ECO
EC16	% businesses satisfied with Council's business processes	Baseline	3.1	ECO
EC17	No. visitors (international and domestic)	Baseline	3.1	ECO
EC18	No. major conferences (international and national)	Baseline	3.1	ECO
EC19	Accommodation (commercial) - occupancy rates	Baseline	3.1	ECO
EC20	Accommodation (commercial) - guest nights	Baseline	3.1	ECO
EC21	Net growth of commercial floor space in the CBD	Improve	3.2	ECO
EC22	% businesses engaged in knowledge sector	Baseline	3.3	ECO
EC23	% employees engaged in knowledge sector	Baseline	3.3	ECO
EC24	No. new small business start ups	Baseline	3.3	ECO
EC25	% of residents satisfied with the look and amenity of the public domain	Maintain	3.4	ECO

N/A = Not applicable

# APPENDIX 1: SUSTAINABILITY INDICATORS

## GOVERNANCE INDICATORS

CODE	INDICATOR	TARGET 2028	STRATEGIC ALIGNMENT	QBK LINK
G01	% residents aware of Community Strategic Plan	Improve	5.1	GOV
G02	% businesses aware of Community Strategic Plan	Improve	5.1	GOV
G03	% residents satisfied with North Sydney's strategic direction	Improve	5.1	GOV
G04	% businesses satisfied with North Sydney's strategic direction	Improve	5.1	GOV
G05	Amount grant funding or sponsorship received by Council	Improve	5.1	GOV
G06	Operating performance ratio	>0%	5.1	GOV
G07	Rates and Annual Charges coverage ratio	>50	5.1	GOV
G08	Unrestricted current ratio	>1.5:1	5.1	GOV
G09	Building and Infrastructure renewal ratios	100%	5.1	GOV
G10	Debt service ratio	<10	5.1	GOV
G11	Broad liabilities ratio	<60	5.1	GOV
G12	% residents who feel Council operates under ethical, open, accountable and transparent processes	N/A	5.2	GOV
G13	% businesses who feel Council operates under ethical, open, accountable and transparent processes	N/A	5.2	GOV
G14	% residents satisfied with Council's community engagement processes	Improve	5.3	GOV
G15	% businesses satisfied with Council's community engagement processes	Improve	5.3	GOV
G16	% residents aware of Precinct System	Improve	5.3	GOV
G17	% residents satisfied with communications from Council	Maintain	5.3	GOV
G18	% businesses satisfied with communications from Council	Improve	5.3	GOV
G19	% residents from countries where English is not the first language	N/A. Information only	5.3	SOC
G20	% residents satisfied with Council's service delivery	Maintain	5.4	GOV
G21	% businesses satisfied with Council's service delivery	Maintain	5.4	GOV
G22	% of employees that feel Council is a good place to work	Baseline	5.5	GOV
G23	% of staff who understand how their job contributes to the overall success of Council	Baseline	5.5	GOV

N/A = Not applicable

## APPENDIX 2: LINKS TO THE NSW PREMIER PRIORITIES

The NSW Premier Priorities and how the North Sydney Community Strategic Plan has responded is provided in the following table:

NSW PREMIER PRIORITIES	STRATEGIC ALIGNMENT
Creating jobs	3.2, 3.2.2
Delivering infrastructure	2.1, 2.1.1, 2.1.2, 2.1.3, 2.1.4, 2.1.5, 2.2.1, 2.2.2, 2.2.3, 2.2.4, 2.2.5, 4.1, 4.1.9, 4.1.10, 4.1.11
Driving public sector diversity	N/A
Improving education results	4.3, 4.3.1, 4.3.2, 4.3.3, 4.3.4, 4.3.5
Improving government services	N/A
Improving service levels in hospitals	4.1, 4.1.10, 4.1.11, 4.1.12
Keeping our environment clean	1.1, 1.1.1, 1.1.2, 1.1.3
Making housing more affordable	3.4, 3.4.8, 3.4.9
Protecting our kids	4.1, 4.1.8, 4.1.9, 4.1.13
Reducing domestic violence reoffending	4.1
Reducing youth homelessness	3.4
Tackling childhood obesity	4.1, 4.1.10, 4.1.11, 4.1.12

N/A = Not applicable

Artwork by: Annie (top) and Emily (bottom)

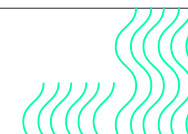


## APPENDIX 3: LINKS TO THE NORTH DISTRICT PLAN

The Greater Sydney Commission's North District Plan (March 2018) and how the North Sydney Community Strategic Plan has responded is provided in the following table:

PLANNING PRIORITIES	DIRECTIONS	NORTH DISTRICT PLANNING PRIORITIES	COMMUNITY STRATEGIC PLAN STRATEGIC ALIGNMENT
A city supported by infrastructure	Infrastructure supporting new developments	Planning for a city supported by infrastructure (Planning Priority N1)	2.1, 3.4.3
A collaborative city	Working together to grow a Greater Sydney	Working through collaboration (Planning Priority N2)	2.1, 3.4
A city of people	Celebrating cultural diversity and putting people at the heart of planning	Providing services and social infrastructure to meeting people's changing needs (Planning Priority N3)	2.1.1, 4.4
		Fostering healthy, creative, culturally rich and socially connected communities (Planning Priority N4)	4.1.10, 4.2
Housing the city	Giving people housing choices	Providing housing supply, choice and affordability with access to jobs services and public transport (Planning Priority N5)	2.3, 3.4.7
A city of great places	Designing places for people	Creating and renewing great places and local centres, and respecting the District's heritage (Planning Priority N6)	2.2, 3.4.6, 4.4.1
A well connected city	Developing a more accessible and walkable city	Delivering integrated land use and transport planning and a 30-minute city (Planning Priority N12)	2.3, 3.4
		Leveraging inter-regional transport connections (Planning Priority N14)	2.3
Jobs and skills for the city	Creating the conditions for a stronger economy	Growing a stronger and more competitive Harbour CBD (Planning Priority N7)	3.2
		Eastern Economic Corridor is better connected and more competitive (Planning Priority N8)	3.2
		Growing and investing in health and education precincts (Planning Priority N9)	3.4
		Growing investment, business opportunities and jobs in strategic centres (Planning Priority N10)	3.1, 3.2
		Retaining and managing industrial and urban services land (Planning Priority N11)	N/A
		Supporting growth of targeted industry sectors (Planning Priority N13)	3.1.2
		Protecting and improving the health and enjoyment of Sydney Harbour and the Districts Waterways (Planning Priority N15)	1.1.3
A city in its landscape	Valuing green spaces and landscape	Protecting and enhancing bushland and biodiversity (Planning Priority N16)	1.1.1
		Protecting and enhancing scenic and cultural landscapes (Planning Priority N17)	2.2, 3.4, 4.2
		Better managing rural areas (Planning Priority N18)	N/A
		Increasing urban tree canopy cover and delivering Green Grid connections (Planning Priority N19)	1.3.1, 1.3.2
		Delivering high quality open space (Planning Priority N20)	1.3
An efficient city	Using resources wisely	Reducing carbon emissions and managing energy, water and waste efficiently (Planning Priority N21)	1.2.2
A resilient city	Adapting to a changing world	Adapting to the impacts of urban and natural hazards and climate change (Planning Priority N22)	1.1, 1.2.4
Implementation		Preparing local strategic planning statements informed by local strategic planning (Planning Priority N23)	3.4.1
		Monitoring and reporting on the delivery of the Plan (Planning Priority N24)	5.1

N/A = Not applicable



This is the fifth edition of the North Sydney Community Strategic Plan which has been prepared by North Sydney Council in consultation with the local community.

We acknowledge and thank the stakeholders who have significantly shaped the plan through their involvement in the community engagement process. This plan reflects our intentions at the time of publication. As with any plan or budget, the actual results may vary from that forecast.

View the document online at [www.Northsydney.Nsw.Gov.Au](http://www.Northsydney.Nsw.Gov.Au)

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June 2018



Photo credit: Michael Curran