

## 8.4. Draft Community Strategic Plan

**AUTHOR:** Jenny Gleeson, Manager Corporate Planning & Engagement

**ENDORSED BY:** Shane Sullivan, Executive Manager Governance

### ATTACHMENTS:

1. Attachment 1 - Draft Community Strategic Plan [8.4.1 - 42 pages]

### PURPOSE:

This report seeks endorsement of the Draft Community Strategic Plan for the purpose of public exhibition, to allow stakeholders a final opportunity to make submissions.

### EXECUTIVE SUMMARY:

The purpose of the Community Strategic Plan is to set the high-level strategic direction for the North Sydney local government area (LGA). In accordance with the *Local Government Act 1993*, every four years, each term of Council must prepare a Community Strategic Plan on behalf of its community by 30 June, covering a minimum period of 10 years. It is an aspirational plan that describes the desired future for the North Sydney LGA.

Review of the 2018 plan has been undertaken in accordance with the *Community Engagement Strategy* adopted by Council at its meeting of 27 September 2021. A mix of representative and opt-in consultation methods were used to inform the draft plan, this included:

- identifying the community's top priorities via Council's *2020 Customer Satisfaction Survey* from a representative sample of 400 residents and 200 businesses;
- identifying liveability strengths and best place attributes through PlaceScore's opt-in *2021 Liveability Census*, in which 401 residents shared what matters most (care factor/community values) and 380 residents rated their suburb (performance);
- Stage 1 opt-in feedback - between October to December 2021 feedback was invited via an online survey, submissions, mapping tool, photo and story sharing, and children's artwork; and
- Councillors, via a two-stage workshop process, considered the community feedback collected via the State 1 engagement and refined the plan's content and desired outcomes.

The draft plan includes a new community vision. This vision is anchored by introducing three new guiding principles - Sustainability, Inclusivity and Integrity.

It is structured around five Strategic Directions, supported by Outcomes and Strategies, reflecting the community's priorities. The plan has been simplified to ensure the Outcomes and Strategies are clear and concise. This includes a reduction in the number of Outcomes, Strategies and Indicators compared to the 2018 plan.

The design of Attachment 1 is a work in progress and reflects Councillor feedback. The design and indicators will be finalised during Stage 2.

The draft *North Sydney Community Strategic Plan - North Sydney Vision 2040* (Attachment 1) is presented to Council for endorsement for the purpose of placing it on public exhibition.

The last phase in the Community Engagement Strategy involves the public exhibition of the draft document, to allow community feedback. In accordance with legislative requirements, the draft Community Strategic Plan must be publicly exhibited for a minimum of 28 days. It is recommended that the draft Community Strategic Plan be placed on public exhibition for 42 days, from 28 April to 8 June 2022. This is an extended opportunity for stakeholders to make final submissions.

Following the close of the exhibition period a further report will be presented to Council detailing recommending amendments based on the submissions received and prior to 30 June 2022.

#### **FINANCIAL IMPLICATIONS:**

The resourcing requirements to deliver Council responsibilities in the Draft Community Strategic Plan, will be outlined in the Draft Resourcing Strategy and Draft Delivery Program/Operational Plan.

#### **RECOMMENDATION:**

- 1. THAT** the *Draft North Sydney Community Strategic Plan - North Sydney Vision 2040* be placed on public exhibition for 42 days being in excess of the required minimum of 28 days.
- 2. THAT** a further report be prepared for Council's consideration at the end of the submissions closing period.

## **LINK TO COMMUNITY STRATEGIC PLAN**

The relationship with the Community Strategic Plan is as follows:

### **5. Our Civic Leadership**

#### **5.1 Council leads the strategic direction of North Sydney**

## **BACKGROUND**

The current Community Strategic Plan was prepared following community consultation in accordance with the Community Engagement Strategy adopted in November 2017. The Council at its meeting of 25 June 2018 resolved:

- 1. THAT Council adopts the North Sydney Community Strategic Plan 2018-2028.*
- 2. THAT the Mayor write to all those members of the community who provided submissions during the public exhibition period, thanking them for their efforts and support in preparing the North Sydney Community Strategic Plan 2018-2028.*

The Community Engagement Strategy, to guide preparation of the new Community Strategic Plan, was adopted on 27 September 2021:

- 1. THAT Council adopts the Community Engagement Strategy to inform review of the Community Strategic Plan and note the preparation timetable.*

The plan has been prepared in accordance with the statutory requirements of the *Local Government Act 1993* (the Act), and the Essential Elements outlined in the NSW Office of Local Government's IP&R Guidelines and Handbook (2021). The shortened preparation timeframe, due to the timing of the deferred Local Government election, is noted.

## **CONSULTATION REQUIREMENTS**

Stage 2 community engagement will be undertaken in accordance with the adopted Community Engagement Strategy.

## **DETAIL**

In accordance with legislative requirements, the new Community Strategic Plan has been prepared in response to stakeholder input. This aspirational plan addresses a broad range of issues relevant to the whole community. It seeks to address four key questions:

1. Where are we now?
2. Where do we want to be in 10 years' time?
3. How will we get there?
4. How will we know we have arrived?

North Sydney Council is the custodian of the plan, collaborating with our stakeholders - residents, businesses and industry groups, workers, students, community organisations and individuals as well as other levels of government - to define and deliver the plan.

The plan calls for all levels of government, as well the community and private sector, to work together to achieve our shared vision. Achieving our vision will build upon the many things we love about North Sydney and help ensure our community thrives into the future.

### **Informing the Draft Plan**

A mix of representative and opt-in consultation methods were used to inform the draft plan. As outlined in the Community Engagement Strategy, this included:

- identifying the community's top priorities via Council's *2020 Customer Satisfaction Survey* from a representative sample of 400 residents and 200 businesses, which also sought satisfaction with key Council services for the purposes of reviewing Council's service levels;
- the opt-in *2021 Liveability Census*, conducted by PlaceScore, which established a sound baseline revealing liveability strengths and best place attributes - 401 residents shared what matters most (care factor/community values) and 380 residents rated their suburb (performance); and
- Stage 1 opt-in feedback - between October to December 2021 feedback was invited via an online survey seeking to prioritise the 2018 Outcomes and Strategies, submissions, mapping tool, photo sharing (encouraging our community to what they love most about the North Sydney LGA e.g. favourite location, feature or experience with the hashtag #mynorthsydney), story sharing and children's artwork (12 years and under were invited to visually depicted their vision for the future of the North Sydney LGA).

In summary, the top 10 priorities identified were (not in any priority order):

1. Open space/green space - importance of, desire to improve and increase
2. Sporting facilities - much valued including indoor and outdoor including water sports
3. Western Harbour Tunnel and Beaches Link and Warringah Freeway Upgrade - impact on Cammeray Park, Berry's Bay, tree loss and unfiltered stacks
4. Planning controls/studies - managing development to meet growth
5. Heritage conservation and promotion
6. Traffic and parking issues (various)
7. Community services and facilities
8. Improving connection with the community
9. Enhancing communications and engagement
10. Leadership, good governance and transparency

Councillors, via a two-stage workshop process, considered the community feedback collected via the State 1 engagement and refined the plan's content and desired outcomes.



## **Structure of the Draft Plan**

The draft plan includes a new community vision anchored by three guiding principles - Sustainability, Inclusivity and Integrity, and is based on social justice principles and the quadruple bottom line (QBL) - environmental, social, economic and governance issues.

The draft plan is structured around five Strategic Directions, supported by Outcomes and Strategies, reflecting the community's priorities. The plan has been simplified to ensure the Outcomes and Strategies are clear and concise. This includes a reduction in the number of Outcomes, Strategies and Indicators compared to the 2018 plan. Note: the design of Attachment 1 is a work in progress. The design and indicators will be finalised during Stage 2.

## **Resourcing the Plan**

Council is currently finalising a new fixed term Delivery Program and Resourcing Strategy (to be reported to Council in May 2022). The Delivery Program will detail how it will deliver the outcomes and strategies it is responsible for. In this plan, the Council will clearly defined its priorities and responsibilities for its part delivering the community's long term directions and outcomes during its term of office. The Resourcing Strategy will focus on long term financial planning, asset management planning and workforce planning.

## **Recommendation**

In accordance with legislative requirements, the draft Community Strategic Plan must be publicly exhibited for a minimum of 28 days. It is recommended that the draft Community Strategic Plan be placed on public exhibition for 42 days, from 28 April to 8 June 2022. This is an extended opportunity for stakeholders to make final submissions. This opportunity will be promoted by Council in accordance with the inform/communication methods listed in the adopted Community Engagement Strategy.

The final Community Strategic Plan, including summary of submissions received, will be reported to the June 2022 Council meeting, seeking adoption.

Final cover image is yet to be finalised

# NORTH SYDNEY VISION 2040

Community Strategic Plan





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## RECOGNITION OF THE CAMMERAYGAL PEOPLES

*We respectfully acknowledge the  
Traditional Custodians of the land and  
waters of North Sydney local government  
area, the Cammeraygal people*

We recognise the Cammeraygal as the first owners of the area known today as North Sydney. We acknowledge that the alienation of their country occurred with a land grant in 1794 without consultation, treaty or compensation.

Archaeological evidence shows that Aboriginal people have been in North Sydney at least 5,800 years, probably for thousands more. We treasure and seek to preserve the evidence of their presence here. In 1890, when North Sydney Council was formed through the merging of three boroughs, the word Cammeraygal was included on its coat of arms. Today it holds a central position in the Council's logo as a reminder of the long indigenous heritage of this place.

In recent years the spelling of Cammeraygal has varied to include Gameraaigal, Gammeragal and Gai-maragal as our community has sought to more accurately reflect and honour the heritage of our first nations people.



## MAYOR'S MESSAGE

To be finalised prior to final publication

## GENERAL MANAGER'S FOREWORD



To be finalised prior to final publication



## OUR ELECTED REPRESENTATIVES

We look forward to working alongside our community to bring this vision to fruition.

### ST LEONARDS WARD



Mayor  
Zoë Baker



Deputy Mayor  
Cr William Bourke



Cr Dr Alanya Drummond



Cr Godfrey Santer



Cr James Spenceley

### CAMMERAYGAL WARD



Cr MaryAnn Beregi



Cr Jilly Gibson



Cr Georgia Lamb



Cr Ian Mutton



Cr Shannon Welch

# INTRODUCTION

The Community Strategic Plan is a plan to shape the North Sydney LGA's future. It is an evolution of the previous plans, however 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.

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

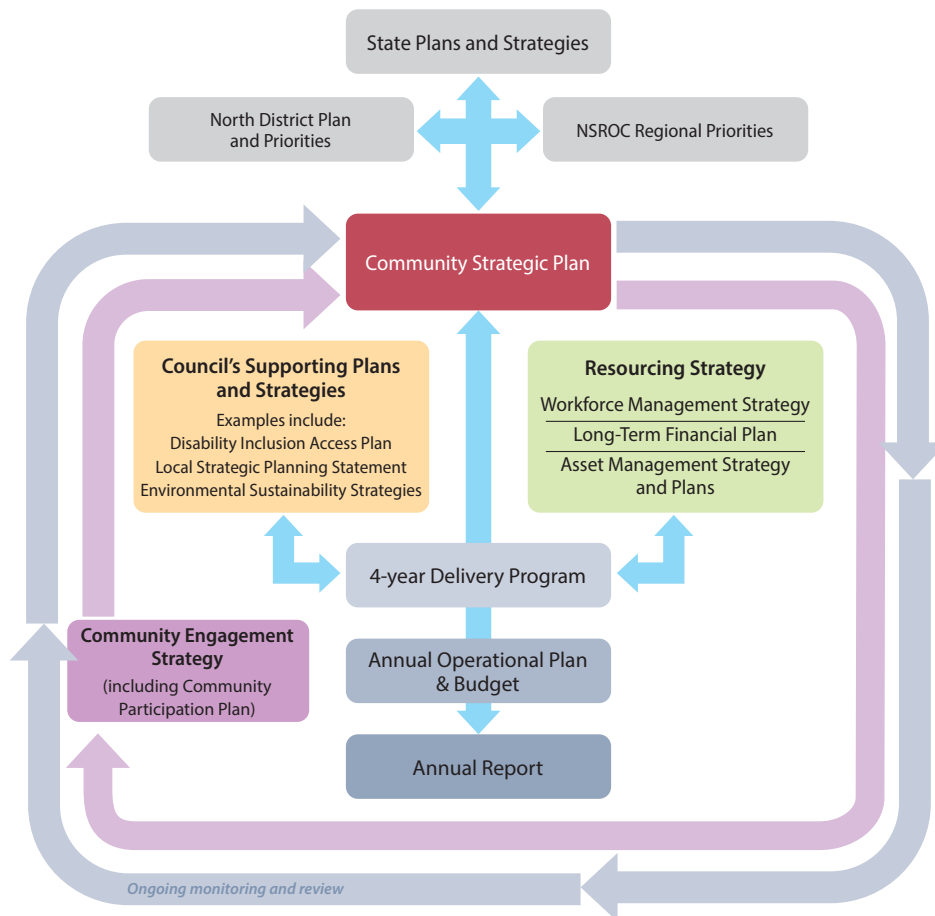
The plan seeks to address four key questions:

- 1 Where are we now?
- 2 Where do we want to be in 10-20 years time?
- 3 How will we get there?
- 4 How will we know we have arrived?

North Sydney Council is the custodian of the plan, collaborating with our stakeholders - residents, businesses and industry groups, workers, students, community organisations and individuals as well as other levels of government - to define and deliver the plan.

The plan calls for all levels of government, as well the community and private sector, to work together to achieve our shared vision. Achieving our vision will build upon the many things we love about North Sydney and help ensure our local area thrives into the future.

The plan has been prepared in accordance with the statutory requirements of the *Local Government Act 1993*, and the Essential Elements outlined in the IP&R Guidelines and Handbook (2021). The key components of the IP&R process are shown in the diagram below. For its part in delivering the plan, Council has prepared a four-year Delivery Program detailing our projects and services This aligns with our long term Resourcing Strategy.





## OUR VISION

*North Sydney is a welcoming, connected and resourceful community which acknowledges its past, enjoys the present and plans for our future.*

*We respect our beautiful harbourside locale, its unique villages and much valued bushland and open spaces. We lead the way in sustainability.*



## OUR GUIDING PRINCIPLES

The guiding principles underpin all five Strategic Directions:

### Sustainability

We are stewards of the natural environment. We strive to decrease the consumption of resources and the generation of waste. We are responsible for our built environment and its impact on the natural environment. We minimise our impact on the environment, locally and globally.

We ensure social sustainability through human rights, living conditions, health, safety, wellbeing, diversity, equity, work-life balance, empowerment, community engagement and philanthropy.

We are financially sustainable now and into the future. We support and nurture North Sydney's long-term economic sustainability. We promote the use of renewable energy and clean technologies, protecting the environment, and managing the harmful impacts of climate change.

Sustainability is all-encompassing. Our Community Strategic Plan addresses the quadruple bottom line (QBL) - civic leadership, social, environmental and economic issues - in an integrated manner.

### Inclusivity

We understand that everyone is unique. We recognise our individual differences. We support all ages, abilities, and backgrounds.

We embrace diversity in race, ethnicity, gender, sexual orientation, socio-economic status, age, and beliefs. We welcome different cultural, religious and language groups.

We have a strong sense of community, with unique places and villages for people to live, work and visit.

Our Community Strategic Plan is based on the social justice principles of equity, access, participation and rights.

### Integrity

We act with integrity in all we do. Integrity is not just a corporate responsibility, but a personal one as well. It is about choice - choosing to be honest with a commitment to strong moral and ethical principles and values.

The community rightly expects that services will be delivered professionally and with integrity. Resources are managed in a responsible, efficient, and accountable manner in accordance with best value principles.

We respect others, make every effort to understand each other, take responsibility for our actions and decisions, and work together to build mutual trust.

We lead by example. We are transparent in our actions, through our long-standing commitment to 'open government'. We exercise open communication. We listen to the community, actively engaging with them and using these insights to inform our decision making.

*Council's Organisational Sustainability Policy recognises that all its decisions and actions have an impact on the quality of life of present and future generations.*

## OUR STRATEGIC DIRECTIONS

The *Community Strategic Plan* is framed around five Strategic Directions, each with desired Outcomes supported by specific Strategies and Indicators. Each Strategy and Indicator is linked to one of the elements of the quadruple bottom line (QBL).

### Linking the Vision to Action

This is how the Community Strategic Plan supports the community's vision and the guiding principles that frames how we get there:

**Community Vision** - outlines the kind of place and community North Sydney aspires to be in the long term.

**Guiding Principles** - Sustainability, Inclusivity, and Integrity - are the moral values that underpin all five Strategic Directions.

**Strategic Directions** - these are the five big picture results that the community would like to achieve.

**Outcomes** - desired from each Strategic Direction. They are specific, focusing on the end result rather than how to get there i.e. they are the realisation of the Strategic Direction.

**Strategies** - guide the specific actions related to this plan, defining how to achieve the Outcomes. All stakeholders, including Council, are responsible for working towards the vision by achieving the long-term strategies. For its part, Council outlines what its responsible for and how it will achieve the vision through the provision of projects and services, as outlined in our Delivery Program and Resourcing Strategy.

**Indicators** - help measure progress towards the Outcomes. They are not a measure of Council's performance, rather a gauge for stakeholders to determine if we are moving towards the vision.



Climate change is recognised as a threat to the future of our community, requiring action by all levels of government. Our community minimise waste, maximises use of renewable energy and increases tree canopy to mitigate the impact.

Our natural environment supports biodiversity, through our bushland reserves, wildlife corridors and innovative foreshore management. Recreational facilities including parks, sporting fields and playgrounds support an active lifestyle for residents and visitors.

### Direction 1

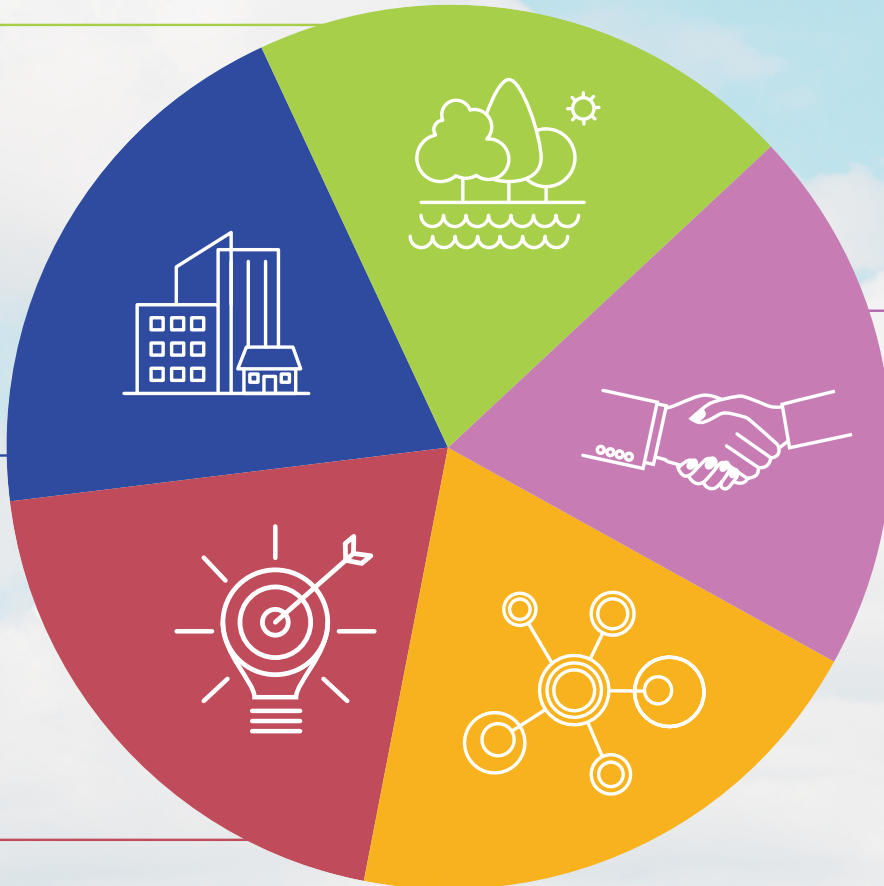


North Sydney's public spaces and village centres retain their unique character and provide vibrant and safe places for the community to gather and connect. Our infrastructure follows sustainable design principles and meets the needs of our growing population.

Our community prioritises walking, cycling and public transport and people of all ages are comfortable riding in the area. Vehicle transport is supported by an effective and integrated transport and parking system.

### Direction 2





Global investment and businesses are drawn to North Sydney because it is a centre of innovation, entrepreneurship and tourism. Economic development and the local visitor economy is balanced with resident quality of life.

Land use planning and contemporary planning controls ensure historic buildings and sites are preserved, and that North Sydney's distinct identity and heritage fits with the surrounding built and natural environment. Housing is accessible and affordable for all individuals and families.

### Direction 3



Our community enjoys well-being, safety and a life free from crime. North Sydney is known for its vibrancy and cultural diversity, with markets, festivals, art and culture, events and activations that connect the community.

Residents have access to the best health care and support services. Education opportunities are many and varied. Stanton Library meets the community's changing cultural and educational needs. Local heritage and our First Nations history and culture is respected and preserved.

### Direction 4



Our community has confidence in North Sydney's strategic direction and trusts Council, along with partner organisations, to lead with integrity and demonstrate good governance. Council provides what the community needs now and plans for the needs of future generations. The community is actively engaged in the future direction of North Sydney in accordance with our long-standing commitment to "open government".

Council demonstrates transparency and leadership in its decision making, is accountable to the community, and respectful in its interactions. Council is the employer of first choice, attracting and retaining highly motivated and skilled employees, committed to providing the community with quality service.

### Direction 5



# OUR LIVING ENVIRONMENT

Climate change is recognised as a threat to the future of our community, requiring action by all levels of government. Our community minimise waste, maximises use of renewable energy and increases tree canopy to mitigate the impact.

Our natural environment supports biodiversity, through our bushland reserves, wildlife corridors and innovative foreshore management. Recreational facilities including parks, sporting fields and playgrounds support an active lifestyle for residents and visitors.

1.1	<b>Protected, enhanced and biodiverse natural environment</b>	Rehabilitate native bushland areas and fauna to enhance biodiversity Increase awareness of biodiversity conservation through education and community partnerships Implement strategies that encourage healthy local waterways
1.2	<b>Environmentally sustainable community</b>	Reduce strain on natural resources through sustainable energy, water and waste reduction practices Deliver the declaration to reduce the drivers of climate change and to prepare for the inevitable impacts to come
1.3	<b>Clean and green places</b>	Expand urban tree canopy incorporating sustainable native management Encourage community gardening and hard surface greening, including rooftop gardens Advocate for infrastructure that assists with greening initiatives, including powerline undergrounding
1.4	<b>Well utilised open space and recreational facilities</b>	Protect, enhance and expand public open space and foreshore access Provide infrastructure to support healthy, physical activity for all Attract a variety of sporting and community events to North Sydney, including North Sydney Oval Advocate for visionary new open and green spaces Advocate on behalf of the community at all levels of government against negative impacts on our environment of development and major infrastructure projects

## SUSTAINABLE DEVELOPMENT GOALS







&  
WE SHALL  
WALK &  
TALK IN  
GARDENS  
ALL MISTY  
& WET  
WITH RAIN  
&  
WE SHALL  
NEVER  
NEVER  
GROW  
SO OLD  
AGAIN

1

*North Sydney Council was the 30th Australian Council to acknowledge a 'climate emergency'.*





# OUR BUILT INFRASTRUCTURE

North Sydney's public spaces and village centres retain their unique character and provide vibrant and safe places for the community to gather and connect. Our infrastructure follows sustainable design principles and meets the needs of our growing population.

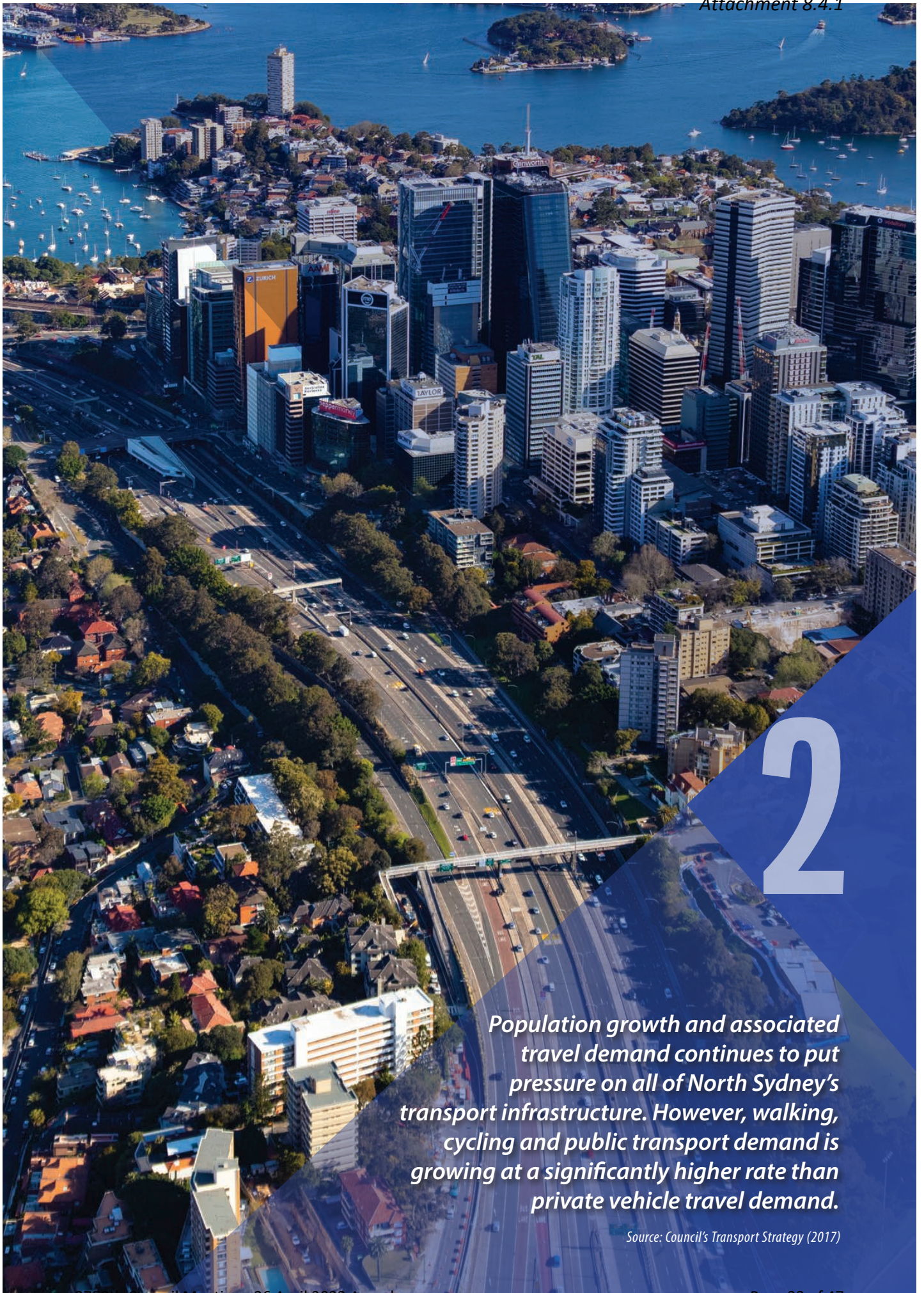
Our community prioritises walking, cycling and public transport and people of all ages are comfortable riding in the area. Vehicle transport is supported by an effective and integrated transport and parking system.

<b>2.1</b>	<b>Infrastructure and assets meet diverse community needs</b>	<p>Expand and adapt our community's infrastructure to meet future needs</p> <hr/> <p>Promote resilience and plan for and respond to large scale emergencies</p> <hr/> <p>Advocate for and increase community access to public and private infrastructure</p>
<b>2.2</b>	<b>Vibrant public domains and villages</b>	<p>Enhance public domains and village streetscapes</p> <hr/> <p>Improve lighting and surveillance to make public spaces safer</p>
<b>2.3</b>	<b>Prioritise sustainable and active transport</b>	<p>Incentivise use of sustainable and innovative public transport</p> <hr/> <p>Provide infrastructure to support sustainable, innovative and active transport</p> <hr/> <p>Provide a connected walking and cycling network for people of all ages and abilities</p>
<b>2.4</b>	<b>Efficient traffic mobility and parking</b>	<p>Reduce traffic through improved active and public transport</p> <hr/> <p>Integrate on-street and off-street parking options in residential and commercial areas</p> <hr/> <p>Better integrate major transport infrastructure into the local built environment</p>

**SUSTAINABLE DEVELOPMENT GOALS**







# 2

*Population growth and associated travel demand continues to put pressure on all of North Sydney's transport infrastructure. However, walking, cycling and public transport demand is growing at a significantly higher rate than private vehicle travel demand.*

*Source: Council's Transport Strategy (2017)*





# OUR INNOVATIVE CITY

Global investment and businesses are drawn to North Sydney because it is a centre of innovation, entrepreneurship and tourism. Economic development and the local visitor economy is balanced with resident quality of life.

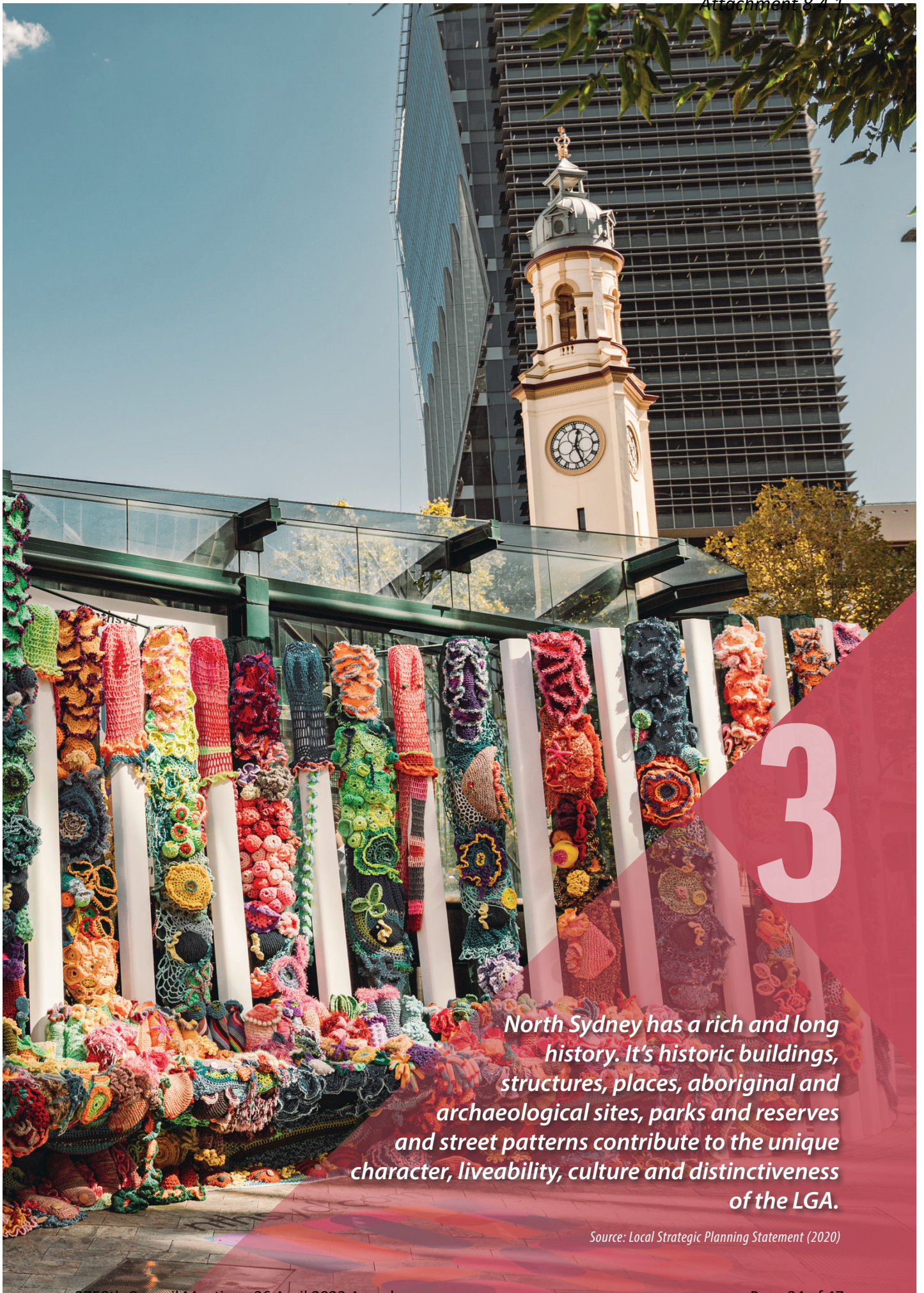
Land use planning and contemporary planning controls ensure historic buildings and sites are preserved, and that North Sydney’s distinct identity and heritage fits with the surrounding built and natural environment. Housing is accessible and affordable for all individuals and families.

3.1	<b>Our commercial centres are prosperous and vibrant</b>	Support existing and attract new and diverse businesses Enhance the night time and weekend economy Deliver sustainable tourism activity Strengthen the North Sydney CBD’s competitiveness and identity
3.2	<b>North Sydney is smart and innovative</b>	Deliver smart city strategies Deliver and support smart, innovative services to the community
3.3	<b>Distinctive sense of place and design excellence</b>	Leading strategic land use planning Improve urban design, amenity, liveability and public domain Advocate for and provide affordable housing Manage and promote compliance

## SUSTAINABLE DEVELOPMENT GOALS







# 3

*North Sydney has a rich and long history. It's historic buildings, structures, places, aboriginal and archaeological sites, parks and reserves and street patterns contribute to the unique character, liveability, culture and distinctiveness of the LGA.*

*Source: Local Strategic Planning Statement (2020)*





# OUR SOCIAL VITALITY

Our community enjoys well-being, safety and a life free from crime. North Sydney is known for its vibrancy and cultural diversity, with markets, festivals, art and culture, events and activations that connect the community.

Residents have access to the best health care and support services. Education opportunities are many and varied. Stanton Library meets the community's changing cultural and educational needs. Local heritage and our First Nations history and culture is respected and preserved.

4.1	<b>North Sydney is connected, inclusive, healthy and safe</b>	<p>Increase, celebrate and foster community connectedness, health, inclusivity and safety through services and programs</p> <p>Reduce housing stress and homelessness particularly for vulnerable people and communities at risk</p> <p>Utilise and develop community skills and expertise through volunteering</p> <p>Provide support and funding to not-for-profit community groups and charities</p>
4.2	<b>A centre for creativity and learning</b>	<p>Foster, support and increase creative arts</p> <p>Provide and support a diverse range of events and street life</p> <p>Provide diverse education and learning choices that meet growing needs</p>
4.3	<b>North Sydney's history is preserved and recognised</b>	<p>Interpret and promote North Sydney's history and heritage</p> <p>Protect and maintain sacred and historical sites, items and records</p> <p>Promote awareness of North Sydney's First Nation's heritage</p>

## SUSTAINABLE DEVELOPMENT GOALS







4

*North Sydney Council accepted the invitation of the Uluru Statement from the Heart in February 2022.*

*Source: Council resolution*





# OUR CIVIC LEADERSHIP

Our community has confidence in North Sydney’s strategic direction and trusts Council, along with partner organisations, to lead with integrity and demonstrate good governance. Council provides what the community needs now and plans for the needs of future generations. The community is actively engaged in the future direction of North Sydney in accordance with our long-standing commitment to “open government”.

Council demonstrates transparency and leadership in its decision making, is accountable to the community, and respectful in its interactions. Council is the employer of first choice, attracting and retaining highly motivated and skilled employees, committed to providing the community with quality service.

<p>5.1</p>	<p><b>Lead North Sydney's strategic direction</b></p>	<p>Create effective working relationships between local, state and federal governments</p> <hr/> <p>Plan to deliver the aspirations of our community</p> <hr/> <p>Lead public debate on the future of local government</p> <hr/> <p>Manage financial resources effectively and responsibly, including explore new revenue streams</p>
<p>5.2</p>	<p><b>Strong civic leadership and customer focussed services</b></p>	<p>Provide accountable, transparent, accessible and participatory decision making</p> <hr/> <p>Councillors meet their obligations and excel in their roles as community leaders</p> <hr/> <p>Implement best practice governance and risk management</p> <hr/> <p>Provide best practice customer service</p>
<p>5.3</p>	<p><b>Community is engaged in what Council does</b></p>	<p>Promote Council’s activities and achievements through use of enhanced communication methods</p> <hr/> <p>Provide best practice community engagement, including the Precinct System</p>
<p>5.4</p>	<p><b>Council services are efficient and easy to access</b></p>	<p>Enhance information management and communications technology assets and outcomes</p> <hr/> <p>Preserve and provide best practice access to Council records</p> <hr/> <p>Implement best practice procurement and contract management</p> <hr/> <p>Council is an employer of first choice; attracting, developing, supporting and retaining highly skilled staff</p>







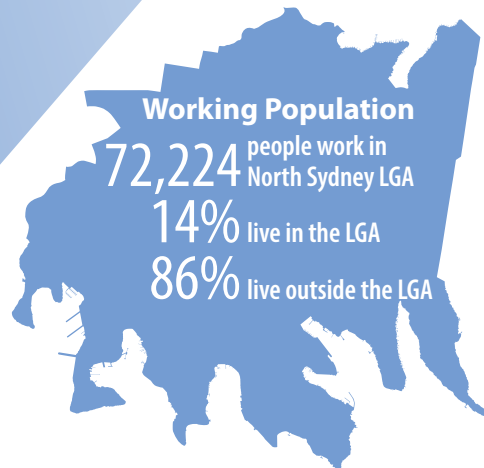
# 5

*Council believes local citizenship is enriched through complete commitment to open and responsive government. Through its long-standing philosophy of “open government”, Council is committed to open information and participative, non-secretive decision making.*

*Source: Council's Open Government Policy*



# OUR NORTH SYDNEY



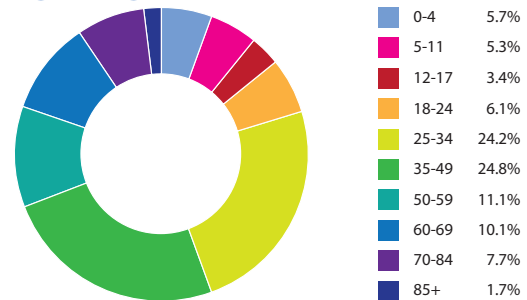
## Population Growth (ERP)

2016	72,037
2021	79,094
2036	84,422
2041	89,900

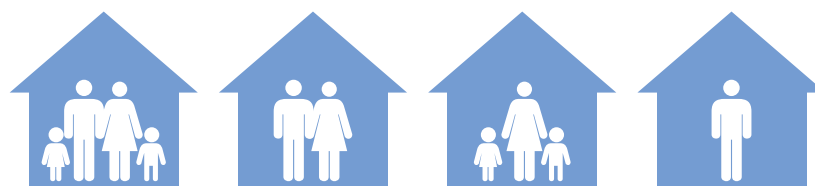
## Population Density - People per hectare (PPH)

North Sydney LGA	64.50
NSROC	9.35
Greater Sydney	3.90

## Age Range



## Family Structure



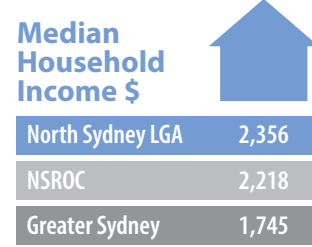
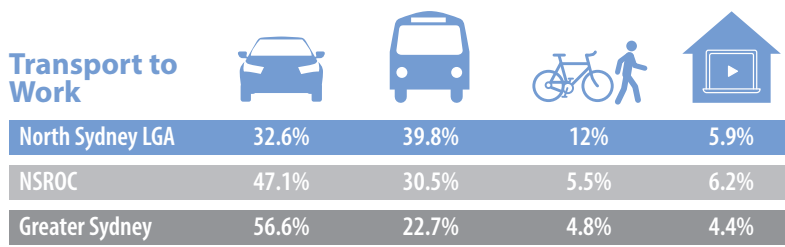
	18%	28.5%	5.3%	32.4%
North Sydney LGA	18%	28.5%	5.3%	32.4%
NSROC	36.7%	24.5%	7.8%	21.5%
Greater Sydney	35.3%	22.4%	10.4%	20.4%

## Housing



	18%	89.2%	23.3%	19.9%	47.4%
North Sydney LGA	18%	89.2%	23.3%	19.9%	47.4%
NSROC	36.7%	49.5%	32%	30.7%	30.6%
Greater Sydney	35.3%	43.8%	27.7%	31.5%	32.6%

Source: Australian Bureau of Statistics, Census of Population and Housing 2016 and National Economics (NEIR) - compiled by .id (informed decisions). Correct as at 6 April 2021  
 Note: the 2021 ABS Census data is not available until late 2022



0.3% ATSI origin

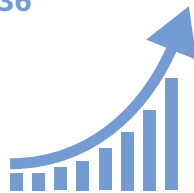
411 Homeless Persons (No.)

115,376 Local Jobs (NEIR 2021)

#### Job Targets by 2036

+15,600 to 21,000  
North Sydney

+6,900 to 16,400  
St Leonards/Crows Nest



Gross Regional Product (GRP) (NEIR 2021)

\$22.87 billion

15,382 Local Businesses (ABS 2021)

#### Top 5 Industries

27.3%  
Professional, Scientific and Technical Services

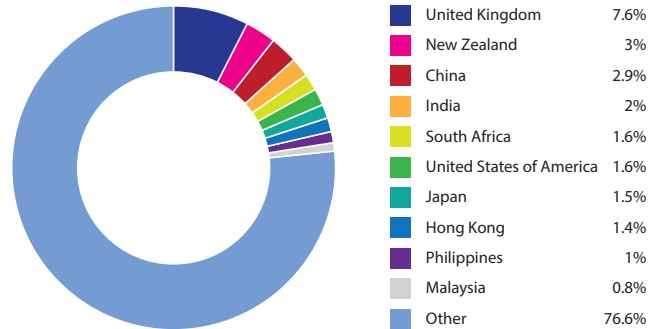
14.7%  
Rental, Hiring and Real Estate Services

13.9%  
Financial and Insurance Services

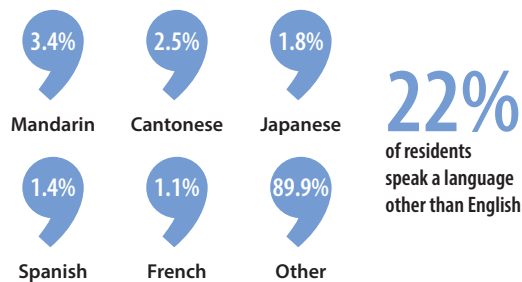
6.9%  
Construction

6.8%  
Health Care and Social Assistance

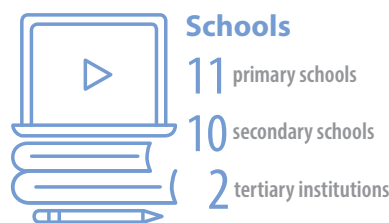
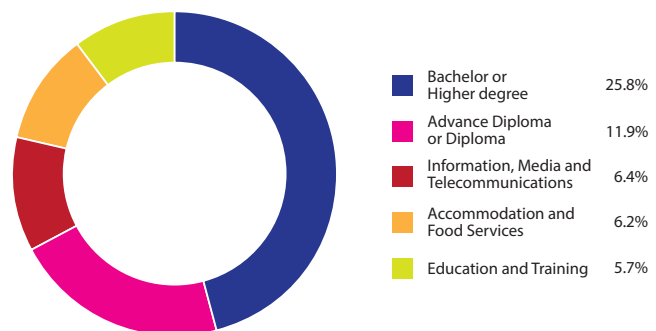
#### Born Overseas (Country of Origin)



#### Languages Spoken other than English



#### Qualifications



**Volunteering**  
21.5% of the North Sydney LGA population engage in some form of voluntary work

# OUR SUBURBS



**Cammeray**



**Cremorne**



**Cremorne Point**



**Crows Nest**



**Kirribilli**



**Kurraba Point**



**Lavender Bay**



**McMahons Point**



**Milsons Point**



**Neutral Bay**



**North Sydney**



**St Leonards**



**Waverton**



**Wollstonecraft**

The North Sydney LGA, on the Lower North Shore, covers approximately 10.9 square kilometres. Council has two wards: Cammeraygal and St Leonards, which came into effect at the 2021 election. The LGA consists of the following suburbs, each with their unique village character:

## OUR KEY CHALLENGES

This section identifies key issues and challenges for North Sydney LGA. Many are interrelated. These have been accounted for in our forward planning.

### Growing Population

The number of people who live, work, study and visit North Sydney will continue to grow. The increase in population places pressure on our infrastructure and open space. While we are an ageing population, the 'young workforce' and 'parents and homebuilders' (25-49 years) represent 50% of the population. We have a higher proportion of lone person and couples without children households, and this is projected to increase by 2036. The evolving diversity of our community challenges us to tailor our mixes of services and facilities to match community needs.

Additionally, the North Sydney LGA supports over 19,000 students across 21 primary and secondary schools, with a significant number travelling from outside the area. This is expected to increase, as the demand of education and in turn campus size increases. North Sydney is also home to a major university campus with 5,500 students.

### Housing Affordability

Over 11,000 additional dwellings are projected by 2036, mostly apartments aligning with trends across major Australian cities. In turn, the number of residents living in apartments has increased, particularly single person households and families with children. We are ranked 9th nationally in terms of the highest concentration of children living in apartments, with families taking advantage of proximity to schools, work, transport and amenities. The challenge is about meeting community expectations through the provision of high-quality open space and services.

Affordable housing is an issue. More households are seeking to rent houses with more bedrooms, as the price to purchase becomes more expensive. The demand for rental priorities will remain high. The challenge is to reduce economic and social inequality, and advocate for universal access to housing, to ensure a diverse mix of people can continue to live, work and contribute to community life.

Another trend requiring a comprehensive response is more older persons preferring to age in their homes (remain in their homes for longer). Whole-of-life issues need to be planned for, including adaptable and accessible housing, and proximity to shops, community facilities and transport to minimise car use.

### COVID Pandemic

The worldwide pandemic has both positively and negatively impacted the North Sydney LGA. We experienced an increase in people walking, cycling and jogging, as well as outdoor fitness training. Usage of our parks and open spaces for passive recreation, including family gatherings and picnics increased, with more people out exploring their local area.

It has changed the way we work, with more of residents working from home. It also changed how people and businesses used our commercial areas with the daily influx of commuters changing to less predictable patterns of use. While many of our small to medium sized businesses have been negatively impacted, some new ventures emerged. Our challenge is support our businesses.

### Equitable Access to Open Space and Recreation

The demand for open space, sporting and recreation facilities continues to increase as our population grows. This is a long-standing regional dilemma, with the NSROC Regional Sportsfields Strategy finding the gap between demand and supply will further escalate by 2036. Our precious open space will be negatively impacted by the WHTBL project in which 15,000sqm of Cammeray Park will be lost.

Water recreation is a great part of living and visiting the North Sydney LGA. Usage of small watercrafts is increasingly popular and in turn equitable access to the foreshores and waterways is required to ensure the convenience and enjoyment of the wider community. Our challenge is to

meet our residential and visitor community demand for active and passive recreation spaces given the limited land supply.

## Climate Change

Numerous natural and human challenges confront North Sydney. There is a clear call to act locally as the world community becomes more aware and concerned about climate change and environmental degradation. We must explore new ways to reduce the community's ecological footprint including reduction and management of greenhouse gas emissions, energy and water consumption.

Natural hazards such as heatwaves, extreme rainfall events and high intensity storms are expected to accelerate as the climate changes. Increasing our community's resilience is key. Our street trees are intrinsic to our local character and our 'green infrastructure'. Ensuring no net loss of our current canopy cover is essential for the health and wellbeing of our community.

North Sydney has a long history of demonstrating leadership in waste management, with landfill diversion rates amongst the highest in NSW. We have been at the forefront of waste processing for many years, however significant investment is required, at a state and federal level, to enable us to continue to meet our aspirational waste diversion from landfill targets. Our local circular economy is becoming increasingly popular, with increased community commitment to reuse, recycling and responsible manufacture and procurement.

## Moving Around

Our area is well serviced by public transport and the Sydney Metro will be operational in 2024, increasing mode choice. Due to North Sydney's position in metropolitan Sydney's

transport network, there are many private motor vehicles travelling within and through the LGA, to be increased by the WHTBL. This leads to traffic congestion and impacts on pedestrian accessibility and amenity. There is a high demand for the limited on-street parking around the commercial centres as well as residential areas.

Transport options have expanded in recent years with car share and car ride options, and there is likely to be further options in the future with the potential for autonomous vehicles and further expansion of the share economy. There is a need to balance car ownership and the demand and supply of parking, and to maximise the benefits of the Sydney Metro. Our challenge is to advocate for improved roads and public transport, encourage greater use of public transport and walking or cycling as alternatives to car use.

## Financial Sustainability

Traditionally, councils focused their activities on maintaining roads, collecting rubbish, 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 managing development remain important, the list of services that our community believes are important for Council to provide has grown considerably.

North Sydney, like more Australian local government authorities, faces a shortage of funds, with the largest single demand on Council's resources being the renewal and maintenance of infrastructure. This leaves scarce resources for constructing new assets and expanding non-core services. Council's challenge is to continually engage with the community to understand and manage expectations, and to optimise service delivery at an affordable cost to the community.

*7 of the top 10 most liveable NSW suburbs are in the North Sydney LGA, based on access to employment, access to public transport, culture, education, shopping, open space, topographic variation, access to restaurants and bars, crime rates and telecommunication... the pressures of population growth and the responsibilities of maintaining such a high standard of aspirational living will remain constant.*

*Source: 2019 Domain Liveability Study*



## COMMUNITY ENGAGEMENT

A mix of representative and opt-in consultation methods were used to inform this plan.

### Customer Satisfaction Survey 2020

Council conducts a periodic survey to measure satisfaction with our services and gather information what stakeholders see as the most important priorities for the next 10 years. This assists with prioritising funding of Council activities (services and projects) as well as informed this plan.

The 2020 survey, undertaken by Jetty Research, sought feedback from representative sample of 400 residents and 200 businesses. Key findings from the survey were:

<b>75%</b>	<b>90%</b>	<b>87%</b>	<b>54%</b>	<b>68%</b>
of residents agree North Sydney has a strong sense of community	of residents perceive their quality of life as very good to excellent	of businesses are satisfied with North Sydney as place to do business	of residents are satisfied with North Sydney's strategic direction	of businesses are satisfied with North Sydney's strategic direction

Respondents' top priorities are:

<b>Residents</b>	a focused and carefully planned approach to future development	<b>38%</b>
	parking	<b>29%</b>
	managing population growth/density	<b>21%</b>
	traffic management	<b>20%</b>
	maintenance/development of parks and bushland	<b>10%</b>
<b>Businesses</b>	increasing parking availability	<b>55%</b>
	development planning	<b>14%</b>
	traffic flow management	<b>14%</b>
	support for local business/commerce	<b>8%</b>
	maintenance of public spaces/green spaces	<b>5%</b>

Residents and businesses rated their satisfaction with key Council services and facilities. Lowest rated services indicate priorities for improvement to be addressed through Council's Delivery Program.

## Residents

maintenance of parks, ovals and bushland areas	91%
feeling safe in North Sydney	90%
look and feel of North Sydney as a whole	88%
cleanliness of roads and footpaths	86%
waste and recycling collection services	84%
recreation facilities	82%
appearance of village areas/plazas	78%
appearance of public spaces in the North Sydney CBD	73%
maintenance of commercial areas/plazas	73%
maintenance of local roads and footpaths	73%
Stanton Library	69%
Council run community events	69%
customer service/information provided by staff	64%
management of traffic flow on local roads	63%
quality of commercial and residential development	58%
policing of parking	52%
pedestrian and cycle paths	52%
range of arts and cultural experiences	51%
community centres and halls	50%
North Sydney Olympic Pool	49%
provision of parking	46%
range of public art	41%
children's services - family day care and vacation care	26%

## Businesses

cleanliness of roads and footpaths	82%
look and feel of North Sydney as a whole	79%
look and feel of commercial centres and villages	74%
maintenance of local roads and footpaths	73%
maintenance of commercial areas/plazas	70%
quality of commercial and residential development	61%

management of traffic flow on local roads	60%
customer service/information provided by staff	55%
policing of parking	45%
Council's businesses processes	37%
Provision of parking	35%

## Liveability Census 2021

Place Score's 2021 Liveability Census is an independent opt-in survey revealing liveability strengths and best place attributes. 401 residents shared what matters most (care factor/community values) and 380 residents rated their suburb (performance). This achieved a 95% confidence level (+/- 5%) consistent with Council's Community Survey. However, the under 25 years age group was underrepresented and females than males participated.

The top three liveability strengths (attributes of community importance) are:

<b>connectivity</b>	<b>landscaping and natural elements</b>	<b>access to neighbourhood amenities</b>
proximity to other neighbourhoods, employment centres, shops	street trees, planting, water features	cafes, shops, health and wellness services

The top three priorities for the North Sydney LGA are:

<b>protection of the natural environment</b>	<b>quality of public space</b>	<b>access and safety of walking, cycling, public transport</b>
	footpaths, verges, parks etc	signage, paths, lighting etc

The following table compares the best and worst performing place attributes (strengths and weaknesses) for the North Sydney LGA compared with the national average (shown in brackets):

Top 5 Strengths	Top 5 Weaknesses
Things to do in the evenings - bars, dining, cinema, live music etc (+17%)	Ease of driving and parking (-8%)
Evidence of community activity - volunteering, gardening, art, community organised events etc (+15%)	Range of housing prices and tenures - low to high \$, buy or rent etc (-6%)
Local history, historic buildings or features (+14%)	Child services - child care, early learning, after school care, medical etc (-2%)
Sense of personal safety - for all ages, genders, day or night (+12%)	Physical comfort - including noise, smells, temperature etc (0%)
Access to neighbourhood amenities - cafes, shops, health and wellness services etc (+12%)	Spaces suitable for play - from toddlers to teens (+1%)



## Community Engagement Strategy

In accordance with Council's adopted Community Engagement Strategy, Council also invited feedback via a two-stage consultation process:

### Stage 1

October to December 2021 - feedback was invited via an online survey seeking to prioritise the Outcomes and Strategies in the 2018 plan, submissions, mapping tool, photo sharing (encouraging our community to what they love most about the North Sydney LGA e.g. favourite location, feature or experience with the hashtag #mynorthsydney), story sharing and children's artwork (12 years and under were invited to visually depicted their vision for the future of the North Sydney LGA).

### Stage 2

April to June 2022 - public exhibition of the draft plan for 42 days, during which time submissions were invited and an online information session open to the community provided an opportunity to ask questions about the draft plan.

In summary, the top 10 priorities identified were (not in any priority order):

- 1 Open space/green space
- 2 Sporting facilities - indoor, outdoor and water sports
- 3 WHTBL and Warringah Freeway Upgrade - impact on Cammeray Park, Berrys Bay, tree loss and unfiltered stacks
- 4 Planning controls/studies - managing development to meet growth
- 5 Heritage conservation and promotion
- 6 Traffic and parking issues (various)
- 7 Community services and facilities
- 8 Improving connection with the community
- 9 Enhancing communications and engagement
- 10 Leadership, good governance and transparency



## TRANSFORMATIONAL PROJECTS

Over the next 20 years, there are several 'once-in-a generation' opportunities for the North Sydney LGA. The following planned or desired projects have the potential to be transformative for our residents, businesses and visitors. They are not listed in any priority order, and their coming to fruition is the responsibility of numerous stakeholders, not just Council.

### Metro Station Developments

The Sydney Metro City and Southwest project (part of the wider Sydney Metro line) provides convenient new transport links for residents and workers. The two stations located in our area Victoria Cross (North Sydney CBD) and Crows Nest provide opportunities to improve the public domain, pedestrian safety and amenity, street life and economic activity. Council is working with the State Government to minimise the local impacts during construction and maximise the benefits to our community.

### Miller Place

New public space is needed in the centre of the North Sydney CBD to support the expected growth of workers in North Sydney. As outlined in Council's *North Sydney CBD Public Domain Strategy (2020)*, Council has been working with Transport for NSW and other State Government agencies to build on the transformational opportunities that will be delivered by the Victoria Cross Metro in 2024. The creation of 'Miller Place' is proposed by closing Miller Street to traffic between the Pacific Highway and Berry Street to create a pedestrian space of a similar size and proportion as Martin Place. With large trees, publicly accessible lawns and good access to sunlight for extended periods of the day, Miller Place has the potential to become the civic, retail and social heart of a more pedestrian friendly North Sydney CBD.

### Berrys Bay and the Quarantine Launch Depot

Berrys Bay, an area steeped in history, has long been locked away from public use and under threat from massive development. Over the next few years, Berrys Bay will be

used as a temporary construction site to support tunnelling work for the NSW Government's WHT project. Once construction is complete, the Berrys Bay foreshore will be returned to the public as open space with facilities. As a starting point, Council recently purchased the Quarantine Launch Depot, which will create a link between Carradah Park and the existing walking tracks in Balls Head Reserve.

### Former Waverton Bowling Club Site

In 2019, the Waverton Bowling Club went into liquidation, providing Crown Lands with the opportunity to consider potential future uses of the site that sits within Waverton Park. Council led community consultation to determine preferred community uses for the site. While there were differing views as to whether it should be used for passive or active recreation, it was agreed that the land should be reintegrated into the existing reserve to expand public open space for community use. Use of the site is subject to the outcome of an Aboriginal Land Claim.

### New Open Space for Crows Nest/ St Leonards

With less open space per person than any other northern Sydney council, North Sydney needs to take every opportunity to extend open space. Two open space projects in Crows Nest are planned to offset the increased demand in this area. They are the expansion of the Hume Street Park (currently underway) and the potential undergrounding of the existing Holtermann Street Carpark to create an urban park adjacent to the Crows Nest Centre.



## WORKING TOGETHER

While Council has a custodial role, on behalf of the community, in initiating, preparing and reporting on progress against the Community Strategic Plan, it is not wholly responsible for its implementation. Our plan identifies many issues and needs in which Council has only a limited role or minimal ability to influence. What Council is responsible for and able to deliver is detailed in our four year Delivery Program and annual Operational Plan.

Many of the issues and concerns facing the North Sydney LGA are complex and beyond the direct control and influence of Council, such as public transport, health, schools, housing, planning and employment. To deliver the community's vision, Council will work with various stakeholders and partners including other levels of government and their affiliated agencies, local businesses and industry, educational institutions, community groups, and other service providers - refer to Appendix 1.

## REPORTING PROGRESS

### Periodic Reporting

Council reviews and reports to the community on progress against the Operational Plan and Budget quarterly; and we report biannually against the corporate scorecard within the Delivery Program.

Council periodically undertakes a Customer Satisfaction Survey benchmarking satisfaction with Council services and using the findings to inform our programs, policies and services.

### Annual Report

The Annual Report is one of the key points of accountability between the Council and our community. It provides a summary of the work completed by Council during each financial year, reporting against the Delivery Program and Operational Plan. The gives transparent insight into our operations and decision-making processes.

### State of North Sydney Report

Council must review and report on the effectiveness of the Community Strategic Plan in achieving its objectives in line with the local government election cycle. As part of this review, we will prepare a report on the process of implementing the plan (this report was formerly known as the End of Term Report). The report will track the indicators within the plan, allowing us to see whether we are making progress towards the community vision - refer to Appendix 2.

All reports are available at Council's website, and for viewing at the Customer Service Centre and Stanton Library.





## APPENDIX 1. OUR PARTNERS

This matrix details the stakeholders responsible for implementing this Plan.

	Advocate/ Influence	Funder	Provider	Regulator	Partner
Council	●●●●●	●●●●●	●●●●●	●●●●●	●●●●●
Businesses	●●●●●	●●●●●	●●●●●		●●●●●
Community groups and organisations	●●●●●	●●●●●	●●●●●		●●●●●
Developers	●●●●●	●●●●●	●●●●●		●●●●●
Neighbouring councils	●●●●●	●●●●●	●●●●●		●●●●●
NSROC	●●●●●		●		●●●●●
Peak bodies	●●●●●				●●●●●
Residents	●●●●●	●			●●●●●
Schools	●●●●●	●●●●●	●●●●●		●●●●●
Students	●●●●●				●●●●●
State/Federal government departments and agencies	●●●●●	●●●●●	●●●●●	●●●●●	●●●●●
Visitors	●●●●●				●●●●●
Volunteers	●●●●●		●●●		●●●●●

KEY

- Direction 1
- Direction 2
- Direction 3
- Direction 4
- Direction 5

## APPENDIX 2. INDICATORS

These indicators help measure progress towards the Outcomes. They are not a measure of Council's performance, rather a gauge for stakeholders to determine if we are moving towards the vision. Council will periodically report progress via the State of the North Sydney Report. The indicators are grouped by QBL link.

ENVIRONMENTAL INDICATORS				
No.	Indicator	Related Outcome	Previous Actual	Target
1	% bushland in good condition	1.1	75% (2018)	Increase
2	No. local native fauna and flora species found	1.1	446 (2010)	Maintain
3	% compliance with the Australian and New Zealand guidelines for fresh and marine water quality at Council's water quality monitoring sites	1.1	67% (2021)	Increase
4	% stormwater in North Sydney's catchments treated by stormwater quality improvement devices	1.1	59% (2016/17)	Increase
5	No. tonnes of rubbish removed by Council's pollution control devices	1.1	539t (2021)	Increase
6	% reduction in community greenhouse gas emissions levels	1.2	18% (2016/17)	Increase
7	% reduction in community's potable water use	1.2	7% (2017/18)	Increase
8	% reduction in tonnes of waste generation per household	1.2	0.359t (2019/20)	Increase
9	% recycling rate for municipal solid waste	1.2	37% (2018/19)	Increase
10	% waste diversion from landfill	1.2	39% (2019/20)	Increase
11	% total canopy cover	1.3	28.2% (2017)	Increase
12	% residents satisfied with recreational facilities	1.4	82% (2020)	Increase
13	% residents satisfied with the maintenance of parks, ovals and bushland areas	1.4	91% (2020)	Increase
14	No. third party sporting and community events	1.4	n/a	Baseline

SOCIAL INDICATORS				
No.	Indicator	Related Outcome	Previous Actual	Target
15	% residents satisfied with the maintenance of local roads and footpaths	2.1	73% (2020)	Increase
16	% businesses satisfied with maintenance of local roads and footpaths	2.1	73% (2020)	Increase
17	% residents satisfied with cleanliness of local roads and footpaths	2.1	82% (2020)	Increase
18	% businesses satisfied with cleanliness of local roads and footpaths	2.1	73% (2020)	Increase
19	% residents satisfied with appearance of village areas/plazas	2.2	73% (2020)	Increase
20	% residents satisfied with the look and amenity of North Sydney CBD	2.2	88% (2020)	Increase
21	% businesses satisfied with the look and amenity of North Sydney CBD	2.2	79% (2020)	Increase
22	% residents who feel safe in North Sydney	2.2	90% (2020)	Increase
23	% residents travel to/from work using modes of transport other than sole occupant vehicles	2.3	80% (2016)	Increase
24	% workers travel to/from work using modes of transport other than sole occupant vehicles	2.3	50% (2016)	Increase
25	No. cars registered in North Sydney	2.3	24,877 (2021)	Decrease
26	No. car share memberships in North Sydney	2.3	7,679 (2021)	Increase
27	% new private vehicles purchased by residents of non-internal combustion engine vehicles	2.3	0.7% (2017)	Increase
28	% residents satisfied with pedestrian and cycle paths	2.3	52% (2020)	Increase
29	% residents satisfied with traffic flow throughout North Sydney	2.4	63% (2020)	Increase
30	% residents satisfied with parking provision	2.4	46% (2020)	Increase
31	% businesses satisfied with parking provision	2.4	35% (2020)	Increase
32	% residents who feel a sense of community	4.1	75% (2020)	Increase
33	% residents self-reporting health as excellent or very good	4.1	84.5% (TBA)	Increase
34	% residents undertaking adequate physical activity	4.1	70% (TBA)	Increase
35	Domestic violence related assault rate per 100,000 residents	4.1	113.2 (2021)	Decrease



SOCIAL INDICATORS				
No.	Indicator	Related Outcome	Previous Actual	Target
36	Ratio childcare places to population of children aged 0-5 years	4.1	0.88 (2021)	Increase
37	Ratio aged care places per 1,000 older residents	4.1	0.125 (2021)	Increase
38	Homeless count	4.1	411 (2016)	Decrease
39	% residents involved in volunteering	4.1	21.5% (2016)	Increase
40	% residents satisfied with the range of arts and cultural experiences	4.2	51% (2020)	Increase
41	% residents satisfied with the range of public art	4.2	41% (2020)	Increase
42	No. Council events	4.2	2,832 (2018-2021)	Increase
43	% residents satisfied with Council run events	4.2	69% (2020)	Increase
44	% residents who are active member of Stanton Library	4.2	24.3% (2020)	Increase
45	% users satisfied with Stanton Library	4.2	69% (2020)	Increase
46	No. historical sites	4.3	1,081 (2021)	Maintain
47	No. Aboriginal cultural heritage sites	4.3	81 (2021)	Maintain

ECONOMIC INDICATORS				
No.	Indicator	Related Outcome	Previous Actual	Target
48	Business entries	3.1	591 (2016)	Maintain
49	Business exits	3.1	334 (2016)	Maintain
50	% businesses that feel North Sydney is a good place to do business	3.1	88% (2020)	Increase
51	Value of tourism and hospitality	3.1	1.7% (2019/20)	Increase
52	Commercial vacancy rates	3.1	16.6% (2022)	Decrease
53	Net growth of commercial floor space in the North Sydney CBD	3.1	n/a	Baseline
54	% vacant A grade and A grade premium office space	3.1	n/a	Baseline

GOVERNANCE INDICATORS				
No.	Indicator	Related Outcome	Previous Actual	Target
55	% residents satisfied with North Sydney's strategic direction	5.1	54% (2020)	Increase
56	% businesses satisfied with North Sydney's strategic direction	5.1	68% (2020)	Increase
57	% residents aware of Community Strategic Plan	5.1	31% (2020)	Increase
58	% businesses aware of Community Strategic Plan	5.1	24% (2020)	Increase
59	% residents who feel Council operates under ethical, open, accountable and transparent processes	5.2	63% (2020)	Increase
60	% businesses who feel Council operates under ethical, open, accountable and transparent processes	5.2	62% (2020)	Increase
61	% residents satisfied with customer service/information provided by staff	5.2	64% (2020)	Increase
62	% businesses satisfied with customer service/information provided by staff	5.2	55% (2020)	Increase
63	% residents satisfied with communications from Council	5.3	85% (2020)	Increase
64	% businesses satisfied with communications from Council	5.3	85% (2020)	Increase
65	% residents satisfied with Council's community engagement	5.3	47% (2020)	Increase
66	% businesses satisfied with Council's community engagement process	5.3	42% (2020)	Increase
67	% residents aware of the Precinct System	5.3	47% (2020)	Increase

## APPENDIX 3. GUIDING DOCUMENTS

Our Community Strategic Plan is informed by and supports the following overarching documents and programs:

### Premier's Priorities

The following priorities represent the NSW Government's commitment to making a significant difference to enhance the quality of life of the people of NSW:

- a strong economy
- highest quality education
- well connected communities with quality local environments
- putting customer at the centre of everything we do
- breaking the cycle of disadvantage

### North District Plan

We are part of the North District as well as the Eastern Harbour City, and the Eastern Economic Corridor. The *North District Plan (2018)* provides for managed growth to achieve the *A Metropolis of Three Cities - the Greater Sydney Region Plan (2018)* and the *Future Transport 2056 Strategy (2018)*.

The District Plan informs local strategic plans and planning instruments, the assessment of planning proposals as well as policies. It assists councils to align their local planning strategies to place-based outcomes, guides NSW Government agencies and informs the private sector and the wider community of approaches to manage growth and change. The plan consists of four pillars:

- Infrastructure and Collaboration
- Liveability
- Productivity
- Sustainability

### NSROC Priorities

We are part of the Northern Sydney Regional Organisation of Councils (NSROC). NSROC investigates opportunities, plans for and leads the implementation of improved service delivery models for the region, across the following areas:

- Social and Cultural
- Economic
- Transport

### Resilient Sydney

Council is participating in the 100 Resilient Cities initiative, established by the Rockefeller Foundation. The program shares best practice in understanding the pressures that make a city vulnerable and strategies to become resilient. Actions include activities to provide better management and reporting of city-wide data, policy research, emergency response, social connections and community preparedness. We are committed to the following five resilience behaviours of the *Resilient Sydney Strategy (2018)*:

- Aware
- Integrated
- Self-regulating
- Adaptive
- Diverse

### United Nations Sustainable Development Goals

The *2030 Agenda for Sustainable Development*, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are 17 Sustainable Development Goals, which are an urgent call for action by all countries - developed and developing - in a global partnership. They recognise that ending poverty and other deprivations must go together with strategies that improve health and education, reduce inequality, and spur economic growth - all while tackling climate change and working to preserve our oceans and forests. Each Strategic Direction within this Plan indicates the related Sustainable Development Goals.





## TRANSLATION SERVICE

If you do not understand this information, please ring the Translating and Interpreting Service (TIS) on 13 14 50, and ask for an interpreter in your language to contact North Sydney Council on (02) 9936 8100. This is a free service.

## CHINESE

如果您不明白本信息的内容，请致电翻译与传译服务(TIS) 13 14 50，然后请会说您母语的传译员接通North Sydney市议会电话(02) 9936 8100。这是一项免费服务。

## HINDI

यदि आप इस जानकारी को नहीं समझ पा रहे हैं, तो कृपया 13 14 50 पर अनुवाद और दुभाषिया सेवा (Translating and Interpreting Service (TIS)) को फोन करें, और नॉर्थ सिडनी काउंसिल से (02) 9936 8100 पर संपर्क करने के लिए अपनी भाषा के एक दुभाषिए के लिए अनुरोध करें। यह एक निःशुल्क सेवा है।

## JAPANESE

この案内の内容を理解できない場合には、13 14 50 の翻訳通訳サービス (TIS) にかけて、あなたの母国語の通訳者に(02) 9936 8100のノースシドニーカウンスルにつなぐように伝えてください。当サービスは無料です。

## PORTUGUESE

Se você não entender estas informações, ligue para o Serviço de Tradução e Interpretação (TIS) em 13 14 50 e peça um intérprete em seu idioma para entrar em contato com o North Sydney Council em (02) 9936 8100. Este é um serviço gratuito.

## SPANISH

Si no comprende esta información, llame al Servicio de Traducción e Interpretación (TIS), en el 13 14 50, y solicite un intérprete en su idioma para ponerse en contacto con el Concejo Municipal de North Sydney, en el (02) 9936 8100. Este es un servicio gratuito

## KOREAN

본 내용이 잘 이해되지 않는 경우에는 통번역 서비스(TIS) 13 14 50번에 전화해서 한국어 통역사에게 노스 시드니 카운슬 전화 (02) 9936 8100 번으로 연결을 요청하시기 바랍니다. 이 서비스는 무료입니다.



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