

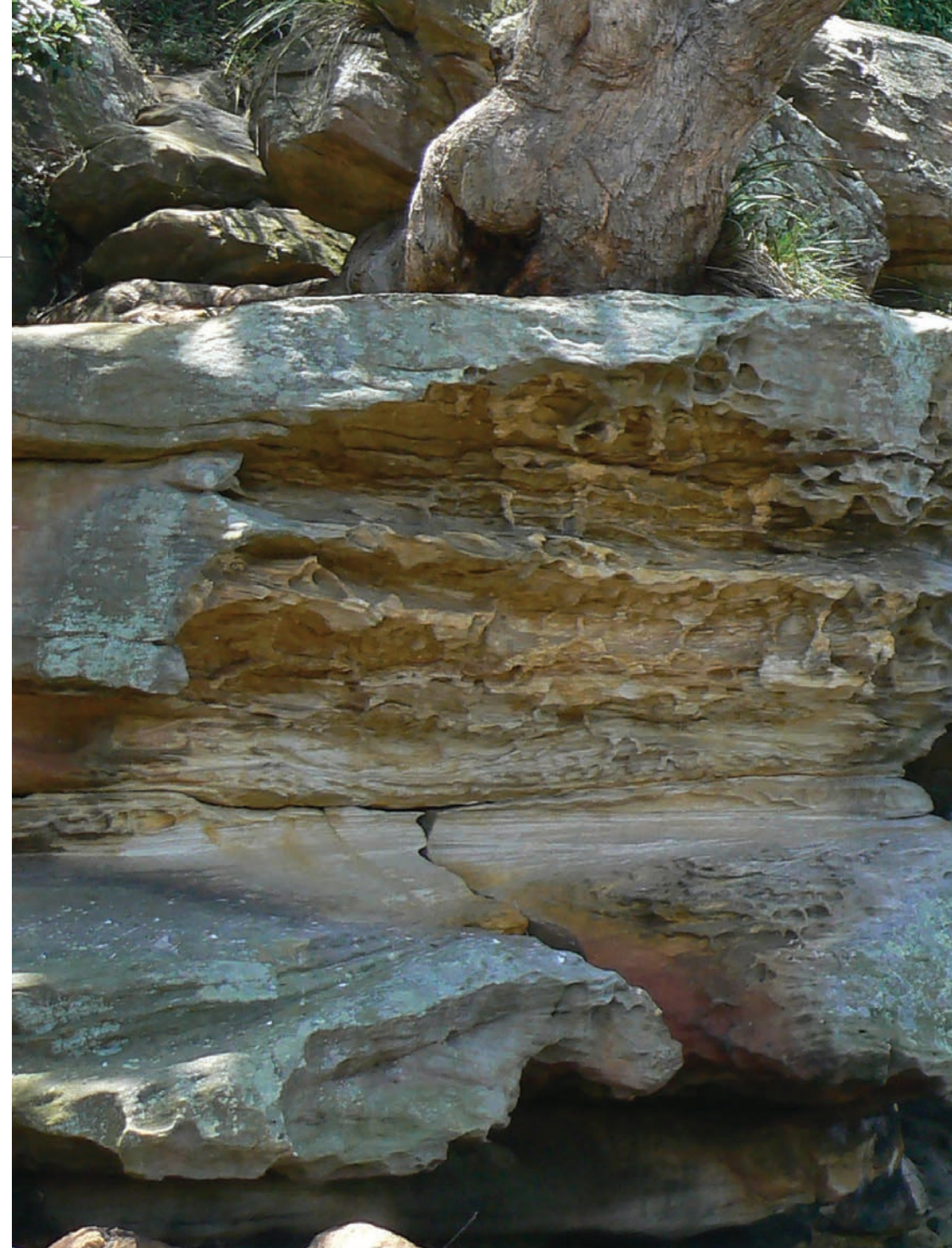


# Community Strategic Plan 2025-2035



# Contents

<b>Recognition of the Cammeraygal People</b>	<b>3</b>
<b>Mayor's message (and our elected representatives)</b>	<b>4</b>
<b>Introduction</b>	<b>6</b>
<b>Part 1. About North Sydney</b>	<b>7</b>
1.1 Place	7
1.2 People	9
1.3 Vision and values	10
1.4 Integrated planning and reporting	12
<b>Part 2. About this plan</b>	<b>15</b>
2.1 Community engagement and research	16
2.2 How this plan was prepared	20
2.3 Challenges and opportunities	22
2.4 Guiding principles	23
2.5 State and regional priorities	24
2.6 How to read this plan	30
<b>Part 3: Our 2025-2035 Community Strategic Plan</b>	<b>32</b>
3.1 Environment	34
3.2 Social Inclusion	38
3.3 Open Space and Recreation	40
3.4 Integrated Transport	42
3.5 Economic Development	44
3.6 Culture and Creativity	46
3.7 Housing	48
3.8 Governance	50
<b>Acknowledgement</b>	







# Recognition of the Cammeraygal People

We respectfully acknowledge the Traditional Custodians of the land and waters of North Sydney local government area (LGA), the Cammeraygal people.

We recognise the Cammeraygal people as the Traditional Owners of the area known today as North Sydney. We acknowledge that the alienation of Cammeraygal Country occurred with a land grant in 1794 without consultation, treaty, or compensation.

Western archaeological evidence shows that Aboriginal people have been in North Sydney at least 5,800 years, and likely for thousands more. We treasure and seek to preserve Cammeraygal connection to Country.

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 and ongoing Indigenous heritage of this place.

In recent years, the spelling of Cammeraygal has varied to include Gammaraigal and Gai-maragal as our community has sought to reflect and honour the heritage of First Nations people in a more culturally appropriate manner.

# Mayor's message

This 2025-2035 Community Strategic Plan (CSP) sets out our community's vision for North Sydney over the next ten years.

This strategy is a result of collaboration between North Sydney residents, students, workers, and businesses. It is the culmination of a once in a generation extensive, rigorous community engagement. Your voices have shaped this vision to identify community priorities for our local government area (LGA).

In short, you told us you want North Sydney to be a dynamic place to live, work, study, and visit. A sustainable community where everyone feels valued and empowered to participate. A place where everyone feels welcome and that they belong.

As one of the three most densely populated LGAs in NSW, North Sydney faces unique challenges and opportunities. Our growing population underscores the need for accessible and vibrant open spaces for everyone to exercise and enjoy the outdoors. This plan will help ensure that all community members have access to the benefits of open spaces and recreation facilities – improving health, fostering social connections, and supporting environmental sustainability.

A healthy environment is also essential for the wellbeing and resilience of our community. North Sydney's unique natural landscapes, from bushland to reserves to foreshore areas, provide vital habitats and enrich quality of life for our residents. This CSP outlines actions to safeguard our environment by building thriving ecosystems and strong climate resilience. It highlights the importance of an integrated transport strategy to ensure our streets and public spaces are safe and that active and sustainable transport is prioritised. This plan aims to reduce traffic congestion, increase green space and promote

walking, cycling, and public transport use by leveraging our unique location and excellent public transport access, including the new Metro.

Culture and creativity are vital to our community, enhancing social cohesion, driving economic development and supporting civic identity. That is why this CSP seeks to make the most of our iconic location to promote culture and creativity – celebrating diversity and heritage through the arts, festivals and community events.

A thriving and resilient local economy is essential. This plan outlines opportunities to collaborate with local businesses and stakeholders to stimulate growth and innovation. It prioritises economic development to create jobs, drive resilience and increase prosperity for residents and visitors alike.

Thank you to everyone who participated in the community consultations that shaped this vision for the next 10 years. Together, we can build a connected, active, and inclusive community that celebrates creativity and nurtures a healthy, vibrant environment.

I urge you to continue working with Council to bring this vision to life. In turn, North Sydney Council is committed to being accountable, effective, transparent and sustainable: serving you by delivering the vision set out in this plan.



Cr Zoë Baker, Mayor of North Sydney



# Our elected representatives

North Sydney Council has ten elected Councillors, with five representing Cammeraygal Ward and five representing St Leonards Ward. The positions of Mayor and Deputy Mayor are elected by a vote among the Councillors.

## ST LEONARDS WARD



Mayor  
Cr Zoë Baker



Cr Nicole  
Antonini



Cr Chris  
Holding



Deputy Mayor  
Cr Godfrey  
Santer



Cr James  
Spenceley

## CAMMERAYGAL WARD



Cr MaryAnn  
Beregi



Cr Efi Carr



Cr Angus  
Hoy



Cr Jessica  
Keen



Cr Shannon  
Welch

# Introduction

North Sydney's Community Strategic Plan (CSP) outlines the community's vision, aspirations, and priorities for the future.

The plan was prepared by Council in collaboration with and on behalf of the North Sydney community. While Council serves as its custodian, the plan itself belongs to the community and addresses the following 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?

Over the past year, Council has undertaken research and consulted broadly to identify key challenges and opportunities and determine the main priorities and aspirations of the people who work and live in North Sydney.

This research was used to develop a suite of eight Informing Strategies which articulate the outcomes wanted and needed by our community, together with strategic directions, objectives and specific actions for delivery.

These eight Informing Strategies have been combined to create the 2025-35 Community Strategic Plan, which outlines how we will work together to build:

- a healthy environment with thriving ecosystems and strong climate resilience
- a connected and socially inclusive community where everyone is valued
- an active community with space for everyone to exercise and enjoy the outdoors
- a connected LGA where safe, active, and sustainable travel is preferred
- a thriving and resilient local economy
- a vibrant LGA where culture and creativity is enjoyed by all
- housing that meets the needs of a growing population
- an effective, accountable, and sustainable Council that serves the community

When the plan refers to 'we', it refers to the collective North Sydney community including residents, workers, businesses, Council, government agencies and other stakeholders. Responsibility for delivery of this plan rests with us all.

**Together we can build a connected, active and inclusive community that celebrates creativity and nurtures a healthy, vibrant environment**



# Part 1: About North Sydney

## 1.1 Place

North Sydney stands proudly on the land of the Cammeraygal people, whose rich and enduring Aboriginal cultural heritage remains a vital part of the community today. Spanning 10.5 square kilometres on the northern shores of Sydney Harbour, North Sydney is a vibrant local government area that includes the suburbs of Cammeray, Cremorne, Cremorne Point, Crows Nest, Kirribilli, Kurraba Point, Lavender Bay, McMahon's Point, Milsons Point, Neutral Bay, North Sydney, St Leonards, Waverton, and Wollstonecraft.

Bounded by Sydney Harbour to the south, Lane Cove to the west, Willoughby to the north, and Mosman to the east, North Sydney is renowned for its stunning blend of urban living and open green spaces. Iconic parks such as St Leonards Park, Milson Park, and the North Sydney Oval precinct offer tranquil retreats amid the bustling cityscape. With its close proximity to the Sydney Harbour Bridge, North Sydney serves as a gateway to the Sydney CBD, cementing its place as a key part of Sydney's skyline identity.



**26** gross pollutant traps

**7** sportsgrounds

**33** playgrounds

**1** skate park

**1** indoor sports centre

**1** golf course



**567** locally native fauna and flora species

**27.4%** canopy cover

**156** hectares of public open space

**58.7** hectares of bushland

**11.8km** publicly accessible foreshore



**16** schools

**2** universities

**1** public library

**1** youth centre (Planet X)

**8** community centres



**2** harbour swimming sites

**1** aquatic centre

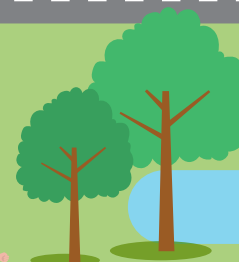
**15** small watercraft storage facilities

**4** boat ramps



**26** heritage items on NSW State register

**60+** Aboriginal sites of significance





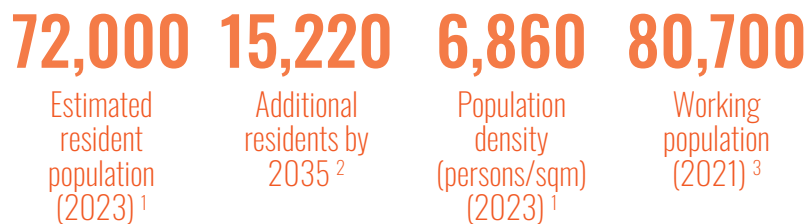
## 1.2 People

North Sydney is a vibrant and thriving community with a population of 72,014 residents and a population density of 6,862 people per square kilometre. The area is characterised by an educated and affluent population, including professionals, families, and individuals who contribute to its lively atmosphere.

While the majority of residents are well-off, some face challenges, such as those living in social housing, people with disabilities, and carers. Housing in North Sydney is primarily medium- or high-density, with nearly 50% of households renting.

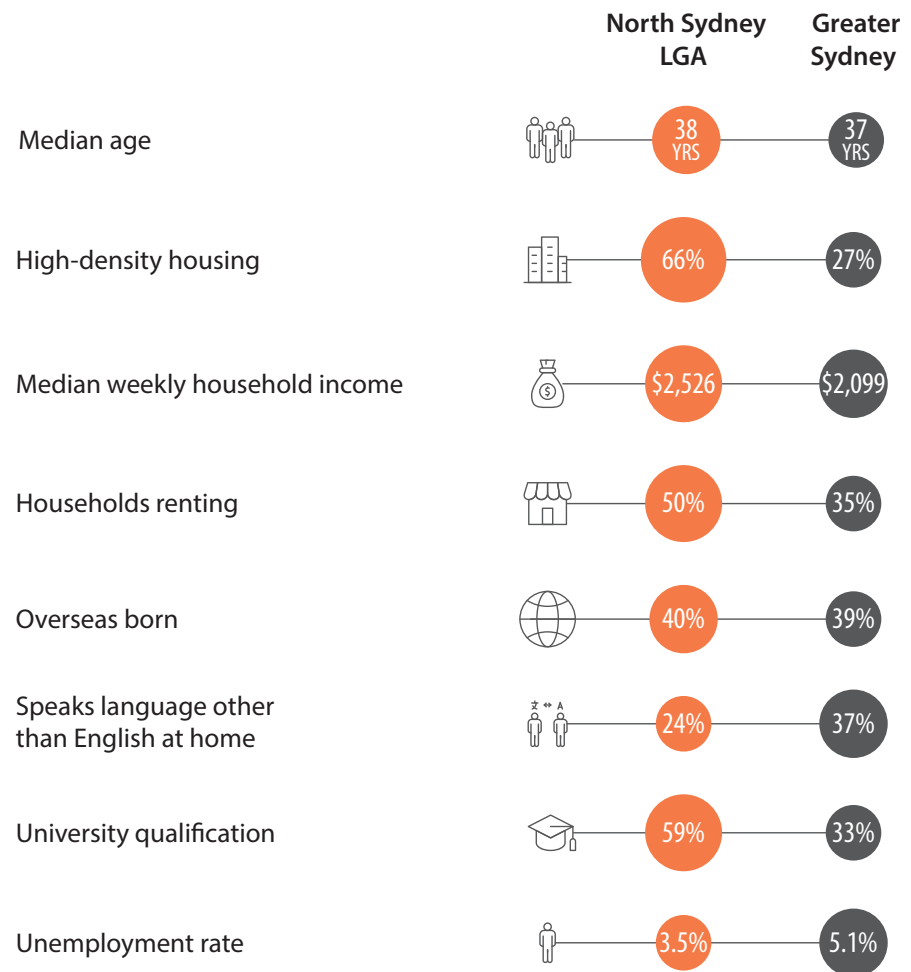
As a major commercial hub, North Sydney is home to leading companies and plays a vital role in Sydney's metropolitan economy. The area also offers excellent educational opportunities, with renowned public and private schools, as well as universities, supporting the development of younger generations.

With its rich cultural heritage, strong transport links—including the recently opened Sydney Metro—and its enviable location, North Sydney continues to grow as both a business and lifestyle destination, while fostering a strong sense of community.



Source:

1. Regional Population Growth, Australian Bureau of Statistics (2023), via community.id. by .id (informed decisions)
2. Based on NSW Government dwelling completion targets of 5,900 (2024-29) and 3,000 (2029-35)
3. North Sydney Council Community Profile (2023), via community.id. by .id (informed decisions)





## 1.3 Vision and values

### Vision

*North Sydney is a welcoming, connected and resourceful community that 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.*

This vision sits at the heart of the Community Strategic Plan and shapes our priorities for the next ten years. It is underpinned by six community values.



# Values



## CONNECTED

A connected community is one where individuals, neighbourhoods, businesses, and organisations are linked through efficient, accessible infrastructure, communication, and social networks. It emphasises fostering relationships, promoting collaboration, and ensuring easy access to services, opportunities, and resources, both within North Sydney and beyond. Connectivity also extends to safe, sustainable transport options that link people to each other and to vital spaces across the area.



## ACTIVE

An active community is one that encourages participation in physical, social, and civic activities. It supports access to spaces for exercise, recreation, and outdoor activities while promoting a healthy, active lifestyle for all residents. This element also refers to a community that actively participates in shaping its future, with people engaged in decision-making, volunteering, and contributing to the wellbeing of the area.



## INCLUSIVE

An inclusive community is one where all individuals, regardless of their background, identity, or circumstances, are welcomed, respected, and valued. It promotes equality of opportunity and ensures that everyone has access to the resources, services, and support they need to thrive. This includes respecting and acknowledging First Nations culture and history, and ensuring their voices are heard in community decisions. Inclusivity fosters a sense of belonging for people of all ages, abilities, cultures, and walks of life, ensuring no one is left behind.



## CREATIVE

A creative community celebrates and encourages artistic expression, innovation, and cultural development. It recognises the value of creativity in all its forms, particularly through the arts, performance, and cultural activities. A creative community fosters an environment where people can freely express themselves, explore new ideas, and contribute to the cultural richness of the area. It also highlights the importance of arts, culture, and creative industries in building a vibrant and dynamic society.



## HEALTHY

A healthy community nurtures and sustains a clean, green, and resilient environment. By providing access to clean air, water, and green spaces, it enhances residents' wellbeing while fostering biodiversity. This value also prioritises the creation of an eco-friendly community that actively reduces its environmental impact, promotes sustainability, and adapts to climate challenges, ensuring long-term environmental health for future generations.



## VIBRANT

A vibrant community is one that is lively, dynamic, and full of energy. It offers a rich variety of cultural, recreational, and social experiences that engage and inspire residents and visitors. A vibrant community is characterised by a strong local economy, thriving businesses, and a diverse, active population. It embraces change, growth, and innovation, ensuring that the area continues to evolve and remain an exciting and attractive place to live, work, and visit.

## 1.4 Integrated planning and reporting

Our approach to Integrated Planning and Reporting (IP&R) is based on the legislated IP&R Framework for NSW. It is a structured framework that helps Council effectively plan for and deliver on community needs. It ensures long-term sustainability by aligning actions with available resources and fosters transparency and accountability through regular monitoring and reporting.

As detailed in the diagram below, the North Sydney Council IP&R cycle is underpinned by eight key **Informing Strategies**: **Environment, Social Inclusion, Open Space and Recreation, Integrated Transport, Economic Development, Culture and Creativity, Housing and Governance**. These strategies provide a direct link between community priorities articulated in the Community Strategic Plan and Council's Delivery Program.



Figure 1: Integrated Planning and Reporting at North Sydney



## Planning

The IP&R cycle begins with the **Community Strategic Plan (CSP)**, which captures the long-term vision and priorities of the North Sydney community. It sets out outcomes and strategic directions for the next 10 years, detailing how we will work together to deliver our community vision and build a connected, active, and inclusive community that celebrates creativity and nurtures a healthy, vibrant environment.

Supporting the CSP is the **Delivery Program**, a four-year plan that outlines the strategic initiatives Council will undertake during its term. **The Operational Plan** provides a detailed one-year roadmap of activities, projects, and budgets to implement the Delivery Program.

## Resourcing

Delivering the objectives of the CSP requires a robust Resourcing Strategy, which comprises financial planning, workforce management, and asset management. These components ensure the Council's resources are strategically allocated to achieve community outcomes while maintaining financial sustainability.

## Monitoring and Reporting

To ensure accountability and transparency, North Sydney Council implements a robust monitoring and reporting framework, which includes:

- **Annual Reports** – These provide a detailed overview of the Council's achievements, challenges, and progress in delivering the Delivery Program and Operational Plan.
- **State of Our City Reports** – Included in the Annual Report at the end of each Council term, these reports assess the implementation and effectiveness of the Community Strategic Plan. They serve as a valuable resource for incoming Councillors, offering insights into North Sydney's current state and informing future planning.
- **Quarterly Reports** – These track the progress of actions and projects within the Delivery Program and Operational Plan, ensuring regular updates for the community and Council.

This structured approach to monitoring and reporting ensures Council remains transparent, accountable, and responsive to community needs while adapting to emerging challenges or opportunities. Through these mechanisms, North Sydney Council can effectively demonstrate progress and provide a strong foundation for continuous improvement.





## Part 2: About this plan



## 2.1 Community Engagement and Research

Prepared by Council on behalf of the community, this 2025-2035 Community Strategic Plan is the product of thorough research and engagement.

Starting in late 2023, Council and the community have engaged through surveys, reference groups, community forums, drop-in sessions and targeted workshops to discuss issues and opportunities and develop a clear understanding of priorities over the next 10 years.

### PHASE 1

Open space and recreation  
needs engagement  
(November – December 2023)

**1487** visits to YourSay website  
**457** responses received

### PHASE 2

Voice of Youth workshop  
(25 March 2024)

**50** primary and secondary  
students participated in  
discussions about the key  
challenges and aspirations for  
their future in North Sydney.

### PHASE 3

North Sydney's Next Ten Years engagement (May – June 2024)

Council's most extensive consultation to date. The 'Have Your Say on North Sydney's Next Ten Years' campaign ran for six weeks.

Five key discussion papers – Culture and Creativity, Economic Development, Integrated Transport, Open Space and Recreation, and Social Inclusion – addressed critical areas of community interest, helping us understand evolving needs, aspirations, and priorities.

**5** Community Forums and Expert Panels and **600+** views on YouTube

**60+** participants in Demographically Selected Workshops

**First Nations Workshop** hosted in partnership with Indigenous consultancy Murawin

**6** **Community Pop-Up** Stalls across the LGA providing direct conversations with residents and opportunity to participate in the online survey.

**5,569** website visits and **21,282** digital campaign opens

**Online survey completions**

Social Inclusion: **110**

Open Space & Recreation: **240**

Economic Development: **117**

Integrated Transport: **310**

Culture & Creativity: **253**



## PHASE 4

**Development of informing studies**  
(July – August 2024)

Using engagement outcomes and industry research, independent consultants developed

**5 informing studies** outlining the key issues and opportunities for North Sydney.

## PHASE 5

**Council development of Informing Strategies**  
(September – November 2024)

## PHASE 6

**Informing Strategy engagement**  
(November 2024 – January 2025)

Community feedback was sought for each strategy online via a YourSay consultation. This was promoted across multiple channels including Council's e-newsletters, social media and a briefing with Council's Access and Inclusion Committee.

**1900+** visits to YourSay website

**500+** survey responses

**13** emailed submissions

## PHASE 7

**Informing Strategies adopted and CSP developed**  
(February 2025)

The eight Informing Strategies were updated to address community feedback and adopted by Council on 10 February 2025. The outcomes, objectives and strategic directions from these were used to create this Community Strategic Plan (refer to section 2.2 below).



# YOUR SAY...

**Culture and creativity are a great way for communities to connect, inform and inspire.**

*Arek, Crows Nest*

**Without governance, nothing works.**

*Alison, Cremorne Junction*

**My biggest concern is loss of any more green space.**

*Lisa, Cammeray*

**Ideally, there should be a public harbour walk all around the harbour to benefit the community and visitors.**

*Mary, McMahon's Point*

**More prioritisation for public transport, walking and cycling.**

*Ernest, North Sydney*

**Bushland in North Sydney LGA is valuable and needs strong protection and regeneration.**

*Rob, Milsons Point*

**Protect existing affordable housing in the area.**

*Alex, Waverton*

**Sharing opportunities to participate in inclusive activities.**

*Lieha, Cremorne*

**We want to be open later at night. We think North Sydney is missing a night life but could develop a great one.**

*Ellen, North Sydney*

**Sporting facilities are generally at a premium. There aren't many of them for the size of the population.**

*Brendan, Crows Nest*

**Creating connections between First Nations people and non-indigenous Australians.**

*Merel, Mosman*

**There is not enough open space.**

*Roger, Cremorne Point*

**I actually love how many places you can take dogs. Really makes North Sydney LGA stand out vs other LGAs.**

*Andrew, Neutral Bay*

**More community festivals and events.**

*Mimi, North Sydney*

**Make a meaningful, tangible investment in social infrastructure like community centres, arts venues and libraries.**

*Tracy, Wollstonecraft*

**We are losing old habitat trees across North Sydney. This is having a detrimental impact on wildlife.**

*Deborah, Waverton*

**Make North Sydney CBD more attractive for socialising.**

*Rachel, Lavender Bay*



## 2.2 How the CSP was prepared

Our 2025-35 Community Strategic Plan is based on the adopted suite of 10-year Informing Strategies that articulate identified community needs and priorities.

Each Informing Strategy includes desired outcomes for where we want to be in 10 years, together with strategic directions and measurable objectives outlining how we will work together to get there. Sitting under each strategic direction are specific projects and services that Council will undertake to support delivery of the outcomes.

As detailed in the figure below, the outcomes, strategic directions and objectives from each strategy have been combined to form this CSP, while the projects and services will form the basis for Council's delivery programs. This integrated approach to planning ensures that everything Council does is working towards delivering agreed community priorities.

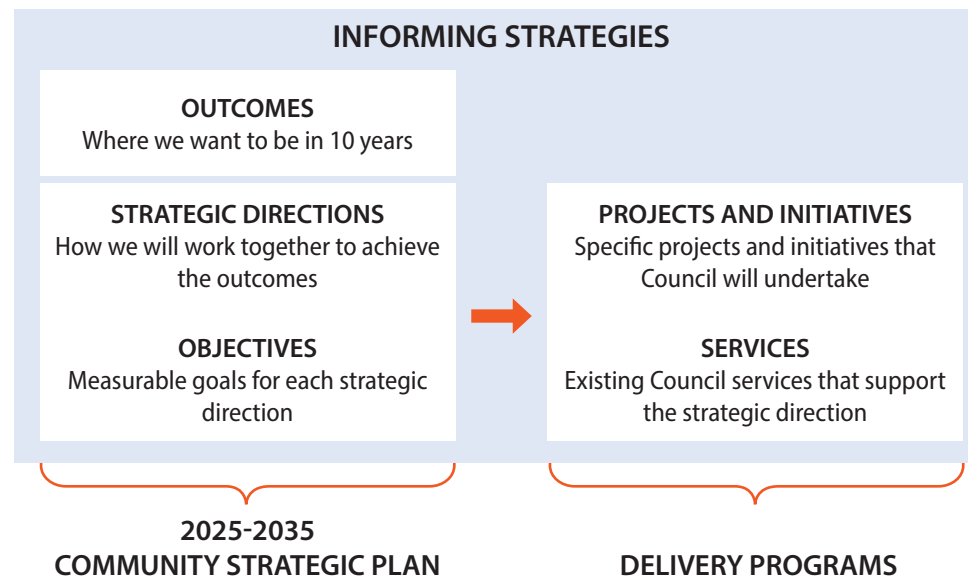


Figure 2: How the Informing Strategies were used to develop our CSP







## 2.3 Challenges and Opportunities

Community engagement and research identified a number of key challenges and opportunities for the North Sydney LGA.

These opportunities and challenges were used to shape our suite of Informing Strategies which underpin this ten-year Community Strategic Plan. Every challenge has been addressed though at least one strategic direction, and every opportunity considered when looking at how we can deliver the outcomes wanted and needed by our community.



### OPPORTUNITIES

Picturesque harbourside location	Coal Loader Centre for Sustainability
Quality parks and playgrounds	North Sydney Oval
Extensive public transport network	North Sydney Olympic Pool
Rich history and cultural heritage	Stanton Library
Diverse cultural and creative ecosystem	Eight community centres
Proximity to the Sydney CBD	18 active precinct committees
Established top tier office precinct (North Sydney CBD)	Berrys Bay Precinct
High daily visitation (workers and students)	Crows Nest eat street
Highly educated population	16 schools, two universities and TAFE
High volunteering rate	Mater Hospital
	Luna Park
	Sub Base Platypus



### CHALLENGES

Population growth	Ageing population
Housing affordability	Social isolation
Climate change	CBD amenity
Tree loss	Competition from new office precincts
Resource consumption	Low economic diversity
Accessibility of assets	Loss of space due to major infrastructure projects
Ageing assets and infrastructure	Funding/resources
Lack of open space	
Growing demand for open space	
Traffic congestion	
Parking	
Lack of public transport options between low-density areas (particularly in east)	

## 2.4 Our guiding principles

The Community Strategic Plan (CSP) is underpinned by the principles of social justice and sustainable development:

- **Equity** - There is fairness in decision-making, prioritisation and allocation of resources, particularly for those in need.
- **Access** - All people have fair access to services, resources, and opportunities to improve their quality of life.
- **Participation** - Everyone has the maximum opportunity to genuinely participate in decisions affecting their lives.
- **Rights** - Equal rights are established and promoted, with opportunities for people from diverse linguistic and cultural backgrounds to participate in community life.
- **Sustainable development** - Short-term solutions do not compromise long-term conditions and opportunities. The health, diversity and productivity of the environment is maintained or enhanced for the benefit of future generations.

These principles sit behind our vision, how this plan was developed, the content in the plan and how the plan will be implemented.

Strategy-specific principles were also developed for each separate outcome. These principles incorporate and build on the underlying principles of social justice and sustainable development. Please refer to our suite of Informing Strategies for more information on the specific principles underpinning each strategy.





## 2.5 State and regional priorities









In planning for the future and developing our CSP, consideration has been given to state and regional priorities.

### State priorities

NSW 2021 is our ten-year state plan. It is based around five priorities:

1. **Rebuild the economy** — restore economic growth and establish NSW as the ‘first place in Australia to do business’
2. **Return quality services** — provide the best transport, health, education, policing, justice, and family services, with a focus on the customer
3. **Renovate infrastructure** — build the infrastructure that makes a difference to both our economy and people’s lives
4. **Strengthen our local environment and communities** — improve people’s lives by protecting natural environments and building a strong sense of community
5. **Restore accountability to government** — talk honestly with the community, return planning powers to the community, and give people a say on decisions that affect them

The following table highlights where the CSP has incorporated each state priority:

STATE PRIORITIES (AS ARTICULATED THROUGH THE STATE PLAN)	CSP INFORMING STRATEGY							
	 Environment	 Social Inclusion	 Open Space and Recreation	 Integrated Transport	 Economic Development	 Culture and Creativity	 Housing	 Governance
Rebuild the economy					✓			✓
Return quality services		✓		✓				✓
Renovate infrastructure		✓	✓	✓	✓	✓	✓	✓
Strengthen our local environment and communities	✓	✓	✓					✓
Restore accountability to government								✓

## Regional and district priorities

The *Greater Sydney Region Plan (A Metropolis of Three Cities)* sets a 40-year vision (to 2056) to manage growth and change for Greater Sydney in the context of social, economic and environmental matters. It was prepared by the State Government concurrently with *Future Transport 2056* and the *State Infrastructure Strategy 2022-2042*.

These three plans outline how Greater Sydney will be re-shaped as three unique but connected cities and highlight how land use and transport patterns will be transformed to boost liveability, productivity and sustainability.

The *North District Plan* is a 20-year plan that contains planning priorities and actions for implementing the Greater Sydney Region Plan at a district level. It is a bridge between regional and local planning.

*North Sydney Vision 2040* is our Local Strategic Planning Statement (LSPS) that gives effect to the planning priorities of the North District Plan by implementing relevant key directions and actions at the local level.

As detailed in the following diagram, these directions are then considered in our Community Strategic Plan, Housing Strategy, Local Environmental Plan and Development Control Plan to ensure delivery of regional and district priorities.

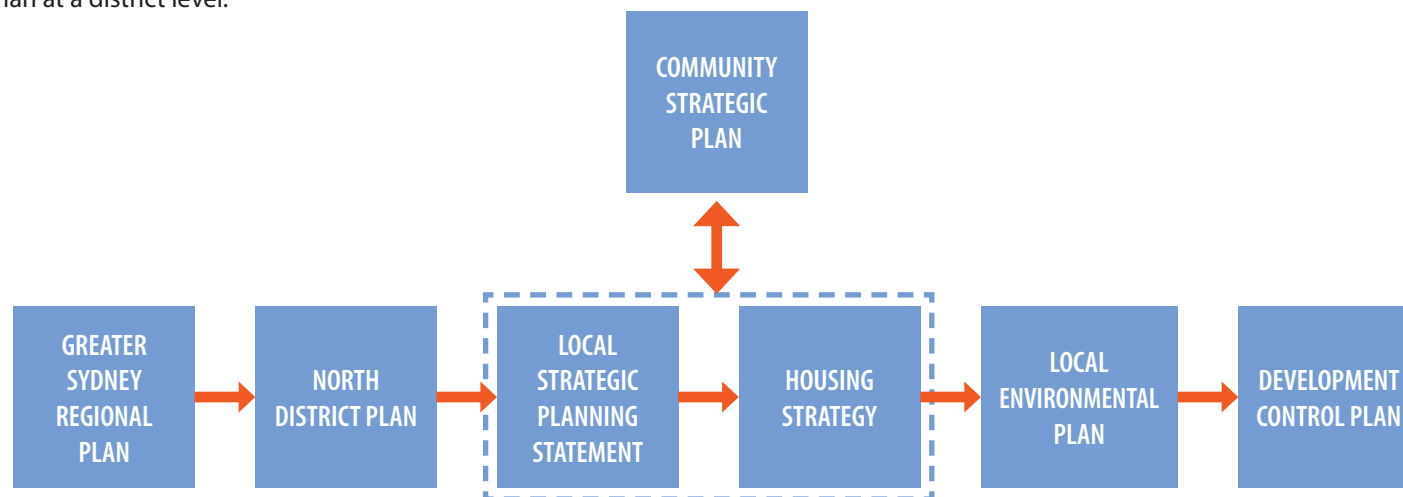











Figure 3: Connection between regional, district and local planning

The following table highlights where the CSP has incorporated each regional priority:









		CSP INFORMING STRATEGY							
									
REGIONAL PRIORITIES (AS ARTICULATED THROUGH THE LSPS)		Environment	Social Inclusion	Open Space and Recreation	Integrated Transport	Economic Development	Culture and Creativity	Housing	Governance
Infrastructure and Collaboration	I1 Provide infrastructure and assets that support growth and change		✓	✓	✓	✓	✓	✓	✓
	I2 Collaborate with State Government agencies and the community to deliver new housing, jobs, infrastructure and great places		✓	✓	✓	✓	✓	✓	✓
Liveability	L1 Diverse housing options that meet the needs of the North Sydney community							✓	✓
	L2 Provide a range of community facilities and services to support a healthy, creative, diverse and socially connected North Sydney community		✓	✓			✓		✓
	L3 Create great places that recognise and preserve North Sydney's distinct local character and heritage		✓			✓	✓	✓	
Productivity	P1 Grow a stronger, more globally competitive North Sydney CBD					✓			
	P2 Develop innovative and diverse business clusters in St Leonards/Crows Nest					✓			
	P3 Enhance the commercial amenity and viability of North Sydney's local centres					✓			
	P4 Develop a smart, innovative and prosperous North Sydney economy					✓			✓
	P5 Protect North Sydney's light industrial and working waterfront lands and evolving business and employment hubs					✓			✓
	P6 Support walkable centres and a connected, vibrant and sustainable North Sydney			✓	✓	✓			



REGIONAL PRIORITIES (AS ARTICULATED THROUGH THE LSPS)		CSP INFORMING STRATEGY							
									
		Environment	Social Inclusion	Open Space and Recreation	Integrated Transport	Economic Development	Culture and Creativity	Housing	Governance
Sustainability	S1 Protect and enhance North Sydney's natural environment and biodiversity	✓		✓					✓
	S2 Provide a high quality, well-connected and integrated urban greenspace system	✓		✓					
	S3 Reduce greenhouse gas emissions, energy, water and waste	✓							
	S4 Increase North Sydney's resilience against natural and urban hazards	✓							✓

## Other state and regional plans and strategies

Our Community Strategic Plan also considered a wide range of other state plans and strategies. The following table highlights some of these documents and notes where the CSP has considered each one.

OTHER STATE AND REGIONAL PLANS STRATEGIES	CSP INFORMING STRATEGY							
	 Environment	 Social Inclusion	 Open Space and Recreation	 Integrated Transport	 Economic Development	 Culture and Creativity	 Housing	 Governance
Public Open Space Strategy for NSW			✓					
Cultural Infrastructure Plan 2025+						✓		
Creative Communities: NSW Arts, Culture and Creative Industries Policy 2024-2033						✓		
Create in NSW: NSW Arts and Cultural Policy Framework 2015-2025						✓		
Net Zero Plan Stage 1: 2020-2030	✓							
NSW Climate Change Adaptation Strategy	✓							
NSW Waste and Sustainable Materials Strategy 2041	✓							
24-hour Economy Strategy					✓	✓		
Future Transport Strategy (TfNSW)				✓				
Active Transport Strategy (TfNSW)				✓				
2026 Road Safety Action Plan – Towards Zero (TfNSW)				✓				
Infrastructure Priority Statement 2025-28 (NSROC)	✓	✓	✓	✓		✓		
North Sydney Regional Waste Strategy 2041 (NSROC)	✓							

For more information on the range of plans that were considered in the creation of our CSP, please refer to the [informing studies](#).





## 2.6 How to read this plan

The format of this plan aligns with the suite of Informing Strategies that articulate needs and priorities in the following key areas:



Each strategy considers where we are now, where we want to be in 10 years, how we will get there, and how we will know when we have arrived.

The following information explains the key headings used in this plan.

1

**OUTCOME 1:** A healthy environment with thriving ecosystems and strong climate resilience

**QBL Link:** Environment

2	3	4	5
STRATEGIC DIRECTIONS How will we get there?	PARTNERS Who will help us get there?	OBJECTIVES (SUCCESS INDICATORS) How will we know we have arrived?	SOURCE <sup>5</sup>
Build climate resilience	<ul style="list-style-type: none"> <li>Community</li> <li>Educational institutions</li> <li>Private sector</li> <li>Resilient Sydney</li> <li>Northern Sydney Regional Organisation of Councils</li> <li>Sydney Coastal Councils Group</li> <li>NSW Department of Climate Change, Energy, Environment and Water</li> </ul>	Reduce community greenhouse gas emissions by 65% by 2035 from a 2018 baseline of 973,984 tCO <sub>2</sub> e	INFLUENCE
		Achieve carbon neutrality for Council's operations by 2035	CONTROL

## 1 Outcomes (where we want to be)

These are the community's long-term priorities and aspirations for where we want to North Sydney to be in 10 years. Each outcome is mapped to the quadruple bottom line (QBL) to demonstrate how this plan addresses civic leadership, social, environmental and economic issues.

## 2 Strategic Directions (how we will get there)

These detail what we need to do to work towards achieving each outcome.

## 3 Partners (who will help us get there)

Council plays a significant role in delivering many of the outcomes of the CSP; however, delivery of community aspirations is only possible if we work together with a range of partners across the community, business, and government. This column highlights the key partners that have a role in delivering each strategic direction.

**Note:** 'Community' includes residents, visitors, workers, volunteers, community centres, community groups, sporting groups, precinct committees and advisory committees.

## 4 Success Indicators (how we will know we have arrived)

These are measurable goals that will help us track progress in delivery. A stamp has been assigned to each success indicator to differentiate the level of control or influence that Council has over the result:

CONTROL

Under the direct control of the Council.

INFLUENCE

Council does not control but can influence. Council will collaborate with key partners to deliver these items.

## 5 Source

Some success indicators require data that Council will need to acquire from a third party. These sources are referenced at the bottom of the table.





# Part 3: 2025-2035 Community Strategic Plan









## 3.1 Environment

### Where are we now?

**75%**

bushland in a good condition (2023)

**567**

locally native fauna and flora species (2023) <sup>1</sup>

**27.4%**

canopy cover (Feb 2024) <sup>2</sup>

**795,275 tCO2e**

community greenhouse gas emissions (2022/23) <sup>3</sup>

**37%**

resource recovery rate for residential wastes (2024)

**315kg/person**

annual waste generation (2023)

**6,263,459kL**

community potable water consumption (2022/23) <sup>3</sup>

**26**

gross pollutant traps (Feb 2025)

**92%**

of residents at least somewhat satisfied with the cleanliness of local roads and footpaths (2023) <sup>4</sup>

**89%**

of residents at least somewhat satisfied with protection of bushland and canopy cover (2023) <sup>4</sup>

#### Sources:

1. 2023 Natural Area Survey (371 native plant species and 196 native fauna species)
2. 2024 Remote sensing-based canopy cover mapping
3. Resilient Sydney Platform
4. Customer Satisfaction Survey, Micromex Research (2023)

# Where do we want to be?

# Environment

**OUTCOME 1:** A healthy environment with thriving ecosystems and strong climate resilience

**QBL Link:** Environmental

STRATEGIC DIRECTIONS How will we get there?	PARTNERS Who will help us get there?	OBJECTIVES (SUCCESS INDICATORS) How will we know we have arrived?	SOURCE <sup>1</sup>
<b>Restore and protect diverse ecosystems</b>	<ul style="list-style-type: none"> <li>• Community</li> <li>• Educational institutions</li> <li>• Neighbouring councils</li> <li>• Northern Sydney Regional Organisation of Councils</li> <li>• Sydney Coastal Councils Group</li> <li>• Aboriginal Heritage Office</li> <li>• National Parks and Wildlife Service</li> <li>• Sydney Institute of Marine Science</li> <li>• NSW Department of Climate Change, Energy, Environment and Water</li> <li>• NSW Fire and Rescue</li> <li>• NSW Department of Primary Industries and Regional Development</li> </ul>	Maintain and improve Council's bushland areas to ensure that at least 80% are in good condition <sup>2</sup> by 2030 from a 2023 baseline of 75%	INFLUENCE
		Maintain the number of locally native fauna and flora species found in North Sydney at or above the 2023 baseline of 567 species	INFLUENCE a
<b>Increase canopy cover to reduce urban heat island effects</b>	<ul style="list-style-type: none"> <li>• Community</li> </ul>	Increase the canopy cover across the LGA to 34.4% by 2035 from a 2022 baseline of 24.9%	INFLUENCE b
<b>Build climate resilience</b>	<ul style="list-style-type: none"> <li>• Community</li> <li>• Educational institutions</li> <li>• Private sector</li> <li>• Resilient Sydney</li> <li>• Northern Sydney Regional Organisation of Councils</li> <li>• Sydney Coastal Councils Group</li> <li>• NSW Department of Climate Change, Energy, Environment and Water</li> </ul>	Reduce community greenhouse gas emissions by 65% by 2035 from a 2018 baseline of 973,984 tCO <sub>2</sub> e	INFLUENCE c
		Achieve carbon neutrality for Council's operations by 2035	CONTROL

Sources:

1. a) Natural Area Survey  
b) Remote sensing-based canopy cover mapping (flyover)  
c) Resilient Sydney Platform
2. Based on the North Sydney Council bushland assessment matrix

# Where do we want to be?

## Environment

**OUTCOME 1:** A healthy environment with thriving ecosystems and strong climate resilience

**QBL Link:** Environmental

STRATEGIC DIRECTIONS How will we get there?	PARTNERS Who will help us get there?	OBJECTIVES (SUCCESS INDICATORS) How will we know we have arrived?		SOURCE <sup>1</sup>
<b>Reduce wastes and conserve our limited natural resources</b>	<ul style="list-style-type: none"> <li>• Community</li> <li>• Private sector</li> <li>• Northern Sydney Regional Organisation of Councils</li> <li>• NSW Department of Climate Change, Energy, Environment and Water</li> <li>• Department of Climate Change, Energy, Environment and Water</li> <li>• Environment Protection Authority</li> </ul>	Increase the resource recovery rate (for residential waste) to 80% <sup>3</sup> by 2030 from a 2024 baseline of 37%	INFLUENCE	
		Reduce annual residential waste generation per capita by 10% by 2030 from the 2023 baseline of 315kg/person across all waste streams	INFLUENCE	
		Reduce North Sydney's potable water consumption by 10% by 2034/35, from the 2015/16 baseline of 7,325,333 kL <sup>4</sup>	INFLUENCE	c
<b>Maintain healthy and clean waterways and public spaces</b>	<ul style="list-style-type: none"> <li>• Community</li> <li>• Private Sector</li> <li>• Sydney Coastal Councils Group</li> <li>• NSW Department of Climate Change, Energy, Environment and Water</li> <li>• Environment Protection Authority</li> </ul>	Increase the amount of material that is kept out of our waterways through stormwater improvement programs by 10% by 2030 from the 2019 baseline of 3,582 tonnes	CONTROL	d
		Maintain the percentage of residents who are at least somewhat satisfied with the cleanliness of local roads and footpaths (eg street sweeping) at or above 90%	INFLUENCE	e

Sources:

1. c) Resilient Sydney Platform

d) Includes material collected through street drain pit cleaning, street sweeping, gross pollutant trap cleaning and HarbourCare volunteer collections

e) Customer Satisfaction Survey, Micromex Research

3. Target set in National Waste Policy Action Plan, Commonwealth of Australia (2024)

4. Between 2025 and 2035, North Sydney's population is expected to grow by more than 15,220 people (21% increase). Based on this population growth and the 2022/23 total consumption of 6,263,459kL, water consumption per person will need to reduce by a further 5% over the next ten years to achieve the target reduction of 10% from the 2016/17 baseline.





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## 3.2 Social Inclusion

### Where are we now?

**37%**

lone person households (2021) <sup>1</sup>

**40%**

born overseas (2021) <sup>1</sup>

**22%**

aged over 60 (2021) <sup>1</sup>

**2.5%**

need help due to a disability  
(2021) <sup>1</sup>

**89%**

medium and high-density  
housing (2021) <sup>1</sup>

**24%**

use a language other than English  
at home (2021) <sup>1</sup>

**50%**

households renting (2021) <sup>1</sup>

**17%**

engaged in voluntary work (2021) <sup>1</sup>

**18**

active precinct committees  
(Feb 2025)

**8**

community centres (2024)

**1**

public library (Stanton Library)  
(2024)

**1**

youth centre (Planet X) (2024)

**64%**

of residents agree that North  
Sydney has a strong sense of  
community (2023) <sup>2</sup>

**80%**

of residents at least somewhat  
satisfied with Council's consultation  
with the community (2023) <sup>2</sup>

**96%**

of residents at least somewhat  
satisfied with events run by  
Council (2023) <sup>2</sup>

**94%**

of residents at least somewhat  
satisfied with community centres  
and halls (2023) <sup>2</sup>

#### Sources:

1. Census of Population and Housing, Australian Bureau of Statistics (2021), via community.id. by .id (informed decisions)

2. Customer Satisfaction Survey, Micromex Research (2023)

# Where do we want to be?

# Social Inclusion

**OUTCOME 2:** A connected and socially inclusive community where everyone is valued

**QBL Link:** Social

STRATEGIC DIRECTIONS How will we get there?	PARTNERS Who will help us get there?	OBJECTIVES (SUCCESS INDICATORS) How will we know we have arrived?		SOURCE <sup>1</sup>
<b>Deliver and increase awareness of community events, programs and activities that strengthen and enrich meaningful connections</b>	<ul style="list-style-type: none"> <li>Community</li> <li>Social and cultural service providers</li> <li>Peak representative bodies/networks</li> <li>Interagencies</li> <li>Resilient Sydney</li> <li>NSW Department of Communities and Justice</li> </ul>	Maintain the percentage of residents who are at least somewhat satisfied with events and programs run by Council at or above 90%	CONTROL	a
		Increase the percentage of residents who agree that North Sydney has a strong sense of community to at least 75% by 2029 from a 2023 baseline of 64%	INFLUENCE	a
<b>Provide new and improved public and community spaces for people to meet and connect</b>	<ul style="list-style-type: none"> <li>Community</li> <li>Educational institutions</li> <li>Private sector</li> <li>NSW Department of Planning, Housing and Infrastructure</li> <li>Transport for NSW</li> </ul>	Maintain the percentage of residents who are at least somewhat satisfied with community centres and halls at or above 90%	CONTROL	a
<b>Nurture a shared sense of belonging where everyone's voice is heard and people feel they are valued</b>	<ul style="list-style-type: none"> <li>Community</li> <li>Educational institutions</li> <li>Private sector</li> <li>Aboriginal Heritage Office</li> <li>Social and cultural service providers</li> <li>Peak representative bodies/networks</li> <li>Interagencies</li> <li>NSW Department of Communities and Justice</li> </ul>	Increase the percentage of residents who are at least somewhat satisfied with Council's consultation with the community to at least 85% by 2029 from a 2023 baseline of 80%	CONTROL	a
		Maintain the volunteer rate in the North Sydney LGA at or above the 2021 rate of 16.8%	INFLUENCE	b
		Deliver 90% percent of actions detailed in the Disability Inclusion Action Plan 2022-26 by 2026	CONTROL	

Sources:

1. a) Customer Satisfaction Survey, Micromex Research

b) Census of Population and Housing, Australian Bureau of Statistics





## 3.3 Open Space and Recreation

### Where are we now?

**156 hectares**

of public open space (2024) <sup>1</sup>

**73 hectares**

of core public open space  
(2024) <sup>1</sup>

**58.7 hectares**

of bushland (2024) <sup>1</sup>

**11.8km**

publicly accessible foreshore  
(2024) <sup>1</sup>

**58.6 hectares**

core open space deficit (2024) <sup>1</sup>

**0.21ha**

of land for organised sport per  
1,000 residents (2021) <sup>2</sup>

**7**

sportsgrounds (2024) <sup>1</sup>

**19,469 hrs**

sports field bookings (2023/24)

**33**

playgrounds (2024) <sup>1</sup>

**1**

skate park (2024) <sup>1</sup>

**2**

harbour swimming sites (2024) <sup>1</sup>

**15**

small watercraft storage facilities  
(2024) <sup>1</sup>

**1**

aquatic centre (2024) <sup>1</sup>

**1**

indoor sports centre (2024) <sup>1</sup>

**1**

golf course (2024) <sup>1</sup>

**4**

boat ramps (2024) <sup>1</sup>

**84%**

of residents at least somewhat  
satisfied with recreation facilities  
and amenities (2023) <sup>3</sup>

**95%**

of residents at least somewhat  
satisfied with the maintenance of  
parks, playgrounds, bushland areas  
and recreation areas (2023) <sup>3</sup>

Sources:

1. North Sydney Council Open Space and Recreation Needs Study, Ross Planning Pty Ltd (2024). Note: Core public open space excludes: space that is privately owned or operated and not freely available for public use; or space where recreational use is a secondary use. Deficit is based on a desired standard of service of 1.8ha/1,000 people.

2. Review of Supply and Demand for Sports Facilities in the NSROC Region, NSROC (2023)

3. Customer Satisfaction Survey, Micromex Research (2023)

# Where do we want to be?

# Open Space and Recreation

**OUTCOME 3:** An active community with space for everyone to exercise and enjoy the outdoors

**QBL Link:** Environmental and Social

STRATEGIC DIRECTIONS How will we get there?	PARTNERS Who will help us get there?	OBJECTIVES (SUCCESS INDICATORS) How will we know we have arrived?		SOURCE <sup>1</sup>
<b>Deliver additional space for sports and recreation</b>	<ul style="list-style-type: none"> <li>• NSW Department of Planning, Housing and Infrastructure</li> <li>• Transport for NSW</li> <li>• Private sector</li> <li>• Educational institutions</li> </ul>	Identify and/or develop five new spaces by 2035 that may be used by the community to meet identified sport and/or recreational needs	INFLUENCE	
<b>Maximise the capacity of our existing open spaces and recreational facilities</b>	<ul style="list-style-type: none"> <li>• NSW Department of Planning, Housing and Infrastructure</li> <li>• NSW Department of Communities and Justice</li> <li>• Premier's Department</li> </ul>	Deliver more than 20,000 sportsfields booking hours per year by 2035	CONTROL	
		Reduce the number of closure hours due to wet weather by 10% by 2035 from a 2025 baseline	CONTROL	
<b>Provide new and upgraded facilities within existing public spaces to increase amenity, accessibility, and diversity</b>	<ul style="list-style-type: none"> <li>• NSW Department of Planning, Housing and Infrastructure</li> <li>• Transport for NSW</li> <li>• NSW Department of Communities and Justice</li> <li>• Premier's Department</li> </ul>	Increase the percentage of residents who are at least somewhat satisfied with recreation facilities and amenities to at least 85% by 2029 from a 2023 baseline of 84%	INFLUENCE	a
<b>Manage our open space and recreational facilities to ensure that they are well maintained and shared</b>	<ul style="list-style-type: none"> <li>• Community</li> <li>• Schools</li> <li>• Private sector</li> </ul>	Maintain the percentage of residents who are at least somewhat satisfied with the maintenance of parks, playgrounds, bushland areas and recreation areas at or above 90%	CONTROL	a

Sources:

1. a) Customer Satisfaction Survey, Micromex Research



## 3.4 Integrated Transport

### Where are we now?

**0.35 million**

daily trips by residents (2022/23) <sup>1</sup>

**49%**

of daily trips by private vehicles  
(2022/23) <sup>1</sup>

**39%**

of daily trips by walking (2022/23) <sup>1</sup>

**9.5%**

of daily trips by public transport  
(2022/23) <sup>1</sup>

**1.4%**

of daily trips by cycling (2022/23) <sup>2</sup>

**29,347**

residents travel outside the LGA  
to work (2021) <sup>3</sup>

**69,945**

workers travel into the LGA for  
work (2021) <sup>3</sup>

**9**

fatal or serious road accidents on  
local streets (five-year average up  
to 2023) <sup>4</sup>

**19%**

0 car households (2021) <sup>3</sup>

**56%**

1 car households (2021) <sup>3</sup>

**20%**

2 car households (2021) <sup>3</sup>

**4%**

3 or more car households (2021) <sup>3</sup>

**35,899**

resident parking permits (Feb  
2025)

**77%**

of residents at least somewhat  
satisfied with management of traffic  
flow on local roads (2023) <sup>5</sup>

**72%**

of residents at least somewhat  
satisfied with provision of parking  
(2023) <sup>5</sup>

#### Sources:

1. Household Travel Survey, Transport for NSW (2022/23)
2. 2024 – 2034 North Sydney Bike Plan, Institute for Sensible Transport (2024)
3. Census of Population and Housing, Australian Bureau of Statistics (2021), via community.id. by .id (informed decisions)
4. Interactive crash statistics, Centre for Road Safety, Transport for NSW (2019-2023)
5. Customer Satisfaction Survey, Micromex Research (2023)



# Where do we want to be?

# Integrated Transport

**OUTCOME 4:** A connected LGA where safe, active and sustainable travel is preferred

**QBL Link:** Environmental, Social and Economic

STRATEGIC DIRECTIONS How will we get there?	PARTNERS Who will help us get there?	OBJECTIVES (SUCCESS INDICATORS) How will we know we have arrived?	SOURCE <sup>1</sup>
<b>Deliver infrastructure and programs that support healthy and active travel</b>	<ul style="list-style-type: none"> <li>• NSW Department of Planning, Housing and Infrastructure</li> <li>• Transport for NSW</li> <li>• NSW Department of Education</li> <li>• Department of Infrastructure, Transport, Regional Development, Communications and the Arts (Federal)</li> </ul>	Increase the walking mode share to 50% by 2034/35 from the 2022/23 baseline of 39% <b>INFLUENCE</b>	a
		Double the cycling mode share by 2034/35 from the 2022/23 baseline of 1.4% <b>INFLUENCE</b>	b
<b>Promote sustainable transport options and make it easier for people to get around without a private car</b>	<ul style="list-style-type: none"> <li>• Community</li> <li>• Educational institutions</li> <li>• Private sector</li> <li>• NSW Department of Planning, Housing and Infrastructure</li> <li>• Transport for NSW</li> <li>• NSW Department of Education</li> </ul>	Increase the public transport mode share to 20% by 2034/35 from the 2022/23 baseline of 9.5% <b>INFLUENCE</b>	a
		Increase the number of households that do not own a car to 25% by 2031 from a 2021 baseline of 19% <b>INFLUENCE</b>	c
<b>Ensure a fair allocation of assets, parking, and road space to promote sustainable travel options and prioritise access for those who need it most</b>	<ul style="list-style-type: none"> <li>• Community</li> <li>• Educational institutions</li> <li>• Private sector</li> <li>• NSW Department of Planning, Housing and Infrastructure</li> <li>• Transport for NSW</li> </ul>	Maintain parking occupancy rates in commercial centres of North Sydney CBD and Crows Nest at 85% (+/- 5%) in peak times <b>INFLUENCE</b>	
<b>Improve road safety by upgrading infrastructure and implementing programs that foster a culture of safe road behaviours</b>	<ul style="list-style-type: none"> <li>• Community</li> <li>• Educational institutions</li> <li>• Private sector</li> <li>• NSW Department of Planning, Housing and Infrastructure</li> <li>• Transport for NSW</li> <li>• NSW Department of Education</li> </ul>	Reduce the number of fatal and serious road accidents on all local streets to 3 crashes by 2033 (five-year average up to 2033) from a baseline of 9 (five-year average up to 2023) <b>INFLUENCE</b>	d

Sources:

1. a) Household Travel Survey, Transport for NSW  
b) Household Travel Survey, Transport for NSW; and Census of Population and Housing, Australian Bureau of Statistics  
c) Census of Population and Housing, Australian Bureau of Statistics  
d) Centre for Road Safety, Transport for NSW



## 3.5 Economic Development

### Where are we now?

**\$23.37 billion**

Gross Regional Product (2023) <sup>1</sup>

**107,754**

jobs located in North Sydney LGA (2023) <sup>1</sup>

**56,600**

jobs located in the North Sydney CBD <sup>2</sup>

**15,178**

local businesses (2024) <sup>3</sup>

**\$484.7m**

annual tourism spend (Sep 2023 - Aug 2024) <sup>4</sup>

**80,715**

local workers in North Sydney LGA (2021) <sup>5</sup>

**2.4**

economic diversity index (2021) <sup>6</sup>

**91%**

of residents at least somewhat satisfied with the appearance of public spaces in the North Sydney CBD (2023) <sup>7</sup>

**93%**

of residents at least somewhat satisfied with the appearance of local village centres (2023) <sup>7</sup>

#### Sources:

1. National Institute of Economic and Industry Research (2023), via [economy.id](#). by .id (informed decisions)
2. Estimated by .id (informed decisions) using Census 2021 data and scaled up based on National Institute of Economic and Industry Research 2022/23 jobs
3. Counts of Australian Businesses, including Entries and Exits, Australian Bureau of Statistics (2024), via [economy.id](#). by .id (informed decisions)
4. CommBank iQ analytics
5. Census of Population and Housing, Australian Bureau of Statistics (2021), via [economy.id](#). by .id (informed decisions) Note: The Census generally underestimates employment by 15-20% (refer to **Economic terms | North Sydney** | [economy.id](#) for more details)
6. North Sydney Economic Development Study, SGS Economics and Planning (2024)
7. Customer Satisfaction Survey, Micromex Research (2023)

# Where do we want to be?

# Economic Development

## OUTCOME 5: A thriving and resilient local economy

QBL Link: Economic

STRATEGIC DIRECTIONS How will we get there?	PARTNERS Who will help us get there?	OBJECTIVES (SUCCESS INDICATORS) How will we know we have arrived?		SOURCE <sup>1</sup>
<b>Revitalise and grow the North Sydney CBD as an accessible high-amenity top-tier office precinct</b>	<ul style="list-style-type: none"> <li>Private sector</li> <li>NSW Department of Planning, Housing and Infrastructure</li> <li>Transport for NSW</li> </ul>	Achieve the North District Plan job target of 21,100 new jobs in the North Sydney CBD by 2036, from a 2016 baseline. <sup>2</sup>	INFLUENCE	a
<b>Cultivate a diverse, inclusive, connected and resilient business environment</b>	<ul style="list-style-type: none"> <li>Private sector</li> <li>Health and education sectors</li> <li>Service NSW</li> <li>NSW Small Business Commissioner</li> <li>NSW Department of Planning, Housing and Infrastructure</li> <li>Office of the 24-Hour Economy Commissioner</li> </ul>	Maintain the entropy score (economic diversity index) for the North Sydney LGA above 2.4	INFLUENCE	b
<b>Create vibrant villages and local centres that attract and retain visitors</b>	<ul style="list-style-type: none"> <li>Private sector</li> <li>NSW Department of Planning, Housing and Infrastructure</li> <li>Transport for NSW</li> <li>North Sydney Business Chamber</li> </ul>	Maintain the percentage of residents who are at least somewhat satisfied with the appearance of local village centres (public domain/streetscape) at or above 90% in the Customer Satisfaction Survey	INFLUENCE	c
<b>Promote North Sydney as a destination of choice</b>	<ul style="list-style-type: none"> <li>Community</li> <li>Private sector</li> <li>NSW Department of Creative Industries, Tourism, Hospitality and Sport</li> </ul>	Increase annual tourism and entertainment spend in the LGA by 10% by 2035 from a September 2023 to August 2024 baseline of \$484.7m	INFLUENCE	d

Sources:

1. a) Calculated by .id (informed decisions) using Census and National Institute of Economic and Industry Research data  
b) Calculated using ABS census data. Refer to the North Sydney Economic Development Study by SGS Economics and Planning (2024) for details  
c) Customer Satisfaction Survey, Micromex Research  
d) CommBank iQ analytics
2. The 2016 baseline figure included in the North District Plan cannot be replicated using census data. Therefore, the target specifies the required increase (21,100 new jobs) rather than the total number of jobs. Based on census data, the number of jobs in the North Sydney CBD in 2016 was 40K.





## 3.6 Culture and Creativity

### Where are we now?

**0.4%**

Aboriginal and/or Torres Strait Islander (2021) <sup>1</sup>

**40%**

born overseas (2021) <sup>1</sup>

**270**

local jobs in creative and performing arts (2022/23) <sup>2</sup>

**\$22.4m**

value added by creative and performing arts in North Sydney (2022/23) <sup>2</sup>

**500+**

cultural and creative programs and events (2024) <sup>3</sup>

**15**

creative community groups (2024) <sup>3</sup>

**26**

heritage items on the NSW State Register (2024) <sup>3</sup>

**60+**

Aboriginal sites of significance (2024) <sup>3</sup>

**58%**

of survey participants said the biggest barrier to participation in culture and creativity is not knowing what is on offer (2024) <sup>4</sup>

**57%**

of survey participants agree that North Sydney preserves and promotes its cultural heritage (2024) <sup>4</sup>

**87%**

of residents at least somewhat satisfied with the range of arts and cultural experiences in North Sydney (2023) <sup>5</sup>

#### Sources:

1. Census of Population and Housing, Australian Bureau of Statistics (2021), via community.id. by .id (informed decisions)
2. National Institute of Economic and Industry Research (2023), via economy.id. by .id (informed decisions)
3. North Sydney Council Culture and Creativity Study, Cred Consulting (2024)
4. Engagement Outcomes Report – North Sydney Culture and Creativity Study, Cred Consulting (July 2024)
5. Customer Satisfaction Survey, Micromex Research (2023)

# Where do we want to be?

# Culture and Creativity

**OUTCOME 6:** A vibrant LGA where culture and creativity is enjoyed by all

QBL Link: Social and Economic

STRATEGIC DIRECTIONS How will we get there?	PARTNERS Who will help us get there?	OBJECTIVES (SUCCESS INDICATORS) How will we know we have arrived?	SOURCE <sup>1</sup>
<b>Respect and acknowledge First Nations culture and history</b>	<ul style="list-style-type: none"> <li>• Community</li> <li>• Private sector</li> <li>• Aboriginal Heritage Office</li> <li>• Create NSW</li> <li>• Creative Australia</li> </ul>	Deliver at least ten new projects that share First Nations culture and history by 2035	CONTROL
<b>Preserve and celebrate North Sydney's heritage</b>	<ul style="list-style-type: none"> <li>• Community</li> <li>• Educational institutions</li> <li>• Private sector</li> <li>• NSW Department of Climate Change, Energy, the Environment and Water (Environment and Heritage).</li> </ul>	Increase the number of participants engaging with heritage projects, via in-person visitation to the library and significant sites and online through our digital collection, by 10% by 2035 from a 2025/26 baseline	INFLUENCE a
<b>Provide and promote a diverse range of affordable and accessible cultural and creative events, experiences and opportunities across the LGA</b>	<ul style="list-style-type: none"> <li>• Community</li> <li>• Private sector</li> <li>• NSW Department of Creative Industries, Tourism, Hospitality and Sport</li> <li>• Create NSW</li> <li>• Destination NSW</li> </ul>	Increase the percentage of residents who are at least somewhat satisfied with the range of arts and cultural experiences in North Sydney to at least 90% by 2029 from a 2023 baseline of 87%	INFLUENCE b
<b>Increase the number of places and spaces available for cultural and creative participation and production</b>	<ul style="list-style-type: none"> <li>• Private sector</li> <li>• Educational institutions</li> <li>• NSW Department of Planning, Housing and Infrastructure</li> <li>• Create NSW</li> <li>• Transport for NSW</li> </ul>	Increase the number of spaces that are available for people to participate in cultural and creative activities by 10% by 2035 from the 2026 cultural infrastructure baseline	INFLUENCE c

Sources:

1. a) Baseline to be established 2025/26  
b) Customer Satisfaction Survey, Micromex Research  
c) Baseline to be established 2026



## 3.7 Housing

### Where are we now?

**72,014**

estimated resident population  
(2023) <sup>1</sup>

**15,220**

estimated additional residents by  
2035 <sup>2</sup>

**131**

affordable housing units (2024)

**37%**

lone person households (2021) <sup>3</sup>

**38,990**

total private dwellings (2021) <sup>3</sup>

**10%**

separate houses (2021) <sup>3</sup>

**22%**

medium-density housing (2021) <sup>3</sup>

**66%**

high-density housing (2023) <sup>3</sup>

**25%**

0-1 bedroom dwellings (2021) <sup>3</sup>

**40%**

2 bedroom dwellings (2021) <sup>3</sup>

**24%**

3 bedroom dwellings (2021) <sup>3</sup>

**11%**

4 or more bedroom dwellings  
(2021) <sup>3</sup>

**1.6%**

households in social housing  
(2021) <sup>3</sup>

**\$580**

median weekly rent (2021) <sup>3</sup>

**48.6%**

households renting privately  
(2021) <sup>3</sup>

**68%**

of residents at least somewhat  
satisfied with development  
management/town planning in  
North Sydney (2023) <sup>4</sup>

#### Sources:

1. Regional Population Growth, Australian Bureau of Statistics (2023), via community.id. by .id (informed decisions)
2. Based on NSW Government dwelling completion targets of 5,900 (2024-29) and 3,000 (2029-35)
3. Census of Population and Housing, Australian Bureau of Statistics (2021), via community.id. by .id (informed decisions)
4. Customer Satisfaction Survey, Micromex Research (2023)



# Where do we want to be?

## Housing

**OUTCOME 7:** Housing that meets the needs of a growing population

**QBL Link:** Social

STRATEGIC DIRECTIONS How will we get there?	PARTNERS Who will help us get there?	OBJECTIVES (SUCCESS INDICATORS) How will we know we have arrived?	SOURCE <sup>1</sup>
<b>Support the delivery of affordable and diverse housing</b>	<ul style="list-style-type: none"> <li>• Private sector</li> <li>• NSW Department of Planning, Housing and Infrastructure</li> <li>• NSW Department of Communities and Justice</li> <li>• Homes NSW</li> <li>• Community Housing providers</li> <li>• Resilient Sydney</li> </ul>	Facilitate the delivery of 140 additional affordable housing dwellings by 2035	CONTROL
<b>Support the delivery of additional dwellings to meeting housing targets</b>	<ul style="list-style-type: none"> <li>• Community</li> <li>• Private sector</li> <li>• NSW Department of Planning, Housing and Infrastructure</li> </ul>	Implement planning controls that support the delivery of 5,900 dwelling completions over five years (2024-2029) in accordance with the NSW Government completion targets released in mid-2024	INFLUENCE
<b>Protect the amenity of our LGA through design excellence and provision of appropriate infrastructure in growth areas</b>	<ul style="list-style-type: none"> <li>• Community</li> <li>• Private sector</li> <li>• NSW Department of Planning, Housing and Infrastructure</li> </ul>	Increase the percentage of residents who are at least somewhat satisfied with development management/town planning in North Sydney to at least 75% by 2035 from a 2023 baseline of 68%	CONTROL <sup>a</sup>

Sources:

1. a) Customer Satisfaction Survey, Micromex Research



## 3.8 Governance

### Where are we now?

409

Full Time Equivalent employees  
(Feb 2025)

327

community engagements (2024)

2,630

submissions from community  
engagements (2024)

57%

of residents agree or strongly  
agree that Council operates under  
ethical, open, accountable and  
transparent processes (2023) <sup>1</sup>

71%

of residents at least somewhat  
satisfied with Council's long-term  
planning (2023) <sup>1</sup>

87%

of residents at least somewhat  
satisfied with customer service/  
information provided by Council  
staff (2023) <sup>1</sup>

80%

of residents at least somewhat  
satisfied with Council's  
consultation with the community  
(2023) <sup>1</sup>

84%

of residents at least somewhat  
satisfied with Council's  
communication with residents  
(2023) <sup>1</sup>

0/4

constructive culture behaviours  
achieved above the 50%  
percentile (2023) <sup>2</sup>

-0.02%

operating performance ratio  
(2023/24)

99.07%

rolling five-year asset renewal  
ratio (2019/20 - 2023/24)

Sources:

a) Customer Satisfaction Survey, Micromex Research (2023)

b) 2023 Organisational Culture Survey, Human Synergistics International

# Where do we want to be?

# Governance

**OUTCOME 8:** An effective, accountable and sustainable Council that serves the community

**QBL Link:** Civic Leadership

STRATEGIC DIRECTIONS How will we get there?	PARTNERS Who will help us get there?	OBJECTIVES (SUCCESS INDICATORS) How will we know we have arrived?		SOURCE <sup>1</sup>
Develop clear goals, create a plan to achieve them, and track progress with transparency and honesty		Increase the percentage of residents who are at least somewhat satisfied with Council's long-term planning to >75% by 2029 from a 2023 baseline of 71%	CONTROL	a
Put community needs at the core of everything we do and deliver excellent customer service		Increase the percentage of residents who are at least somewhat satisfied with customer service/information provided by Council staff to >90% by 2029 from a 2023 baseline of 87%	CONTROL	a
Make it easy for our community to engage and participate in decision-making	• Community	Increase the percentage of residents who are at least somewhat satisfied with Council's consultation with the community to >85% by 2029 from a 2023 baseline of 80%	CONTROL	a
		Increase the percentage of residents who are at least somewhat satisfied with Council's communication with residents to >85% by 2029 from a 2023 baseline of 84%	CONTROL	a
Manage risks and maintain independent oversight in business operations and decision-making	• Internal Audit Shared Services (Northern Sydney Regional Organisation of Councils)	Increase the percentage of residents who agree or strongly agree that Council operates under ethical, open, accountable and transparent processes to >75% by 2029 from a 2023 baseline of 57%	CONTROL	a
Exercise regulatory compliance responsibilities diligently to protect the environment and support our community		Meet 100% of legislative compliance obligations each year	CONTROL	
Commit to efficiency and value for money in service delivery		Deliver benefits realisation of at least \$20m through continuous improvement initiatives by 2035	CONTROL	
Build a resilient, inclusive and empowered workforce that is committed to delivering community outcomes		Achieve above the 50th percentile for all constructive culture behaviours in the human synergistic model by 2035	CONTROL	b
Manage Council's finances through robust long-term planning and ongoing financial management		Maintain an operating performance ratio of >2% each year	CONTROL	
		Maintain an average asset renewal ratio of >100% over a rolling five-year period	CONTROL	

Sources:

- a) Customer Satisfaction Survey, Micromex Research
- b) Organisational Culture Survey, Human Synergistics International



## ACKNOWLEDGEMENT

The North Sydney Community Strategic Plan has been prepared by North Sydney Council on behalf of our community to guide our shared future.

We would like to thank:

- Residents, community groups, businesses, and government representatives who contributed their insights and participated in engagement activities. Your input has been invaluable in shaping this plan.

- Councillors for their support in developing the plan and their commitment to the long-term aspirations of North Sydney.
- Council staff for their work in facilitating engagement, analysing feedback and preparing this plan.

This plan is a collective effort, reflecting the aspirations of the people who live, work and invest in North Sydney. Thank you to everyone who has contributed to shaping the future of North Sydney.

## 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 दुभाषाया सेवा (Translating and Interpreting Service (TIS)) को फोन करें, और नॉर्थ सडिनी काउंसिल से (02) 9936 8100 पर संपर्क करने के लिए अपनी भाषा के एक दुभाषाई के लिए अनुरोध करें। यह एक नि:शुल्क 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シルにつながる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 8100번으로 연결을 요청하시기 바랍니다. 이 서비스는 무료입니다.

North Sydney Community Strategic Plan has been prepared in accordance with Integrated Planning and Reporting Framework requirements.



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