

# OUR FUTURE WILLOUGHBY 2032

Community Strategic Plan



WILLOUGHBY  
CITY COUNCIL

City of Diversity

# What is Our Future Willoughby 2032?

*Our Future Willoughby 2032* is the community's long term vision and priorities for the future of the City. Extensive consultation was undertaken to develop the adopted 10 year *Plan Our Future Willoughby 2028*, Community Strategic Plan. To ensure that the aspirations and strategic directions are still relevant we undertook a mid-term review and consultation process.

## Acknowledgment of Country

We wish to acknowledge the traditional inhabitants of the land on which we stand, the Aboriginal People, their spirits and ancestors.

We acknowledge the vital contribution that Indigenous people and cultures have made and still make to the nation that we share, Australia.



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# Mayor's Message



The Community Strategic Plan (CSP) *Our Future Willoughby 2032* sets the future direction for Willoughby City for the next ten years.

Every four years, following an ordinary election of Councillors, the Council must review the Community Strategic Plan (CSP). In 2021 we consulted with key agencies, community groups and the broader community to gather feedback on global and local changes over the last four years.

This feedback, combined with a range of other significant engagement programs, has informed the review of our CSP, which includes resilient strategies and initiative to support the community through shocks and stresses. The draft plan was exhibited to the public in May 2022 before being adopted by Council in June. We've listened to the views and needs of a diverse range of people in our community.

The Community Strategic Plan: *Our Future Willoughby 2032* is your plan and I thank you for your engagement, time and valuable feedback.

## Mayor Tanya Taylor and Councillors



**Top Row:** Cr Angelo Rozos, Cr Brendon Zhu (Deputy Mayor), Cr Sarkis Mouradin, Cr Nic Wright  
**Third Row:** Cr Hugh Eriksson, Cr Robert Samuel, Cr John Moratelli  
**Second Row:** Cr Anna Greco, Cr Georgie Roussac, Cr Jam Xia  
**Bottom Row:** Cr Roy McCullagh, Mayor Tanya Taylor, Cr Craig Campbell

# The City of Willoughby



Population  
**82,753**



Median age is 39, with  
**58%**  
of the population couples with children.

## Birthplace

Australia		36,692	49.4%
China		7,902	10.6%
United Kingdom		3,123	4.2%
Hong Kong		2,474	3.3%
South Korea		2,199	3.0%

# Understanding the plan

To achieve the community's vision of a diverse, liveable and prosperous City, five outcomes have been identified. These have come through the engagement process with the community as priority areas for the next 10 years.

A City that is green

A City that is connected, inclusive and resilient

A City that is liveable

A City that is prosperous and vibrant

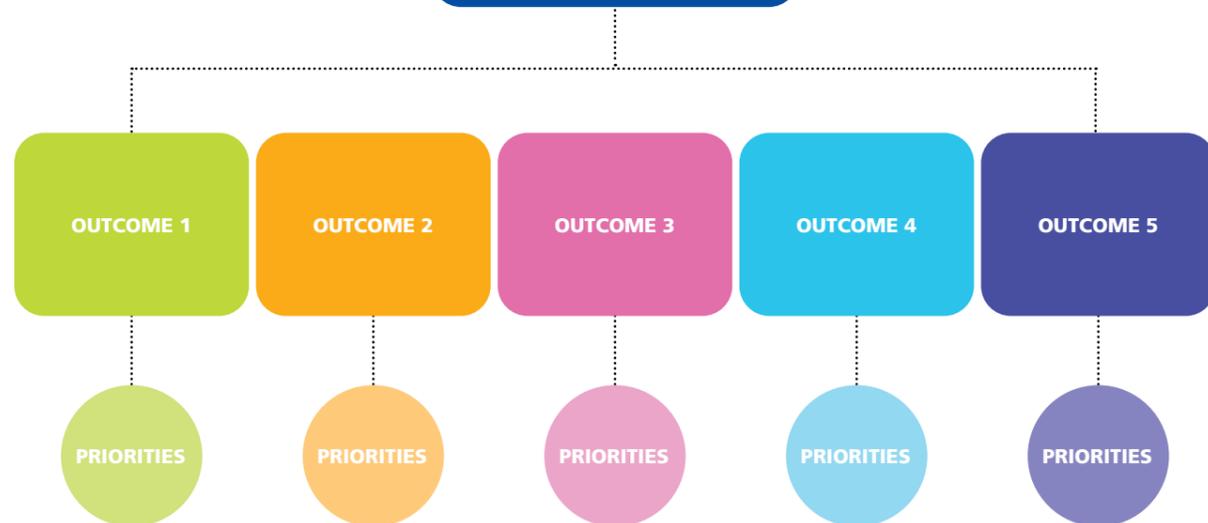
A City that is effective and accountable

To understand the intent of these broad outcomes, community priorities were also identified. These are more detailed and focus on what is needed to achieve each outcome.

The measures will help us track our progress towards achieving these outcomes. A data source is also identified to quantify our progress. These measures are not solely about how Council will achieve this vision. Council is the custodian of this plan, but many have a role in partnering or delivering the outcomes including individuals, Governments, Members of Parliament, businesses, educational institutions and community groups.

Also identified are factors that need to be considered for each outcome, important trends that drive our understanding and knowledge of the challenges and opportunities we face. These are outlined in more detail in the Community Strategic Plan 2022 Update Explanatory Paper which is available on Council's website.

## VISION



# Our Vision

## Willoughby: City of Diversity

**Willoughby is a City of diversity: diverse landscapes, people and businesses.**

Willoughby's diversity underpins our liveable and prosperous City.

Our people are from across the world as reflected in the diversity of their languages and beliefs. They come together from all walks of life adding vibrancy to our community and creating rich social connections.

Food and music are signatures of our hubs. You can experience fine dining

and cheap eats in our laneways at all hours and hear the music of our community and the languages of people who make our City home. You can have fun at street activities and events or enjoy a comedian or symphony concert at The Concourse. Visitors respond to our offering as Willoughby's reputation as a destination grows.

We recognise the past while creating new liveable places, strong and resilient communities and homes for the future. The sites and contributions of our traditional Indigenous

inhabitants are recognised and preserved along with more recent heritage such as Walter Burley Griffin cottages, The Castle and The Incinerator. Our skyline's silhouette dramatically outlines the transition from modern office and apartment towers to medium density apartments and houses that span a variety of eras and designs.

Our landscape is as diverse as our people and urban places. Significant native bushland, Middle Harbour estuary and the Lane Cove River invite you to explore and understand more.

Our environment is important to us and we are leaders in creating an aware community focused on sustainable living that reduces our impact on the world.

It is easy to get around our City. Public transport options, connected walkways and cycle paths help minimise the impact of cars on our roads and provide us with healthier choices and reduced emissions. The connections between the CBD and our villages are strong, creating liveable spaces which support our needs and serve as meeting

places. Digital connections and infrastructure support a smart city that provides real-time information to people seeking to navigate our City and access its services.

Our vibrant economy continues to grow and diversify. The success of global corporations and significant retailers based in our CBD, and of the local businesses that support our villages and neighbourhoods, serves to attract new industries, employers and talent to our City. Many choose to live and work here, able to meet all their needs within a short walk.

Our community has far-sighted leaders. They anticipate and meet community and environmental needs. They facilitate strong and resilient communities and natural systems adapted to shocks and stresses. Our leaders work collaboratively to deliver better services and infrastructure, to improve amenities and a sense of place. They actively involve citizens in decisions that affect their lives. They are recognised as ethical, fair and accountable. Our leaders ensure the City has a vibrant future and is a source of identity and pride.



# OUTCOME 1

## A City that is green

Our City will become a leader in sustainability.

We are proud of our natural environment and will celebrate and protect our flourishing bushland, wildlife and waterways.

We will aspire to meet the needs of our community and environment while not compromising those of future generations.

### COMMUNITY PRIORITIES

- 1.1 Create and enhance green spaces, urban tree canopy cover and greening.
- 1.2 Promote sustainable lifestyles and practices.
- 1.3 Enhance, protect and respect waterways, bushland, wildlife and ecological systems.
- 1.4 Reduce use of energy, water and natural resources and maximise reuse of waste.
- 1.5 Reduce carbon and greenhouse gas emissions.



MEASURE	DATA SOURCE
Increase in average recovery rate from all waste streams to 80% by 2030	Willoughby City Council – waste data
Increase in percentage of Willoughby which has urban tree cover to 40% by 2036	Resilient Sydney platform – Department of Planning and Environment
Decrease in percentage of water use by residents compared with 2021/22 levels	Sydney Water
No net decline in the Local Waterway Health Report Card grade	Local Waterway Health Report Card
Reduction in percentage of greenhouse gas emissions by the Willoughby community by 2028 by at least 50% compared with 2008/09	Resilient Sydney platform - Ausgrid, Endeavour, Jemena, NSW EPA, ABS Census, BTS Household Travel Survey and Kinesis

## FACTS AND CONSIDERATIONS

Council manages over **330ha** of bushland and nearly 20kms of harbour foreshore.

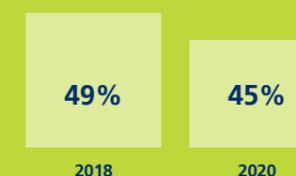
Water consumption by the Willoughby community:



## 425ha of open space

Greenhouse gas emissions by the Willoughby community:  
**2018:** 598,164 (CO2e) tonnes  
**2021:** 543,979 (CO2e) tonnes

Waste diverted from landfill



### Change in urban canopy

2016: 263.96ha    2021: 255.28ha

Tree canopy cover has a number of benefits including providing shade and increasing urban amenity, which encourages walking and cycling.



### CONSIDERATIONS

Resilience to stresses and shocks as tested by COVID-19 pandemic, storms and smoke pollution from bushfires.

Climate and heat impacts upon ecological and urban systems where tree canopies have been reduced.

Financial, social and system transitions to water conservation and the conversion of waste to useful materials (circular economy).



“More buildings using solar power - so much roof space so few solar panels.”

Participant feedback

References can be located on Page 25

# OUTCOME 2

## A City that is connected, inclusive and resilient

We are a City that is connected through our people, transport, technology and history.

We celebrate the diversity of our people and provide opportunities to care and connect through activities, services and places.

We will encourage and promote transport choices and connections for pedestrians, bikes, public transport and private vehicles.

Our City will be a smart city of the future supported by digital infrastructure and literacy.

### COMMUNITY PRIORITIES

- 2.1 Enhance transport choices and connections throughout the City.
- 2.2 Respect and celebrate our indigenous and non-indigenous history and heritage.
- 2.3 Celebrate and encourage our diversity.
- 2.4 Manage parking and reduce traffic congestion.
- 2.5 Create neighbourhoods that connect people from all types of households and families.
- 2.6 Foster a digitally enabled community.
- 2.7 Promote accessible services and facilities for the community.
- 2.8 Increase community resilience to shocks and stresses.

MEASURE	DATA SOURCE
Increase in number of journeys to work that do not use a motor vehicle	Australian Bureau of Statistics, Census of Population and Housing
Increase in volunteer work undertaken	Australian Bureau of Statistics, Census of Population and Housing
Increase in percentage of residents who feel part of their local neighbourhood community	Willoughby City Council Community Wellbeing Survey
Decrease in percentage of residents that have problems accessing services and activities	Willoughby City Council Community Wellbeing Survey



Resilience is our ability to survive, adapt and thrive in the face of global uncertainty and local shocks and stresses.

### FACTS AND CONSIDERATIONS

  
**250**  
heritage items

  
**17%**  
of adults in Willoughby volunteer

**19,505** volunteer hours

#### BIRTHPLACE

 Australia	36,692	49.4%
 China	7,902	10.6%
 United Kingdom	3,123	4.2%
 Hong Kong	2,474	3.3%
 South Korea	2,199	3.0%



#### TRAVEL BY MODE BY RESIDENTS (% of total trips)

	2017/18	2019/20
Vehicle driver	31.0%	32.1%
Train	6.5%	5.9%
Bus	4.9%	5.6%
Walk only	22.7%	20.4%

**85%**  
of residents feel connected/  
engaged with their local area.

**80%** of residents are actively  
involved in a social group

**87.5%**  
Proficiency in  
spoken English

#### CONSIDERATIONS

The largest forecast increase in population in household type by 2026 is expected to be 'Lone person households'.

Recognition of indigenous heritage and culture.

Single/people living alone are significantly less likely to rate their quality of life highly.

Longer term impact of working from home and pandemic upon transport choices.

Autonomous vehicles and their future impact upon access to goods and services, traffic and parking.

Physical and virtual connections between community members as population and lone person households increase.



"A world-class city celebrating different cultures."

Participant feedback

References can be located on Page 25

# OUTCOME 3

## A City that is liveable

We are a City that is safe, engaging, vibrant and supported by great urban design.

Our City has lively village centres and a strong Central Business District (CBD) that we will celebrate and promote.

Our growing community will have access to services, facilities and spaces that promote a healthy and active lifestyle.

### COMMUNITY PRIORITIES

- 3.1 Foster feelings of inclusion, safety and cleanliness.
- 3.2 Create recreation spaces for all.
- 3.3 Promote an active and healthy lifestyle.
- 3.4 Create desirable places to be and enjoy.
- 3.5 Balance population growth and development with quality of life.
- 3.6 Activate local spaces in creative ways.
- 3.7 Promote housing choice and affordability.



MEASURE	DATA SOURCE
Increase in appeal of Willoughby LGA as a place to live	Willoughby City Council Community Perception Survey
Increase in perception of Willoughby as safe	Willoughby City Council Community Perception Survey
Low crime rate	NSW Bureau of Crime Statistics and Research
Increase in percentage of residents who feel safe walking alone in their local area at night	Willoughby City Council Community Perception Survey
Percentage of residents living and working in Willoughby	Australian Bureau of Statistics, Census of Population and Housing
Increase in percentage of residents satisfied with the opportunities to participate in sporting and recreation activities in the local area	Willoughby City Council Community Wellbeing Survey
Increase in percentage of affordable housing as a percentage of housing stock	Willoughby City Council, Community Housing Providers, Australian Bureau of Statistics, Census of Population and Housing

### FACTS AND CONSIDERATIONS

  
**97%**  
 of residents feel that they personally have a good to excellent quality of life

**21%** of residents as a direct result of housing costs, have unwillingly had to sacrifice spending on other things

**49%**   
 of residents have been actively involved in a sport or physical recreation group in the past 12 months

  
**92%**  
 of residents feel safe in their home alone at night

  
**100**  
 parks

**44**  
 playgrounds 

**60**  
 sports grounds 

  
 "A place where you feel safe and secure and kids can play on the street."  
 Participant feedback

### CONSIDERATIONS

Working from home phenomena's impact upon city form, transportation, building design and local areas still is emerging.

Maintaining a sense of safety as residents age and lone person households increase.

Maintaining the provision of assets and services to match increases in population, changing community preferences and demographics.

Ensuring adequate resourcing to provide quality parks, public and recreation spaces.

References can be located on Page 25

# OUTCOME 4

## A City that is prosperous and vibrant

Our City will have a robust economy with meaningful and diverse employment opportunities close to home.

We will be a City where local and global businesses thrive.

Our City, its places and vibrancy will attract businesses and visitors from around the world.

We will be leaders in creativity and innovation.

### COMMUNITY PRIORITIES

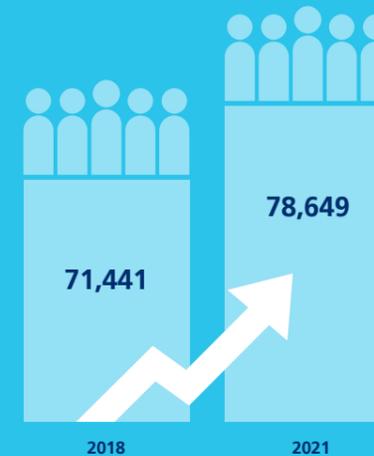
- 4.1 Facilitate the development of all businesses.
- 4.2 Build and support a night-time economy.
- 4.3 Create memorable food destinations.
- 4.4 Attract visitors and promote local destination-based tourism.
- 4.5 Diversify our economy including creative and innovative industries.
- 4.6 Facilitate the viability and vibrancy of our CBD and village centres.

MEASURE	DATA SOURCE
Increased Gross Regional Product	National Institute of Economics and Industry Research (NEIR)
Increase in tourism visitors	Tourism Research Australia
Increase in jobs-to-worker ratio	Australian Bureau of Statistics, Census of Population and Housing
Increase in total consumer spend between 6.00pm and 6.00am	Bank data sets
Increase the number of jobs in the creative and innovative sectors	National Institute of Economics and Industry Research (NEIR)
Vacancy rates in local centres below metropolitan average	Property Council of Australia - Office Market Report



## FACTS AND CONSIDERATIONS

### Jobs in Willoughby



### Businesses in local government area

2018	2020
12,253	12,453



Of the 59,396 local workers in Willoughby,

**9,772**

or

**16.5%**

also live in the area.

Professional, Scientific and Technical Services is the most productive industry, generating **\$1.85 million** in 2020/21

### CONSIDERATIONS

Attracting and retaining businesses and talent in competition with other locations.

Creating a safe, diverse and vibrant night time economy.

Using levers such as land use planning and public domain upgrades to enhance the viability and vibrancy of our local centres and CBD.



“Shops and services close way too early for young professionals.”

Participant feedback

References can be located on Page 25

# OUTCOME 5

## A City that is effective and accountable

A City that is governed by an ethical Council that is open, transparent and accountable.

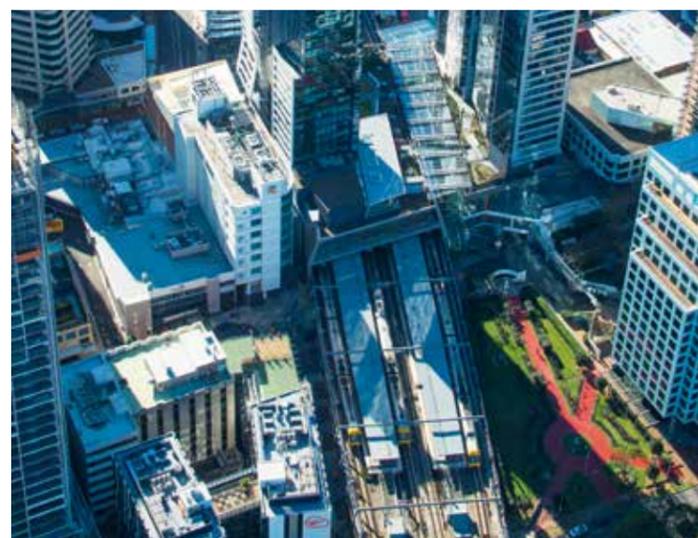
A City that is led by informed representatives who actively encourage meaningful engagement with all stakeholders to seek their involvement in decisions made on their behalf.

We will represent the interests of the community, be a good steward to the environment and advocate for the City's priorities.

### COMMUNITY PRIORITIES

- 5.1 Be honest, transparent and accountable in all that we do.
- 5.2 Demonstrate leadership and advocacy for local priorities.
- 5.3 Balance the creation of new public assets with the upgrade of existing public assets.
- 5.4 Anticipate and respond to changing community and customer needs.
- 5.5 Make it easy for citizens to engage and participate in decision making.
- 5.6 Ensure value for money and financial sustainability.
- 5.7 Deliver excellent customer service.

MEASURE	DATA SOURCE
Increase in percentage of residents satisfied with opportunities to contribute to Council's decision making process	Willoughby City Council Community Perception Survey
Meet Local Government financial and asset benchmark ratios	Office of Local Government as reported in Willoughby City Council Audited Financial Statements
Improve customer service satisfaction	Willoughby City Council Community Perception Survey



### FACTS AND CONSIDERATIONS

Net value of assets

**\$1.87 billion**



**96%**

of residents are satisfied with the performance of Council



**207,386**

Calls to our Customer Service centre between 2018/19 and 2020/21



### CONSIDERATIONS

Improving customer experience through more options for self service, and real time information and tracking of progress.

Protection of Council's assets and data from cyber threat.

Increasing awareness and participation of time poor and hard to reach residents in Council's decision making processes.



"A place where everyone has a say in life and everyone is treated equally."

Participant feedback

References can be located on Page 25

# Realising the vision

**Our Future Willoughby 2032 is based on aspirations and priorities the community identified through significant engagement processes, as well as consideration of key issues and challenges identified for our area.**

In delivering the community aspirations in this plan, Council will take on one or more of its roles:

- Leadership for our community
- Owner or custodian of land, assets and the environment
- Regulator of activities and functions
- Information provider to all stakeholders
- Facilitator of key stakeholders
- Advocacy on behalf of the whole community
- Provider of services

Although Council will take the lead on implementing this Plan through our Delivery Program and Operational Plan, to truly achieve the *Our Future Willoughby 2032* vision and priorities, other stakeholders play a significant part. Council will work with these stakeholders: individuals in our community, community organisations, businesses, educational institutions, Governments and Members of Parliament; to deliver on the shared outcomes and priorities for our region.

In the development of this Plan, Council takes into account the strategic directions of other State Government Plans and Strategies to ensure these align with the *Our Future Willoughby 2032* outcomes. This alignment is presented in the companion document *Community Strategic Plan 2022 Update Explanatory Paper* which can be viewed on Council's website.

Council's response to this document, the Operational Plan and Delivery Program are reviewed annually and reported against in Council's Annual Report. A state of the city report is provided by each outgoing Council on the performance against *Our Future Willoughby 2032*.



# Council implementing the vision

## IP&R FRAMEWORK

All councils in NSW are required to implement the Integrated Planning and Reporting (IP&R) Framework (opposite).

*Our Future Willoughby 2032* is Willoughby City's Community Strategic Plan.

Council needs to bring this vision to life and we do that through delivering directions against three documents:

*The Delivery Program 2022-2026* is Council's four-year program that translates the priorities and aspirations in *Our Future Willoughby 2032* into actions. It identifies each outcome and assigns priority to projects and programs with indicators and targets to help achieve those outcomes. *The Operational Plan 2022/23* is Council's one-year plan which sets out specific programs, projects and activities to be delivered that year.

*The Resourcing Strategy* ensures that our resources (assets, people and money) are sufficient to deliver the projects and activities identified in our Delivery Program and Operational Plans which will

subsequently aid in achieving the vision. *Our Future Willoughby 2032* helps Council to achieve improved long-term planning and service delivery that is responsive to community needs. These documents are available on Council's website.

## GUIDING PRINCIPLES

The following three principles underpin Council's decision making processes including how Council engages with the community and how Council allocates resources.

- **Sustainability** - Seeks to meet the needs of the present without compromising the needs of future generations. It requires equitable consideration of environmental, social and economic needs for the long term.

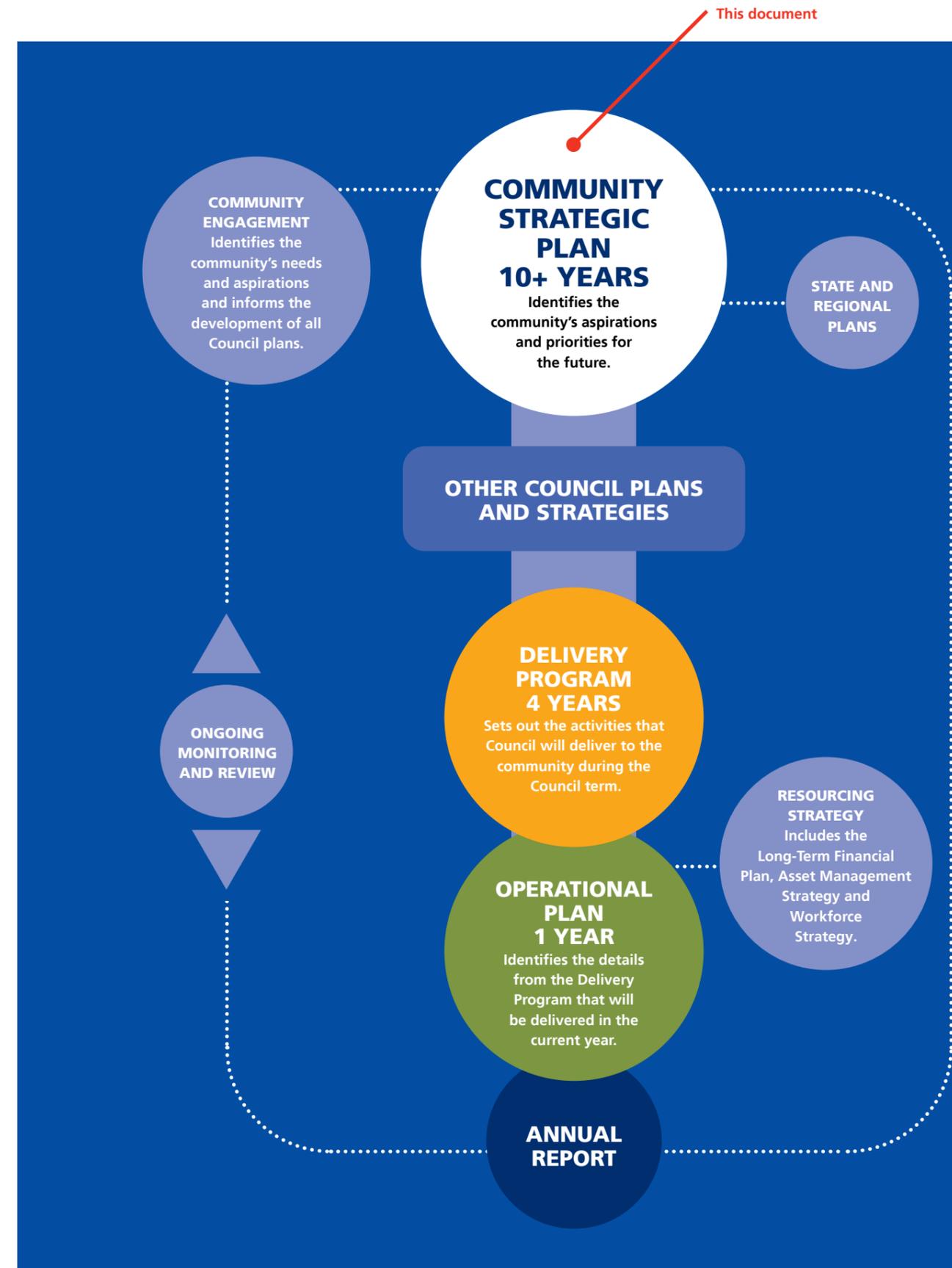
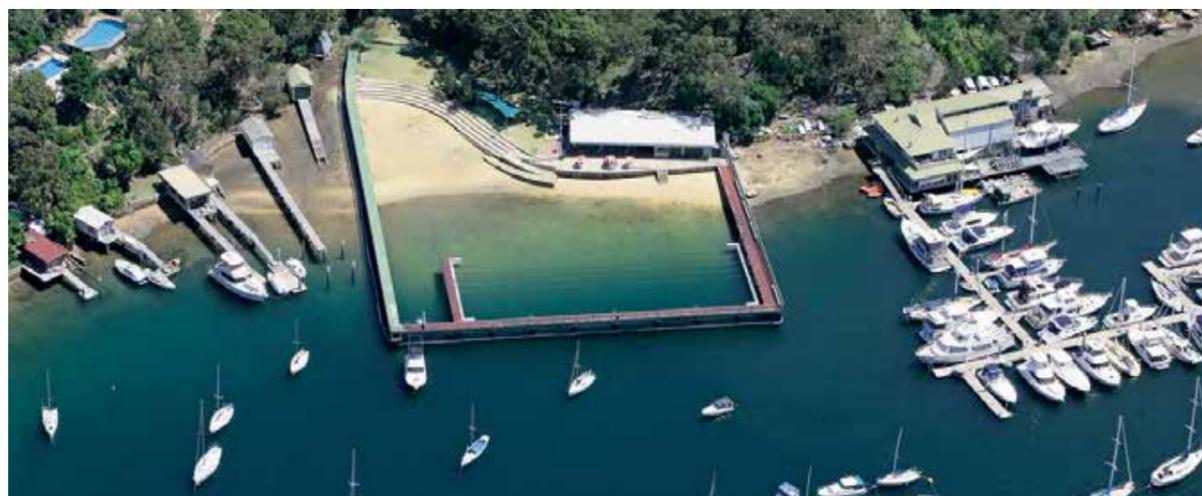
- **Social Justice** - All people receive a "fair go" at opportunities in life including wealth, health and recognition in law and privileges without prejudice. The basic principles are:

- **Equity** - overcoming unfairness caused by unequal access to economic power and resources

- **Access** - greater equality of access to goods and services
- **Participation** - expanded opportunities for real participation in decisions which govern lives
- **Rights** - equal and effective legal, industrial and political rights

## • Ethical Government

- Requires that Council exercise its role as steward to the public
- Ensures the distribution of resources through fair and just rules and decision making processes
- Advocate on behalf of its residents, local area and environment
- Strive for openness, transparency and accountability
- Demonstrate leadership and strategic planning
- Provide value for money for ratepayers and residents
- Seek to reduce the harmful effects of shocks and stresses on society, ecosystems, economies and infrastructure



# Community engagement

**This Plan has been prepared with regard to the social justice principles of access, equity, participation and rights, and addresses social, environmental, economic and governance matters.**

To fully inform the community, this Plan has also drawn upon research into the City's challenges and opportunities and aligns with New South Wales Government plans and strategies.

The Draft *Our Future Willoughby 2032* was released in May 2022 for consultation. In the weeks that followed, we received over 360 comments and submissions. We also drew on research and outcomes of our recent consultations on other strategies and plans.

The Community Engagement results report can be found on Council's website.



# References

**Page 13** Household Travel Survey, Transport for NSW

**Page 5, 13 and 17** Australian Bureau of Statistics, Census of Population and Housing, 2016

**Page 13 and 19** Community Perception Survey, Willoughby City Council, 2020

**Page 13 and 15** Community Wellbeing Survey, Willoughby City Council, 2019

**Page 17** National Institute of Economic and Industry Research (NIEIR), 2021 year ending June 2021

**Page 13** <https://legislation.nsw.gov.au/view/html/inforce/current/epi-2012-0679#sch.5-pt.1> accessed on 22 March 2022



# Acknowledgements

***Our Future Willoughby 2032* has been prepared by Willoughby City Council on behalf of our community to describe the future aspirations for Willoughby City.**

There are many people who have been involved and who have helped develop this 10-year Community Strategic Plan.

Thank you to:

- The many individuals who participated in the engagement activities and provided their ideas.
- The community groups, businesses and other groups who provided their feedback on behalf of their groups.
- Councillors for their participation and encouragement of the community's voice.
- Council staff for their contribution to the engagement processes.
- The Council staff project team who pulled the responses, discussions, thoughts and ideas together to finalise *Our Future Willoughby 2032*.



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*Our Future Willoughby 2032, Community Strategic Plan* for Willoughby City Council has been prepared in accordance with Integrated Planning and Reporting Framework requirements.

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To find out how you can participate in the decision-making process for Willoughby City's current and future initiatives, visit [www.haveyoursaywilloughby.com.au](http://www.haveyoursaywilloughby.com.au)

