

3.5. North Sydney Economic Development Strategy - Implementation Update

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ATTACHMENTS:

1. North Sydney Economic Development Strategy - Implementation Update - Attachment 1 [3.5.1 - 14 pages]

PURPOSE:

The purpose of this report is to provide an update on the implementation of the North Sydney Economic Development Strategy and a summary of the economic changes that have taken place since its development.

EXECUTIVE SUMMARY:

The North Sydney Economic Development Strategy was adopted in August 2016 following community consultation. The Strategy outlines Council's vision for economic development in a consolidated policy document, which aims to address the following issues:

- Office market supply and grade;
- Limited vibrancy of North Sydney Centres;
- Limited night-time economy;
- Additional support for North Sydney businesses; and
- Opportunities for new infrastructure.

Of the 22 strategies and 50 related actions, 5 actions have been completed, 31 actions are on track, 7 actions are delayed and 7 actions are not progressing.

The North Sydney Local Government Area (LGA) has experienced significant economic growth since 2016. However, COVID-19 represents a significant threat to the economy. Council has put in place measures to support local businesses impacted by the pandemic.

FINANCIAL IMPLICATIONS:

Nil.

RECOMMENDATION:

1. THAT the North Sydney Economic Development Strategy - Implementation Update report be received.

LINK TO COMMUNITY STRATEGIC PLAN

The relationship with the Community Strategic Plan is as follows:

3. Our Future Planning

3.1 Prosperous and vibrant economy

BACKGROUND

The North Sydney LGA is one of the State's most economically important areas with the Greater Sydney Commission's Greater Sydney Region Plan - A Metropolis of Three Cities identifying North Sydney CBD and St Leonards CBD as part of an "Economic Corridor". To maintain and enhance this status, Council developed the North Sydney Economic Development Strategy. The Strategy outlines Council's vision for economic development in a consolidated policy document.

Council's Strategic Planning Department developed the Strategy following a two-stage consultation. The Draft Strategy was publicly exhibited in mid-2016 and was adopted by Council on 15 August 2016.

The Strategy provides a SWOT analysis for the two CBDs and other commercial centres, and suggests strategies and actions for improvement, based on the following three horizons (strategic themes):

1. Consolidate the current economic performance of the centres;
2. Tap organic diversification opportunities to enhance performance; and
3. Identify ways to reinvent the area.

The strategies and actions aim to address the following issues:

- Office market supply and grade;
- Limited vibrancy of North Sydney Centres;
- Limited night-time economy;
- Additional support for North Sydney businesses; and
- Opportunities for new infrastructure.

Responsibility for coordinating the implementation of the Strategy was given to Council's Economic Development Coordinator. The position was originally created as a short-term secondment, commencing in late 2017 and made permanent from July 2019, incorporating business engagement. Responsibility for implementation of individual strategies and actions extends organisation-wide.

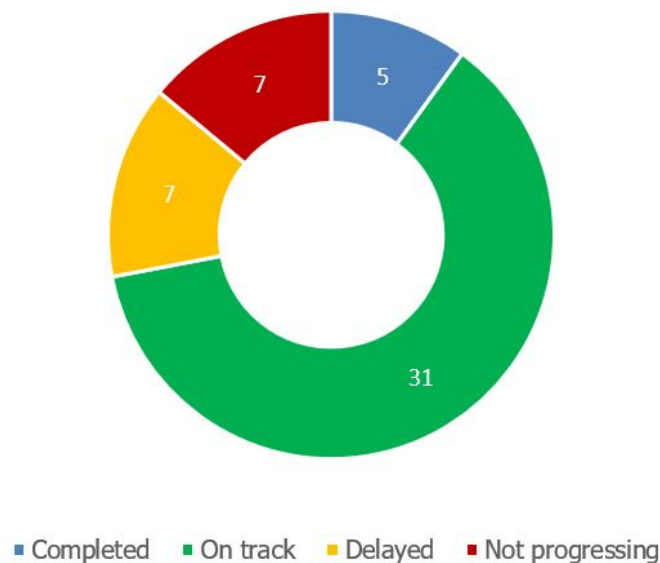
CONSULTATION REQUIREMENTS

Community engagement is not required.

DETAIL

Attachment 1 provides an overview of the progress achieved in implementing the strategies and actions in the Strategy over almost four years since its adoption. Of the 22 strategies and 50 related actions, 5 actions have been completed, 31 actions are on track, 7 actions are delayed and 7 actions are not progressing.

Diagram 1. Progress achieved against actions



The large number of on track actions and small number of completed actions is accounted for by the fact that a large proportion of actions are ongoing. Actions that are delayed may require remedial action. Actions that are not progressing have not been prioritised at this time, or an alternative option may have been chosen, as indicated within Attachment 1.

Key highlights from the completed and on track actions are listed below, under the issues they seek to address.

Office Market Supply and Grade

- Capacity and Land Use Study adopted May 2017.
- Local Strategic Planning Statement finalised March 2020.

Limited Vibrancy of North Sydney Centres

- Nth Syd Happiness Works Here campaign launched May 2015, including website and display boards in North Sydney CBD. Events program ongoing.
- Public domain works completed, including:
 - Brett Whiteley Place, June 2017;
 - Education Precinct Stages 1 and 2 June 2017 and October 2019;
 - Mitchell Street Plaza June 2018; and
 - Grosvenor Lane Shared Zone March 2020.

- North Sydney CBD Public Domain Strategy Stage 1 adopted May 2019, and Stage 2 endorsed for public exhibition April 2020.

Limited Night-time Economy

- Council implemented amendments to Development Control Plan 2013 (NSDCP 2013) adopted March 2015, regarding Late Night Trading Hours.
- Planning Proposal 8/19 - Small Bars in Kirribilli Village and Draft Amendment to NSDCP 2013 - Trading Hours in Kirribilli Village on public exhibition March to April 2020.

Additional Support for North Sydney Businesses

- 21 North Sydney Business Network events held October 2016 to April 2020.
- Nth Syd brochure developed October 2016 and reprinted February 2018. St Leonards brochure developed July 2017.
- Council joined NSW Government's Easy to do Business program June 2018.

Opportunities for New Infrastructure

- Council adopted Sydney Metro Planning Study May 2016 (and built-form addendum February 2017).

With regard to economic changes, the North Sydney LGA has experienced significant economic growth since 2016.

The Gross Regional Product (GRP) for the North Sydney LGA surged from \$17,746 million in 2015/16 to \$20,032 million in 2018/19 (+13%). This represents a substantial rise in the level of wealth generated by businesses, organisations and individuals working in the LGA.

Diagram 2. Gross Regional Product - North Sydney LGA

	GRP (\$m)	Change from previous year (%)
2018/19	20,032	+8.57
2017/18	18,451	+2.2
2016/17	18,054	+1.74
2015/16	17,746	-

Source: id, North Sydney Economic Profile, accessed May 2020

This wealth has been accompanied by a swell in the number of people working in the LGA, with local jobs growing from 87,463 in 2015/16 to 100,461 in 2018/19 (+15%).

Diagram 3. Local Jobs - North Sydney LGA

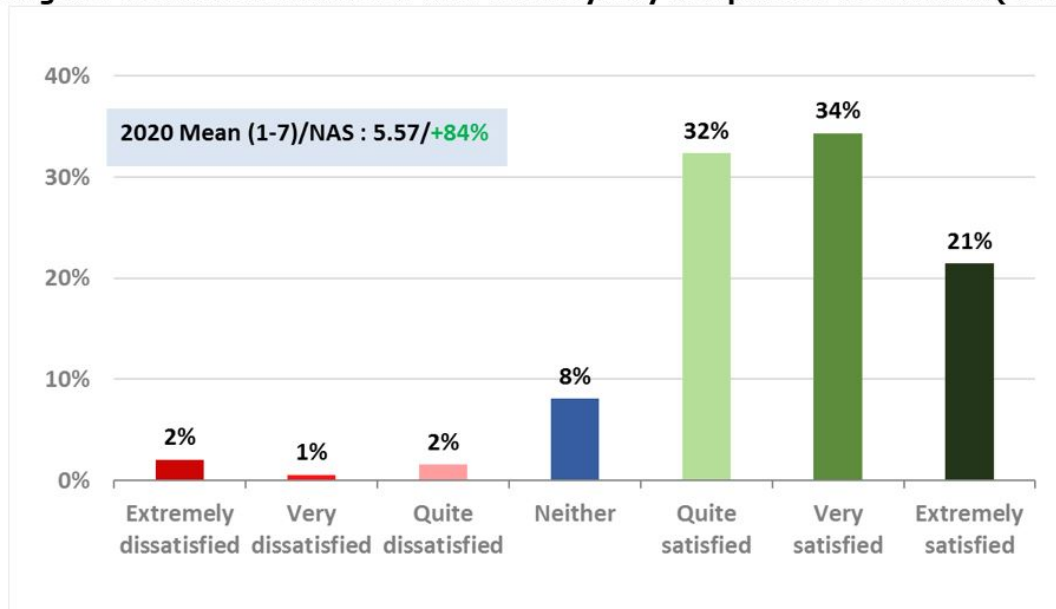
	Number	Change from previous year (%)
2018/19	100,461	+10.17
2017/18	91,187	+3.77
2016/17	87,871	+0.47
2015/16	87,463	-

Source: id, North Sydney Economic Profile, accessed May 2020

Meanwhile, the office stock for all grades has remained relatively stable, with 820,747 sqm in January 2016 and 821,132 sqm in January 2020 (+0.05%). (Source: Property Council of Australia, Office Market Report, January 2020). This is accounted for by the demolition work undertaken for the Sydney Metro, and conversion of commercial office floorspace to residential floorspace, which has offset major commercial developments and backfill in the LGA.

With regard to business sentiment, Council’s 2020 Customer Satisfaction Survey identifies that 87% of businesses are satisfied with North Sydney as a place to do business in 2020. Of these, 21% are extremely satisfied, 34% are very satisfied, and 32% are quite satisfied.

Diagram 4. Business satisfaction with North Sydney as a place to do business (2020)

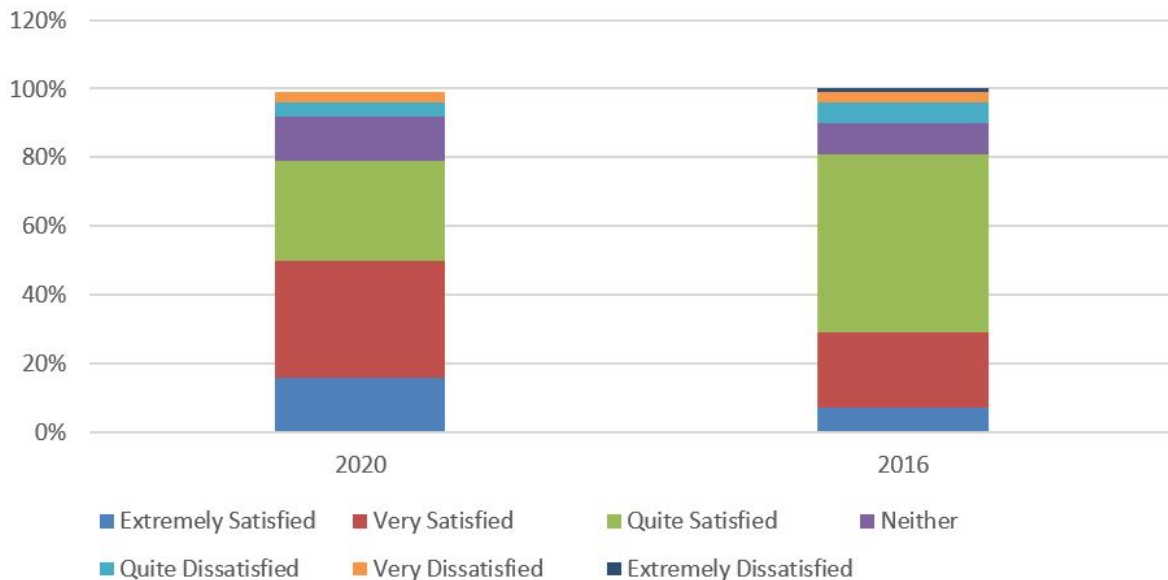


Source: North Sydney Council, 2020 Customer Satisfaction Survey

Additionally, the proportion of businesses that are satisfied with Council’s business processes in 2020 is 54%. Of these, 17% are extremely satisfied, 33% are very satisfied, 7% satisfied and 17% are quite satisfied. This was the first time this question has been asked.

The proportion of businesses that are satisfied with the way North Sydney looks and feels in 2020 is 79%. Of these, 16% are extremely satisfied, 34% are very satisfied, and 29% are quite satisfied.

Diagram 5. Business satisfaction with the way North Sydney as a whole looks and feels (2020 and 2016)



Source: North Sydney Council, 2020 and 2016 Customer Satisfaction Survey, May 2020 and May 2016

This compares to 81% of businesses that were satisfied with the way North Sydney looks and feels in 2016. Of these, 7% were extremely satisfied, 22% were very satisfied, and were 52% quite satisfied.

So while the overall level of satisfaction with the look and feel has remained stable, a higher proportion of businesses are extremely or very satisfied with the look and feel since the development of the Strategy.

The overall improvement in economic conditions is accounted for by an increase in demand for commercial office floorspace in advance of the Sydney Metro opening in 2024, the planning controls that Council has put in place to facilitate development, and improvements to amenities in centres for workers.

However, the majority of the current economic data does not take into account the impacts of COVID-19. The pandemic represents a significant threat to the economy, and follows the recent bushfires and drought, which acutely affected some regions, including parts of NSW, and particular industries, such as tourism.

Restrictions on places of social gathering during the pandemic have had a significant impact on the following industries in NSW:

- Accommodation and food service;
- Administrative and support services;
- Arts and recreation services;

- Rental, hiring and real estate services; and
- Retail trade.

Source: Service NSW - COVID-19 Update, 6 April 2020

The impact of COVID-19 has been particularly hard on small-to-medium enterprises (SMEs), with many SMEs experiencing closures and reduced demand for goods and services.

For the North Sydney LGA, GRP is expected to fall by 18.7% in 2019/20. For the same period, local jobs are expected to shrink by 12.9%.

The industries mostly affected in the North Sydney LGA are expected to be:

- Professional, Scientific and Technical Services (-6,038 local jobs);
- Accommodation and Food Services (-1,333 local jobs); and
- Administrative and Support Services (-1,215 local jobs).

Source: id, COVID-19 Economic Outlook Tool, May 2020

The support measures currently offered by Council to local businesses impacted by COVID-19 include:

- fee waivers, including:
 - outdoor dining licences;
 - food shop inspections;
 - rental relief for lessees of certain Council owned premises;
- temporary parking access arrangements for cafés and restaurants;
- free webinars as part of the Business Network event series including:
 - Digital Marketing for Breakfast on 2 April 2020;
 - Video Making for Business on 21 May 2020;
 - Social Media Success Factors, scheduled for 8 July 2020;
- promotion through the Shop Local North Sydney Facebook group.

With regard to fee waivers, businesses will be required to recommence full lease or license payments to Council from 1 August 2020. This reflects the NSW Government's decision to ease certain restrictions from 1 June 2020.

Additional support for businesses will be considered subject to the availability of resources.

North Sydney Economic Development Strategy - implementation update (Attachment 1)

Key:

- Completed
- On track in terms of deliverables, scope, and timeframe
- Delayed, but can get back on track. Remedial action needs to be taken
- Not progressing

First Horizon

Strategy	Action	Responsible Department	Commercial Centre(s)	Financial Year(s)	Status	Comment
Strategy 1 – Encourage new A grade office stock and the refurbishment of existing office stock	Action 1.1 Provide straightforward, timely assessment of development applications, complying development certificates etc. for office development in the local government area.	Development Services Environmental and Building Compliance	All: North Sydney CBD St Leonards CBD Crows Nest Neutral Bay Others	All: 2016/17 2017/18 2018/19 2019/20	●	Council endeavours to complete assessment of applications within sixty (60) days. CBD Construction Works Management Plan adopted March 2017.
	Action 1.2 Configure planning controls and utilise relative incentives to encourage high quality development and facilities within office developments	Development Services Strategic Planning	All: North Sydney CBD St Leonards CBD Crows Nest Neutral Bay Others	All: 2016/17 2017/18 2018/19 2019/20	●	Design Excellence Planning Panel reconstituted July 2017 and April 2019. Ongoing review of LEP and DCP including parking/travel and planning controls for St Leonards to encourage high quality development. Planning proposals and voluntary planning agreements (VPAs) progressed at 617-621 Pacific Highway June 2018, 575-583 Pacific Highway July 2019, and 100 Christie Street January 2020.

Strategy	Action	Responsible Department	Commercial Centre(s)	Financial Year(s)	Status	Comment
Strategy 2 – Improve amenity of centres for workers	Action 2.1 Implement a rolling program of public domain upgrades, including implementing actions of the North Sydney Centre Review	Engineering Infrastructure Project Management Strategic Planning	North Sydney CBD	All: 2016/17 2017/18 2018/19 2019/20	●	Public domain works completed: Walker Street August 2016, Berry Street October 2016, Brett Whiteley Place June 2017, Elizabeth Plaza September 2017, Education Precinct Stages 1 and 2 June 2017 and October 2019. North Sydney CBD Public Domain Strategy Stage 1 adopted May 2019, and Stage 2 endorsed for public exhibition April 2020. Ward Street Masterplan Stage 2 adopted June 2019, preparation of Implementation Plan reported to Council September 2019, and Civic Design Spaces Brief to be reported to Council mid-2020.
	Action 2.2 Activate public open spaces in employment centres through place making initiatives, night economy uses and events	Communications and Events Integrated Planning and Special Projects	All: North Sydney St Leonards Crows Nest Neutral Bay Others	All: 2016/17 2017/18 2018/19 2019/20	●	Nth Syd Happiness Works Here campaign launched May 2015, including website and display boards in North Sydney CBD. Events program ongoing. Placemaking Policy adopted July 2019. Also see 7.3, 8.1 and 8.2.
	Action 2.3 Improve pedestrian experience in office centres	Engineering Infrastructure Project Management Strategic Planning	All: North Sydney CBD St Leonards CBD Crows Nest Neutral Bay Others	All: 2016/17 2017/18 2018/19 2019/20	●	Public domain works completed: Burlington Street July 2017, Grosvenor Street July 2017, Ernest Plaza Stage 2 February 2018, Pacific Highway eastern (Falcon Street to Alexander Street) April 2018, Mitchell Street Plaza June 2018, Pacific Highway (Burlington Street to Falcon Street) September 2019, Atchison Street (Christie Street to Mitchell Street) December 2019, Grosvenor Lane Shared Zone March 2020. Consultation for Young Street Plaza undertaken May to July 2019. Council endorsed implementation of 3 month trial closure

Strategy	Action	Responsible Department	Commercial Centre(s)	Financial Year(s)	Status	Comment
						of Young Street. Additional community consultation to be undertaken and reported to Council. Also see 1.1, 2.1 and 13.1.
Strategy 3 – Ensure that planning controls continue to preference commercial office floorspace over residential floorspace in office centres.	Action 3.1 Explore options to expand and utilise B3 Commercial Core zone in North Sydney CBD and St Leonards, and continue to prohibit residential accommodation in these Strategic Centres	Strategic Planning	North Sydney CBD St Leonards CBD Crows Nest	All: 2016/17 2017/18 2018/19 2019/20	●	Capacity and Land Use Study adopted May 2017, including objective to identify residential development opportunities in mixed use periphery. Civic Precinct Planning Study to be reported to Council in mid-2020. Department of Planning, Industry and Environment (DPIE) undertook consultation for St Leonards and Crows Nest Priority Precinct October 2018 to February 2019. Draft St Leonards and Crows Nest 2036 Plan to be finalised mid-2020 (amendments to LEP required).
	Action 3.2 Implement planning guidelines within the North Sydney Local Environmental Plan to give preference to employment floorspace over residential in major employment centres	Development Services Strategic Planning	All: North Sydney CBD St Leonards CBD Crows Nest Neutral Bay Others	All: 2016/17 2017/18 2018/19 2019/20	●	LEP implemented through development application process. Amendment No.23 made to LEP October 2018 to increase commercial floor space capacity in North Sydney CBD. LEP Review consultation undertaken July to August 2019, including Local Strategic Planning Statement (LSPS) and Local Housing Strategy (LHS). LSPS finalised March 2020. LHS awaiting final DPIE approval. LEP Review Planning Proposal (incorporating LSPS and LHS changes into North Sydney LEP 2013) awaiting DPIE to endorse for public exhibition.
Strategy 4 – Introduce new roles and functions in	Action 4.1 Engage a Place Manager to improve the operation,	Strategic Planning	All: North Sydney CBD	N/A	●	Place Manager secondment not progressing. Executive Planner Sydney

Strategy	Action	Responsible Department	Commercial Centre(s)	Financial Year(s)	Status	Comment
Council to support local business development	amenity and identity of North Sydney's centres, with a particular focus on the North Sydney CBD		St Leonards CBD Crows Nest Neutral Bay Others			Metro secondment completed August 2017 to August 2018.
	Action 4.2 Investigate the potential for procuring an Economic Development Officer to coordinate economic development and business development initiatives across the local government area.	Integrated Planning and Special Projects	All: North Sydney CBD St Leonards CBD Crows Nest Neutral Bay Others	2017/18 2018/19 2019/20	●	Economic Development Coordinator secondment completed October 2017 to June 2019. Economic Development Coordinator permanent position commenced July 2019.
	Action 4.3 Establish a Business Improvement District for the North Sydney CBD	Project Management	North Sydney CBD	N/A	●	This action has not been prioritised.
Strategy 5 – Support capacity building and professional development of local business owners, operators and employees	Action 5.1 Develop, advertise and operate business events	Integrated Planning and Special Projects	All: North Sydney CBD St Leonards CBD Crows Nest Neutral Bay Others	All: 2016/17 2017/18 2018/19 2019/20	●	21 North Sydney Business Network events held October 2016 to April 2020. Average 33 people attended. 157 Australian Taxation Office (ATO) workshops held May 2017 to March 2019. Average 14 people attended.
Strategy 6 – Expand the small business advisory service, led by the Economic Development Officer, to support local businesses	Action 6.1 Transfer advisory service to the Economic Development Officer	Integrated Planning and Special Projects	All: North Sydney CBD St Leonards CBD Crows Nest Neutral Bay Others	N/A	●	Council joined NSW Government's Easy to do Business program June 2018. Referrals made to NSW Government's Business Connect program. Planning Advisers respond to development application enquiries.

Strategy	Action	Responsible Department	Commercial Centre(s)	Financial Year(s)	Status	Comment
	Action 6.2 Investigate holding meetings bordering business hours to facilitate ease of access to Council's advisory service	Integrated Planning and Special Projects	All: North Sydney CBD St Leonards CBD Crows Nest Neutral Bay Others	All: 2016/17 2017/18 2018/19 2019/20	●	Majority of North Sydney Business Network events breakfast events. ATO trialled evening workshops 2019/20. Council to hold joint evening event with North Sydney Chamber of Commerce 2020/21.

Second Horizon

Strategy	Action	Responsible Department	Commercial Centre(s)	Financial Year(s)	Status	Comment
Strategy 7 – Encourage new businesses to locate in North Sydney, focusing on existing industry specialisation and growing industries	Action 7.1 Monitor employment numbers and trends in identified industry specialisations and high growth industries	Development Services Integrated Planning and Special Projects	All: North Sydney CBD St Leonards CBD Crows Nest Neutral Bay Others	All: 2016/17 2017/18 2018/19 2019/20	●	Community Profile updated with 2016 Census first and second releases July to August 2017 and November to December 2017. Economic Profile updated December 2017 to May 2018. Data Buzz event held December 2017 about 2016 Census and related data. Council subscribed to IBISWorld 2018/19 to 2019/20.
	Action 7.2 Conduct regular monitoring of the North Sydney commercial property market to identify gaps and opportunities	Strategic Planning	All: North Sydney CBD St Leonards CBD Crows Nest Neutral Bay Others	All: 2016/17 2017/18 2018/19 2019/20	●	Council subscribed to Property Council of Australia Office Market Report 2017 and 2020. Regular meetings held with Colliers International.
	Action 7.3 Develop a prospectus for the North Sydney CBD	Communications and Events Integrated	North Sydney CBD	2016/17 2017/18	●	Nth Syd brochure developed October 2016 and reprinted February 2018. St Leonards brochure developed July 2017.

Strategy	Action	Responsible Department	Commercial Centre(s)	Financial Year(s)	Status	Comment
		Planning and Special Projects	St Leonards CBD			
	Action 7.4 Position North Sydney CBD's strength as a commercial CBD through branding and marketing materials	Communications and Events Integrated Planning and Special Projects	North Sydney CBD St Leonards CBD	All: 2016/17 2017/18 2018/19 2019/20	●	See 2.2 and 7.3.
Strategy 8 – Establish a calendar of events across the North Sydney local government area	Action 8.1 Implement Events Strategy	Communications and Events	All: North Sydney CBD St Leonards CBD Crows Nest Neutral Bay Others	2016/17 2017/18 2018/19	●	Events Strategy 2014-2017 developed and implemented.
	Action 8.2 Investigate the potential of different forms of events, in the North Sydney local government area	Communications and Events	All: North Sydney CBD St Leonards CBD Crows Nest Neutral Bay Others	2019/20	●	Events Strategy 2019-2021 adopted October 2019, including new focus on tourism, development of events program for Coal Loader and increased emphasis on partnerships.
	Action 8.3 Utilise the waterfront for events	Communications and Events	All: North Sydney CBD St Leonards CBD Crows Nest Neutral Bay Others	All: 2016/17 2017/18 2018/19 2019/20	●	Annual NYE event held Blues Point Reserve, Bradfield Park, Mary Booth Reserve and Quibaree Park. BBQ by the Bridge, annual Australia Day event, held Bradfield Park, plus various third party events, e.g. Blackmore's Running Festival.
	Action 8.4 Increase the use of North Sydney Oval for events and functions	North Sydney Oval	North Sydney CBD	All: 2016/17	●	North Sydney Oval Business Plan 2014 developed and implemented, including range of facility improvement projects, e.g. sportsfield lighting, medical rooms,

Strategy	Action	Responsible Department	Commercial Centre(s)	Financial Year(s)	Status	Comment
				2017/18 2018/19 2019/20		media and broadcasting facilities, and drop-in pitches.
Strategy 9 – Support small businesses, start-ups and those working from home	Action 9.1 Establish a North Sydney small business hub	Integrated Planning and Special Projects Strategic Planning	North Sydney CBD St Leonards CBD	2016/17	●	EOIs invited for Innovation/Creative Industries Hub for James Place December 2016 to January 2017. No submissions received. Also see 17.2.
	Action 9.2 Establish a St Leonards Co-working Hub	Strategic Planning	St Leonards CBD	All: 2016/17 2017/18 2018/19 2019/20	●	Council's St Leonards/Crows Nest Planning Study – Precincts 2 and 3 encourages development of co-working spaces in commercial podiums. Council resolved February 2019 to progress planning proposal and VPA at 100 Christie Street for co-working space, pursuant to Planning Study. NSW Government confirmed January 2020 site exempt from Special Infrastructure Contribution (SIC).
	Action 9.3 Establish a Crows Nest Co-working Hub	Strategic Planning	Crows Nest	N/A	●	To be pursued as opportunities arise.
	Action 9.4 Investigate the viability of establishing a well-publicised and targeted industry Incubator or Accelerator	Strategic Planning	N/A	N/A	●	This action has not been prioritised.
Strategy 10 – Enhance the role of North Sydney's smaller centres as focal points for night	Action 10.1 Encourage businesses to operate into the evening	Development Services	All: North Sydney CBD St Leonards CBD	All: 2016/17 2017/18 2018/19 2019/20	●	Council implemented amendments to Development Control Plan 2013 (NSDCP 2013) adopted March 2015, regarding Late Night Trading Hours. Planning Proposal 8/19 - Small Bars in Kirribilli

Strategy	Action	Responsible Department	Commercial Centre(s)	Financial Year(s)	Status	Comment
time activity by targeting specific needs in the early evening hours			Crows Nest Neutral Bay Others			Village and Draft Amendment to NSDCP 2013 - Trading Hours in Kirribilli Village on public exhibition March to April 2020.
	Action 10.2 Improve public domain attractiveness and safety to encourage evening activity	Engineering Infrastructure Project Management	Crows Nest Neutral Bay Others	All: 2016/17 2017/18 2018/19 2019/20	●	Decorative lighting installed: Willoughby Road February 2018, Cremorne Plaza April 2018, and Young Street April 2018. Also see 2.3.
Strategy 11 – Enhance the role of North Sydney’s major centres as focal points for night time activity by targeting entertainment uses	Action 11.1 Encourage use of the footpath for night time use, where appropriate, and maintain a straightforward application process.	Property Assets Strategic Planning	All: North Sydney CBD St Leonards CBD Crows Nest Neutral Bay Others	All: 2016/17 2017/18 2018/19 2019/20	●	Draft Amendments to Outdoor Dining and Goods on Footpath Policy and Guidelines and revised LEP/DCP planning requirements considered by Council February 2020.
	Action 11.2 Improve public domain attractiveness and safety to encourage evening activity	Engineering Infrastructure Project Management	North Sydney CBD St Leonards CBD	All: 2016/17 2017/18 2018/19 2019/20	●	Lighting improvements completed: Walker Street August 2016, Brett Whitely Place June 2017, and Mitchell Street Plaza June 2018. Festoon/catenary lighting proposed in North Sydney CBD as part of Laneways Masterplan and Public Domain Strategy. Also see 2.1, 2.3 and 11.1.
Strategy 12 – Provide support for the emerging arts and cultural sector in St Leonards/Crows Nest	Action 12.1 Investigate the potential to provide temporary and/or permanent studio spaces in St Leonards/Crows Nest for a range of artforms	Strategic Planning	St Leonards CBD Crows Nest	All: 2016/17 2017/18 2018/19 2019/20	●	Council’s St Leonards / Crows Nest Planning Study – Precincts 2 and 3 identified need for arts space (exhibition and studios). Council resolved February 2019 to progress planning proposal and VPA at 617-621 Pacific Highway, including contemporary arts centre, pursuant to Planning Study. DPIE agreed to exempt planning proposal from SIC. Delivery of arts centre incorporated into DPIE’s Draft

Strategy	Action	Responsible Department	Commercial Centre(s)	Financial Year(s)	Status	Comment
						St Leonards and Crows Nest 2036 Plan, to be finalised mid-2020.
	Action 12.2 Investigate the potential to provide temporary and/or permanent exhibition spaces in St Leonards/Crows Nest for a range of artforms	Strategic Planning	St Leonards CBD Crows Nest	All: 2016/17 2017/18 2018/19 2019/20	●	See 12.1.
Strategy 13 – Build off the Hayden Orpheum and existing restaurants to organically develop Cremorne Junction’s role as a suburban entertainment precinct	Action 13.1 Improve amenity of pedestrian experience along Military Road	Project Management Strategic Planning	Cremorne Neutral Bay	2019/20	●	Military Road Public Domain Upgrade, Neutral Bay and Cremorne, commenced July 2019. Stage 1 completed April 2020. Expected completion date for Stage 2 August 2020. Stage 3 planned to commence August/September 2020. Also see 2.3 and 10.2.
	Action 13.2 Investigate encouraging greater retail and hospitality activity on adjoining streets to Military Road to complement existing activity on Cremorne Junction	Strategic Planning	Cremorne Neutral Bay	2017/18 2018/19 2019/20	●	Council resolved to prepare the Military Road Corridor Planning Study May 2018. Discussion Papers for Stage 1 on public exhibition August to September 2019. Council endorsed Draft Future Direction Report for public exhibition April 2020. Stage 2 to be focused on Cremorne Centre and Big Bear site and surroundings.
Strategy 14 – Create a sense of place for smaller centres, building on the core functions and character of each centre	Action 14.1 Work with local businesses, Chambers of Commerce and Streetscape Committees to identify the defining character of each centre and appropriate public domain elements	Engineering Infrastructure Project Management	All: North Sydney CBD St Leonards CBD Crows Nest Neutral Bay Others	2018/19 2019/20	●	Draft urban branding guidelines developed for Cremorne and Neutral Bay June 2019. Council resolved July 2019 to defer to Councillor Briefing. Councillors agreed to reassess scope of branding exercise to whole LGA. Neutral Bay streetscape beautification with planter boxes to be installed Spring 2020. Also see 2.3, 10.2, and 13.1.

Strategy	Action	Responsible Department	Commercial Centre(s)	Financial Year(s)	Status	Comment
	Action 14.2 Facilitate a rolling program of public domain upgrades to reflect a centre's character through the Public Domain Upgrade program	Engineering Infrastructure Project Management	All: North Sydney CBD St Leonards CBD Crows Nest Neutral Bay Others	2019/20	●	Blues Point – McMahons Point Masterplan and Kirribilli Masterplan (part of SRV program) to be reported to Council June 2020 for endorsement for community consultation. Also see 2.3, 10.2, 13.1 and 14.1.
Strategy 15 – Improve accessibility to all commercial, mixed use and neighbourhood centres	Action 15.1 Improve infrastructure for sustainable modes of transport	Strategic Planning Traffic and Transport Operations	All: North Sydney CBD St Leonards CBD Crows Nest Neutral Bay Others	2017/18 2018/19 2019/20	●	Council adopted North Sydney Transport Strategy July 2017. Actions include development of North Sydney Walking Action Plan, review of Council's Integrated Cycling Strategy and development of Public Transport Action Plan - all currently under development. Continuing implementation of Integrated Cycling Strategy Priority Routes. Cycling Route 2 completed January 2019. Ridge Street Active Transport Upgrade Stage 2 to commence before July 2020. Also see 2.1.
	Action 15.2 Investigate the composition of customers (local vs regional) and how they travel to and from each of North Sydney's commercial, mixed use and neighbourhood centres	Strategic Planning	All: North Sydney CBD St Leonards CBD Crows Nest Neutral Bay Others	2019/20	●	This action is embedded in local strategic planning studies. See 2.1, 3.1, 13.2, and 15.1.
	Action 15.3 Limit traffic growth	Strategic Planning	All: North Sydney CBD St Leonards CBD	2017/18 2018/19 2019/20	●	See 15.1.

Strategy	Action	Responsible Department	Commercial Centre(s)	Financial Year(s)	Status	Comment
			Crows Nest Neutral Bay Others			

Third Horizon

Strategy	Action	Responsible Department	Commercial Centre(s)	Financial Year(s)	Status	Comment
Strategy 16 – Increase residential population in appropriate areas to support centres’ role and function	Action 16.1 Continue to investigate areas zoned for residential development on the North Sydney CBD’s periphery for increase in maximum height of buildings and floor space ratios.	Strategic Planning	North Sydney CBD	2016/17	●	See 3.1
	Action 16.2 Work with Willoughby and Lane Cove Councils to investigate residential areas on the periphery of St Leonards/Crows Nest for increased in maximum height of buildings and floor space ratios.	Strategic Planning	St Leonards CBD Crows Nest	2018/19 2019/20	●	See 3.1
Strategy 17 – Work with the State Government to develop a long-term transport strategy for the proposed	Action 17.1 Utilise the Crows Nest Planning Study to consider the nominated site for the new Metro stop and	Strategic Planning	North Sydney CBD Crows Nest	All: 2016/17 2017/18 2018/19 2019/20	●	Council adopted Sydney Metro Planning Study May 2016 (and built-form addendum February 2017). NSW Government gave planning approval for Chatswood to Sydenham Sydney Metro project January 2017. Council

Strategy	Action	Responsible Department	Commercial Centre(s)	Financial Year(s)	Status	Comment
Sydney Metro stations in North Sydney and Crows Nest	potential economic opportunities					commissioned Economic Impacts of the Sydney Metro June 2017. State Significant Development application for Crows Nest Over Station Development on public exhibition December 2018 to February 2019.
	Action 17.2 Devise a strategy to capitalise on opportunities for economic activity following the development of the Victoria Cross metro stop.	Strategic Planning	North Sydney CBD Crows Nest	All: 2016/17 2017/18 2018/19 2019/20	●	Stage 1 State Significant development application for Victoria Cross Over Station Development approved December 2018. Stage 2 State Significant development approved April 2020, including three-storey retail building, dining and entertainment strip, and co-working.
Strategy 18 – Lobby the Federal Government for the prompt implementation of the National Broadband Network	Action 18.1 Lobby the Federal Government for the prompt implementation of the National Broadband Network	Integrated Planning and Special Projects	All: North Sydney CBD St Leonards CBD Crows Nest Neutral Bay Others	2016/17 2019/20	●	nbn presented at Business Buzz event November 2016. Meeting held with nbn September 2019 to discuss issues regarding implementation.
Strategy 19 – Activate the laneway network of the North Sydney CBD	Action 19.1 Implement upgrades to streetscapes through this network to improve amenity and attractiveness of the street as the CBD's open space	Strategic Planning Traffic and Transport Operations	North Sydney CBD	2017/18 2018/19 2019/20	●	Consultation for North Sydney CBD Laneways undertaken November 2017 to January 2018. Council continues to liaise with Transport for NSW to resolve detailed design issues, including Traffic Management Plan.

Strategy	Action	Responsible Department	Commercial Centre(s)	Financial Year(s)	Status	Comment
	Action 19.2 Configure planning controls to encourage active frontages and pedestrian activity along the laneway network	Strategic Planning Traffic and Transport Operations	North Sydney CBD	2017/18 2018/19 2019/20	●	See 19.1
	Action 19.3 Investigate a food truck strategy, focusing activity through the laneway network.	Strategic Planning Traffic and Transport Operations	North Sydney CBD	2017/18 2018/19	●	Reports submitted to Council February and July 2017, and Legal and Planning Committee October 2017. Project currently deferred due to resource limitations.
	Action 19.4 Assess changes to traffic flow through the laneway network to improve pedestrian amenity	Strategic Planning Traffic and Transport Operations	North Sydney CBD	2017/18 2018/19 2019/20	●	See 19.1
Strategy 20 – Resolving the future of St Leonards	Action 20.1 Work with Willoughby and Lane Cove Councils and the Department of Planning and Environment to resolve the future of St Leonards	Strategic Planning	St Leonards CBD Crows Nest	2018/19 2019/20	●	See 3.1
Strategy 21 – Utilise the Sydney Metro station at Crows Nest to formalise connectivity between St Leonards and Crows Nest	Action 21.1 Utilise the Sydney Metro station at Crows Nest to formalise connectivity between St Leonards and Crows Nest	Strategic Planning	St Leonards CBD Crows Nest	2018/19 2019/20	●	Delivery of improved connectivity, as identified in Pacific Highway Road Network Plan and Draft St Leonards and Crows Nest 2036 Strategy, under negotiation with Transport for NSW (TfNSW) and DPIE. Also see 3.1 and 17.1.
Strategy 22 – Investigate shifting the focus of Neutral Bay north of Military	Action 22.1 Assess the impact of shifting the focus of Neutral Bay away from Military Road	Strategic Planning	Cremorne Neutral Bay	2017/18 2018/19 2019/20	●	Improving Military Road “place” outcomes identified as key deliverable of Military Road Corridor Planning Study Stage 1. Also see 13.2.

Strategy	Action	Responsible Department	Commercial Centre(s)	Financial Year(s)	Status	Comment
Road towards emerging retail activities						