

10.6. Informing Strategies - planning for our next 10 years

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ATTACHMENTS	<ol style="list-style-type: none"> 1. Culture and Creativity Strategy (DRAF T) [10.6.1 - 16 pages] 2. Economic Development Strategy (DRAF T) [10.6.2 - 16 pages] 3. Integrated Transport Strategy (DRAF T) [10.6.3 - 16 pages] 4. Open Space and Recreation Strategy (DRAF T) [10.6.4 - 18 pages] 5. Social Inclusion Strategy (DRAF T) [10.6.5 - 17 pages] 6. Environment Strategy (DRAF T) [10.6.6 - 16 pages] 7. Housing Strategy Supplement (DRAF T) [10.6.7 - 12 pages] 8. Governance Strategy (DRAF T) [10.6.8 - 19 pages]
CSP LINK	5. Our Civic Leadership 5.1 Lead North Sydney's strategic direction
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ATTACHMENTS	<ol style="list-style-type: none"> 1. Draft Culture and Creativity Strategy [10.6.1 - 16 pages] 2. Draft Economic Development Strategy [10.6.2 - 16 pages] 3. Draft Integrated Transport Strategy [10.6.3 - 16 pages] 4. Draft Open Space and Recreation Strategy [10.6.4 - 18 pages] 5. Draft Social Inclusion Strategy [10.6.5 - 17 pages] 6. Draft Environment Strategy [10.6.6 - 16 pages] 7. Draft Housing Strategy Supplement [10.6.7 - 12 pages] 8. Draft Governance Strategy [10.6.8 - 19 pages]
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PURPOSE:

The purpose of this report is to seek approval from Council to exhibit and seek community feedback on the eight Draft Informing Strategies.

EXECUTIVE SUMMARY:

- In 2024, Council undertook a comprehensive community engagement program, the 'Have your say on North Sydney's next ten years' campaign, to understand the needs and priorities of our community.
- The valuable insights gathered through engagement, along with extensive research, have shaped a suite of eight Informing Strategies that articulate the projects and services that Council needs to deliver to meet the current and future priorities of our community.

- Approval is sought to undertake community consultation on the eight Draft Informing Strategies from 27 November 2024 to 10 January 2025. Following consideration of community feedback, the Informing Strategies will be presented to Council for adoption in early 2025.
- Delivery of new and expanded projects and services will require additional funding. A separate report (10.7) is presented to Council that considers Council's financial position and provides options for delivery of a financial strategy that fixes the current financial deficit and provides the projects and services that are required to address community needs and priorities now and in the future.
- Subject to adoption of a financial approach that provides funding for delivery, the priorities identified in the adopted Informing Strategies will form the basis of our new 2025-35 Community Strategic Plan and 2025-29 Delivery Program, which will be prepared and exhibited in the first half of 2025.

RECOMMENDATION:

1. THAT Council undertake community consultation on the eight Draft Informing Strategies attached to this report from 27 November 2024 to 10 January 2025.

2. THAT Council receive a report on the outcomes and feedback from the community engagement on the Informing Strategies at the Ordinary Meeting of Council scheduled for 10 February 2025.

Background

All Councils in NSW are required to comply with the Integrated Planning and Reporting Framework (Figure 1 below) to ensure that they plan wholistically for the future and deliver the maximum benefit to the community.

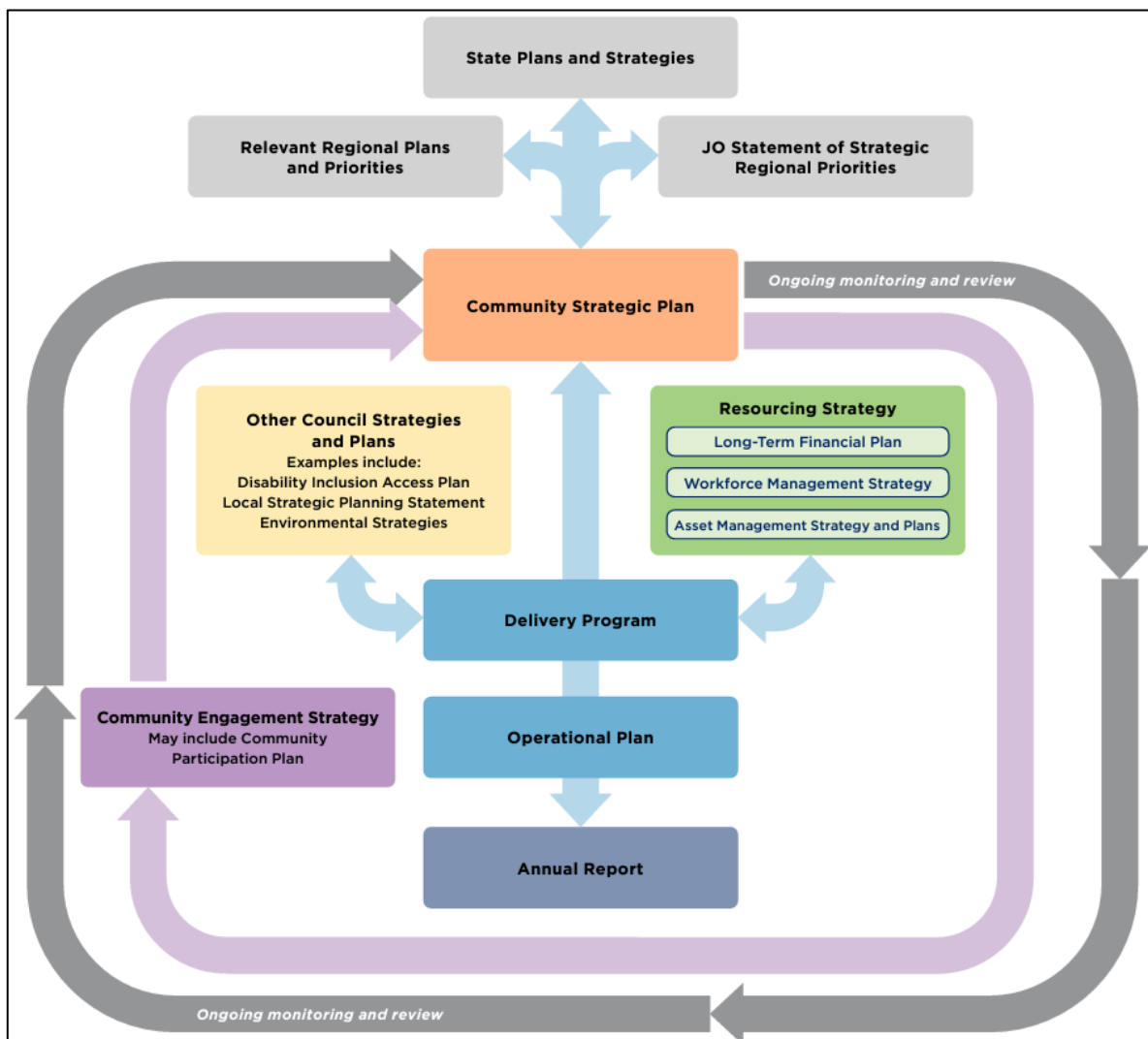


Figure 1: The Integrated Planning and Reporting framework

Whilst the legislated IP&R Framework provides a helpful basis for planning, there are several challenges that can impede Council's delivery of community outcomes. One of these key challenges is the disconnect that often exists between community needs and aspirations (as detailed in the Community Strategic Plan) and Council's actions (as detailed in the Delivery Program and Operational plan).

To address this issue and ensure that Council resources are focused on delivering the outcomes wanted and needed by our community, Council has been working with the community and key stakeholders to develop the attached suite of eight Informing Strategies that bridge the gap between the Community Strategic Plan and Council's Delivery Program (see Figure 2 on the next page).

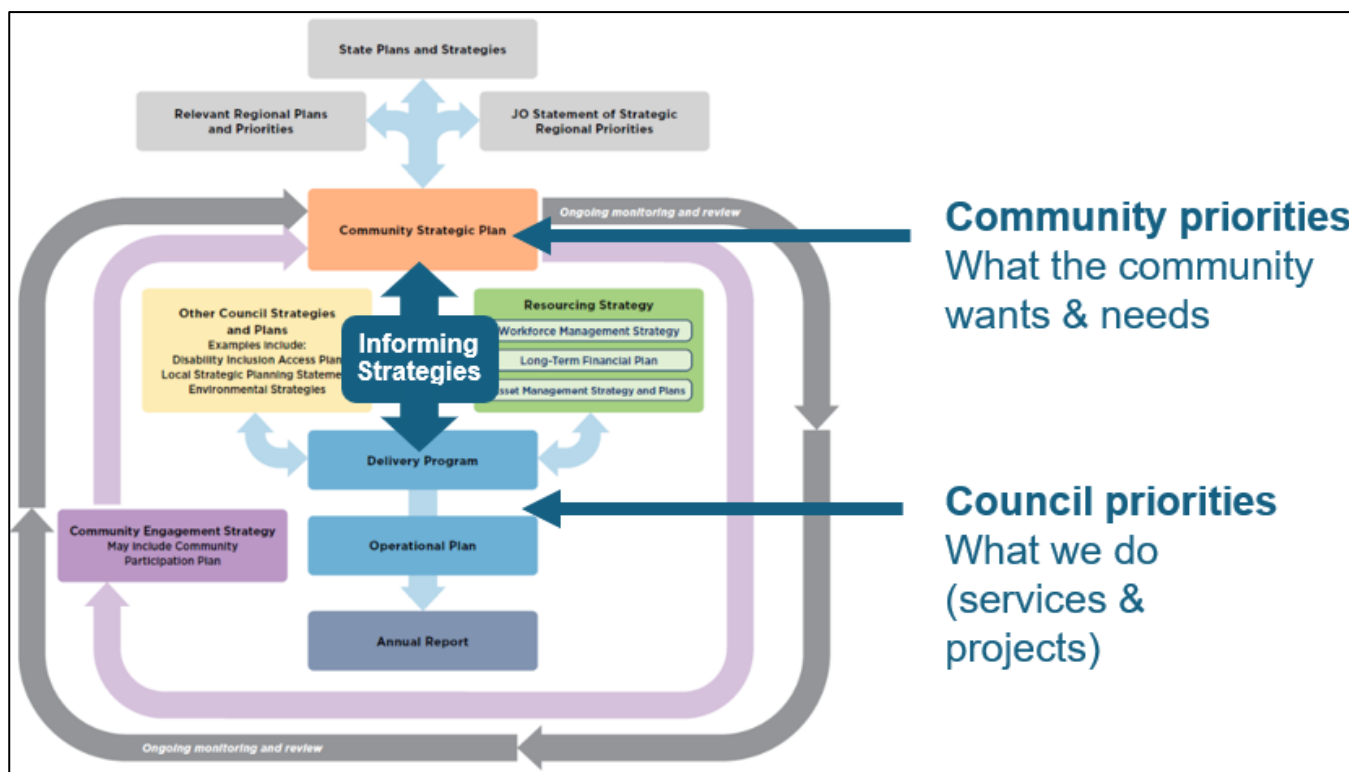


Figure 2: Informing Strategies

Report

In 2024, Council undertook a comprehensive community engagement program to understand the needs and priorities of our community. The valuable insights gathered through engagement, along with extensive research, have shaped a suite of eight Informing Strategies (see Figure 3 below) that articulate the projects and services that Council needs to deliver to meet the current and future priorities of our community.



Figure 3: The eight Informing Strategies

These eight Informing Strategies will form the basis of our new 2025-35 Community Strategic Plan and 2025-29 Delivery program which will be prepared and exhibited in the first half of 2025.

Engagement and Research

In 2024 North Sydney Council launched its most extensive consultation to date: the 'Have your say on North Sydney's next ten years' campaign. This initiative was designed to gather broad and meaningful input from the community on their needs and priorities over the next 10 years.

Throughout the six-week consultation period in May and June, we received over 1,000 responses to our online surveys, and more than 600 individuals attended our community forums. Additionally, thousands more were engaged through both in-person and online events.

To ensure we heard from unique and diverse voices, Council held dedicated workshops for specific groups including a demographically selected group of 60+ residents, a First Nations workshop in partnership with Indigenous consultancy Murawin, a Voice of Youth workshop with over 50 primary and secondary students, and sessions with relevant key stakeholders.

The valuable insights gathered through community engagement, along with extensive research, shaped the following five comprehensive studies:

- Culture and Creativity Study
- Economic Development Study
- Social Inclusion Study
- Integrated Transport Study
- Open Space and Recreation Needs Study

Specific research studies were not prepared in 2024 for Environment, Housing and Governance as for the reasons outlined below:

Environment: Significant research had already been undertaken to develop the North Sydney Environmental Sustainability Strategy 2030 (NSESS). Therefore, rather than creating a new study to inform the Environment Strategy, the existing NSESS was considered, alongside the latest environmental data, to develop the new Strategy.

Housing: The existing North Sydney Local Housing Strategy (NSLHS) is a legislated strategy under the Environmental Planning and Assessment Act. A comprehensive review of the NSLHS will be undertaken in 2025/26 following clarification from the State Government on recently released housing targets and reforms. Therefore, in lieu of developing a new Housing Strategy, a supplement was developed to highlight the key projects and initiatives from the existing strategy that are ongoing, incorporate new and modified actions that align with the new housing targets and associated reforms, and update the format to match Council's other Informing Strategies.

Governance: The Governance Strategy focuses primarily on internal governance structures and processes, which are guided by established regulations and best practices. The draft was prepared using insights from a workshop with Council’s Executive Leadership Team, review of relevant legislation, and research that included consideration of best practices within both the public and private sectors.

Structure

Each strategy includes an overarching outcome of where we want to be in 10 years and strategic directions with clear measurable objectives, that outline how we will strive towards the outcome.

Under each strategic direction are specific projects and initiatives that will help us achieve the objectives. There is also a list of Council’s existing services that support each strategic direction.

The figure below illustrates the structure of the Informing Strategies.

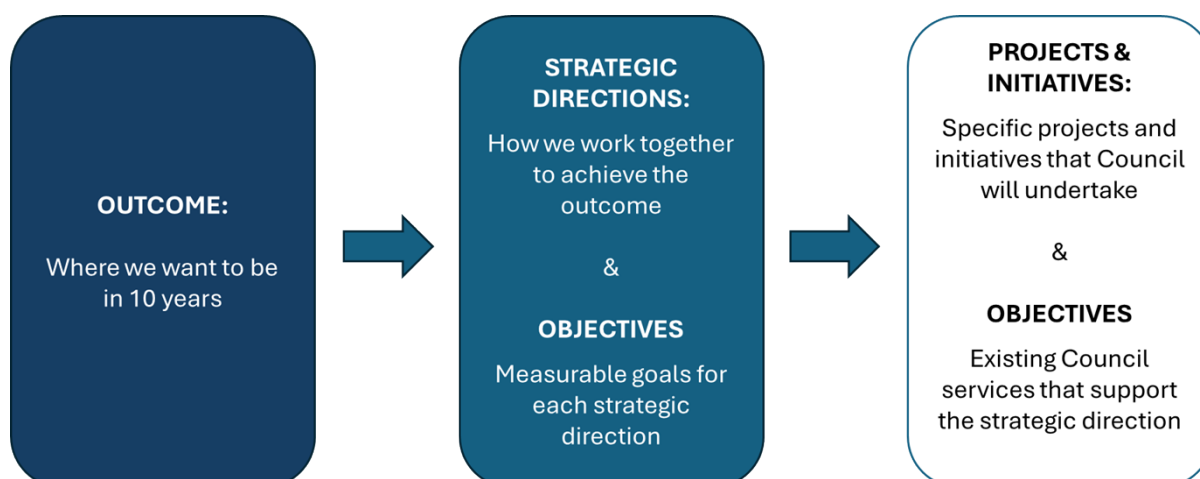


Figure 4: The structure of the Informing Strategies.

Strategies

The eight informing strategies are attached for review. Together they detail how we will work towards achieving the following outcomes:

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

Next Steps

This report seeks approval from Council to undertake community consultation on the eight Draft Informing Strategies. Following consideration of community feedback, the Informing Strategies will be presented to Council for adoption in early 2025.

Subject to funding (refer to 'Financial/Resource Implications' section), the priorities identified in the adopted Informing Strategies will form the basis of our new 2025-35 Community Strategic Plan and 2025-29 Delivery program which will be prepared and exhibited in the first half of 2025.

Figure 5 below shows how the Informing Strategies will be used to develop Council's new Community Strategy Plan and future Delivery Programs to ensure that everything Council does is working to deliver the community's needs and priorities.



Figure 5: Developing our new Community Strategic Plan & Delivery Programs.

Consultation requirements

Extensive community engagement has already been undertaken to gather the information for developing the draft Informing Strategies.

It is now planned to seek community feedback on the draft Strategies through another exhibition period that will run from 27 November 2024 to 10 January 2024. This engagement will be combined with the engagement on a proposed special rate variation (refer to report 10.7).

Following adoption of the Strategies, the new 2025-35 Community Strategic Plan and 2025-29 Delivery Program will be developed and placed on public exhibition for a further 28 days.

Financial/Resource Implications

Approximate costs have been allocated to each new or upgraded service and project included in the informing Strategies and incorporated in a revised Long Term Financial Plan (LTFP) for the next ten years.

These additional costs over the next 10 years are summarised in the tables below:

Table 1. Expanded operational services and initiatives costs (not inflated)

	Year 1 2025/26 \$,000	Year 2 2026/27 \$,000	Year 3 2027/28 \$,000	Year 4 2028/29 \$,000	Year 5 2029/30 \$,000	Year 6 2030/31 \$,000	Year 7 2031/32 \$,000	Year 8 2032/33 \$,000	Year 9 2033/34 \$,000	Year 10 2034/35 \$,000
Environment	402	327	287	207	187	193	173	193	173	185
Integrated transport	933	762	412	412	412	452	412	412	412	412
Economic development	780	530	660	590	590	590	590	590	590	590
Culture & creativity	795	705	1,135	1,485	1,205	1,205	1,205	1,205	1,205	1,205
Social inclusion	855	1,205	620	920	1,170	1,320	1,070	1,170	820	820
Open space & recreation	410	570	320	570	320	320	320	320	320	320
Housing	240	130	0	0	0	0	0	0	0	0
Governance	2,515	3,660	3,365	2,245	1,755	1,575	1,555	1,495	1,555	1,495
TOTAL	4,415	4,229	3,434	4,184	3,884	4,080	3,770	3,890	3,520	3,532

Table 2. New and upgraded infrastructure costs (not inflated)

	Year 1 2025/26 \$,000	Year 2 2026/27 \$,000	Year 3 2027/28 \$,000	Year 4 2028/29 \$,000	Year 5 2029/30 \$,000	Year 6 2030/31 \$,000	Year 7 2031/32 \$,000	Year 8 2032/33 \$,000	Year 9 2033/34 \$,000	Year 10 2034/35 \$,000
Environment	283	2,092	631	565	524	354	421	209	164	120
Integrated transport	300	1,013	1,275	1,288	1,302	1,316	1,330	1,344	1,359	1,418
Economic development	2,600	2,785	385	1,582	1,582	285	1,482	1,482	185	1,482
Culture & creativity	280	460	80	790	100	480	100	480	100	480
Social inclusion	1,100	0	0	0	0	0	0	0	0	0
Open space & recreation	4,884	3,282	12,347	2,735	7,376	3,849	392	792	392	482
Housing	0	0	0	0	0	0	0	0	0	0
Governance	300	300	300	0	0	0	0	0	0	0
TOTAL	9,747	9,932	15,019	6,960	10,884	6,283	3,725	4,307	2,201	3,982

Report 10.7 considers Council's financial position and presents Council with options for delivery of a financial strategy that fixes the current financial deficit and provides the projects and services (outlined in the attached Informing Strategies) that are required to address community needs and priorities now and in the future.

Legislation

With the exception of the existing North Sydney Local Housing Strategy (NSLHS), the Informing Strategies are not legislated plans under the Integrated Planning and Reporting Framework, however, they will be used to develop our new 2025-35 Community Strategic Plan and 2025-29 Delivery Program (which are both required under legislation).

CULTURE AND CREATIVITY STRATEGY DRAFT



Building a vibrant LGA
where culture and
creativity are enjoyed by all



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November 2024

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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 followed the first local land grant in 1794 which occurred without consultation, treaty or compensation.

Western archaeological evidence shows that Aboriginal people lived in the North Sydney area at least 5,800 years ago, and likely for thousands more. That evidence is precious. We seek to preserve it and through that to better understand Cammeraygal connection to Country.

After North Sydney Council was formed in 1890 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

I am truly delighted to present North Sydney Council's first ever Culture and Creativity Strategy.

Culture and creativity are vital to our community, enhancing social cohesion, driving economic development, and supporting civic identity. By celebrating our diverse heritage through the arts, festivals and community events, we foster connection and understanding amongst the residents, students and workers of our unique local government area (LGA).

This strategy marks a holistic approach to culture and creativity in North Sydney, aligning with State and Federal priorities for investment. We have a unique opportunity to amplify diverse voices and strengthen reconciliation efforts while leveraging our iconic location to promote cultural appreciation.

Furthermore, engaging with local schools and educational institutions will unlock creative pathways and foster a new generation of artists and thinkers. By reimagining our public spaces and collaborating with local creatives, we can cultivate an inclusive environment that invites participation and showcases the vibrant diversity of our community's artistic talent.

This strategy is underpinned by extensive community engagement, ensuring your voices shaped and guided the path forward. Thank you to everyone who provided feedback in the 'Have your say on North Sydney's next ten years' consultation in mid-2024. This engagement was testament to our strong tradition of public participation and the importance of empowering our community to influence decisions that impact your lives.

As we embark on this ten-year journey, I urge you to continue to actively participate in our community. By fostering culture and creativity, we can address local issues effectively and create a vibrant, inclusive and connected LGA where culture and creativity are enjoyed by all.



Introduction

North Sydney is home to a unique and diverse cultural and creative ecosystem, offering a rich tapestry of experiences and opportunities that enrich the lives of residents and visitors alike. From Stanton Library and community centres to museums, theatres, galleries and vibrant public spaces, North Sydney hosts an array of events, programs and cultural organisations that foster creativity. Our local businesses also play a vital role, contributing to a thriving creative landscape and making culture and creativity an integral part of life in North Sydney.

A vital component of this cultural richness is the deep respect for First Nations culture and history, particularly that of the Cammeraygal people, the Traditional Owners of this land. Their connection to Country spans thousands of years and is characterised by a profound spiritual and cultural bond with the land. By embracing and incorporating First Nations perspectives and stories, we not only deepen our understanding of local history but also foster reconciliation and inclusivity. This strategy honours First Nations heritage to ensure their voices are central in shaping North Sydney's cultural future, while promoting a sense of belonging for everyone.

This strategy aims to build on existing strengths within our cultural and creative ecosystem and foster greater participation, ultimately leading to **a vibrant LGA where culture and creativity are enjoyed by all**.

To achieve this outcome, the strategy includes the following strategic directions:



The strategy is a long-term commitment to enhancing North Sydney's cultural landscape, ensuring it is a thriving hub for creativity and expression that celebrates our collective heritage and supports community wellbeing.

Background

This strategy is part of a suite of informing strategies (see Figure 1) that articulate North Sydney's needs and priorities over the next ten years. These strategies will form the basis for Council's new Community Strategic Plan (CSP) 2025-2035, Delivery Programs and Operational Plans.



Figure 1: Suite of Informing Strategies

The role of Council

North Sydney Council plays an important role in shaping strategic directions that align with community aspirations and prioritising funding accordingly, however collaboration will be essential to driving meaningful outcomes.

Council's ten-year strategies must be viewed within the broader framework of local government's role in relation to State and Federal policies and jurisdictions.

While Council has significant responsibilities, its powers can be limited in certain areas. In these situations, advocacy and partnerships with other organisations may be necessary to influence specific actions in place of more direct initiatives.

Community engagement

In 2024, Council launched its most extensive consultation to date: the 'Have your say on North Sydney's next ten years' campaign. This initiative was designed to gather broad and meaningful input from the community to shape the suite of informing strategies.

The six-week consultation focused on five key Discussion Papers* that addressed critical areas of community interest, helping us understand evolving needs, aspirations and priorities.



We received over **1,000 responses to our online surveys**, and over **600 individuals attended our community forums**. Additionally, thousands more were engaged through both in-person and online events.



To ensure we heard from unique and diverse voices, Council also held dedicated workshops for specific groups including a **demographically selected group of 60+ residents**, a **First Nations** workshop in partnership with Indigenous consultancy Murawin, a **Voice of Youth** workshop with over 50 primary and secondary students, and sessions with **relevant key stakeholders**.



The valuable insights gathered through community engagement, along with extensive research, have shaped five comprehensive studies that outline the vision and priorities for our community. These studies are the foundation for bold, forward-looking strategies that will guide our next ten years.

For details on the research and engagement supporting this strategy, please refer to the North Sydney Culture and Creativity Study 2024.

**Specific discussion papers and research studies were not prepared for Environment, Housing and Governance as part of this campaign, for the reasons outlined below.*

Environment: Significant research had already been undertaken to develop the North Sydney Environmental Sustainability Strategy 2030.

Housing: The existing North Sydney Local Housing Strategy is a legislated strategy under the Environmental Planning and Assessment Act 1979. It will be reviewed and updated in 2025/26.

Governance: The Governance strategy focuses primarily on internal governance structures and processes, which are guided by established regulations and best practices.

About this strategy

The Culture and Creativity Strategy details how Council, the community, businesses and other stakeholders will work together over the next ten years to build:

A vibrant LGA where culture and creativity are enjoyed by all

This strategy takes precedence over existing Council strategies and plans, except where required by legislation. Relevant information captured in superseded documents will be considered through service unit planning and, if necessary, adopted as supporting plans.

Principles

The strategy is guided by five key principles:



INCLUSION

Ensuring that cultural and creative opportunities are open and accessible to all community members, regardless of background or ability.



FIRST NATIONS FIRST

Recognising and respecting First Nations culture and ensuring actions directly affecting First Nations community are informed by community.



COLLABORATION

Fostering partnerships with community, local organisations and businesses to plan and deliver cultural and creative initiatives.



PRESERVATION

Preserving and celebrating North Sydney's heritage and recognising the importance of historical sites and stories in shaping community identity.



INNOVATION

Encouraging innovation and adaptability in cultural programming to respond to evolving community interests and trends, fostering a vibrant creative environment.



Structure

The strategy includes four strategic directions with clear measurable objectives, that outline how we will strive towards the outcome of **a vibrant LGA where culture and creativity are enjoyed by all**.

Under each direction are specific projects and initiatives that will help us achieve the objectives. There is also a list of Council’s existing services that support each strategic direction.

Figure 2 illustrates the structure of the informing strategy.

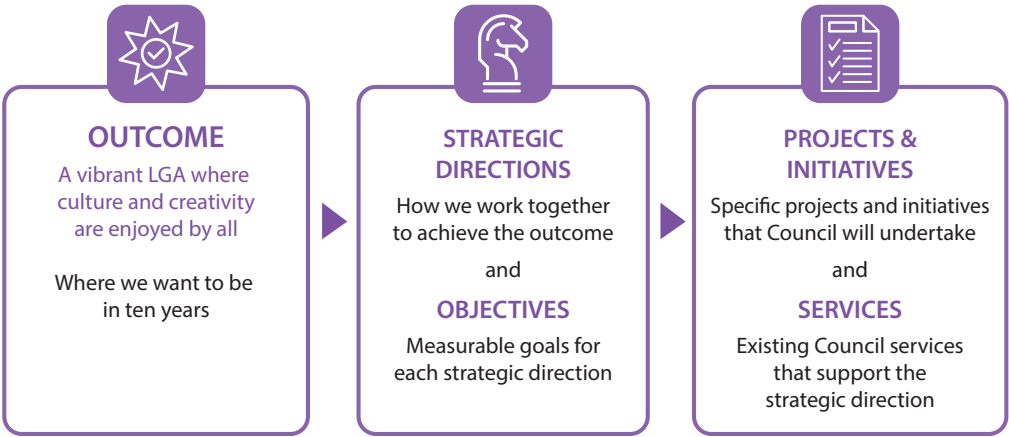


Figure 2: Structure of the Culture and Creativity Strategy

Timing and delivery of new projects and initiatives will be dependent on availability of funding from a variety of sources, including but not limited to grants, developer contributions and Council’s internal reserves.



DELIVERING THE OUTCOME



OUTCOME

A vibrant LGA where culture and creativity are enjoyed by all


OBJECTIVE

🎯 Deliver at least ten new projects that share First Nations culture and history by 2035



STRATEGIC DIRECTION 1:
Respect and acknowledge First Nations culture and history

- 1.1

Explore opportunities to work with First Nations community members to share and make First Nations cultural heritage visible in North Sydney through First Nations led tours, dual naming, interpretive signage, art and other projects.


- 1.2

Work with First Nations community members to develop a First Nations advisory committee.



- 1.3


Work with First Nations community to explore opportunities to develop cultural spaces for First Nations people.
- 1.4


Support the inclusion of First Nations programming (led by First Nations community) within our current creative program.
- 1.5


Commission First Nations artists to create First Nations public art.


Shared projects, initiatives and services


Some projects, initiatives and services contribute to the delivery of outcomes from multiple Informing Strategies. These are indicated using symbols (see below) representing the other strategies that include the same activity.


 Culture and Creativity


 Integrated Transport


 Social Inclusion

 Economic Development

 Environment

 Housing

 Governance



 Open Space and Recreation

Culture and Creativity

OBJECTIVE

-  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

STRATEGIC DIRECTION 2: Preserve and celebrate North Sydney's heritage

- | | | |
|----------------|---|---|
| 2.1 | Develop innovative and interactive methods to engage the community with history at key local sites. |  |
| 2.2 | Work with local schools to educate children and young people on North Sydney's heritage and history collections. | |
| 2.3 | Develop and deliver a digitisation and digital storytelling project that increases visibility and access to heritage collections. | |
| 2.4 | Deliver infrastructure to remember significant events in North Sydney's history including: <ul style="list-style-type: none"> • A new sign for the entry point to the Waverton Peninsula Parklands, and interpretive signage celebrating 100 years of community action on the peninsula • Improvements to the War Memorial surrounds at St Leonards Park as detailed in the St Leonards Park Plan of Management • Refurbishment of the Brothers Memorial in Cremorne |  |
| 2.5 | Undertake a comprehensive heritage review. | |
| Service | Preserve and promote North Sydney's cultural heritage; this includes managing key historical sites and museums. | |

OBJECTIVE

- 🎯 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%*

STRATEGIC DIRECTION 3: Provide and promote a diverse range of affordable and accessible cultural and creative events, experiences and opportunities across the LGA









3.1	Review and refresh Council's program of events and activations to ensure they are responsive to community needs and leverage key assets.	
3.2	Partner with cultural and creative organisations to host joint events, for example multicultural festivals, and cross-promote cultural and creative opportunities to expand their reach.	
3.3	Continue to support the Crows Nest Festival and include North Sydney Festival as a yearly fixture in the events calendar to attract wide audiences and support the local economy.	
3.4	Partner with major events and festivals, such as Sydney Biennale, to bring people to North Sydney.	
3.5	Deliver a variety of public art installations across the LGA.	
3.6	Develop and implement a street art program to create vibrant public places.	
3.7	Develop and implement a creative hoardings program.	
3.8	Activate laneways and other public spaces with busking, public art, lighting and projections, including after hours.	
3.9	Explore opportunities to encourage live music, comedy and drama in the LGA.	
3.10	Consider opportunities for Special Entertainment Precincts in North Sydney CBD and Crows Nest.	
3.11	Enhance Council's website to provide an accessible central list (by date and/or type) of events, programs, markets and activities run by Council and others across the LGA.	
3.12	Develop an interactive map of culture and creativity in North Sydney and promote this to locals and visitors.	
3.13	Create and advocate for partnerships between local creatives, Council, businesses, educational establishments and State Government to explore shared cultural and creative goals.	
Service	Provide and advocate for opportunities to develop, express and enjoy creativity through a range of exhibitions, programs, creative spaces and public art.	
Service	Organise and support a range of public space activations and events to bring communities together, engage, celebrate and activate our LGA.	
Service	Provide library collections, resources, services, events and programs to support lifelong learning, literary engagement and community wellbeing.	

* Source: Customer Satisfaction Survey (Micromex Research)

OBJECTIVE





- 🎯 Increase the number of spaces that are available for people to participate in cultural and creative activities in the LGA by 10% by 2035 from the 2026 cultural infrastructure baseline

STRATEGIC DIRECTION 4: Increase the number of places and spaces that are available for cultural and creative participation and production




- | | | |
|------|--|---|
| 4.1 | Undertake a cultural infrastructure study, that includes an audit of Council and non-Council places and spaces (including open spaces), to identify needs and opportunities. | |
| 4.2 | Develop a reserve to implement projects identified through the cultural infrastructure study. | |
| 4.3 | Deliver a cultural and creative hub in St Leonards. | |
| 4.4 | Prepare a strategic plan for The Coal Loader Centre for Sustainability site to inform opportunities and priorities to increase community use and enjoyment, and develop a reserve for delivery. |  |
| 4.5 | Advocate to Transport for NSW for the adaptive re-use of the existing Coal Loader wharf for heritage interpretation, public access and water access. |  |
| 4.6 | Develop a ten-year plan for expanding library services across the LGA. This includes consideration of potential satellite sites. |  |
| 4.7 | Explore opportunities to partner with Australian Catholic University for additional library facilities. |  |
| 4.8 | Upgrade the existing library and expand the floorspace into the adjoining James Place development. |  |
| 4.9 | Work with NSW Government agencies to deliver the Miller Place project which includes a major public plaza, as well as recreation and entertainment space for the North Sydney CBD. |  |
| 4.10 | Deliver new public space through completion of the Balls Head Quarantine Depot site redevelopment project, including advocating for ownership of the lower section. |  |
| 4.11 | Develop a masterplan and feasibility study for consolidating a new community centre, underground carparking and a significant new area of open space for Crows Nest on the site which currently accommodates the Holtermann Street car park, Crows Nest Community Centre and Ernest Place. |  |

- 4.12



Prepare a public domain and placemaking strategy for Crows Nest and St Leonards that determines appropriate design and function of public space to support the growing population. The strategy will consider the pedestrianisation of Willoughby Road and incorporate the Holtermann Street car park precinct and Hume Street Park expansion projects.


- 4.13



Develop a masterplan for the civic precinct in North Sydney (bounded by Ridge, Miller, Church and McLaren Streets) that investigates and incorporates a range of new community space, open space and active recreation spaces.


- 4.14

Explore new opportunities to partner with local schools and Schools Infrastructure NSW to enable community use of school facilities after hours.


- 4.15

Advocate for increased community use of Sub Base Platypus.



ECONOMIC DEVELOPMENT STRATEGY DRAFT



Building a thriving and
resilient local economy



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Western archaeological evidence shows that Aboriginal people lived in the North Sydney area at least 5,800 years ago, and likely for thousands more. That evidence is precious. We seek to preserve it and through that to better understand Cammeraygal connection to Country.

After North Sydney Council was formed in 1890 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

Economic development is vital for fostering a resilient community, creating jobs, and enhancing the quality of life for residents and visitors alike. It underpins our ability to provide essential services, driving funding for public infrastructure and amenities.

The North Sydney local government area (LGA) is a key part of the globally significant Eastern Harbour City economic corridor which runs from Sydney Airport to Macquarie Park through the City of Sydney and North Sydney. With our proximity to the City of Sydney and the recent opening of the Victoria Cross metro station, we aim to unlock new opportunities for investment and connectivity.

Council is committed to leveraging this strategic position within the Eastern Harbour City and collaborating with local businesses and stakeholders to stimulate growth and innovation.

This strategy reflects our collective vision of building a thriving and resilient local economy and details how we will collaborate with local businesses, creatives, the health sector and educational institutions to do so.

By uplifting commercial centres, enhancing the night-time economy, and nurturing our unique cultural and natural assets, we will build a vibrant and thriving local economy that benefits all residents, ensuring North Sydney remains a dynamic place to live, work, study and visit.

This strategy is underpinned by extensive community engagement, ensuring your voices shape and guide the path forward.

Thank you to everyone who provided feedback in the 'Have your say on North Sydney's next ten years' consultation in mid-2024. This engagement was testament to our strong tradition of public participation and the importance of empowering our community to influence decisions that impact your lives.

As we embark on this ten-year journey, I encourage you to continue to actively participate in our community. Council can only address local issues effectively and ensure that North Sydney remains a vibrant economic and innovation hub with your active support and participation.



Introduction

North Sydney boasts numerous strengths that establish it as a vibrant economic hub within Greater Sydney. With a Gross Regional Product of \$23.37 billion and an impressively low unemployment rate of 2.6%, the area's economy is robust. Its strategic location, combined with a highly educated workforce—66% of whom hold a bachelor's degree or higher—makes the area an attractive destination for investors and businesses alike.

Despite these strengths, North Sydney faces challenges such as limited amenity in the CBD and increasing competition from neighbouring areas. To remain competitive and enhance our local business environment, it is crucial to take strategic action to make our centres more attractive for people to work, visit and stay. While nurturing our strong commercial heart is essential, diversifying the economy will be critical to building resilience against future economic fluctuations.

To overcome these challenges while capitalising on North Sydney's existing strengths, this comprehensive strategy is dedicated to delivering **a thriving and resilient local economy**. A key focus is the creation of vibrant villages and local centres that foster community engagement and a sense of belonging. By enhancing public spaces, promoting local events, and diversifying retail and dining options, we will transform these areas into dynamic destinations that attract visitors throughout the day and into the evening. Activating North Sydney's night-time economy through markets, cultural events and entertainment will further encourage foot traffic and create a welcoming atmosphere. This integrated approach will elevate the visitor experience while stimulating local businesses, contributing to a thriving and sustainable economic ecosystem.

To achieve this vision, we will focus on four key strategic directions:



Revitalise and grow the North Sydney CBD as a high-amenity top-tier office precinct.



Cultivate a diverse, connected and resilient business environment.



Create vibrant villages and local centres that attract and retain visitors.



Promote North Sydney as a destination of choice.

Background

This strategy is part of a suite of informing strategies (see Figure 1) that articulate North Sydney's needs and priorities over the next ten years. These strategies will form the basis for Council's new Community Strategic Plan (CSP) 2025-2035, Delivery Programs and Operational Plans.



Figure 1: Suite of Informing Strategies

The role of Council

North Sydney Council plays an important role in shaping strategic directions that align with community aspirations and prioritising funding accordingly, however collaboration will be essential to driving meaningful outcomes.

Council's ten-year strategies must be viewed within the broader framework of local government's role in relation to State and Federal policies and jurisdictions.

While Council has significant responsibilities, its powers can be limited in certain areas. In these situations, advocacy and partnerships with other organisations may be necessary to influence specific actions in place of more direct initiatives.

Community engagement

In 2024, Council launched its most extensive consultation to date: the 'Have your say on North Sydney's next ten years' campaign. This initiative was designed to gather broad and meaningful input from the community to shape the suite of informing strategies.

The six-week consultation focused on five key Discussion Papers* that addressed critical areas of community interest, helping us understand evolving needs, aspirations and priorities.



We received over **1,000 responses to our online surveys**, and over **600 individuals attended our community forums**. Additionally, thousands more were engaged through both in-person and online events.



To ensure we heard from unique and diverse voices, Council also held dedicated workshops for specific groups including a **demographically selected group of 60+ residents**, a **First Nations** workshop in partnership with Indigenous consultancy Murawin, a **Voice of Youth** workshop with over 50 primary and secondary students, and sessions with **relevant key stakeholders**.



The valuable insights gathered through community engagement, along with extensive research, have shaped five comprehensive studies that outline the vision and priorities for our community. These studies are the foundation for bold, forward-looking strategies that will guide our next ten years.

For details on the research and engagement supporting this strategy, please refer to the North Sydney Economic Development Study 2024.

**Specific discussion papers and research studies were not prepared for Environment, Housing and Governance as part of this campaign, for the reasons outlined below.*

Environment: Significant research had already been undertaken to develop the North Sydney Environmental Sustainability Strategy 2030.

Housing: The existing North Sydney Local Housing Strategy is a legislated strategy under the Environmental Planning and Assessment Act 1979. It will be reviewed and updated in 2025/26.

Governance: The Governance strategy focuses primarily on internal governance structures and processes, which are guided by established regulations and best practices.

About this strategy

The Economic Development Strategy details how Council, the community, businesses and other stakeholders will work together over the next ten years to build:

A thriving and resilient local economy

This strategy takes precedence over existing Council strategies and plans, except where required by legislation. Relevant information captured in superseded documents will be considered through service unit planning and, if necessary, adopted as supporting plans.

Principles

The strategy is guided by four key principles:



RESILIENCE

Building an adaptable economy that can withstand economic shifts and unforeseen events, ensuring long-term stability.



AMENITY

Enhancing public amenity by upgrading and activating public spaces.



INNOVATION

Encouraging creativity and new ideas across all sectors to maintain North Sydney's competitiveness and adaptability in a changing economic landscape.



COLLABORATION

Fostering partnerships among local businesses, government and stakeholders to create a cohesive and supportive economic ecosystem.



Structure

The strategy includes four strategic directions with clear measurable objectives, that outline how we will strive towards the outcome of **a thriving and resilient local economy**.

Under each direction are specific projects and initiatives that will help us achieve the objectives. There is also a list of Council’s existing services that support each strategic direction.

Figure 2 illustrates the structure of the informing strategy.

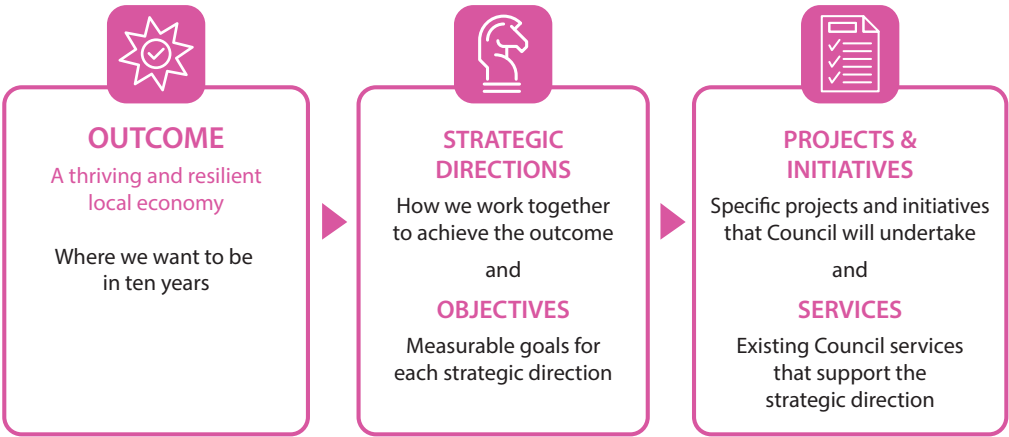
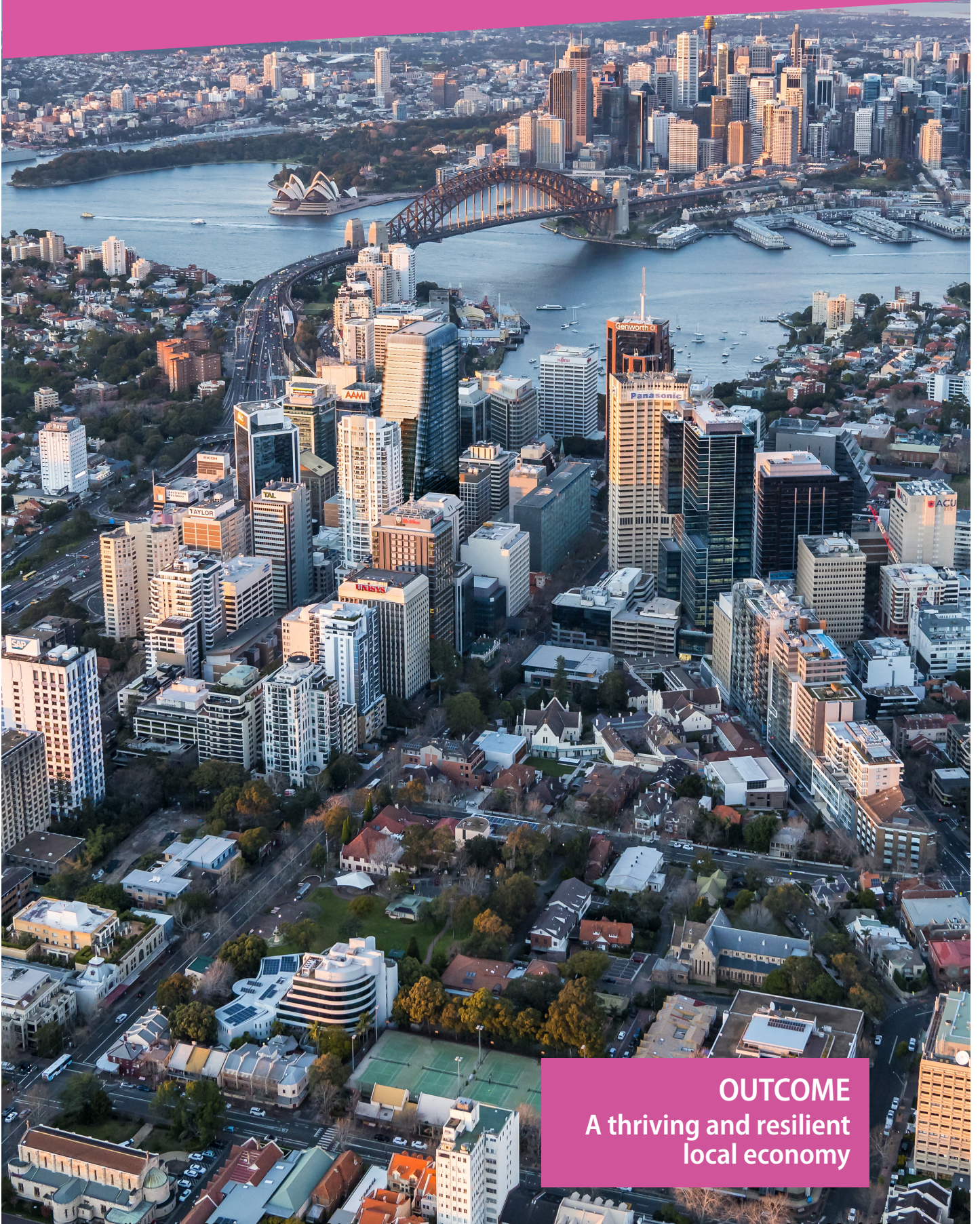


Figure 2: Structure of the Economic Development Strategy

Timing and delivery of new projects and initiatives will be dependent on availability of funding from a variety of sources, including but not limited to grants, developer contributions and Council’s internal reserves.



DELIVERING THE OUTCOME















OUTCOME
A thriving and resilient
local economy

OBJECTIVE

- 🎯 Achieve the State Government North District Plan job target of 81,500 jobs in the North Sydney CBD by 2036

STRATEGIC DIRECTION 1: Revitalise and grow the North Sydney CBD as a high-amenity top-tier office precinct

- | | | |
|----------------|---|--|
| 1.1 | Continue to protect the commercial core of the North Sydney CBD through appropriate planning controls as well as through advocacy to the State Government to exempt commercial land from build-to-rent provisions. | |
| 1.2 | Work with NSW Government agencies to deliver the Miller Place project which includes a major public plaza, as well as recreation and entertainment space for the North Sydney CBD. | 


 |
| 1.3 | Design and deliver a new 1,675m ² plaza outside the iconic North Sydney Post Office. |  |
| 1.4 | Work with the NSW Government to convert the under-utilised deck of the tramway viaduct near North Sydney Train Station into a 4,650m ² active recreation space. |  |
| 1.5 | Deliver North Sydney CBD laneway upgrades to improve walkability in Little Spring, Spring, Mount and Denison Streets. |  |
| 1.6 | Continue to monitor market conditions to assess the feasibility of implementing the Ward Street masterplan. | |
| 1.7 | Develop a masterplan for the civic precinct in North Sydney (bounded by Ridge, Miller, Church and McLaren Streets) that investigates and incorporates a range of new community space, open space and active recreation spaces. | 

 |
| 1.8 | Explore opportunities to promote and incentivise street and commercial tower podium activation through retail, food and beverage, collaborative workspaces, basement bars, entertainment venues and other attractors for the CBD. | |
| 1.9 | In collaboration with key CBD stakeholders, develop and implement the new North Sydney narrative story brand marketing campaign. | |
| 1.10 | Collaborate with major stakeholders within the CBD on projects that create positive outcomes for the local economy. | |
| Service | Manage strategic land use planning in the LGA including advocacy, stakeholder management, and preparation of land use policies, strategies, plans and controls. This also includes maintaining Council's property database. | 
 |

Shared projects, initiatives and services

Some projects, initiatives and services contribute to the delivery of outcomes from multiple Informing Strategies. These are indicated using symbols (see below) representing the other strategies that include the same activity.



Culture and Creativity



Integrated Transport



Social Inclusion



Economic Development



Environment



Housing




Governance



Open Space and Recreation

Economic Development

OBJECTIVE

-  Maintain the entropy score (economic diversity index) for the North Sydney LGA above 2.4

STRATEGIC DIRECTION 2: Cultivate a diverse, connected and resilient business environment

- 2.1 Work with the Greenwood Plaza to understand the impact the opening of the metro has had on their operations and work collaboratively to promote growth in the retail and service industries.
- 2.2 Continue to protect the employment capacity of St Leonards through appropriate planning controls as well as through advocacy to the State Government.
- 2.3 Work with the hospitals and health sector to explore opportunities for developing a health precinct through planning controls and promotion of health services in the streets surrounding key existing health facilities.
- 2.4 Work with the First Nations community to deliver targeted initiatives, including pilot programs, to attract, develop and grow First Nations businesses.
- 2.5 Develop a program to support small business-led initiatives that enhance local trade.
- 2.6 Promote and increase awareness of existing facilities that are available for business networking and conferences.
- 2.7 Support the creation of a connected local learning ecosystem by encouraging Australian Catholic University, Charles Sturt University and TAFE to connect with local business and schools.
- 2.8 Promote the Service NSW Business Bureau and other relevant organisations to help small and new businesses access resources, funding programs and training initiatives.
- 2.9 Collaborate with local businesses to develop and deliver a program that encourages increased local spend.
- 2.10 Undertake a data and analytics project to gather insights to support businesses within the LGA and grow the local economy.

Service Develop and implement opportunities for community and business input into Council's decision-making processes, including through formal consultations, Precinct Committees, social media and surveys.



Service Manage Council's property portfolio including affordable housing, commercial property and community facilities.



OBJECTIVE

- 🎯 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%*

STRATEGIC DIRECTION 3: Create vibrant villages and local centres that attract and retain visitors

- | | | |
|----------------|---|--|
| 3.1 | Develop a masterplan and feasibility study for consolidating a new community centre, underground car parking and a significant new area of open space for Crows Nest on the site which currently accommodates the Holtermann Street car park, Crows Nest Community Centre and Ernest Place. | 


 |
| 3.2 | Prepare a public domain and placemaking strategy for Crows Nest and St Leonards that determines appropriate design and function of public space to support the growing population. The strategy will consider the pedestrianisation of Willoughby Road and incorporate the Holtermann Street car park precinct and Hume Street Park expansion projects. | 


 |
| 3.3 | Deliver 'Density Done Well' community forums to explore how medium and high-density housing can create vibrant, liveable communities. |  |
| 3.4 | Deliver a program of public domain improvement projects across town centres, including undergrounding of power lines. | |
| 3.5 | Replant and maintain the Mitchell Street green wall in St Leonards. | |
| 3.6 | Deliver the Cremorne Plaza and Langley Place upgrade project in accordance with the Neutral Bay and Cremorne Public Domain Upgrade Masterplan 2015. | |
| 3.7 | Continue to explore options for a plaza and other green space opportunities in Neutral Bay. | |
| 3.8 | Advocate to Transport for NSW for improved bus services for McMahon's Point. |  |
| Service | Clean Council's roads, footpaths, car parks, town centres and other civic spaces. This includes street sweeping; high-pressure water cleaning of footpaths, plazas and bus shelters; collection of illegally dumped materials; and the removal of graffiti and rodents. |  |

* Source: Customer Satisfaction Survey (Micromex Research)

OBJECTIVE

 Increase annual tourism and entertainment spend in the LGA by 10% by 2035 from a September 2023 to August 2024 baseline of \$484.7m*

STRATEGIC DIRECTION 4: Promote North Sydney as a destination of choice

- | | | |
|-------------|---|--|
| 4.1 | Develop the visitor experience by creating a digital visitor 'landing spot' to provide information on key sites and attractions in the area. | |
| 4.2 | Develop innovative and interactive methods to engage the community with history at key local sites. |  |
| 4.3 | Deliver infrastructure to remember significant events in North Sydney's history including: <ul style="list-style-type: none"> • A new sign for the entry point to the Waverton Peninsula Parklands, and interpretive signage celebrating 100 years of community action on the peninsula • Improvements to the War Memorial surrounds at St Leonards Park as detailed in the St Leonards Park Plan of Management • Refurbishment of the Brothers Memorial in Cremorne |  |
| 4.4 | Provide a visible entrance to the LGA through clear signage. | |
| 4.5 | Explore opportunities to increase visitation at the North Sydney Olympic Pool and North Sydney Oval. | |
| 4.6 | Review the Bradfield Park and Kirribilli Foreshore masterplan to ensure ongoing alignment with community expectations and needs. |  |
| 4.7 | Explore opportunities to work with First Nations community members to share and make First Nations cultural heritage visible in North Sydney through First Nations led tours, dual naming, interpretive signage, art and other projects. |  |
| 4.8 | Review and refresh Council's program of events and activations to ensure they are responsive to community needs and leverage key assets. | 
 |
| 4.9 | Continue to support the Crows Nest Festival and include North Sydney Festival as a yearly fixture in the events calendar to attract wide audiences and support the local economy. |  |
| 4.10 | Partner with cultural and creative organisations to host joint events, for example multicultural festivals, and cross-promote cultural and creative opportunities to expand their reach. | 
 |
| 4.11 | Partner with major events and festivals, such as Sydney Biennale, to bring people to North Sydney. |  |
| 4.12 | Explore opportunities to encourage more live music, comedy and drama in the LGA. |  |
| 4.13 | Explore opportunities to activate the North Sydney CBD and town centres at night, including through twilight markets and events. | |

*Source: CBA IQ

- 4.14** Consider opportunities for Special Entertainment Precincts in North Sydney CBD and Crows Nest.



Service Organise and support a range of public space activations and events to bring communities together, engage, celebrate and activate our LGA.



INTEGRATED TRANSPORT STRATEGY

DRAFT



Building a connected LGA where safe, active
and sustainable travel is preferred



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November 2024

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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 followed the first local land grant in 1794 which occurred without consultation, treaty or compensation.

Western archaeological evidence shows that Aboriginal people lived in the North Sydney area at least 5,800 years ago, and likely for thousands more. That evidence is precious. We seek to preserve it and through that to better understand Cammeraygal connection to Country.

After North Sydney Council was formed in 1890 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

Now, more than ever, an integrated transport strategy is vital to ensure that North Sydney's streets and public spaces are safe and that active and sustainable transport is prioritised to maintain the character and liveability of our local government area (LGA).

By 2036, the residential population of the North Sydney LGA is anticipated to be approximately 79,000 to 80,000 people, with almost 90% living in medium and high-density dwellings. In addition, the employment targets set under the North District Plan anticipate between 76,000 and 81,500 workers by 2036. Our LGA serves the local community and has an important role in the economy of NSW, including as home to the second CBD.

North Sydney is congested and we know first-hand that new toll roads and road widening will only exacerbate this problem (as evidenced by the recent challenges faced at the Rozelle Interchange). This has serious consequences, like tree loss and impacts on public space. We need to act now to plan a transport future which creates a North Sydney we all enjoy.

North Sydney is uniquely positioned with excellent public transport options, including buses, trains and ferries, and the new metro service. This Integrated Transport Strategy seeks to leverage these assets and encourage a shift towards more sustainable and active modes of travel. By supporting and promoting walking, cycling and public transport use, we aim to reduce traffic congestion, increase green space, and ensure that road space is available for those who need it most.

This strategy is underpinned by extensive, real community engagement, making certain that your voices shape and guide the path forward. It reflects our collective vision of building a connected LGA where safe, active and sustainable travel is preferred.

Thank you to everyone who provided feedback in the 'Have your say on North Sydney's next ten years' consultation in mid-2024. This engagement was testament to our strong tradition of public participation and the importance of empowering our community to influence decisions that impact your lives.

As we embark on this ten-year journey, I urge you to actively participate in our community. By using active and sustainable transport options whenever you can, together we can create a greener, healthier and more liveable LGA.



Introduction

North Sydney's Integrated Transport Strategy outlines a vision for shaping the future of transport in our local government area (LGA) over the next decade. It marks a pivotal shift toward sustainable and active transport options, reflecting our commitment to creating a more liveable, environmentally friendly and accessible North Sydney.

With significant population and job growth projected over the next ten years, our transport network will face unprecedented demand. Traditional solutions for meeting this increased demand, such as widening roads, have short-lived positive impacts and come at a high cost to our environment and public spaces.

North Sydney benefits from a comprehensive public transport network, including trains, buses, ferries and the new metro line. By further enhancing this network and improving active transport infrastructure, we can reduce car dependency and create a less congested, more liveable LGA.

Our community has expressed a clear desire for greater access to sustainable transport options. Aligning with this desire, the Integrated Transport Strategy seeks to deliver **a connected LGA where safe, active and sustainable travel is preferred.**

To achieve this outcome, the strategy includes the following strategic directions:



Deliver infrastructure and programs that support healthy and active travel.



Promote sustainable transport options and make it easier for people to get around without a private car.



Ensure a fair allocation of assets, parking and road space to promote sustainable travel options and prioritise access for those who need it most.



Improve road safety by upgrading infrastructure and implementing programs that foster a culture of safe road behaviours.

This strategy is a long-term commitment to creating a transport system that enhances our quality of life, supports our local economy, and ensures a greener, more connected future for North Sydney.

Background

This strategy is part of a suite of informing strategies (see Figure 1) that articulate North Sydney's needs and priorities over the next ten years. These strategies will form the basis for Council's new Community Strategic Plan (CSP) 2025-2035, Delivery Programs and Operational Plans.



Figure 1: Suite of Informing Strategies

The role of Council

North Sydney Council plays an important role in shaping strategic directions that align with community aspirations and prioritising funding accordingly, however collaboration will be essential to driving meaningful outcomes.

Council's ten-year strategies must be viewed within the broader framework of local government's role in relation to State and Federal policies and jurisdictions.

While Council has significant responsibilities, its powers can be limited in certain areas. In these situations, advocacy and partnerships with other organisations may be necessary to influence specific actions in place of more direct initiatives.

Community engagement

In 2024, Council launched its most extensive consultation to date: the 'Have your say on North Sydney's next ten years' campaign. This initiative was designed to gather broad and meaningful input from the community to shape the suite of informing strategies.

The six-week consultation focused on five key Discussion Papers* that addressed critical areas of community interest, helping us understand evolving needs, aspirations and priorities.



We received over **1,000 responses to our online surveys**, and over **600 individuals attended our community forums**. Additionally, thousands more were engaged through both in-person and online events.



To ensure we heard from unique and diverse voices, Council also held dedicated workshops for specific groups including a **demographically selected group of 60+ residents**, a **First Nations** workshop in partnership with Indigenous consultancy Murawin, a **Voice of Youth** workshop with over 50 primary and secondary students, and sessions with **relevant key stakeholders**.



The valuable insights gathered through community engagement, along with extensive research, have shaped five comprehensive studies that outline the vision and priorities for our community. These studies are the foundation for bold, forward-looking strategies that will guide our next ten years.

For details on the research and engagement supporting this strategy, please refer to the North Sydney Integrated Transport Study 2024.

**Specific discussion papers and research studies were not prepared for Environment, Housing and Governance as part of this campaign for the reasons outlined below.*

Environment: Significant research had already been undertaken to develop the North Sydney Environmental Sustainability Strategy 2030.

Housing: The existing North Sydney Local Housing Strategy is a legislated strategy under the Environmental Planning and Assessment Act 1979. It will be reviewed and updated in 2025/26.

Governance: The Governance strategy focuses primarily on internal governance structures and processes, which are guided by established regulations and best practices.

About this strategy

The Integrated Transport Strategy details how Council, the community, businesses and other stakeholders will work together over the next ten years to build:

A connected LGA where safe, active and sustainable travel is preferred

This strategy takes precedence over existing Council strategies and plans, except where required by legislation. Relevant information captured in superseded documents will be considered through service unit planning and, if necessary, adopted as supporting plans.

Principles

The strategy is guided by four key principles:



SUSTAINABILITY

Fostering a healthier environment by promoting transport solutions that minimise reliance on private vehicles.



HEALTH PROMOTION

Supporting active travel options, such as walking and cycling, to enhance community wellbeing.



INCLUSION

Designing transport systems that address the diverse needs of the community.



SAFETY

Enhancing road safety through infrastructure upgrades and community education.



Structure

The strategy includes four strategic directions with clear measurable objectives, that outline how we will strive towards the outcome of **a connected LGA where safe, active and sustainable travel is preferred**.

Under each direction are specific projects and initiatives that will help us achieve the objectives. There is also a list of Council’s existing services that support each strategic direction.

Figure 2 illustrates the structure of the informing strategy.

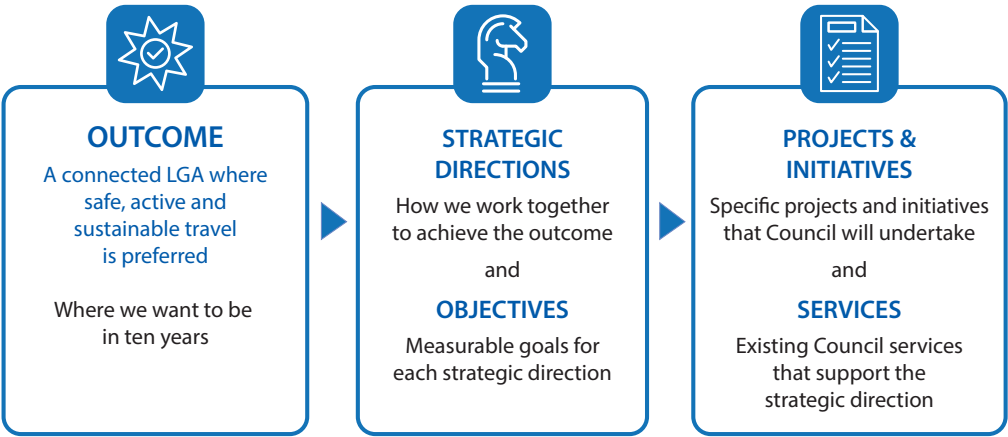
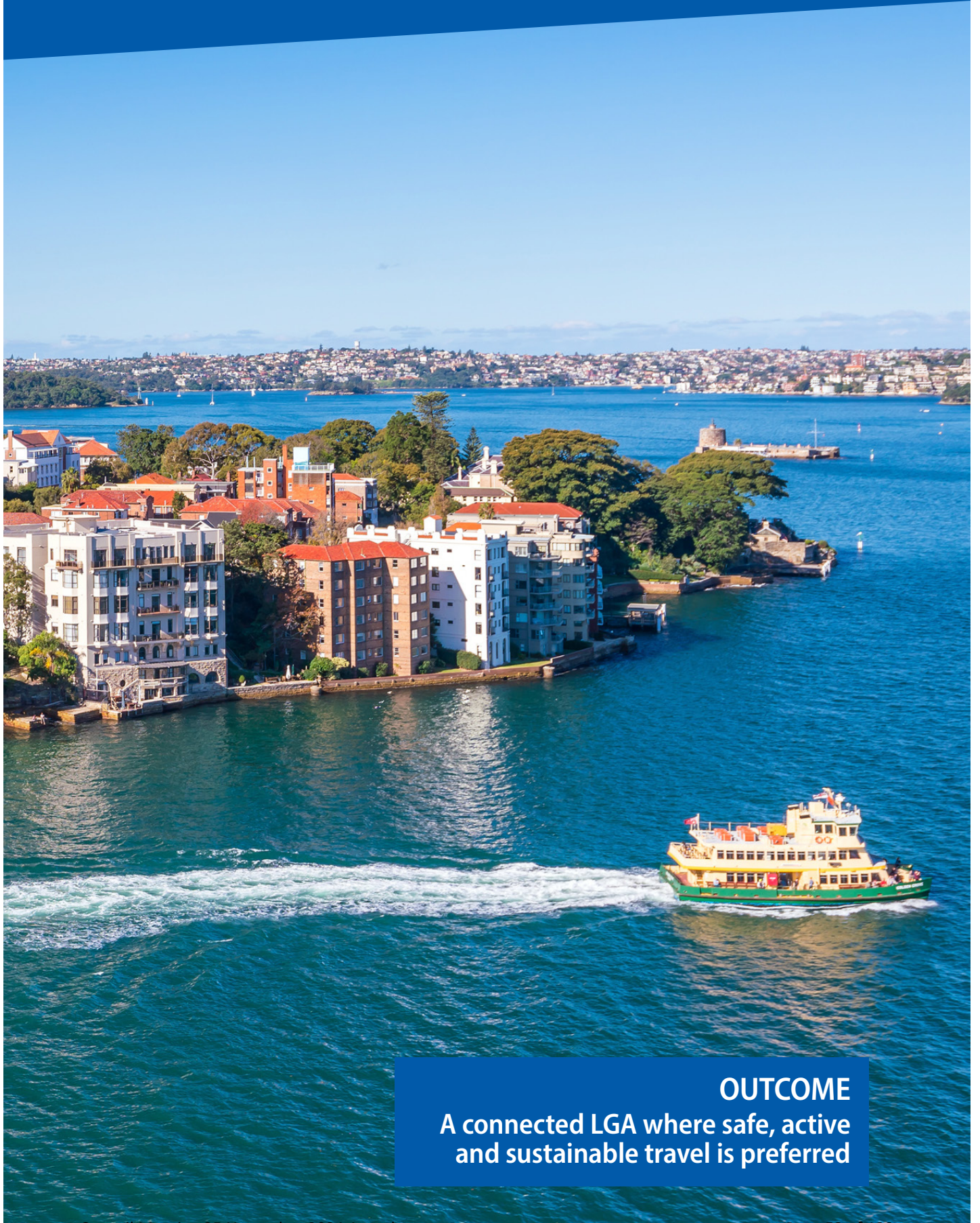


Figure 2: Structure of the Integrated Transport Strategy

Timing and delivery of new projects and initiatives will be dependent on availability of funding from a variety of sources, including but not limited to grants, developer contributions and Council’s internal reserves.



DELIVERING THE OUTCOME






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

OBJECTIVES

- 🎯 Increase the walking mode share to 50% by 2034/35 from the 2022/23 baseline of 39%*
- 🎯 Double the cycling mode share by 2034/35 from the 2022/23 baseline of 1.4%*

STRATEGIC DIRECTION 1: Deliver infrastructure and programs that support healthy and active travel

- 1.1 Review existing walking infrastructure across the LGA and develop a North Sydney Walking Action Plan to improve walkability through the provision of missing links, pathway upgrades, tree planting and new infrastructure to improve safety and amenity. 
- 1.2 Complete concept designs and undertake consultation on 5% of walking infrastructure identified in the North Sydney Walking Action Plan each year, ready for grant applications.
- 1.3 Deliver walking infrastructure projects identified in the North Sydney Walking Action Plan. 
- 1.4 Develop a wayfinding guide and implement wayfinding signage across the LGA to increase awareness of safe, convenient and accessible walking and cycling routes between key destinations.
- 1.5 Review and implement the Local Area Transport Management projects, focusing on highly walkable areas, to widen footpaths, enhance the place experience, and install 40 raised pedestrian crossings by 2035.
- 1.6 Review and upgrade the North Sydney LGA foreshore walk (identified as a priority project in the North District Green Grid strategy), with a view to improving accessibility. 
- 1.7 Complete concept designs and undertake consultation on 5% of cycling infrastructure identified in the North Sydney Bike Plan each year, ready for grant applications.
- 1.8 Apply for grant funding and progressively deliver cycling infrastructure identified in the North Sydney Bike Plan.
- 1.9 Advocate to Transport for NSW for a safe cycling connection between St Leonards Park and the Sydney Harbour Bridge.
- 1.10 Advocate to Transport for NSW for delivery of the following two 'Cycling Super Highways':
 - Sydney Harbour Bridge to Crows Nest along the Pacific Highway
 - Crows Nest to Mosman and the Northern Beaches along Falcon Street and Military Road
- 1.11 Deliver programs and workshops to encourage walking and cycling by teaching practical skills like bike maintenance and riding skills, and offering guided tours. Consideration will be given to engaging groups with lower participation rates, such as older adults, young people and women.

Shared projects, initiatives and services

Some projects, initiatives and services contribute to the delivery of outcomes from multiple Informing Strategies. These are indicated using symbols (see below) representing the other strategies that include the same activity.



Culture and Creativity



Integrated Transport



Social Inclusion



Economic Development



Environment



Housing



Governance



Open Space and Recreation

* Source: Household Travel Survey (Transport for NSW)

OBJECTIVES

🎯 Increase the public transport mode share to 20% by 2034/35 from the 2022/23 baseline of 9.5%*


🎯 Increase the number of households that do not own a car to 25% by 2031 from a 2021 baseline of 19%**


* Source: Household Travel Survey (Transport for NSW)

** Source: Census (Australian Bureau of Statistics)

Integrated Transport

STRATEGIC DIRECTION 2: Promote sustainable transport options and make it easier for people to get around without a private car







- 2.1 Develop and deliver a travel behaviour shift program that encourages schools to implement projects and programs that promote active and sustainable transport choices.
- 2.2 Review North Sydney Council's Development Control Plan and standard conditions of consent to establish whether the requirements are effective in encouraging sustainable transport. Review provisions for end-of-trip facilities, bicycle spaces, car share bays and other sustainable transport infrastructure.
- 2.3 Undertake a comprehensive review the North Sydney Council Car Share Policy to ensure it promotes the financial, environmental and on-street parking efficiency benefits of car share and encourages the community to choose car share over private vehicle ownership.
- 2.4 In line with the Car Share Policy, develop a yearly proposal system for car share providers to plan and commit to car share expansion for residents and businesses.
- 2.5 Promote the financial, environmental and on-street parking efficiency benefits of car share and encourage the community to choose car share over private vehicle ownership.
- 2.6 Work with car share companies to identify and address the obstacles that hinder car share use in the LGA.
- 2.7 Advocate to Transport for NSW to review bus network service coverage and frequency on the eastern side of the freeway to improve local connectivity and links to rail and metro services.
- 2.8 Advocate to Transport for NSW for improved bus services for McMahon's Point. 
- 2.9 Investigate the feasibility of an on-demand or local hop-on hop-off loop service from less accessible residential areas to key destinations in North Sydney.
- 2.10 Advocate to Transport for NSW to reduce pedestrian dwell times at signalised intersections (to improve the level of service for walking and cycling), and remove slip lanes in high pedestrian activity areas.
- 2.11 Rebuild and renew heritage style bus shelters across the LGA.


Service Research, plan and implement initiatives to promote sustainable transport. 

OBJECTIVE

- 🎯 Maintain parking occupancy rates in commercial centres of North Sydney CBD and Crows Nest at 85% (+/- 5%) in peak times

STRATEGIC DIRECTION 3: Ensure a fair allocation of assets, parking and road space to promote sustainable travel and prioritise access for those who need it most

- | | | |
|-----|--|--|
| 3.1 | Investigate opportunities and deliver projects around transport interchanges, for example Willoughby Road, to temporarily or permanently close roads to vehicles to improve the walkability and amenity of the public domain. | |
| 3.2 | Deliver North Sydney CBD laneway upgrades to improve walkability in Little Spring, Spring, Mount and Denison Streets. |  |
| 3.3 | Work with NSW Government agencies to deliver the Miller Place project which includes a major public plaza, as well as recreation and entertainment space for the North Sydney CBD. | 


 |
| 3.4 | Design and deliver a new 1,675m ² plaza outside the iconic North Sydney Post Office. |  |
| 3.5 | Advocate for approaches to bike share that reduce clutter on the streets and promote higher usage rates, such as physical or geofenced docking stations. | |
| 3.6 | Review the existing on-road parking management policy, Disability Parking Policy and the residential parking permit scheme as well as pricing of permits by 2028 (prior to Western Harbour Tunnel opening), to ensure that parking provision is proportionate to demand, and resident permit allocations are not issued beyond available capacity. | |
| 3.7 | Develop a 'parking space hierarchy' for commercial and residential streets to ensure that space is available for those who need it, such as disability parking, loading zones and outdoor dining. | |
| 3.8 | As part of developing the on-road parking management policy, undertake a study to assess freight network needs, address delivery access challenges, and explore opportunities to support vibrant centres while reducing impacts on residents. | |
| 3.9 | Investigate adaptive use of Council-owned car spaces that encourages a shift towards more sustainable modes of transport and/or broader community uses. This may include (but not be limited to) potential reuse for micromobility freight services, end-of-trip facilities and car share. | |

3.10	Investigate adaptive use of parking meters that encourages sustainable transport, such as reduced cost or free periods for car share users.
Service	Enforce legislation relating to parking in the LGA, including responding to parking-related customer complaints and enquiries. 
Service	Manage the safe, efficient and sustainable movement of people and vehicles within and through the LGA. This includes traffic investigations and projects, on-street parking management, issue of construction permits, road closures and maintenance of signs and lines.
Service	Manage Council-owned parking stations.

OBJECTIVE

- 🎯 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)*

STRATEGIC DIRECTION 4: Improve road safety by upgrading infrastructure and implementing programs that foster a culture of safe road behaviours

- | | |
|---------|--|
| 4.1 | Develop and implement a 'Safer Streets' program to improve safety through infrastructure and lower speed limits (10 km/h, 30 km/h, 40 km/h). |
| 4.2 | Review crime hotspots in collaboration with NSW Police and consider improvements to place that conform with the principles of Crime Prevention Through Environmental Design (CPTED) such as improved lighting and removal of 'blind spots'. |
| 4.3 | Advocate and work with Transport for NSW (TfNSW) to develop and implement a plan to mitigate impacts of the Western Harbour Tunnel on movement and place within North Sydney LGA, leveraging TfNSW Network Performance Plans required for motorway projects, to provide better outcomes for non-car users. This should include an updated review of the transport modelling to address discontinuation of the Northern Beaches Link. |
| 4.4 | Advocate for lower speed limits and improved pedestrian and cyclist priority on State roads through the LGA. |
| Service | Plan and implement community road safety behavioural initiatives to promote safe people, safe vehicles, safe roads and safe speeds in accordance with Council's Road Safety Action Plan. |
| Service | Work with the State Government and other stakeholders to manage local and regional transport needs. This includes liaison with TfNSW regarding public transport and network planning, as well as providing input into development assessments. |
| Service | Manage the maintenance of Council's civil assets. This includes construction of new and renewed roads, repairs to assets within the road reserve, drainage system clearing and repairs, and maintenance of street and park lighting. |



* Source: LGA crashes summary
(Transport for NSW)

OPEN SPACE AND RECREATION STRATEGY

DRAFT



Building an active community
with space for everyone to
exercise and enjoy the outdoors



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November 2024

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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 followed the first local land grant in 1794 which occurred without consultation, treaty or compensation.

Western archaeological evidence shows that Aboriginal people lived in the North Sydney area at least 5,800 years ago, and likely for thousands more. That evidence is precious. We seek to preserve it and through that to better understand Cammeraygal connection to Country.

After North Sydney Council was formed in 1890 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

Since 2011, the residential population of the North Sydney local government area (LGA) has grown by 6,600 people, including 2,000 more school-age children and 3,000 seniors. Around 4,000 new dwellings have been constructed to accommodate this growth, with a shift to even higher density living. At the same time, single-person households have increased by almost 2,000 – all housed within a very constrained 10.5km² LGA.

It is anticipated that the residential population of North Sydney will be 79,000 to 80,000 people by 2036, with almost 90% living in medium and high-density dwellings. In addition, employment targets set under the North District Plan anticipate between 76,000 and 81,500 workers by 2036.

We are one of the three most densely populated LGAs in NSW, and that density is growing. The need for public open space and recreation facilities is vital to ensure a liveable, resilient community. Those of us who live in apartments rely on parks and community facilities for rest, recreation, health and wellbeing.

The fact is that our LGA does not have sufficient open space to serve existing residents, students and workers, let alone the projected and increasing population.

This strategy will guide our efforts to address these challenges by maximising existing resources, including re-purposing under-utilised civic spaces and enhancing our parks and facilities. It reflects our collective vision of an active community with space for everyone to exercise, access and enjoy the outdoors.

By prioritising equity, we can ensure that all community members have access to the benefits of open spaces – improving health, fostering social connections, and supporting environmental sustainability.

This strategy is underpinned by extensive, real community engagement, ensuring your voices shape and guide the path forward.

Thank you to everyone who provided feedback in the 'Have your say on North Sydney's next ten years' consultation in mid-2024. This engagement was testament to our strong tradition of public participation and the importance of empowering our community to influence decisions that impact your lives.

As we embark on this ten-year journey, I urge you to continue to actively participate in our community. Together we can create accessible and vibrant open spaces that enhance the quality of life for all residents of North Sydney.

Joe Bahr

Introduction

North Sydney features a network of well-maintained parks and recreational facilities that serve as vital community hubs, many of which are situated in picturesque harbourside locations. These spaces offer residents opportunities for leisure, structured sports, informal exercise and social interaction, significantly enhancing the community's overall wellbeing. However, the local government area (LGA) faces a considerable open space deficit, estimated at around 45 hectares*, which is expected to increase as the population grows. With 89% of residents living in high and medium-density housing, ensuring an adequate supply of accessible public open spaces is essential.

Limited land availability and high land prices severely restrict the ability to acquire new open space. Therefore, it is crucial to explore innovative strategies to maximise the use of existing resources. This includes design modifications and the potential repurposing of civic and 'grey' spaces, such as roads and car parks, for recreational use.

To address this open space deficit and deliver the desired outcome of being **an active community with space for everyone to exercise and enjoy the outdoors**, this Open Space and Recreation Strategy focuses on four strategic directions:



**North Sydney Open Space and Recreation Needs Study, 2024*

Background

This strategy is part of a suite of informing strategies (see Figure 1) that articulate North Sydney's needs and priorities over the next ten years. These strategies will form the basis for Council's new Community Strategic Plan (CSP) 2025-2035, Delivery Programs and Operational Plans.



Figure 1: Suite of Informing Strategies

The role of Council

North Sydney Council plays an important role in shaping strategic directions that align with community aspirations and prioritising funding accordingly, however collaboration will be essential to driving meaningful outcomes.

Council's ten-year strategies must be viewed within the broader framework of local government's role in relation to State and Federal policies and jurisdictions.

While Council has significant responsibilities, its powers can be limited in certain areas. In these situations, advocacy and partnerships with other organisations may be necessary to influence specific actions in place of more direct initiatives.

Community engagement

In 2024, Council launched its most extensive consultation to date: the 'Have your say on North Sydney's next ten years' campaign. This initiative was designed to gather broad and meaningful input from the community to shape the suite of informing strategies.

The six-week consultation focused on five key Discussion Papers* that addressed critical areas of community interest, helping us understand evolving needs, aspirations and priorities.



We received over **1,000 responses to our online surveys**, and over **600 individuals attended our community forums**. Additionally, thousands more were engaged through both in-person and online events.



To ensure we heard from unique and diverse voices, Council also held dedicated workshops for specific groups including a **demographically selected group of 60+ residents**, a **First Nations** workshop in partnership with Indigenous consultancy Murawin, a **Voice of Youth** workshop with over 50 primary and secondary students, and sessions with **relevant key stakeholders**.



The valuable insights gathered through community engagement, along with extensive research, have shaped five comprehensive studies that outline the vision and priorities for our community. These studies are the foundation for bold, forward-looking strategies that will guide our next ten years.

For details on the research and engagement supporting this strategy, please refer to the North Sydney Open Space and Recreation Needs Study.

**Specific discussion papers and research studies were not prepared for Environment, Housing and Governance as part of this campaign, for the reasons outlined below.*

Environment: Significant research had already been undertaken to develop the North Sydney Environmental Sustainability Strategy 2030.

Housing: The existing North Sydney Local Housing Strategy is a legislated strategy under the Environmental Planning and Assessment Act 1979. It will be reviewed and updated in 2025/26.

Governance: The Governance strategy focuses primarily on internal governance structures and processes, which are guided by established regulations and best practices.

About this strategy

The Open Space and Recreation Strategy details how Council, the community, businesses and other stakeholders will work together over the next ten years to deliver the desired outcome of being:

An active community with space for everyone to exercise and enjoy the outdoors

This strategy takes precedence over existing Council strategies and plans, except where required by legislation. Relevant information captured in superseded documents will be considered through service unit planning and, if necessary, adopted as supporting plans.

Principles

The strategy is guided by four key principles:



FAIRNESS

Sharing our open spaces and recreational facilities so they can be enjoyed by everyone.



INCLUSION

Fostering an inclusive environment that caters to various interests and abilities.



INNOVATION

Embracing creative solutions to increase open space availability and use.



WELLBEING

Promoting physical and mental health through active lifestyles and social interaction.



Structure

The strategy includes four strategic directions with clear measurable objectives, that outline how we will strive towards the outcome of **an active community with space for everyone to exercise and enjoy the outdoors**.

Under each direction are specific projects and initiatives that will help us achieve the objectives. There is also a list of Council’s existing services that support each strategic direction.

Figure 2 illustrates the structure of the informing strategy.

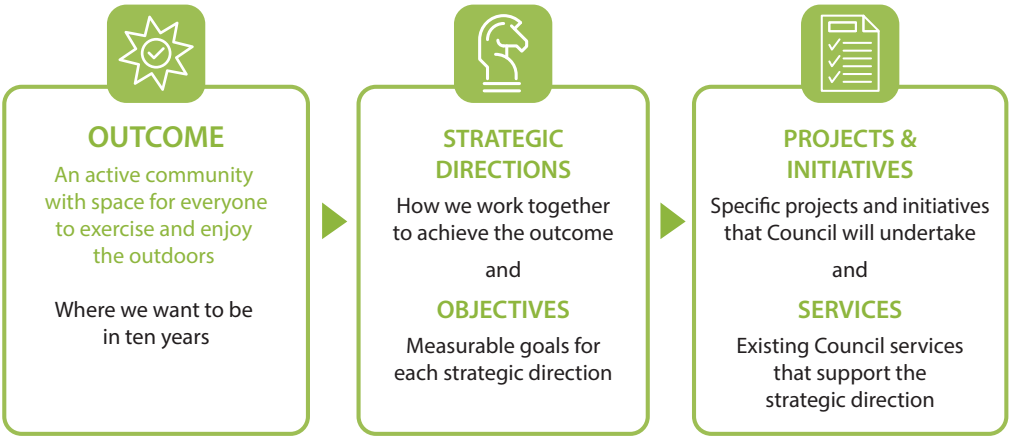
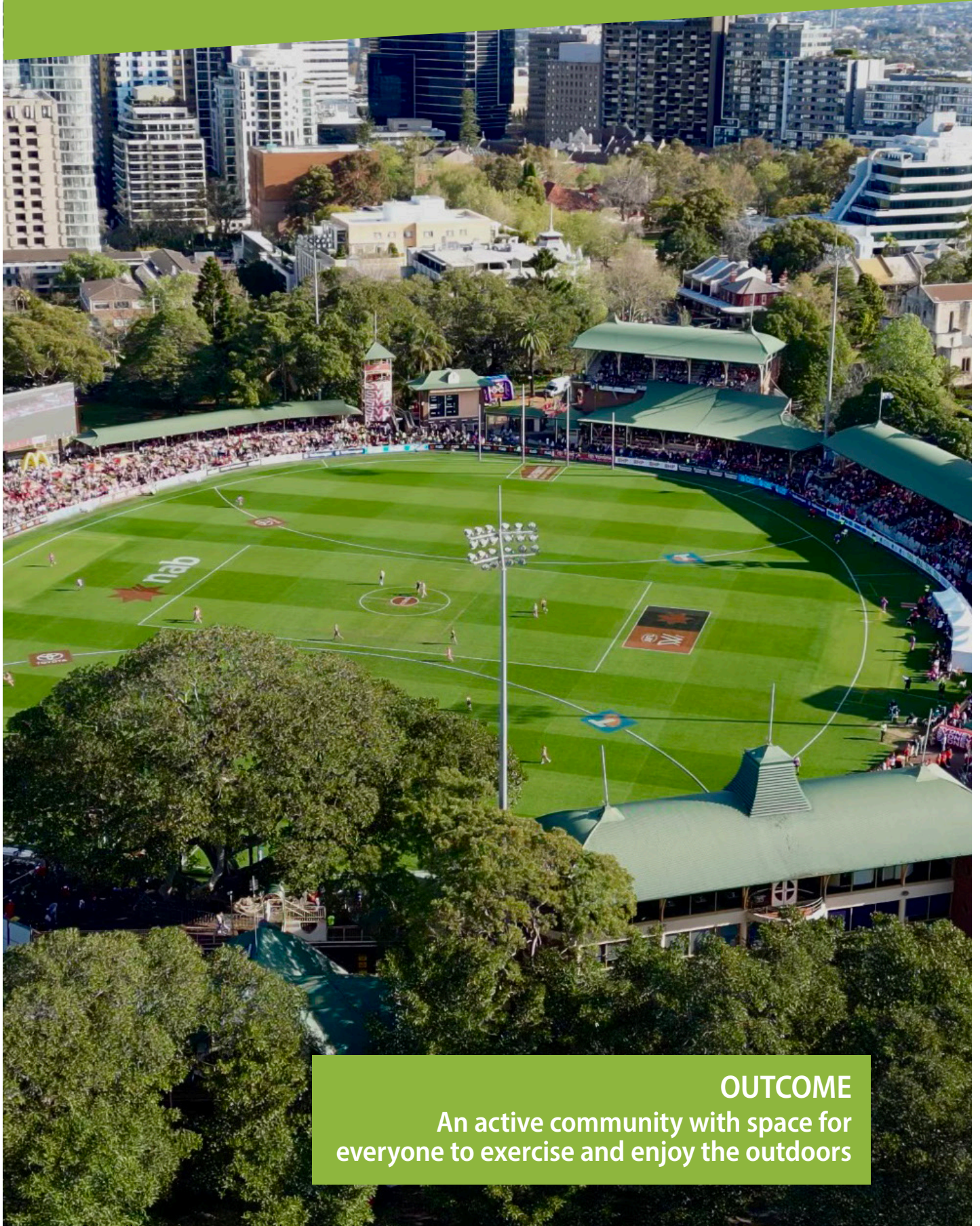


Figure 2: Structure of the Open Space and Recreation Strategy

Timing and delivery of new projects and initiatives will be dependent on availability of funding from a variety of sources, including but not limited to grants, developer contributions and Council’s internal reserves.



DELIVERING THE OUTCOME



















OUTCOME

An active community with space for everyone to exercise and enjoy the outdoors

OBJECTIVE

- Identify and/or develop five new spaces by 2035 that may be used by the community to meet identified sport and/or recreational needs

STRATEGIC DIRECTION 1: Deliver additional space for sports and recreation

- | | |
|---|--|
| <p>1.1 Develop a masterplan and feasibility study for consolidating a new community centre, underground car parking and a significant new area of open space for Crows Nest on the site which currently accommodates the Holtermann Street car park, Crows Nest Community Centre and Ernest Place.</p> | 


 |
| <p>1.2 Prepare and deliver a modified version of the adopted Hume Street Park expansion project that includes removal of the childcare centre, closure of part of Hume Street, and improvements to the quality of open space in Hume Street Park.</p> | |
| <p>1.3 Prepare a public domain and placemaking strategy for Crows Nest and St Leonards that determines appropriate design and function of public space to support the growing population. The strategy will consider the pedestrianisation of Willoughby Road and incorporate the Holtermann Street car park precinct and Hume Street Park expansion projects.</p> | 


 |
| <p>1.4 Work with the NSW Government to convert the under-utilised deck of the tramway viaduct near North Sydney Train Station into a 4,650m² active recreation space.</p> |  |
| <p>1.5 Develop a masterplan for the civic precinct in North Sydney (bounded by Ridge, Miller, Church and McLaren Streets) that investigates and incorporates a range of new community space, open space and active recreation spaces.</p> | 

 |
| <p>1.6 Work with NSW Government agencies to deliver the Miller Place project which includes a major public plaza, as well as recreation and entertainment space for the North Sydney CBD.</p> | 


 |

Shared projects, initiatives and services

Some projects, initiatives and services contribute to the delivery of outcomes from multiple Informing Strategies. These are indicated using symbols (see below) representing the other strategies that include the same activity.



Culture and Creativity



Integrated Transport



Social Inclusion



Economic Development



Environment













Housing



Governance



Open Space and Recreation

- | | | |
|-------------|---|--|
| 1.7 | Deliver new public space through completion of the Balls Head Quarantine Depot site redevelopment project, including advocating for ownership of the lower section. | 
 |
| 1.8 | Work with Transport for NSW to deliver new public space through the Berrys Bay project. This project includes fit out of Woodleys Shed as a community facility. |  |
| 1.9 | Advocate to the NSW Government to fund feasibility and concept design of the Warringah Land Bridge to reconnect North Sydney over the Warringah Freeway and reclaim unused space for the community. | |
| 1.10 | Advocate for increased community use of Sub Base Platypus. | 
 |
| 1.11 | Collaborate with the PCYC and government agencies to retain PCYC presence in North Sydney. |  |
| 1.12 | Explore new opportunities to partner with local schools and Schools Infrastructure NSW to enable community use of school facilities after hours. | 
 |
| 1.13 | Use the planning framework to seek contributions from private developers to help expand and create new public spaces. | |
| 1.14 | Explore opportunities to transform suitable Council-owned assets (eg car parks) for recreational purposes. | |
| 1.15 | Deliver a 'play street' program to facilitate temporary closure of local streets for recreational activities. |  |
| 1.16 | Advocate to Transport for NSW for the adaptive re-use of the existing Coal Loader wharf for heritage interpretation, public access and water access. |  |
| 1.17 | Investigate provision of an additional harbour swimming site in the North Sydney LGA, including consideration of a potential site on the border of Badangji and Berry Island Reserves. | |

OBJECTIVES

- 🎯 Deliver more than 20,000 sportsfield booking hours per year by 2035
- 🎯 Reduce the number of sportsfield closure hours due to wet weather by 10% by 2035 from a 2025 baseline


STRATEGIC DIRECTION 2: Maximise the capacity of our existing open spaces and recreational facilities

- 2.1 In consultation with the community, develop a masterplan for Cammeray Park that increases opportunities for multi-use and addresses community demand for active and passive recreation.
- 2.2 Review the management model at North Sydney Oval to determine whether the oval complex could accommodate additional community participation and use without significantly compromising its role as a venue for the playing and watching elite sport.
- 2.3 Renew and upgrade the North Sydney Indoor Sports Centre to increase capacity and useability, including exploring opportunities with Northern Suburbs Basketball Association for equitable multi-use.
- 2.4 Formalise a Council policy of retaining control of sportsfields and courts and associated infrastructure to ensure flexibility of use.
- 2.5 Upgrade the tennis courts and associated amenities in Green Park to create a multi-use facility.
- 2.6 Explore opportunities for multi-purpose sports sites to accommodate hockey and/or netball matches and training, and/or emerging sports including pickleball and climbing.
- 2.7 Explore opportunities to accommodate AFL, with a focus on junior AFL and women's AFL, in the North Sydney area.
- 2.8 Develop and implement a program for increasing the capacity and utilisation of sportsfields and courts through infrastructure improvements.
- 2.9 In consultation with the community and key stakeholders, identify sportsfield(s) that would be suitable for alternative playing surfaces such as hybrid and synthetic turf, to increase capacity.






OBJECTIVES

- 🎯 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%*

STRATEGIC DIRECTION 3: Provide new and upgraded facilities within existing public spaces to increase amenity, accessibility and diversity

- 3.1 Identify opportunities and implement projects to improve accessibility of parks and playgrounds across the LGA. 
- 3.2 Deliver gender-neutral player facilities at the following key sports sites to encourage and cater for the growth in female participation:
- North Sydney Oval
 - Primrose Park
 - Tunks Park
- 3.3 Renew the following playgrounds in accordance with the Neighbourhood Parks Plan of Management 2022 and the Playgrounds Plan of Management 2022:
- Green Park Senior Playground*
 - Phillips Street Playground
 - Euroka Street Playground
 - Victoria Street Playground
 - Mary French Reserve Playground
 - W H Brothers Memorial Reserve Playground
 - Cremorne Reserve Playground
 - Milson Park Playground
 - Bradfield Park Playground*
 - Cahill Playground
 - Blues Point Reserve Playground
 - Tunks Park Playground
 - Berry Island Playground
 - Ilbery Playground
 - Hodgsons Lookout Playground
 - Brightmore Reserve Playground*
 - Grasmere Reserve Playground
- *Potential inclusion of adventure and challenge equipment for older children
- 3.4 Upgrade Cammeray Skate Park.
- 3.5 Deliver a park enhancement program for provision of infrastructure to improve the amenity of parks such as shelter, shade, water fountains and seating.
- 3.6 Deliver additional active recreation facilities such as basketball half courts, outdoor table tennis tables and multi-use games areas in selected larger parks, including:
- Forsyth Park
 - Waverton Park
 - Bradfield Park
 - Brightmore Reserve
- 3.7 Design and construct new public amenities in St Leonards Park.

* Source: Customer Satisfaction Survey (Micromex Research)

3.8	Renew and upgrade the public amenities at the following parks: <ul style="list-style-type: none"> • Kesterton Park • Brennan Park • Forsyth Park • Waverton Park 	
3.9	Explore opportunities to enhance outdoor fitness equipment across the LGA.	
3.10	Review the provision and supply of small watercraft storage across the LGA.	
3.11	Review existing walking infrastructure across the LGA and develop a North Sydney Walking Action Plan to improve walkability through the provision of missing links, pathway upgrades, tree planting and new infrastructure to improve safety and amenity.	
3.12	Deliver walking infrastructure projects identified in the North Sydney Walking Action Plan.	
3.13	Review and upgrade the North Sydney LGA foreshore walk (identified as a priority project in the North District Green Grid strategy), with a view to improving accessibility.	
3.14	Review the Bradfield Park and Kirribilli Foreshore masterplan to ensure ongoing alignment with community expectations and needs.	 
Service	Provide a range of gym and fitness services at the North Sydney Olympic Pool facility.	
Service	Maintain pool facilities and provide a range of swimming and recreational programs at the North Sydney Olympic Pool facility.	

OBJECTIVE

- 🎯 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%*

* Source: Customer Satisfaction Survey (Micromex Research)

Open Space and Recreation

STRATEGIC DIRECTION 4: Manage our open space and recreational facilities to ensure that they are well maintained and shared

4.1 Develop and implement a program for reviewing Council's plans of management and develop a prioritised list of projects for implementation.



4.2 Prepare a policy to ensure that events and large gatherings in public open space, particularly in prime harbour foreshore parks, do not undermine the condition of our parks or inhibit general recreational use by the community.

4.3 Prepare a policy for use of public open space in North Sydney by personal trainers.

4.4 Consider developing an appropriate model for use and individual user agreements with schools who use North Sydney's parks for general recreation and informal sports and games.

4.5 Implement initiatives to increase community awareness of available sport and recreation spaces and facilities.

4.6 Deliver a simplified system for sport facility bookings, so groups can book and use these spaces easily.

4.7 Deliver improved drainage in St Leonards Park to increase the resilience of this highly used park.

4.8 Replace the synthetic turf at Cammeray Park.

4.9 Reconstruct the Tunks Park turf cricket wicket table.

4.10 Renew and upgrade the North Sydney Oval complex to comply with current standards for the benefit of all users (clubs and the community). This includes removing the asset maintenance backlog as well as providing improved seating, corporate facilities and public toilets.

4.11 Deliver the following park/reserve upgrades in accordance with the Foreshore Parks & Reserves Plan of Management 2023:

- Blues Point Reserve landscape and lighting upgrade
- Walker Street Steps renewal (linking Lavender Street with Quibaree Reserve)
- Watt Park footpath and associated lighting upgrade
- Waverton Oval perimeter path project
- Dowling Street Reserve upgrade
- Lady Gowrie Lookout restoration works

4.12 Prepare a masterplan for Blues Point Reserve.

4.13 Complete the Cremorne Reserve pathway improvements project.

4.14 Repair the retaining wall in Wendy's Secret Garden below Harbourview Crescent and undertake drainage improvements.

Service	Develop plans of management for Council-owned and/or managed land and undertake regulatory land administration functions.	
Service	Enforce legislation regarding public use of Council's parks, roads, reserves, property assets and other public places.	
Service	Manage the hire and use of Council spaces and places, including buildings, facilities, civic spaces, parks, reserves and sportsfields.	 
Service	Manage the hire and use of the North Sydney Oval and Mollie Dive Function Centre.	
Service	Manage and maintain Council's parks, gardens, reserves, streetscapes and foreshore areas including Maccallum Pool and Hayes Street Beach.	
Service	Maintain Council's playing fields and turf within Milson Park, Civic Park, St Leonards Park, Clark Park and Bradfield Park.	
Service	Manage tree planning, planting, maintenance and preservation. This includes implementation of annual tree planting programs.	
Service	Manage the implementation of Council's capital works program including construction and renewal of buildings, footpaths, drainage, parks and other assets.	
Service	Manage Council's bushland areas. This includes developing and implementing bush rehabilitation plans and projects, maintaining and providing new tracks and signage, implementing bushfire hazard reduction and ecological burning programs, managing pest animals, and managing the community nursery.	

SOCIAL INCLUSION STRATEGY

DRAFT



Building a connected and
socially inclusive community
where everyone is valued



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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

Evidence demonstrates that socially connected and diverse communities have less mental illness and cognitive decline, and are safer, more vibrant and interesting places to live, study and work. The North Sydney local government area (LGA) is often perceived as a place with little diversity. Yet, 40% of our community was born overseas, for 25% of us English is a second language, 37% of our community live in single-person households and 52% of dwellings are rented. The socioeconomic profile extends from some of the most disadvantaged to the most educated and affluent people in the nation.

In an increasingly polarised world, social inclusion is vital to building resilient, strong, prosperous and vibrant communities.

This strategy sets out the vision for a connected and socially inclusive community where everyone is valued, feels they belong and is empowered to participate.

Council recognises that barriers still exist, preventing some community members from feeling accepted and believing they belong. It is crucial to challenge discrimination and foster understanding through meaningful cross-cultural engagement.

This strategy is underpinned by extensive, real community engagement, making certain that your voices shape and guide the path forward.

Thank you to everyone who provided feedback in the 'Have your say on North Sydney's next ten years' consultation in mid-2024. This engagement was testament to Council's strong tradition of public participation and the importance of empowering the community to influence decisions that impact our lives.

This strategy includes acknowledging the needs of the First Nations community, addressing historical injustices, as well as prioritising inclusivity for people with disabilities, those from culturally and linguistically diverse backgrounds, young people and the LGBTIQ+ community to ensure equal participation for all.

As we embark on this ten-year journey, I urge you to continue to actively participate in our community. By fostering social inclusion, we can address local issues effectively and create vibrant communities where everyone feels like they belong.



Introduction

North Sydney is a dynamic and diverse community, characterised by its highly mobile population, significant number of lone-person households, and growing ageing demographic. These unique characteristics create both challenges and opportunities for fostering community connections and social engagement.

Recognising the potential for isolation and loneliness within this context, and acknowledging that social inclusion is fundamental to wellbeing, the North Sydney Social Inclusion Strategy aims to create **a connected and socially inclusive community where everyone is valued.**

To achieve this outcome, the strategy includes the following strategic directions:



By fostering meaningful connections among residents, local businesses and community, we aim to cultivate an environment where diversity is celebrated and everyone experiences a genuine sense of belonging. This strategy serves as a roadmap for building a more cohesive and inclusive North Sydney, ensuring all residents can actively participate in and contribute to our vibrant community life.

Background

This strategy is part of a suite of informing strategies (see Figure 1) that articulate North Sydney's needs and priorities over the next ten years. These strategies will form the basis for Council's new Community Strategic Plan (CSP) 2025-2035, Delivery Programs and Operational Plans.



Figure 1: Suite of Informing Strategies

The role of Council

North Sydney Council plays an important role in shaping strategic directions that align with community aspirations and prioritising funding accordingly, however collaboration will be essential to driving meaningful outcomes.

Council's ten-year strategies must be viewed within the broader framework of local government's role in relation to State and Federal policies and jurisdictions.

While Council has significant responsibilities, its powers can be limited in certain areas. In these situations, advocacy and partnerships with other organisations may be necessary to influence specific actions in place of more direct initiatives.

Community engagement

In 2024, Council launched its most extensive consultation to date: the 'Have your say on North Sydney's next ten years' campaign. This initiative was designed to gather broad and meaningful input from the community to shape the suite of informing strategies.

The six-week consultation focused on five key Discussion Papers* that addressed critical areas of community interest, helping us understand evolving needs, aspirations and priorities.



We received over **1,000 responses to our online surveys**, and over **600 individuals attended our community forums**. Additionally, thousands more were engaged through both in-person and online events.

To ensure we heard from unique and diverse voices, Council also held dedicated workshops for specific groups including a **demographically selected group of 60+ residents**, a **First Nations** workshop in partnership with Indigenous consultancy Murawin, a **Voice of Youth** workshop with over 50 primary and secondary students, and sessions with **relevant key stakeholders**.



The valuable insights gathered through community engagement, along with extensive research, have shaped five comprehensive studies that outline the vision and priorities for our community. These studies are the foundation for bold, forward-looking strategies that will guide our next ten years.

For details on the research and engagement supporting this strategy, please refer to the North Sydney Social Inclusion Study 2024.

**Specific discussion papers and research studies were not prepared for Environment, Housing and Governance as part of this campaign for the reasons outlined below.*

Environment: Significant research had already been undertaken to develop the North Sydney Environmental Sustainability Strategy 2030.

Housing: The existing North Sydney Local Housing Strategy is a legislated strategy under the Environmental Planning and Assessment Act 1979. It will be reviewed and updated in 2025/26.

Governance: The Governance strategy focuses primarily on internal governance structures and processes, which are guided by established regulations and best practices.

About this strategy

The Social Inclusion Strategy details how Council, the community, businesses and other stakeholders will work together over the next ten years to build:

A connected and socially inclusive community where everyone is valued

This strategy takes precedence over existing Council strategies and plans, except where required by legislation. Relevant information captured in superseded documents will be considered through service unit planning and, if necessary, adopted as supporting plans.

Principles

The strategy is guided by four key principles:



INCLUSION

Fostering an environment where every individual feels valued and empowered to participate fully in community life.



DIVERSITY

Celebrating and promoting the rich diversity of the community, creating a welcoming atmosphere for all backgrounds and experiences.



COLLABORATION

Leveraging partnerships with government agencies, local organisations and community groups to enhance resources and maximise impact on social inclusion efforts.



ADVOCACY

Actively advocating for policies and practices that support social inclusion, accessibility and community engagement across all levels of government.



Structure

This strategy includes three strategic directions with clear measurable objectives, that outline how we will strive towards the outcome of a connected and socially inclusive community where everyone is valued.

Under each direction are specific projects and initiatives that will help us achieve the objectives. There is also a list of Council’s existing services that support each strategic direction.

Figure 2 illustrates the structure of the informing strategy.



Figure 2: Structure of the Social Inclusion Strategy

Timing and delivery of new projects and initiatives will be dependent on availability of funding from a variety of sources, including but not limited to grants, developer contributions and Council’s internal reserves.



DELIVERING THE OUTCOME



OUTCOME

A connected and socially inclusive community where everyone is valued

OBJECTIVES

- ☉ Maintain the percentage of residents who are at least somewhat satisfied with events and programs run by Council at or above 90%*
- ☉ 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%*

STRATEGIC DIRECTION 1: Deliver and increase awareness of community events, programs and activities that strengthen and enrich meaningful connections

- 1.1 Develop a 'Know your Neighbour' program to encourage residents and local businesses to get together informally in local green and community spaces, and existing community groups.
- 1.2 Investigate opportunities for intergenerational engagement, for example a program that engages young people to use technology to capture and share local stories of varying ages, backgrounds and experiences (eg oral histories). Consideration should also be given to exploring the role Precinct Committees could play in driving intergenerational engagement.
- 1.3 Work with not-for profits and other agencies to develop a catalogue of opportunities and resources to help older people stay connected and avoid social isolation.
- 1.4 Review and refresh Council's program of events and activations to ensure they are responsive to community needs and leverage key assets.
- 1.5 Partner with cultural and creative organisations to host joint events, for example multicultural festivals, and cross-promote cultural and creative opportunities to expand their reach.
- 1.6 Increase promotion of community events, programs, services and resources to ensure the community understands that they are invited and welcome to attend (eg using visual symbols and/or translations), and different mediums (eg printed flyers alongside social media posts).
- 1.7 Enhance Council's website to provide an accessible central list (by date and/or type) of events, programs, markets and activities run by Council and others across the LGA.
- 1.8 Deliver a pilot program in Ted Mack Civic Park to trial the replacement of existing physical noticeboards with digital community information screens.



Shared projects, initiatives and services

Some projects, initiatives and services contribute to the delivery of outcomes from multiple Informing Strategies. These are indicated using symbols (see below) representing the other strategies that include the same activity.



Culture and Creativity



Integrated Transport



Social Inclusion



Economic Development



Environment



Housing



Governance



Open Space and Recreation

Social Inclusion

* Source: Customer Satisfaction Survey (Micromex Research)

1.9 Collaborate with local businesses, schools and other government agencies to improve awareness of services, events and programs within and adjacent to the North Sydney LGA.

1.10 Develop a 'Welcome Pack' for new residents to the area with detailed information about the LGA, including resources, services and spaces.

Service Organise and support a range of public space activations and events to bring communities together, engage, celebrate and activate our LGA.



Service Provide information to the community on Council's services and activities through a range of channels including print, digital, social media and in person.



OBJECTIVE

🎯 Maintain the percentage of residents who are at least somewhat satisfied with community centres and halls at or above 90%*

STRATEGIC DIRECTION 2: Provide new and improved public and community spaces for people to meet and connect

- | | | |
|-----|---|--|
| 2.1 | Develop a masterplan and feasibility study for consolidating a new community centre, underground car parking and a significant new area of open space for Crows Nest on the site which currently accommodates the Holtermann Street car park, Crows Nest Community Centre and Ernest Place. | 













 |
| 2.2 | Prepare a public domain and placemaking strategy for Crows Nest and St Leonards that determines appropriate design and function of public space to support the growing population. The strategy will consider the pedestrianisation of Willoughby Road and incorporate the Holtermann Street car park precinct and Hume Street Park expansion projects. | 


 |
| 2.3 | Develop a masterplan for the civic precinct in North Sydney (bounded by Ridge, Miller, Church and McLaren Streets) that investigates and incorporates a range of new community space, open space and active recreation spaces. | 

 |
| 2.4 | Work with NSW Government agencies to deliver the Miller Place project which includes a major public plaza, as well as recreation and entertainment space for the North Sydney CBD. | 


 |
| 2.5 | Deliver new public space through completion of the Balls Head Quarantine Depot site redevelopment project, including advocating for ownership of the lower section. | 
 |
| 2.6 | Work with Transport for NSW to deliver new public space through the Berrys Bay project. This project includes fit out of Woodleys Shed as a community facility. |  |
| 2.7 | Investigate opportunities to increase use of McMahons Point Community Centre site. | |
| 2.8 | Work with Neutral Bay Village land owners to deliver a new Neutral Bay Community Centre. | |

* Source: Customer Satisfaction Survey (Micromex Research)

2.9	Review the Bradfield Park and Kirribilli Foreshore masterplan to ensure ongoing alignment with community expectations and needs.	
2.10	Collaborate with the PCYC and government agencies to retain PCYC presence in North Sydney.	
2.11	Explore new opportunities to partner with local schools and Schools Infrastructure NSW to enable community use of school facilities after hours.	
2.12	Prepare a strategic plan for The Coal Loader Centre for Sustainability site to inform opportunities and priorities to increase community use and enjoyment, and develop a reserve for delivery.	
2.13	Advocate for increased community use of Sub Base Platypus.	
2.14	Develop a ten-year plan for expanding library services across the LGA. This includes consideration of potential satellite sites.	
2.15	Explore opportunities to partner with Australian Catholic University for additional library facilities.	
2.16	Upgrade the existing library and expand the floorspace into the adjoining James Place development.	
2.17	Explore new opportunities in the North Sydney LGA for free, safe and accessible study spaces for students in primary school, high school and university.	
2.18	Deliver a 'play street' program to facilitate temporary closure of local streets for recreational activities.	
Service	Provide library collections, resources, services, events and programs to support lifelong learning, literary engagement and community wellbeing.	
Service	Manage the hire and use of Council spaces and places, including buildings, facilities, civic spaces, parks, reserves and sportsfields.	

OBJECTIVES



- 🎯 Increase the percentage of residents who are at least somewhat satisfied with Council's consultation with the community to at least 85% by 2031 from a 2023 baseline of 80%*
- 🎯 Maintain the volunteer rate in the North Sydney LGA at or above the 2021 rate of 16.8%**
- 🎯 Deliver 90% of actions detailed in the Disability Inclusion Action Plan 2022-26 by 2026

*Source: Customer Satisfaction Survey (Micromex Research)

** Source: Census (Australian Bureau of Statistics)

STRATEGIC DIRECTION 3: Nurture a shared sense of belonging where everyone's voice is heard and people feel they are valued

- 3.1 Review Council's communication approach to improve accessibility.
- 3.2 Identify opportunities and implement projects to improve accessibility of Council programs, services, facilities and events.
- 3.3 Identify opportunities and implement projects to improve accessibility of parks and playgrounds across the LGA. 
- 3.4 Trial a citizen's jury model (or similar demographically select working group) for input on major Council decisions to ensure the diverse needs of the North Sydney community are considered. 
- 3.5 Work with First Nations community members to develop a First Nations advisory committee. 
- 3.6 Develop and implement opportunities for young people in the community to have input into Council's decision-making processes, including through formal consultations, social media and surveys. 
- 3.7 Deliver a digital volunteer hub to connect, support, train and identify the skills, capacity, availability and willingness of the community to volunteer.
- 3.8 Expand Council's Streets Alive and HarbourCare volunteer programs to promote social connections and improve our environment. 
- 3.9 Collaborate and explore partnerships with government agencies and not-for-profits to raise awareness and advocate for action to address domestic violence.
- 3.10 Collaborate and explore partnerships with government agencies and not-for-profits to raise awareness and advocate for action to address homelessness.
- 3.11 Develop and implement a gender equity plan.
- Service** Develop and implement opportunities for community and business input into Council's decision-making processes, including through formal consultations, Precinct Committees, social media and surveys. 
- Service** Support accessibility and inclusion across the LGA through implementation and regular review of Council's Disability Inclusion Action Plan.
- Service** Provide family day care and youth services.

Service	Promote and coordinate opportunities to build capacity within the community through partnerships, collaborations, volunteering, interagency activity and grants.	
Service	Work with the community to improve our environment and build social connections through volunteer programs including: <ul style="list-style-type: none">• Streets Alive• HarbourCare• Community gardens	
Service	Develop and implement a range of community education and volunteering programs to help conserve Council's biodiversity. These include: <ul style="list-style-type: none">• Council's Adopt-a-Plot bushland rehabilitation program• Native Havens home habitat gardening program• Wildlife Watch citizen science project• Community education activities• Bushcare volunteers	

ENVIRONMENT STRATEGY

DRAFT



Building a healthy
environment with thriving ecosystems
and strong climate resilience

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November 2024

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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 followed the first local land grant in 1794 which occurred without consultation, treaty or compensation.

Western archaeological evidence shows that Aboriginal people lived in the North Sydney area at least 5,800 years ago, and likely for thousands more. That evidence is precious. We seek to preserve it and through that to better understand Cammeraygal connection to Country.

After North Sydney Council was formed in 1890 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

The United Nations 2030 Agenda for Sustainable Development defines sustainability as a complex and multi-faceted concept. It involves interactions between environmental, social, economic and governance factors to achieve 'peace and prosperity for people and the planet, now and into the future.'

In 2019, Council declared a climate emergency and, in doing so, renewed and strengthened a long-standing commitment to sustainability to ensure a healthy environment with thriving ecosystems and strong climate resilience.

A healthy environment is essential for the wellbeing and resilience of our community. North Sydney's unique natural landscapes, from bushland reserves to foreshore areas, provide vital habitats and enrich the quality of life in North Sydney.

This strategy reflects a collaborative effort among Council, residents and local partners to balance growth with environmental stewardship. Key actions include developing green corridors, expanding tree planting, transitioning to renewable energy, and engaging in community education. Together, we can address challenges proactively, safeguarding our environment and ensuring a sustainable future community that values its natural heritage.

As we embark on this ten-year journey, I encourage you to continue to actively work with Council and help create a resilient community that prioritises sustainability and environmental stewardship for generations to come.



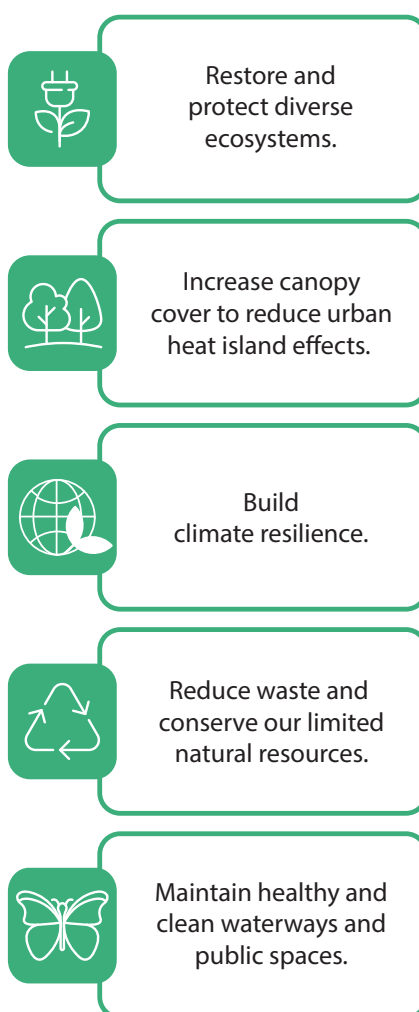
Introduction

In an era of significant environmental challenges, including climate change, tree canopy loss, habitat destruction and increasing urbanisation, the North Sydney Environment Strategy outlines a proactive and comprehensive approach to protecting our environment for the benefit of both current and future generations.

North Sydney is home to diverse ecosystems that are not only essential for biodiversity but are also vital to the health, wellbeing and resilience of our community. From our bushland reserves to urban green spaces, these environments provide essential habitats for wildlife, mitigate urban heat, and enhance our quality of life. However, the increasing pressures of development and the accelerating impacts of climate change continue to endanger these valuable resources.

This strategy details how Council will take action in collaboration with community members, businesses, neighbouring councils and other government agencies to address these critical issues.

Together, we will deliver **a healthy environment with thriving ecosystems and strong climate resilience** through the following five strategic directions:



The strategy is a long-term commitment to cultivating a thriving environment that supports both our ecosystems and our community for generations to come.

Background

This strategy is part of a suite of informing strategies (see Figure 1) that articulate North Sydney's needs and priorities over the next ten years. These strategies will form the basis for Council's new Community Strategic Plan (CSP) 2025-2035, Delivery Programs and Operational Plans.

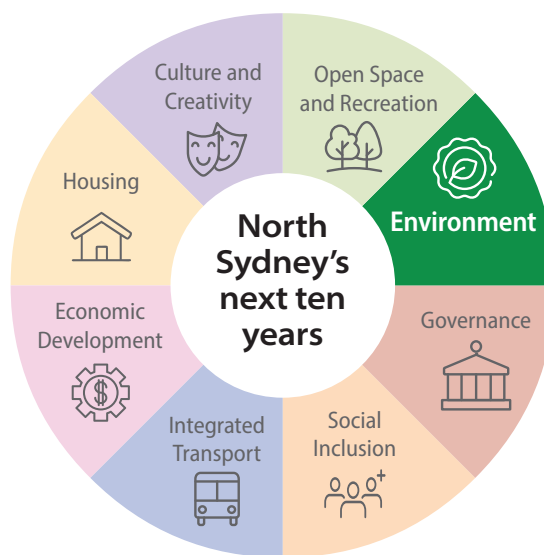


Figure 1: Suite of Informing Strategies

The role of Council

North Sydney Council plays an important role in shaping strategic directions that align with community aspirations and prioritising funding accordingly, however collaboration will be essential to driving meaningful outcomes.

Council's ten-year strategies must be viewed within the broader framework of local government's role in relation to State and Federal policies and jurisdictions.

While Council has significant responsibilities, its powers can be limited in certain areas. In these situations, advocacy and partnerships with other organisations may be necessary to influence specific actions in place of more direct initiatives.

Development of the new Environment Strategy

In 2020, Council engaged with the community to create the North Sydney Environmental Sustainability Strategy 2030. This strategy established targets for both Council's operations and the broader community to meet various environmental goals, including responding to Council's climate emergency declaration, protecting native flora and fauna, safeguarding our waterways, reducing waste to landfill, and using resources efficiently.

The priorities and targets outlined in the 2030 Strategy align with the United Nations' Sustainable Development Goals, which serve as the international best practice standard for sustainability reporting and are used by all levels of government in Australia.

In developing this strategy, the existing 2030 Strategy was reviewed alongside the latest environmental data, and updated to address emerging issues, revise targets and ensure ongoing relevance.

This new strategy reaffirms our commitment to fostering a **healthy environment with thriving ecosystems and strong climate resilience** and remains underpinned by the United Nations' Sustainable Development Goals including SDG 11: Sustainable Cities and Communities, SDG 12: Responsible Consumption and Production, SDG 13: Climate Action, and SDG 15: Life on Land.

This strategy includes key measures for each strategic direction, with most targets either following the original 2030 Strategy or adjusted to reflect the next steps we will take to exceed the targets set in 2020.

There are three notable exceptions to this approach:



Timeframe for achieving 100% carbon neutrality: The deadline for Council to reach 100% carbon neutrality in its operations has been extended to 2035. This adjustment allows for the gradual transition of existing internal combustion cars, buses, heavy plant machinery and equipment to electric alternatives upon their scheduled replacement. Replacing them prematurely is not deemed best practice, from environmental and financial lifecycle perspectives.



Canopy cover increase: The target for increasing canopy cover to 34.4% has also been extended to 2035. Recent major infrastructure projects have resulted in significant tree loss. While extensive planting programs are underway and will continue, progress toward achieving the canopy cover target has been delayed.



Waste diversion/resource recovery rate: The current resource recovery rate has declined to 37%. This decline is largely due to legislative changes in 2018 that prohibited the processing of mixed solid waste from Council's red bins at alternative waste treatment facilities. The ban has limited Council's options for the recovery of organics from the domestic waste stream. Council is now actively undertaking research to enhance waste diversion and plans to implement a food waste recycling program by 2030. However, based on current technology and the lack of available infrastructure, it is unlikely that a waste diversion rate exceeding 50% can be achieved by 2030. Nonetheless, the new strategy incorporates the ambitious target of 80%, as set by both the Australian Government in the National Waste Policy Action Plan (2019) and the State Government in the NSW Waste and Sustainable Materials Strategy 2041.

About this strategy

The Environment Strategy details how Council, the community, businesses and other stakeholders will work together over the next ten years to build:

A healthy environment with thriving ecosystems and strong climate resilience

This strategy takes precedence over existing Council strategies and plans, except where required by legislation. Relevant information captured in superseded documents will be considered through service unit planning and, if necessary, adopted as supporting plans.

Principles

The strategy is guided by three key principles:



SUSTAINABILITY

Protecting our environment to ensure it can be enjoyed by both current and future generations.



COMMUNITY ENGAGEMENT

Actively involving local residents and stakeholders to foster a shared sense of ownership and responsibility.



COLLABORATION

Partnering with neighbouring councils and organisations to share resources and achieve collective goals.



Structure

This strategy includes five strategic directions, with clear measurable objectives, that outline how we will strive towards the outcome of a healthy environment with thriving ecosystems and strong climate resilience.

Under each direction are specific projects and initiatives that will help us achieve the objectives. There is also a list of Council’s existing services that support each strategic direction.

Figure 2 illustrates the structure of the informing strategy.

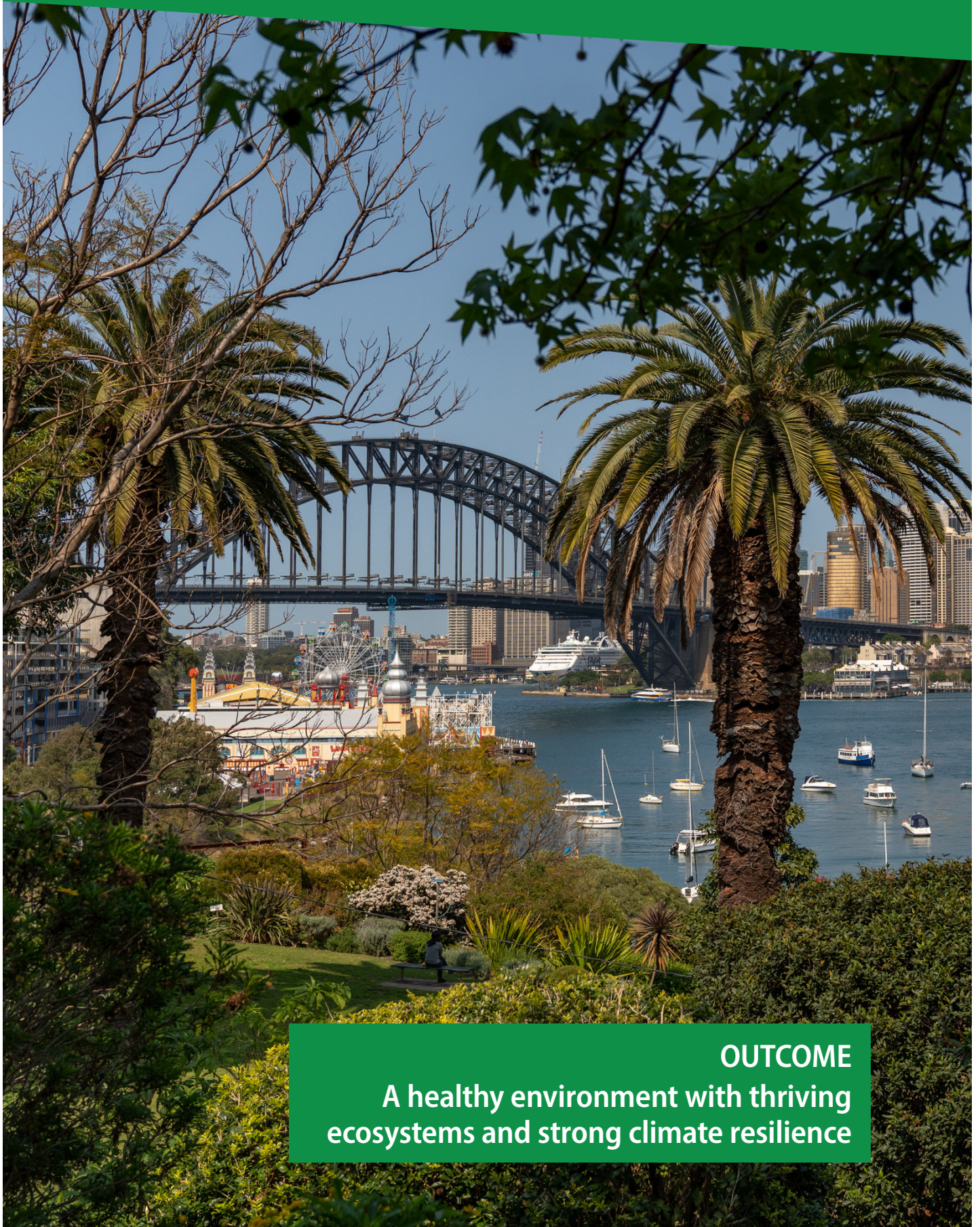


Figure 2: Structure of the Environment Strategy



Timing and delivery of new projects and initiatives will be dependent on availability of funding from a variety of sources, including but not limited to grants, developer contributions and Council’s internal reserves.



DELIVERING THE OUTCOME





OBJECTIVES

-  Maintain and improve Council's bushland areas to ensure that at least 80% are in good condition by 2030 from a 2023 baseline of 75%
-  Maintain the number of locally native fauna and flora species found in North Sydney at or above the 2023 baseline of 562 species

STRATEGIC DIRECTION 1: Restore and protect diverse ecosystems

- 1.1** Develop and deliver a Green Corridor Plan, in consultation with local schools and other relevant stakeholders, to improve connectivity between remnant bushland reserves and create strategic wildlife corridors in accordance with the vision established by the Connected Corridors for Biodiversity project. This includes delivering 500m² of new corridor planting each year.
- 1.2** Deliver upgraded bushland walking tracks in Badangi Reserve, Balls Head Reserve, Brightmore Reserve, Primrose Park, Gore Cove/Smoothey Park, Tunks Park and Berry Island Reserve.
- 1.3** Support regional biodiversity and collaboration through the Building Bridges to Boorowa program.
- 1.4** Collaborate with universities and marine science institutes to enhance seawall biodiversity in North Sydney's coastal area.
- 1.5** Facilitate the closure of Balls Head Reserve on New Year's Eve to prevent damage to bushland areas.
- 1.6** Develop a Brush Turkey Management Plan in conjunction with the National Parks and Wildlife Service.

Service	Develop and implement a range of community education and volunteering programs to help conserve Council's biodiversity. These include: <ul style="list-style-type: none"> • Council's Adopt-a-Plot bushland rehabilitation program • Native Havens home habitat gardening program • Wildlife Watch citizen science project • Community education activities • Bushcare volunteers 	
Service	Manage Council's bushland areas. This includes developing and implementing bush rehabilitation plans and projects, maintaining and providing new tracks and signage, implementing bushfire hazard reduction and ecological burning programs, managing pest animals, and managing the community nursery.	

Shared projects, initiatives and services

Some projects, initiatives and services contribute to the delivery of outcomes from multiple Informing Strategies. These are indicated using symbols (see below) representing the other strategies that include the same activity.



Culture and Creativity



Integrated Transport



Social Inclusion



Economic Development



Environment



Housing



Governance



Open Space and Recreation

OBJECTIVE

🎯 Increase the canopy cover across the LGA to 34.4% by 2035 from a 2022 baseline of 24.9%

STRATEGIC DIRECTION 2:
Increase canopy cover to reduce urban heat island effects

2.1	Plant at least 350 trees in streets, parks and reserves each year to increase tree canopy cover and mitigate urban heat island impacts.
2.2	Review planning controls in the North Sydney Development Control Plan to enhance tree planting, protect existing wildlife habitat and improve green connections.
Service	Manage tree planning, planting, maintenance and preservation. This includes implementation of annual tree planting programs.



OBJECTIVES

🎯 Reduce community greenhouse gas emissions by 65% by 2035 from a 2018 baseline of 973,984 tonnes tCO₂e*

🎯 Achieve carbon neutrality for Council's operations by 2035

STRATEGIC DIRECTION 3:

Build climate resilience

- | | |
|---------|---|
| 3.1 | Review and implement new planning controls in the DCP to support the transition away from fossil fuels and drive a lower embodied carbon footprint during the design, construction and operational phase of both commercial and residential buildings. This includes requirements for electric vehicle charging infrastructure. |
| 3.2 | Work in collaboration with other NSW councils to identify, develop and trial a scalable renewable electricity offer for residents and small businesses currently unable to install renewables on their building, helping them to purchase 100% renewable electricity at a lower cost than currently available. |
| 3.3 | Investigate and implement initiatives to increase solar capacity for schools in the LGA. |
| 3.4 | Deliver 80 electric vehicle charging bays on Council-owned land and in Council-owned car parks. |
| 3.5 | Collaborate with industry stakeholders to facilitate the implementation of community batteries and virtual power plants on Council-owned land, targeting an additional 2 MW/h storage capacity to help facilitate the transition to a 100% renewable energy grid. |
| 3.6 | Increase Council's renewable energy capacity (panels and batteries) on new and existing Council infrastructure, to help achieve 100% real time renewable energy for all Council's operations. |
| 3.7 | Electrify Council operations, excluding plant and fleet, by 2030. This will require replacement of the remaining two gas boilers at Stanton Library and Council Chambers with electric heat pumps. |
| 3.8 | Transition all Council plant and fleet to electric by 2035. |
| 3.9 | Work with Ausgrid to upgrade existing permanently unmetered supply lighting to conform with sustainability standards and achieve long-term financial savings. |
| 3.10 | Progressively upgrade the lighting network owned by North Sydney Council to LED with smart controls. |
| 3.11 | Work with Ausgrid to add smart controls to existing and new LED street lights to allow for more efficient use of lighting infrastructure. |
| 3.12 | Investigate the feasibility of divesting from organisations associated with fossil fuels. |
| 3.13 | Review and update Council's procurement processes to support the circular economy, reduce extraction and production, and increase recycled content of purchased materials. |
| Service | Manage projects that deliver direct sustainability outcomes. This includes energy and water conservation initiatives across Council facilities and operations. |
| Service | Implement a range of educational programs, grants and other initiatives to equip the community and businesses for delivery of sustainability outcomes. |
| Service | Research, plan and implement initiatives to promote sustainable transport. |




* Source: Resilient Sydney

OBJECTIVES

- 🎯 Increase the resource recovery rate to 80%* by 2030 from a 2024 baseline of 37%
- 🎯 Reduce annual waste generation per capita by 10% by 2030 from the 2023 baseline of 315kg per person across all waste streams
- 🎯 Reduce North Sydney's potable water consumption by 10% by 2034/35, from the 2015/16 baseline of 7,325,333 kL**

STRATEGIC DIRECTION 4:
Reduce waste and conserve our limited natural resources

4.1	Implement a food waste recycling program by 2030.	
4.2	Advocate to other levels of government for legislation, infrastructure and technology to support delivery of the ambitious resource recovery rate of 80%.	
4.3	Collaborate with neighbouring councils to identify and implement additional opportunities for resource recovery and alternative waste treatment.	
4.4	Review and update planning controls in the comprehensive Development Control Plan (DCP) to enable food organics stream separation and collection in multi-unit developments. Ensure adequate onsite space for waste management equipment, such as compactors, in-sink disposal units, and other waste and recycling handling equipment.	
4.5	Review and update Council's DCP to encourage the reuse of greywater, rainwater and stormwater, and to minimise potable water consumption.	
4.6	Expand existing stormwater harvesting and water reuse systems at Primrose Park, Bon Andrews Park and Tunks Park.	
4.7	Prepare a strategic plan for The Coal Loader Centre for Sustainability site to inform opportunities and priorities to increase community use and enjoyment, and develop a reserve for delivery.	
Service	Manage residential waste and recycling services including weekly collection, bulky goods clean-up and the Community Recycling Centre.	
Service	Manage the The Coal Loader Centre for Sustainability. This includes providing sustainability programs, education and workshops.	






* Target: National Waste Policy Action Plan 2019
** Source: Resilient Sydney Environment

OBJECTIVES

🎯 Increase the amount of material that is kept out of our waterways through stormwater improvement programs by 10% by 2035 from the 2019 baseline

🎯 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%*

STRATEGIC DIRECTION 5: Maintain healthy and clean waterways and public spaces

5.1	Deliver a water catchment community awareness campaign.	
5.2	Expand Council's Streets Alive and HarbourCare volunteer programs to promote social connections and improve our environment.	
5.3	Reduce the amount of pollution/debris entering the harbour by expanding the gross pollutant trap (GPT) network through the installation of at least three new GPTs by 2035.	
5.4	Maintain and renew existing GPTs to ensure ongoing effectiveness in capturing stormwater pollution.	
Service	Work with the community to improve our environment and build social connections through volunteer programs including: <ul style="list-style-type: none"> • Streets Alive • HarbourCare • Community gardens 	
Service	Implement compliance programs, activities and regulatory actions to help prevent and manage environmental pollution caused by development activities and business operations.	
Service	Manage and maintain Council's parks, gardens, reserves, streetscapes and foreshore areas including Maccallum Pool and Hayes Street Beach.	
Service	Clean Council's roads, footpaths, car parks, town centres and other civic spaces. This includes street sweeping; high-pressure water cleaning of footpaths, plazas and bus shelters; collection of illegally dumped materials; and the removal of graffiti and rodents.	
Service	Manage waste and recycling services for Council-owned facilities and public places.	

* Source: Customer Satisfaction Survey (Micromex Research)

HOUSING STRATEGY SUPPLEMENT DRAFT



Delivering housing that meets the
needs of a growing population



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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.

Introduction

The existing North Sydney Local Housing Strategy (NSLHS) is a 20-year plan, established in 2019, that outlines the strategic direction for housing within the North Sydney local government area (LGA). Mandated under the Environmental Planning and Assessment Act (1979), the strategy aligns with Regional and District Plan directions, objectives and actions for housing in metropolitan Sydney.

At the time of preparing the NSLHS, North Sydney Council was required to meet the North District Plan zero to five-year housing target of 3,000 dwellings, deliver a six to ten-year housing target to meet anticipated demand, and contribute to the District's 20-year target. This amounted to approximately 3,000 new dwellings every five years.

In mid-2024, the NSW Government released new dwelling completion targets for each local government area. North Sydney was set a target of 5,900 dwelling completions over the next five years (2024-2029). Of this target, 2,630 are already planned and either have existing approvals or are where rezonings have already occurred. The remaining 3,270 will need to come from the expected delivery of homes which can occur in the next five years based on the NSW Government's Transport Oriented Development (TOD) program (Crows Nest precinct) and low and mid-rise housing reforms.

Council is currently working with the State Government to understand and appropriately manage the impacts of the planning reforms.

This housing strategy supplement is not intended to replace the existing NSLHS, rather it highlights key projects and initiatives from the existing strategy that are ongoing and incorporates new and modified actions to ensure alignment with the new housing targets and associated reforms. A comprehensive review of the NSLHS will be undertaken in 2025/26 following clarification on a number of issues with the State Government.

This supplement is consistent with the overarching goal of the existing NSLHS and seeks to deliver **housing that meets the needs of a growing population** through three key strategic directions:



Background

As detailed in the introduction, a comprehensive review of the North Sydney Local Housing Strategy (NSLHS) will be undertaken in 2025/26 following clarification on a number of issues with the State Government.

Until the review is undertaken in 2025/26, the existing NSLHS will remain as Council's adopted Housing Strategy, with this supplement used to ensure ongoing relevance and to align the format of the Housing Strategy with Council's other Informing Strategies.

The NSLHS (as summarised and updated in this supplement) is part of a suite of informing strategies (see Figure 1) that articulate North Sydney's needs and priorities over the next ten years. These strategies, including this supplement, will form the basis for Council's new Community Strategic Plan (CSP) 2025-2035, Delivery Programs and Operational Plans.



Figure 1: Suite of Informing Strategies

The role of Council

North Sydney Council plays an important role in shaping strategic directions that align with community aspirations and prioritising funding accordingly, however collaboration will be essential to driving meaningful outcomes.

Council's ten-year strategies must be viewed within the broader framework of local government's role in relation to State and Federal policies and jurisdictions.

While Council has significant responsibilities, its powers can be limited in certain areas. In these situations, advocacy and partnerships with other organisations may be necessary to influence specific actions in place of more direct initiatives.

About this supplement

This Housing Strategy Supplement details how we will deliver the outcome of:

Housing that meets the needs of a growing population

Principles

The following principles guide planning and delivery of housing in North Sydney:



DIVERSITY AND AFFORDABILITY

Offering a variety of housing types to address the diverse needs of our community.



AMENITY

Creating well-designed housing that promotes vibrant, liveable communities with access to essential services, infrastructure and green spaces.



SUSTAINABILITY

Planning for housing growth that meets the needs of both current and future generations while minimising environmental impact.



COLLABORATION

Fostering partnerships with government agencies, community stakeholders and the private sector to effectively deliver housing solutions.



Structure

This Housing Strategy Supplement follows the same format as our seven Informing Strategies (see Figure 1 above). It includes strategic directions with clear measurable objectives, that outline how we will strive towards the outcome of providing **housing that meets the needs of a growing population**.

Under each direction are specific projects and initiatives that will help us achieve the objectives. There is also a list of Council’s existing services that support each strategic direction.

Figure 2 illustrates the structure of the supplement.

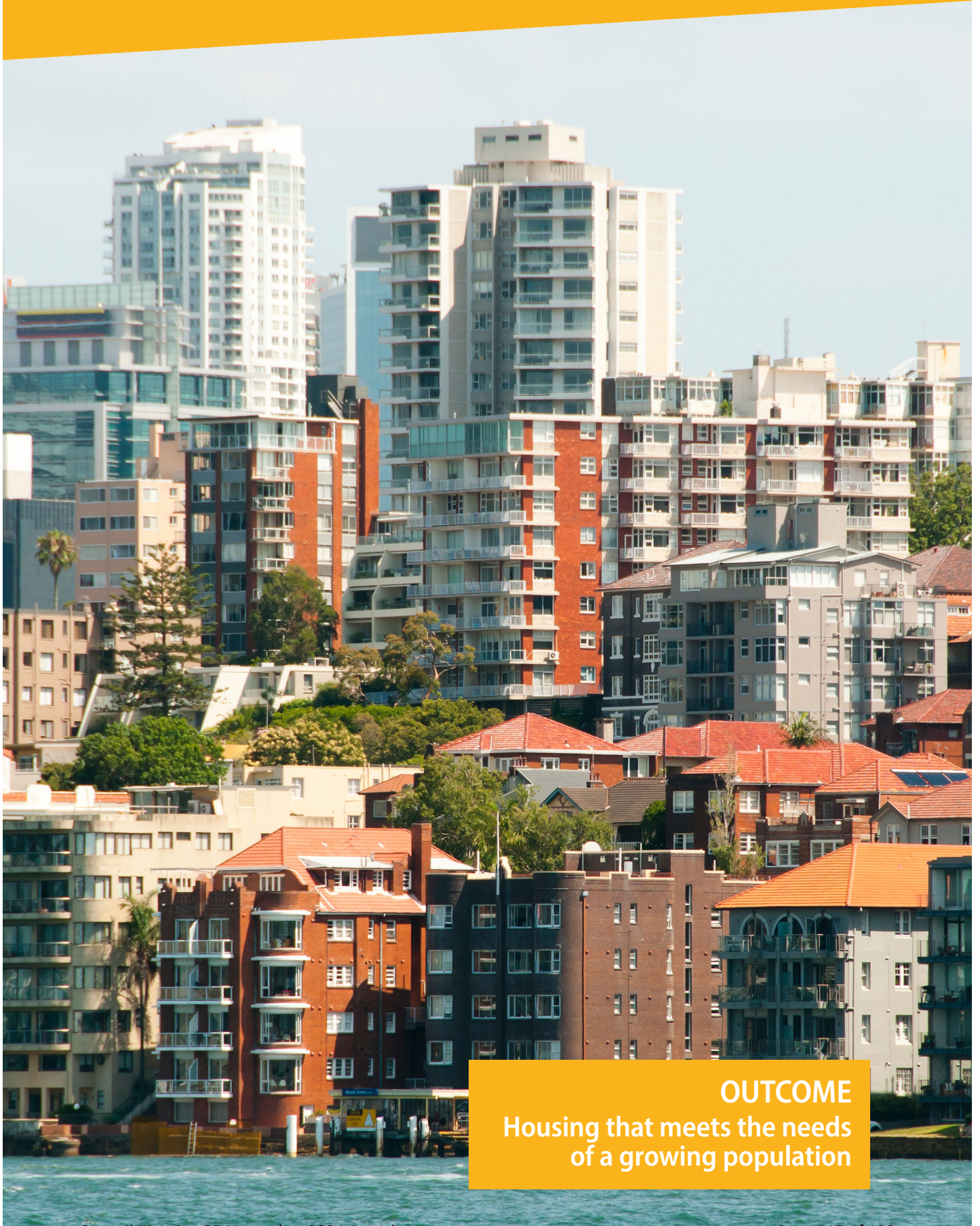


Figure 2: Structure of the Housing Strategy Supplement

Timing and delivery of new projects and initiatives will be dependent on availability of funding from a variety of sources, including but not limited to grants, developer contributions and Council’s internal reserves.



DELIVERING THE OUTCOME



OUTCOME
Housing that meets the needs
of a growing population

OBJECTIVE

- 🎯 Provide 140 additional affordable housing dwellings by 2035

STRATEGIC DIRECTION 1: Support the delivery of affordable and diverse housing

- 1.1 Prepare an Affordable Housing Contributions Scheme.
- 1.2 Continue to work with Community Housing Providers for the delivery of affordable housing.
- 1.3 Advocate for market changes to rental conditions/tenancy terms, including term length.
- 1.4 Work with government agencies to secure necessary funding and deliver affordable housing, an early childhood health centre and public carpark through the Parraween Street development project.
- 1.5 Undertake a review of Council landholdings to determine if any sites could be used for affordable housing in collaboration with a community housing provider.
- 1.6 Assess community needs and identify partners to help Council deliver more diverse and affordable housing as potential affordable housing sites are identified.
- 1.7 Work with Resilient Sydney and/or other advocacy groups to jointly advocate to the Federal and State Governments to establish effective policies and programs for the delivery of more affordable housing.

Service Manage Council's property portfolio including affordable housing, commercial property and community facilities.



Shared projects, initiatives and services

Some projects, initiatives and services contribute to the delivery of outcomes from multiple Informing Strategies. These are indicated using symbols (see below) representing the other strategies that include the same activity.



Culture and Creativity



Integrated Transport



Social Inclusion



Economic Development



Environment



Housing



Governance



Open Space and Recreation

OBJECTIVE

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

STRATEGIC DIRECTION 2:
Provide additional dwellings to meeting housing targets













2.1	Review the North Sydney Local Housing Strategy and update to address emerging challenges relating to housing supply, affordability, quality and amenity, and consider the impacts of dwelling vacancies, decreasing household sizes, the rise of short-term accommodation and other emerging pressures on housing supply.	
2.2	Continue to deliver housing growth through existing capacity of residential zoned land (Planning Approach 1).	
2.3	Implement the State Government’s Transport Oriented Development (TOD) program (Crows Nest precinct) and low and mid-rise housing changes to zoning and planning controls.	
2.4	Continue collaborating with neighbouring LGAs to manage the phased delivery of the State Government’s TOD program.	
2.5	Implement changes, as required, to ensure compliance with the ministerial order regarding determination times for development applications and planning proposals.	
Service	Assess and determine development applications, modification applications and review applications under the <i>Environmental Planning and Assessment Act 1979</i> .	

OBJECTIVES

-  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%*

* Source: Customer Satisfaction Survey (Micromex Research)

STRATEGIC DIRECTION 3: Protect the amenity of our LGA through design excellence and provision of appropriate infrastructure in growth areas

- | | | |
|---------|---|--|
| 3.1 | Deliver 'Density Done Well' community forums to explore how medium and high-density housing can create vibrant, liveable communities. |  |
| 3.2 | Continue to advocate to the State Government for the maintenance of amenity considerations in medium and high-density housing. | |
| 3.3 | Update Council's Local Strategic Planning Statement to reflect changing needs and priorities. |  |
| 3.4 | Prepare amendments to the North Sydney Development Control Plan to address potential amenity impacts arising from the State Government's low and mid-rise housing reforms. | |
| 3.5 | Ensure housing growth is supported with the delivery of infrastructure through Local Infrastructure Contribution Plans and Voluntary Planning Agreements where appropriate/possible. | |
| 3.6 | Develop a masterplan and feasibility study for consolidating a new community centre, underground car parking and a significant new area of open space for Crows Nest on the site which currently accommodates the Holtermann Street car park, Crows Nest Community Centre and Ernest Place. | 


 |
| 3.7 | Prepare a public domain and placemaking strategy for Crows Nest and St Leonards that determines appropriate design and function of public space to support the growing population. The strategy will consider the pedestrianisation of Willoughby Road and incorporate the Holtermann Street car park precinct and Hume Street Park expansion projects. | 


 |
| 3.8 | Participate in the State Government's Urban Development Program to advocate for infrastructure funding to support North Sydney's growth areas. | |
| Service | Manage strategic land use planning in the LGA including advocacy, stakeholder management, and preparation of land use policies, strategies, plans and controls. This also includes maintaining Council's property database. | 
 |
| Service | Provide urban design services and advice to ensure the arrangement, appearance (built form) and function of the LGA is best practice and supports our vision for the built environment. This includes planning studies and master plans. | |

GOVERNANCE STRATEGY

DRAFT



Delivering an effective,
accountable and sustainable Council
that serves the community



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November 2024

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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 followed the first local land grant in 1794 which occurred without consultation, treaty or compensation.

Western archaeological evidence shows that Aboriginal people lived in the North Sydney area at least 5,800 years ago, and likely for thousands more. That evidence is precious. We seek to preserve it and through that to better understand Cammeraygal connection to Country.

After North Sydney Council was formed in 1890 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

In February this year, I presented a Mayoral Minute to Council that, given the experience of the North Sydney Olympic Pool redevelopment, sought to strengthen Council governance and decision-making frameworks to guide all decisions of Council, no matter how large or small. My goal was to ensure transparency, accountability and long-term financial sustainability. That is, to ensure that the bad governance and decision-making around the pool redevelopment project would never be repeated.

Evidence-based decision-making and transparent, accountable governance are now more important than ever – they are fundamental to sustaining a well-functioning and strong community. It is vital that Council focus on transparency, integrity and good governance with an unrelenting focus on the needs and expectations of our community. That is the cornerstone of fostering trust between the Council and our residents, and ensures that services and resources are managed effectively for the long-term benefit of the community.

This Governance Strategy responds to that Mayoral Minute and provides a comprehensive roadmap for how we will deliver our vision of being an effective, transparent, accountable and sustainable Council that serves the community.

It sets out clear strategic priorities, including the establishment of transparent and measurable goals, promoting active community engagement in decision-making, responsibly fulfilling regulatory obligations, and striving for continuous service enhancement. Key initiatives such as detailed service unit planning, the rollout of a Customer Experience Strategy, implementing a robust project management framework, and strengthening the Council's risk management framework will underpin good governance practices and equip us to meet future needs.

North Sydney Council is committed to embedding best practices in governance, upholding these strategic priorities, and building on our long-standing legacy of public service, open and transparent government, robust public participation and civic responsibility.

I urge you to continue to actively participate in our community and hold Council to account. We can only address local issues effectively and ensure that North Sydney Council is an effective, transparent, accountable and sustainable local government that serves the community with your support and participation.



Introduction

As North Sydney Council embarks on a journey of continuous improvement and innovation, our Governance Strategy outlines a clear framework to guide our operations and decision-making processes. At the heart of our approach lies a commitment to transparency, accountability and community engagement, ensuring that every action we take aligns with our overarching outcome of **building an effective, accountable and sustainable Council that serves the community**.

To realise this outcome, this strategy includes the following strategic directions:

- 

Develop clear goals, create a plan to achieve them, and track progress with transparency and honesty.
- 

Put community needs at the core of everything we do and deliver excellent customer service.
- 

Make it easy for our community to engage and participate in decision-making.
- 

Manage risks and maintain independent oversight in business operations and decision-making.
- 

Exercise regulatory compliance responsibilities diligently to protect the environment and support our community.
- 

Commit to efficiency and value for money in service delivery.
- 

Build a resilient, inclusive and empowered workforce that is committed to delivering community outcomes.
- 

Manage Council's finances through robust long-term planning and ongoing financial management.

Background

The Governance Strategy was instigated in February 2024 in response to ongoing issues associated with the North Sydney Olympic Pool project. This project has demonstrated the critical role effective governance plays in the management of public funds and provision of services and infrastructure for the community.

When governance operates smoothly, it often goes unnoticed and undervalued. This oversight can result in insufficient focus and investment in the systems and structures that underpin good governance, ultimately undermining its effectiveness.

A review of the Council's governance and administration has identified a significant opportunity to enhance processes, systems and frameworks, aimed at ensuring stronger decision-making, improved service delivery, and renewal and development of important community infrastructure.

A program of work is already underway, with the following key initiatives having been undertaken to date:

- In 2023, a major review and realignment of Council's organisational structure was completed.
- In 2023, a culture survey was undertaken to inform organisational improvement initiatives.
- In 2024, an extensive community engagement program titled 'Have your say on North Sydney's next ten years' was undertaken to involve the community in developing key priorities for the future.
- In 2024, Council commenced a program of process mapping to streamline processes and identify priorities for system improvement.
- In 2024, research papers were developed to inform clear directions for North Sydney's future, concentrating on Culture and Creativity, Social Inclusion, Integrated Transport, Open Space and Recreation, and Economic Development.

This Governance Strategy is part of a suite of informing strategies (see Figure 1) that articulates North Sydney's needs and priorities over the next ten years. These strategies will form the basis for Council's new Community Strategic Plan (CSP) 2025-2035, Delivery Programs and Operational Plans.



Figure 1: Suite of Informing Strategies

Development of the Governance Strategy

The Governance Strategy focuses primarily on internal governance structures and processes, which are guided by established regulations and best practices. The draft was prepared using insights from a workshop with Council's leadership team, a review of relevant legislation, and research that included consideration of best practices within both the public and private sectors.

About this strategy

The Governance Strategy details how we will deliver the outcome of:

An effective, accountable and sustainable Council that serves the community

Principles

The strategy is guided by the following principles:



TRANSPARENCY

Ensuring openness in decision-making and accessibility of information to build trust among stakeholders.



INTEGRITY

Promoting ethical standards, honesty and strong moral principles.



ACCOUNTABILITY

Ensuring leaders and staff are responsible for their actions and decisions, fostering trust and reliability.



PARTICIPATION

Encouraging stakeholder involvement in decision-making processes to foster inclusivity and representation.



RESPONSIVENESS

Addressing stakeholder needs and concerns in a timely and effective manner.



SUSTAINABILITY

Making decisions that consider long-term impacts.



EFFECTIVENESS AND EFFICIENCY

Using resources wisely to achieve desired outcomes and meet community needs.

Structure

The strategy includes eight strategic directions with clear measurable objectives, that outline how we will strive to be **an effective, accountable and sustainable Council that serves the community**.

Under each direction are specific projects and initiatives that will help us achieve the objectives. There is also a list of Council’s existing services that support each strategic direction.

Figure 2 illustrates the structure of the informing strategy.

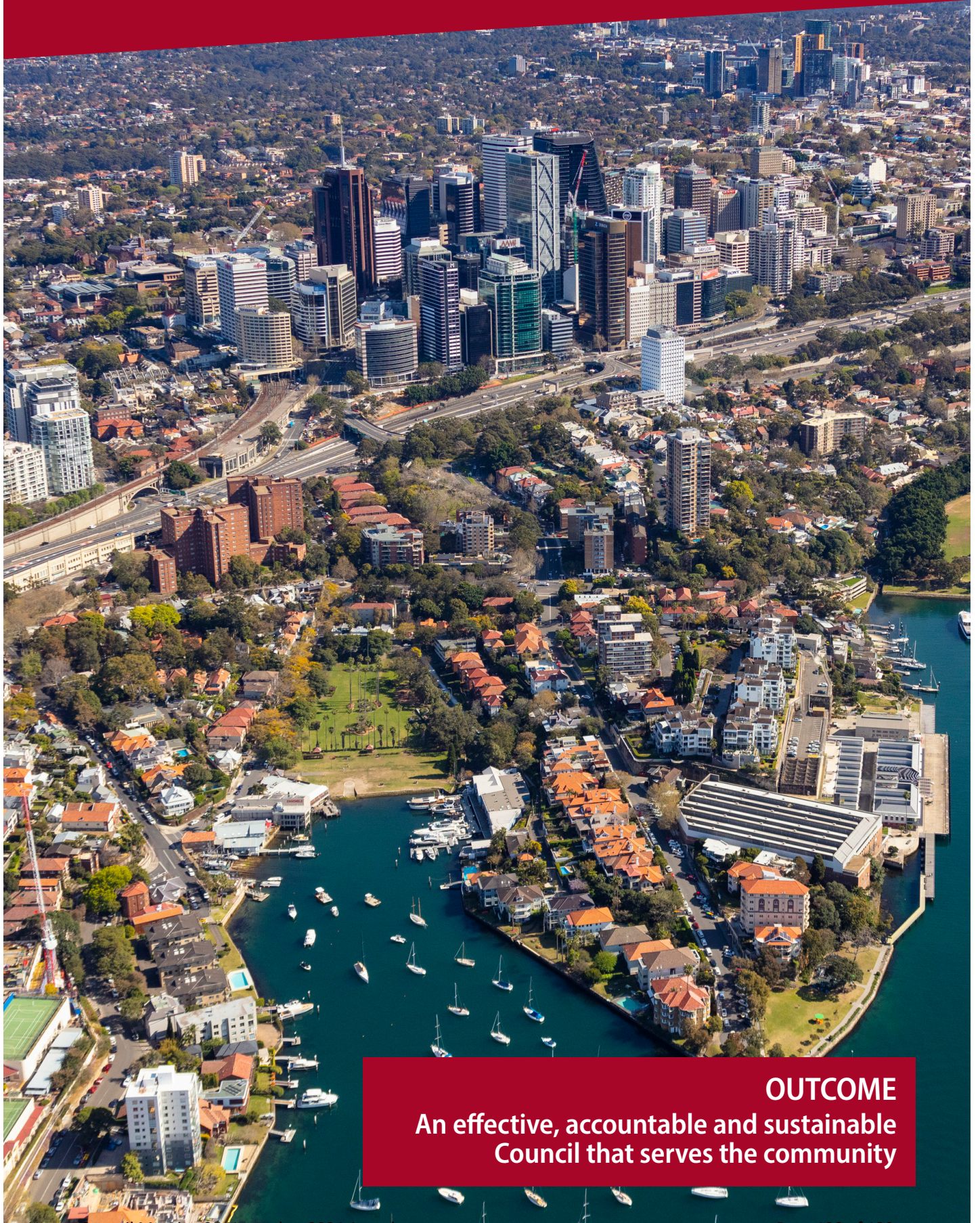


Figure 2: Structure of the Governance Strategy

Timing and delivery of new projects and initiatives will be dependent on availability of funding from a variety of sources, including but not limited to grants, developer contributions and Council’s internal reserves.



DELIVERING THE OUTCOME



OUTCOME

An effective, accountable and sustainable
Council that serves the community

OBJECTIVE

🎯 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%*

STRATEGIC DIRECTION 1: Develop clear goals, create a plan to achieve them, and track progress with transparency and honesty

- 1.1** Undertake comprehensive service unit planning across the organisation to clarify responsibilities, develop clear operational goals, and ensure that Council's services align with the priorities in the adopted Delivery Program and Operational Plan.
- 1.2** Develop and implement a fully integrated planning framework that uses Informing Strategies and service unit planning to link Council's day-to-day operations with delivering measurable results for the community.
- 1.3** Develop a public dashboard for reporting of Council's performance against the Delivery Program and Operational Plan.
- 1.4** Update Council's Local Strategic Planning Statement to reflect changing needs and priorities.
- 1.5** Develop and implement a program for reviewing Council's plans of management and develop a prioritised list of projects for implementation.
- 1.6** Develop an advocacy framework that details how Council will proactively and reactively advocate to support delivery of strategic priorities.

Service Set a clear strategic direction for Council and oversee business operations.

Service Comply with Integrated Planning and Reporting requirements. This includes updating the community on Council's progress in implementing our Delivery Program and Operational Plan, and working with the community to update and create new programs and plans.

Service Manage strategic land use planning in the LGA including advocacy, stakeholder management, and preparation of land use policies, strategies, plans and controls. This also includes maintaining Council's property database.

Service Develop plans of management for Council-owned and/or managed land, and undertake regulatory land administration functions.



Shared projects, initiatives and services

Some projects, initiatives and services contribute to the delivery of outcomes from multiple Informing Strategies. These are indicated using symbols (see below) representing the other strategies that include the same activity.



Culture and Creativity



Integrated Transport



Social Inclusion



Economic Development



Environment



Housing



Governance



Open Space and Recreation

* Source: Customer Satisfaction Survey (Micromex Research)

OBJECTIVE

- 🎯 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%*

STRATEGIC DIRECTION 2: Put community needs at the core of everything we do and deliver excellent customer service

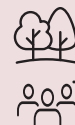
- 2.1 Develop and implement a Customer Experience Strategy.
- 2.2 Deliver a Customer Relationship Management system(s).
- 2.3 Undertake the biennial community satisfaction survey.
- 2.4 Deliver Council's Service Review Program.
- 2.5 Review the framework and system for Council's grants and subsidies program to ensure alignment with Council's strategic outcomes.

Service Implement initiatives to ensure continuous improvement across the organisation, including process mapping and service level reviews.

Service Provide assistance and advice to customers in person (through our Customer Service Centre), over the phone (through our call centre) and online.

Service Process a range of applications and permits, including resident and visitor parking permits, animal registrations, pensioner concession rebates, outdoor dining and goods display permits, and kayak storage permits.

Service Manage the hire and use of Council spaces and places, including buildings, facilities, civic spaces, parks, reserves and sportsfields.



* Source: Customer Satisfaction Survey (Micromex Research)

OBJECTIVES

- 🎯 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%*
- 🎯 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%*

STRATEGIC DIRECTION 3: Make it easy for our community to engage and participate in decision-making

- | | | |
|----------------|---|---|
| 3.1 | Review the Community Engagement Strategy every four years in accordance with the Integrated Planning and Reporting Guidelines. | |
| 3.2 | Trial a citizen's jury model (or similar demographically select working group) for input on major Council decisions to ensure the diverse needs of the North Sydney community are considered. |  |
| 3.3 | Develop and implement opportunities for young people in the community to have input into Council's decision-making processes, including through formal consultations, social media and surveys. |  |
| 3.4 | Review the advisory committee framework to better leverage the diverse knowledge and experience of the community in pursuing our strategic directions. | |
| 3.5 | Update Council's submission management procedures to make all submissions that inform decision-making publicly available, unless specifically excluded under legislation. | |
| 3.6 | Undertake a review of Council's Access to Information Policy every four years. | |
| 3.7 | Work with First Nations community members to develop a First Nations advisory committee. |  |
| Service | Provide information to the community on Council's services and activities through a range of channels including print, digital, social media and in person. |  |
| Service | Develop and implement opportunities for community and business input into Council's decision-making processes, including through formal consultations, Precinct Committees, social media and surveys. |  |

* Source: Customer Satisfaction Survey (Micromex Research)

OBJECTIVE

- 🎯 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%*

* Source: Customer Satisfaction Survey (Micromex Research)

STRATEGIC DIRECTION 4: Manage risks and maintain independent oversight in business operations and decision-making

- | | |
|---------|--|
| 4.1 | Review current Council meeting and briefing procedures to ensure alignment with industry best practice. |
| 4.2 | Develop and implement a revised enterprise risk management framework focusing on Council's proactive assessment and management of operational and strategic risks. |
| 4.3 | Review the internal audit model to evaluate compliance with best practice and value for money. |
| 4.4 | Investigate the feasibility of implementing a risk and audit management system to enable the recording and tracking of risk and audit actions. |
| 4.5 | Undertake an annual review of the role and effectiveness of the Audit Risk and Improvement Committee. |
| 4.6 | Participate in Statewide's Continuous Improvement Program. |
| 4.7 | Ensure that all submissions made to the Office of Local Government under the Public Expenditure Guidelines are peer reviewed prior to submission. |
| 4.8 | Undertake a review of Council's Code of Conduct every four years. |
| 4.9 | Undertake a review of Council's Fraud and Corruption Prevention Policy and Gifts and Benefits Policy every four years. |
| 4.10 | Undertake Councillor training and professional development each year to support informed and ethical decision-making. |
| 4.11 | Develop emergency response and preparedness resources. |
| Service | Oversee Council's governance activities to ensure accountability, transparency and compliance with all relevant laws, codes and directions. |
| Service | Ensure that the Mayor and Councillors are given timely information, advice and support necessary to effectively discharge their civic duties. |
| Service | Manage Council's shared internal audit function to ensure risk management controls are working. |
| Service | Develop and maintain Council's enterprise risk management framework including management of claims and insurance cover. |
| Service | Implement flood mitigation projects and strategies identified through floodplain planning. |
| Service | Ensure effective identification and management of hazards and risks to stakeholder health and safety. |
| Service | Provide legal advice and support on matters related to Council's duties and responsibilities. |
| Service | Manage the planning, response and recovery for emergency situations within the LGA. |

OBJECTIVE

- 🎯 Meet 100% of legislative compliance obligations each year

STRATEGIC DIRECTION 5: Exercise regulatory compliance responsibilities diligently to protect the environment and support our community

- 5.1** Implement a system for monitoring legislative compliance.
- 5.2** Undertake an annual review of delegations to ensure appropriate decision-making.
- 5.3** Undertake a review of Council's Compliance and Enforcement Policy and Legislative Compliance Policy every four years.
- 5.4** Implement a development application management platform to streamline the submission, assessment and approval process for development applications.
- 5.5** Implement changes, as required, to ensure compliance with the ministerial order regarding determination times for development applications and planning proposals.



Service Implement Council's responsibilities under the *Companion Animals Act 1998* for the registration, management and regulation of dogs and cats in the LGA.

Service Enforce legislation regarding public use of Council's parks, roads, reserves, property assets and other public places.



Service Enforce legislation relating to parking in the LGA, including responding to parking-related customer complaints and enquiries.



Service Enforce compliance with out of hours building work requirements.

Service Implement compliance programs, activities and regulatory actions to help prevent and manage environmental pollution caused by development activities and business operations.



Service Implement compliance programs, activities and regulatory actions to help protect public health and amenity.

Service Manage building and development compliance programs and activities in accordance with legislation including advice, approvals, investigations and regulatory action.

Service Manage building approvals, inspections and certifications including issuing Building Information Certificates, Subdivision Works Certificates, Subdivision Certificates, Complying Development Certificates, Construction Certificates, Occupation Certificates and S88B Certificates.

Service Assess and determine development applications, modification applications and review applications under the *Environmental Planning and Assessment Act 1979*.



Service Assess and provide advice on major development proposals when Council is not the consent authority.

Service Assess other development-related applications including Local Approval applications, *Roads Act* applications and heritage exemption requests.

OBJECTIVE

🎯 Deliver benefits realisation of at least \$20m through continuous improvement initiatives by 2035

STRATEGIC DIRECTION 6: Commit to efficiency and value for money in service delivery

- 6.1 Investigate the implementation of a data and analytics platform to enable data-driven decision-making to improve business operations.
- 6.2 Develop a framework for measuring the value of system and process improvements.
- 6.3 Implement a new or upgraded enterprise resource planning system to streamline operations, enhance efficiency, and improve service delivery. This includes records management, field technology provision and process automation.
- 6.4 Review Council accommodation and technology to ensure an effective workplace environment and alignment with new ways of working following the COVID pandemic.
- 6.5 Review the operational requirements of Council's depot and develop an options report for ongoing use and management. The report should consider safety, function and cost.
- 6.6 Develop and implement a program evaluation framework to assess whether programs are delivering value and determine whether they should be continued.
- Service** Implement and maintain information management systems and processes to support Council's operations.
- Service** Develop, implement and maintain technologies to support Council's day-to-day operation and digital transformation.
- Service** Monitor organisational performance to identify potential barriers to attaining strategic outcomes, and collaborate with teams to analyse and address issues.

OBJECTIVE

- 🎯 Achieve above the 50th percentile for all constructive culture behaviours in the human synergistic model by 2035

STRATEGIC DIRECTION 7: Build a resilient, inclusive and empowered workforce that is committed to delivering community outcomes

- | | |
|---------|---|
| 7.1 | Implement a 'personal best' performance and development system to enhance workforce capacity and performance. |
| 7.2 | Develop and implement a leadership development program. |
| 7.3 | Deliver staff training to support development of a skilled workforce. |
| 7.4 | Develop and implement a staff engagement framework to integrate all engagement activities. |
| 7.5 | Deliver a modern HR information system to streamline HR processes and improve the employee experience. |
| 7.6 | Explore opportunities to replace Council's intranet with an alternative platform for information sharing. |
| 7.7 | Develop an employee value proposition to attract and retain high calibre employees. |
| 7.8 | Deliver a culture survey every four years to measure progress towards the preferred constructive culture. |
| Service | Implement programs and initiatives to support employee development and retention. |
| Service | Manage the attraction, recruitment and onboarding of new employees. |
| Service | Manage the offboarding (separation) process for employees who are leaving Council. |
| Service | Provide regular information to staff about Council's appointments, events, activities and initiatives. |

OBJECTIVES

- 🎯 Maintain an operating performance ratio of >2% each year
- 🎯 Maintain an average asset renewal ratio of >100% over a rolling five-year period

STRATEGIC DIRECTION 8: Manage Council's finances through robust long-term planning and ongoing financial management

- 8.1** Prepare a financial strategy to repair Council's financial situation and deliver an operating surplus each year.
- 8.2** Undertake an annual review of Council's Revenue Policy to ensure equitable levying of rates and identification of potential new revenue sources.
- 8.3** Review building assets and commercial property to ensure best value utilisation that aligns with Council's strategic direction.
- 8.4** Review the procurement framework to ensure it is in line with best practice.
- 8.5** Implement a robust project management framework to ensure projects are developed within schedule, budget and scope.
- 8.6** Implement process automation in areas including procurement, finance and reporting to improve efficiency and data quality and reduce risk of manual errors.
- 8.7** Undertake a comprehensive review and assessment of the condition of Council's building assets to inform prioritisation of renewal funding.
- 8.8** Invest the equivalent of 100% of asset depreciation into a reserve for allocation towards the capital renewal program.
- 8.9** Remove the asset backlog.
- 8.10** Implement an asset management system to provide robust asset management and maintenance capabilities.

Service Manage and record Council's financial transactions including the levy and collection of rates and charges, and the preparation of financial statements and returns.

Service Prepare, review and maintain Council's long-term financial plan and annual budget to ensure financial sustainability.

Service Manage Council's procurement processes to ensure legislative compliance and best value.



Service Manage Council's property portfolio including affordable housing, commercial property and community facilities.



Service Manage the commercial operations of the North Sydney Olympic Pool facility.

Service Manage the hire and use of the North Sydney Oval and Mollie Dive Function Centre.



Service	Manage asset lifecycle planning (including creation, renewal, maintenance and disposal) to ensure sustainable service delivery. This includes development of Council's capital works program.	
Service	Develop, maintain and monitor Council's developer contributions plans and voluntary planning agreements.	
Service	Manage the implementation of Council's capital works program including construction and renewal of buildings, footpaths, drainage, parks and other assets.	
Service	Manage the maintenance of council's civil assets. This includes construction of new and renewed roads, repairs to assets within the road reserve, drainage system clearing and repairs, and maintenance of street and park lighting.	
Service	Clean, manage and maintain Council-owned buildings, plant, fleet and facilities, including providing security and civic support.	