

10.1. Informing Strategies - planning for our next 10 years

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ATTACHMENTS	<ol style="list-style-type: none">1. Open Space and Recreation Strategy [10.1.1 - 18 pages]2. Integrated Transport Strategy [10.1.2 - 16 pages]3. Social Inclusion Strategy [10.1.3 - 17 pages]4. Culture and Creativity Strategy [10.1.4 - 16 pages]5. Environment Strategy [10.1.5 - 16 pages]6. Economic Development Strategy [10.1.6 - 16 pages]7. Governance Strategy [10.1.7 - 20 pages]8. Housing Strategy Supplement [10.1.8 - 12 pages]9. Open Space and Recreation Strategy - submissions and responses [10.1.9 - 49 pages]10. Integrated Transport Strategy - submissions and responses [10.1.10 - 49 pages]11. Social Inclusion Strategy - submissions and responses [10.1.11 - 34 pages]12. Culture and Creativity Strategy - submissions and responses [10.1.12 - 21 pages]13. Environment Strategy - submissions and responses [10.1.13 - 21 pages]14. Economic Development Strategy - submissions and responses [10.1.14 - 21 pages]15. Governance Strategy - submissions and responses [10.1.15 - 23 pages]
CSP LINK	5. Our Civic Leadership 5.1 Lead North Sydney's strategic direction

PURPOSE:

The purpose of this report is to present the following informing strategies to Council for adoption:

- Open Space and Recreation Strategy
- Integrated Transport Strategy
- Social Inclusion Strategy
- Culture and Creativity Strategy
- Environment Strategy
- Economic Development Strategy
- Governance Strategy

The Housing Strategy supplement is also provided to Council for adoption. This supplement was developed to highlight the key projects and initiatives from the existing North Sydney Local Housing Strategy (NSLHS) that are ongoing, incorporate new/modified actions that align with the new housing targets, and update the format to match Council's other informing strategies. It does not replace the existing adopted NSLHS.

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 informing strategies that articulate the planning, projects, and services that are required to meet changing community needs and priorities over the next 10 years.
- Following consideration by Council on 25 November 2024, the draft informing strategies were placed on public exhibition from 27 November 2024 to 10 January 2025. 501 YourSay survey responses and 13 emailed submissions were received and considered.
- A number of amendments have been made to the informing strategies to address feedback and to make minor administrative changes. These amendments are outlined in this report.
- Once adopted, the informing strategies will take precedence over all existing Council strategies and plans except where required by legislation, and will replace the following existing Council strategies:
 - o Economic Development Strategy 2016;
 - o Transport Strategy 2017;
 - o Open Space Provision Strategy 2009; and
 - o Environmental Sustainability Strategy 2021.
- To achieve the outcomes and objectives of the informing strategies, it is estimated Council will require the following funding over the ten-year period:

Strategy	Total estimated funding \$,000	Grants \$,000	Developer Contributions \$,000	Additional rating revenue \$,000
Open Space and Recreation	\$112,835	\$39,915	\$8,911	\$64,009
Integrated Transport	\$38,995	\$18,861	\$0	\$20,134
Social Inclusion	\$37,961		\$1,200	\$36,761
Culture and Creativity	\$16,570		\$500	\$16,070
Environment	\$12,609	\$1,500	\$253	\$10,856
Economic Development	\$45,550		\$22,750	\$22,800
Governance	\$21,165			\$21,165
Housing	\$440			\$440

- A separate report (10.3 - Proposed Special Rate Variation for long term financial sustainability) is presented to Council that considers Council's financial position and provides options for delivery of a financial strategy (including a special rate variation

(SRV)) that fixes the current financial deficit and provides sufficient resources to deliver the projects and services identified in the strategies.

- Whilst the ability of Council to fully deliver the actions identified in the informing strategies is dependent on funding availability, adoption of the strategies may occur before a decision is made on the SRV. The strategies are intended to articulate where North Sydney wants to be in 10 years and what needs to be done to get there. Each strategy notes that timing and delivery of new projects and initiatives will be dependent on availability of funding.
- As the strategies are ten-year strategies, they therefore span multiple terms of Council. The contribution of each elected Council during their term will be determined by each elected Council through the development of their four-year Delivery Program, which must be supported with required resources to achieve the actions of the plan. Achieving the outcomes and objectives of the strategy will be dependent upon the performance of Council over more than one term.
- Once the preferred funding option is determined (report 10.3), Council's next four-year delivery program will be developed based on the priorities identified in the informing strategies and resource availability.

RECOMMENDATION:

1. THAT Council adopts the following informing strategies:

- Open Space and Recreation Strategy
- Integrated Transport Strategy
- Social Inclusion Strategy
- Culture and Creativity Strategy
- Environment Strategy
- Economic Development Strategy
- Governance Strategy

2. THAT the informing strategies take precedence over all existing Council strategies and plans except where required by legislation, and will replace the following existing Council strategies:

- Economic Development Strategy 2016
- Transport Strategy 2017
- Open Space Provision Strategy 2009
- Environmental Sustainability Strategy 2021

3. THAT Council adopt the Housing Strategy Supplement, noting that it does not replace the existing North Sydney Local Housing Strategy.

4. THAT the Chief Executive Officer be authorised to make minor corrections and administrative amendments to the strategies, if required.

Background

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, shaped a suite of eight informing strategies (see Figure 1 below) that articulate where North Sydney wants to be in 10 years and how we will get there.



Figure 1: The eight informing strategies

At its meeting of 25 November 2024, Council resolved that:

1. *Community consultation on the draft informing strategies be undertaken from 27 November 2024 to 10 January 2025; and*
2. *Council receive a report on the outcomes and feedback from the community engagement at the Ordinary Meeting of Council scheduled for 10 February 2025.*

The draft informing strategies were exhibited in accordance with this resolution. This report provides the outcomes from the engagement and presents the updated strategies to Council for adoption.

Engagement

Consultation on the draft informing strategies was undertaken from 27 November 2024 to 10 January 2025.

A separate YourSay consultation page was developed for each strategy. Supporting information available on each page included the underlying research studies, and the estimated additional funding required from rates to deliver the new projects and initiatives in each strategy.

A briefing on the strategies was held with Council's Access and Inclusion Committee.

The wider community was engaged and invited to provide their feedback on the strategies through channels including Council's e-newsletters and social media posts. A summary of engagement with these channels is included in the tables below.

E-newsletter performance

E-newsletter	Send date	Opened (number)	Open rate
Council e-news	2 Dec 2024	1,250	66.21%
Next Ten Years Keep Informed email	6 Dec 2024	574	75.83%
Precinct e-news	6 Dec 2024	174	58.57%
Business e-news	11 Dec 2024	516	51.55%
Precinct e-news	13 Dec 2024	169	59.72%
Precinct e-news	20 Dec 2024	182	63.19%
Precinct e-news	9 Jan 2025	180	62.50%

Social media performance

	Date	Instagram reach	Facebook reach
Informing strategies video	3 Jan 2025	727	328

The following table summarises webpage visits and engagement responses through YourSay. 'Informed visitors' refers to those who took an action on the page, such as downloading the strategy.

	Total visitors	Informed visitors	Survey responses
Open Space and Recreation	3,722	1,861	397
Integrated Transport	1,580	806	23
Social Inclusion	904	429	31
Culture and Creativity	1,416	354	18
Economic Development	1,104	375	12
Environment	124	59	13
Governance	92	48	7

In addition, 13 email submissions regarding the informing strategies were received.

A complete list of all submissions, together with responses, is provided in the attachments to this report.

Informing strategies overview

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.

Figure 2 below illustrates the structure of the informing strategies.

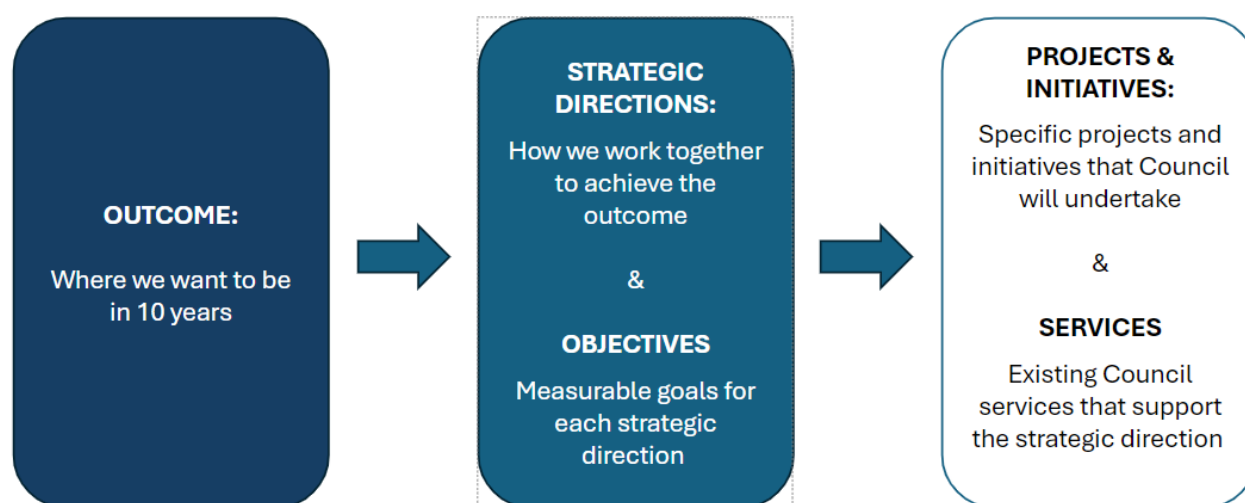


Figure 2: Informing Strategy structure

An overview of each strategy is provided below, together with a summary of the engagement outcomes and a list of changes that have been made to address feedback.

1. Open Space and Recreation Strategy

The Open Space and Recreation Strategy details how we will work towards achieving the outcome of becoming an active community with space for everyone to exercise and enjoy the outdoors.

It includes the following strategic directions:

- deliver additional space for sports and recreation;
- maximise the capacity of existing open spaces and recreational facilities;
- provide new and upgraded facilities within existing public spaces to increase amenity, accessibility, and diversity; and
- manage our open space and recreational facilities to ensure that they are well maintained and shared.

Some of the key projects and initiatives include:

- Renew and upgrade the North Sydney Oval complex
- Renew and upgrade the North Sydney Indoor Sports Centre
- Improve drainage in St Leonard's Park

1.1 Engagement outcomes

403 submissions were received in response to the exhibition of the draft Open Space and Recreation Strategy. This included 397 survey responses through YourSay and a further six submissions via email (two were shared submissions with other strategies).

Figure 3 below summarises the YourSay survey results for the question:

Do you support North Sydney becoming an active community with space for everyone to exercise and enjoy the outdoors through the strategic directions and actions detailed in the Open Space and Recreation Strategy?

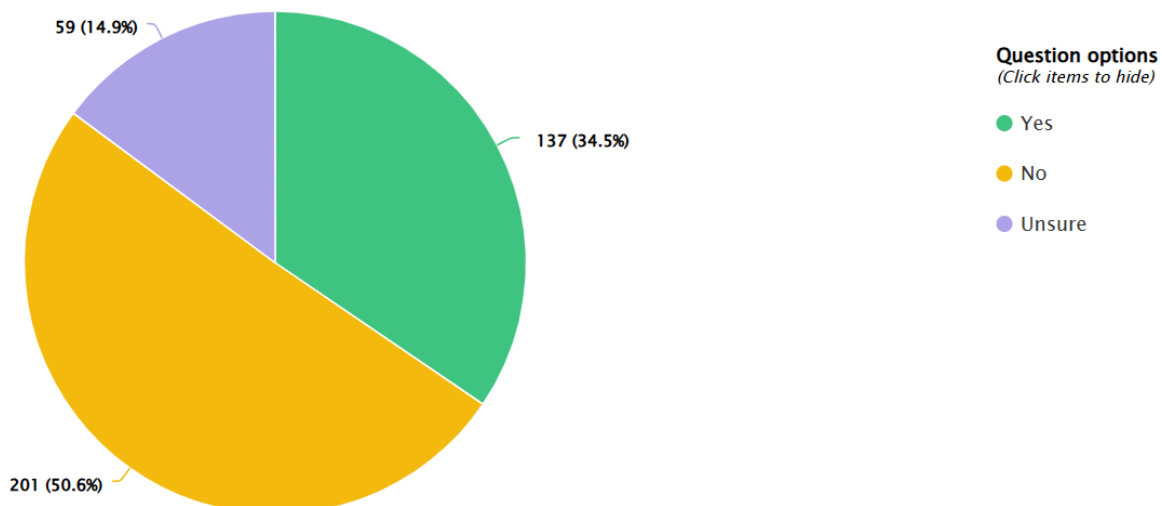


Figure 3: Open Space and Recreation Strategy Survey Responses

Figure 3 suggests that only 34.5% of respondents support the Open Space and Recreation Strategy. However, as discussed below, the results may not accurately reflect the views of the broader population, as approximately 90% of the 'No' responses were received from Cammeray Golf Club members and affiliates who voted 'No' based on a single action within the strategy.

1.1.1 Feedback

Feedback was received from the community regarding to several aspects of the Open Space and Recreation Strategy. A list of all submissions with responses is attached to this report (Attachment 9).

Common themes in the responses are discussed below.

Key concerns/reasons for not supporting the strategy

a) Concerns regarding potential changes to Cammeray Golf Club:

Approximately 90% of all responses that did not support the strategy came from golf club members and affiliates who were concerned about the future of Cammeray Golf Club.

The trigger for this concern appears to be the following strategy action:

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.

Response: As detailed in the Open Space and Recreation Study, North Sydney has an open space deficit, and it is critical that we manage the space that we have in a way that provides the greatest benefits to the North Sydney Community. Action 2.1 recognises the value of Cammeray Park as a significant area of open space and proposes that further detailed consultation be undertaken with the North Sydney community to develop a masterplan for the site. The action included in the strategy does not specify the outcome for Cammeray Park as this will be the subject of further consultation as the masterplan is developed.

Golf course members and the broader North Sydney community are encouraged to provide their input on specific uses as part of the future consultation undertaken to inform the masterplan.

b) Opposition to strategy due to the presence of adequate open space and recreational facilities

Some responders indicated that they did not support the strategy as they felt that North Sydney already had sufficient open space and recreational facilities to meet community needs.

Response: Based on extensive community engagement undertaken in mid-2024 as part of the 'Have your say on North Sydney's next ten years' campaign', 67% of community survey respondents reported a lack of open space as an issue. The highest ranked open space type that was missing was recreational parks.

As detailed in the Open Space and Recreation Study, Council manages approximately 156ha of open space on-behalf of the community. With a population of approximately 70,000 people this equates to 22.09sqm of open space per person, which is the lowest in the Northern Sydney Regional Organisation of Councils (NSROC).

c) Concerns regarding the consultation process and timing of the engagement

Several participants expressed concerns that the strategy was not representative of community sentiments. One also suggested that it was inappropriate to ask for submissions over the holiday period.

Response: The informing strategies are based on study papers developed by industry experts and a comprehensive program of community consultation, which included Council's most extensive consultation to date, through 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 2024, 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.

Regarding the exhibition of the strategies during the Christmas period, the consultation began on 27 November 2024 and ran until 10 January 2025, covering a full four weeks, excluding the Christmas-New Year shutdown. Additionally, the exhibition period was scheduled to align with the exhibition of the Special Rate Variation (SRV) proposal to ensure transparency in the costs associated with delivering the strategy. Due to IPART submission timeframes, Council was unable to extend the exhibition period beyond 10 January 2025.

Other comments/suggestions

d) Works at Tunks Park

A number of submissions were received from community members and the Bay Precinct regarding potential changes to the existing Tunks Park masterplan and delivery of key projects.

Response: An additional action (4.14) has been included in the strategy to address this feedback:

4.14 Review and progressively implement the masterplan for Tunks Park.

e) Accessibility

The Access and Inclusion Committee provided feedback about the importance of considering accessibility in the design and implementation of all open space projects and services, noting that all parks should include nearby accessible toilets, with a continuous accessible path of travel between critical elements. A suggestion was also made to update the language in 2.4 to emphasize "flexibility and accessibility".

Response: Agreed and supported. Accessibility will be considered in the design of new projects, including amenity buildings. Item 2.4 has been updated as detailed below:

2.4 Formalise a Council policy of retaining control of sportsfields and courts and associated infrastructure to ensure flexibility and accessibility of use.

f) Support for strategy and specific projects

Many respondents provided comments in support of the strategy noting that providing space for everyone to exercise and enjoy the outdoors is vital for North Sydney. Some submissions also highlighted specific projects, such as the Hume Street Park expansion project, that are highly valued, and/or put forward ideas for consideration when projects are implemented.

Response: Noted. Detailed design and/or implementation ideas will be sought when specific projects are exhibited.

g) Other suggestions

Some survey respondents provided additional suggestions. One submission noted that cycling should be considered in the strategy as it is a valued recreational activity. Another noted that commercial events in our parks should be capped and subject to fees and charges.

Response: Attachment 9 provides responses to the range of suggestions. Many are already included in the strategy.

Regarding cycling, the strategy has been updated to include the following action from the Integrated Transport Strategy in recognition that cycling is a valued recreational activity, not just a form of transport:

3.13 Apply for grant funding and progressively deliver cycling infrastructure identified in the North Sydney Bike Plan.

Regarding events in our parks, item 4.2 has been updated to outline that consideration will be given to fees and charges for events and large gatherings.

1.2 Proposed changes

The final Open Space and Recreation Strategy presented to Council for adoption (refer to attachment 1) includes the following changes:

Item	New/updated action (updates are shown in green)	Reason
1.2	Prepare and deliver a modified version of the adopted Progress the design and delivery of the 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.	Updated to clarify the action.

Item	New/updated action (updates are shown in green)	Reason
1.8	Work with Transport for NSW to deliver new and accessible public space through the Berrys Bay project. This project includes fit out of Woodleys Shed as a community facility.	Updated to highlight that accessibility will be considered in the design.
2.4	Formalise a Council policy of retaining control of sportsfields and courts and associated infrastructure to ensure flexibility and accessibility of use.	Updated to highlight that accessibility will be considered in the policy.
3.13 (New)	Apply for grant funding and progressively deliver cycling infrastructure identified in the North Sydney Bike Plan.	Action from the Integrated Transport Strategy added to recognise that cycling is a valued recreational activity, not just a form of transport.
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. The policy shall also include consideration of fees and charges.	Updated to address feedback and note that consideration will be given to fees and charges for events and large gatherings.
4.12	Prepare a masterplan for Blues Point Reserve and Henry Lawson Reserve.	Updated to clarify the location
4.14 (New)	Review and progressively implement an updated masterplan for Tunks Park	A new action has been added to address community and precinct feedback about works in Tunks Park

2. Integrated Transport Strategy

The Integrated Transport Strategy details how we will work towards achieving the outcome of becoming a connected LGA where safe, active and sustainable travel is preferred.

It 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; and
- improve road safety by upgrading infrastructure and implementing programs that foster a culture of safe road behaviours.

Some of the key projects and initiatives include:

- develop and deliver a North Sydney Walking Action Plan to improve walkability; and
- deliver cycling infrastructure identified in the North Sydney Bike Plan.

2.1 Engagement outcomes

30 submissions were received in response to the exhibition of the draft Integrated Transport Strategy. This includes 23 survey responses through YourSay and a further seven submissions via email (two were shared submissions with other strategies).

Figure 4 below summarises the YourSay survey results for the question:

Do you support becoming a connected LGA where safe, active and sustainable travel is preferred through the strategic directions and actions detailed in the Integrated Transport Strategy?

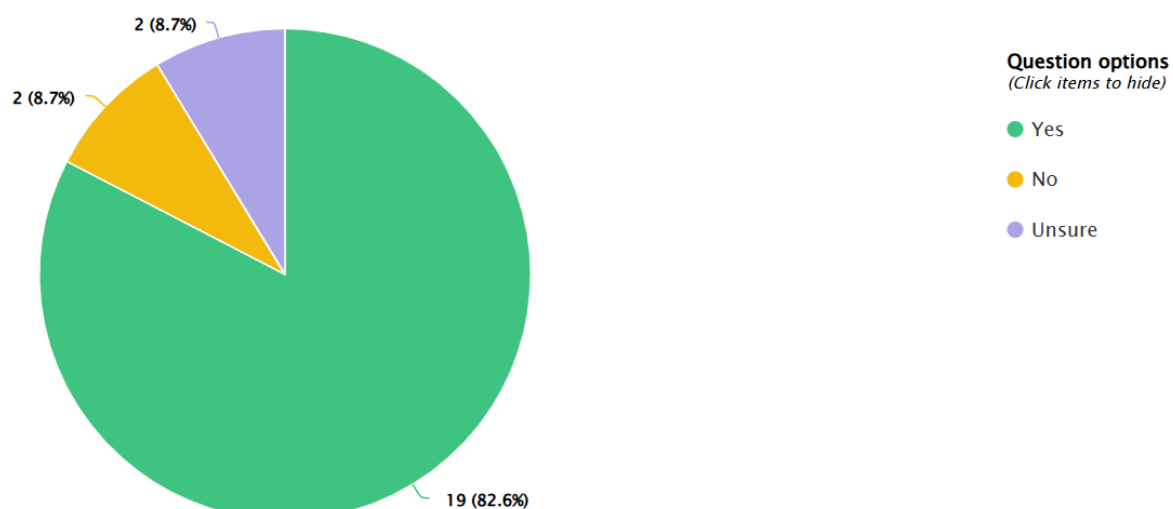


Figure 4: Integrated Transport Strategy Survey Responses

82.6% of YourSay survey respondents supported the Strategy.

2.1.1 Feedback

Overall, the feedback received from the community indicated strong support for the strategy. A list of all submissions with responses is attached to this report (Attachment 10).

Common themes in the responses are discussed below.

Key concerns/reasons for not supporting the strategy

a) Over-emphasis on active transport

The key reason given for not supporting the strategy was concern that the strategy overlooked the need for cars, especially for older residents, and focussed too heavily on active transport.

Response: The strategy aims to meet the needs of all residents. Supporting active and sustainable transport helps to reduce congestion and ensures that there is space on our roads for those who need to travel by private vehicles. As detailed in the

Integrated Transport Study, the shift towards active and sustainable transport is supported by community engagement results and extensive research.

Other comments/suggestions

b) Request for more ambitious sustainable travel projects and targets

Some respondents felt that the strategy was a good starting point but suggested that it did not go far enough in supporting sustainable travel options.

Response: Council acknowledges the importance of setting ambitious goals for cycling and active transport. However, the current 2.8% cycling mode share target reflects a realistic and achievable goal based on resource availability. This target provides a solid foundation for growth while considering practical implementation constraints. Nonetheless, Council remains committed to progressively improving cycling infrastructure to encourage greater participation over time and will push for greater increases where possible.

c) Need for a clear transport mode hierarchy in the strategy

A suggestion was made to provide a clear transport mode hierarchy to guide road space allocation.

Response: This suggestion is supported, and a hierarchy has been added on page 9 of the strategy. The hierarchy is consistent with the outcome, objectives, strategic direction, and actions outlined in the strategy. It provides a visual aid to support understanding and will enhance transparency in our planning processes.

d) Accessibility

Council's Access and Inclusion Committee provided feedback about the importance of considering accessibility in the design and implementation of projects.

Response: Agreed and supported. Accessibility will be considered in the design of new projects, including the Wayfinding Guide and Walking Plan.

e) Support for strategy and specific initiatives

Multiple submissions highlighted support for the strategy and specific initiatives/projects such as delivering safe cycling routes, reducing speed limits, investigating the feasibility of a hop-on/hop-off bus service, reviewing parking across the LGA, and providing wayfinding signage.

Response: Support for the strategy and specific initiatives is noted. With regard to parking, action 3.6 in the strategy has been updated to recognise the need for a holistic review of parking across the LGA, including consideration of parking on-road and in Council carparks.

2.2 Proposed changes

The final Integrated Transport Strategy presented to Council for adoption (refer to Attachment 2) includes the following changes:

Item	New/updated action (updates are shown in green)	Reason
Page 9	A transport hierarchy has been added to the strategy on page 9.	The hierarchy has been added in response to engagement feedback. It is consistent with the actions outlined in the strategy and supports enhanced transparency in our planning processes.
3.5	Advocate for approaches to bike share that reduce clutter improve pedestrian amenity on the streets and promote higher usage rates, such as physical or geofenced docking stations.	Updated in response to community feedback. The use of the term "clutter" in reference to bike share parking may convey unintended negativity. We have revised this wording in the final strategy to better reflect our commitment to supporting shared mobility solutions while managing public space effectively.
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); Undertake a holistic review of parking in the LGA, including on-road and in council operated carparks. Consideration will be given to the existing on-road parking management policy, disability parking policy, residential parking permit scheme, parking station utilisation, car share and pricing of permits. The review shall seek to ensure that parking provision and restrictions are fair and equitable, and resident permit allocations are not issued beyond available capacity.	Update to recognise the need for a holistic review of parking across the LGA, including consideration of parking on-road and in Council carparks.
3.8	As part of developing the on-road parking management policy, undertake the holistic review of parking in the LGA , undertake a study to assess freight network needs, address delivery access	Updated to reflect the change to action 3.6.

Item	New/updated action (updates are shown in green)	Reason
	challenges, and explore opportunities to support vibrant centres while reducing impacts on residents.	
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.	To clarify that Council delivers renewed roads not new roads.

3. Social Inclusion Strategy

The Social Inclusion Strategy details how we will work towards achieving the outcome of becoming a connected and socially inclusive community where everyone is valued.

It includes the following strategic directions:

- deliver and increase awareness of community events, programs and activities that strengthen and enrich meaningful connections;
- provide new and improved public and community spaces for people to meet and connect; and
- nurture a shared sense of belonging where everyone's voice is heard, and people feel they are valued.

Some of the key projects and initiatives include:

- fit out and use Woodley's Shed as a new community facility; and
- expansion of Stanton Library.

3.1 Engagement outcomes

36 submissions were received in response to the exhibition of the draft Social Inclusion Strategy. This included 31 survey responses through YourSay and a further five submissions via email (two were shared submissions with other strategies).

Figure 5 on the next page summarises the YourSay survey results for the question:

'Do you support becoming a connected and socially inclusive community where everyone is valued through the strategic directions and actions detailed in the Social Inclusion Strategy?'

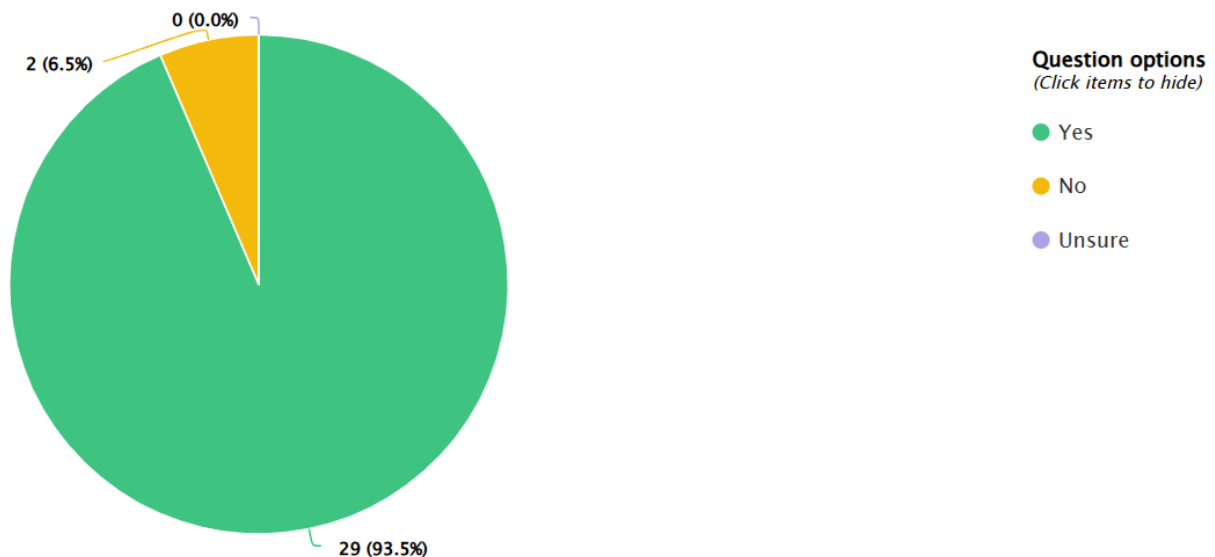


Figure 5: Social Inclusion Strategy Survey Responses

93.5% of YourSay survey respondents supported the Strategy.

3.1.1 Feedback

Overall, the feedback received from the community indicated strong support for the strategy. A list of all submissions with responses is attached to this report (Attachment 11).

Key themes in the responses are discussed below.

Key concerns/reasons for not supporting the strategy

a) Concern that the value of the Planet X youth centre is not recognised

More than half of all submissions were made by respondents that highlighted the value and importance of Planet X. Some expressed concern that the strategy did not make specific reference to the youth centre.

Response: Support for the Planet X youth centre is noted and appreciated. The strategy has been updated to recognise the value of Planet X by making specific reference to the centre in the services included under strategic direction 3 (refer to section 3.2 below).

b) Concern that multicultural communities have been overlooked

A number of submissions highlighted the need to recognise, value and support our Culturally and Linguistically Diverse communities. Some also raised concerns about racism and discrimination and called for a dedicated multicultural strategy.

Response: The social inclusion strategy has been developed as an inclusive plan for all people that live, work, and visit North Sydney, including our culturally and linguistically diverse population.

The three strategic directions that will help us 'become a connected and socially inclusive community where everyone is valued' apply to everyone. As each new project or initiative is planned and delivered, consideration will be given to the needs of all stakeholders.

Council respects and values our diverse multicultural population. We actively participate in the Lower North Shore Multicultural Network and advocate on related issues as needed. Concerns regarding racism and discrimination are noted, and Council will continue to seek ways to help address these issues.

The strategy has been updated to recognise the value of multicultural focused activities, such as participation in the Multicultural Network, by making specific reference to support for multicultural communities in the services included under strategic direction 3 (refer to section 3.2 below).

c) Promoting social inclusion is not the responsibility of the Council.

One of the two submissions opposing the strategy argued that North Sydney already has a modern, vibrant, and socially inclusive community, and it is not the Council's role to interfere with it.

Response: The Social Inclusion Strategy is designed to preserve and enhance the vibrancy and inclusivity of our community, reflecting the diverse and dynamic nature of the Lower North Shore. While the community already embodies these qualities, ongoing efforts ensure they remain strong and continue to evolve positively. It is important to clarify that this strategy is not about unnecessary intervention or creating excessive bureaucracy but rather about fostering an environment where all residents can thrive and feel connected. Investing in these efforts is a measured and thoughtful approach to supporting our community's long-term well-being.

Other comments/suggestions

d) Accessibility

The Access and Inclusion Committee (AIC) provided feedback about the importance of considering accessibility in all communications, projects, and services.

Response: Council is supportive of ensuring that accessibility is considered in all of council's operations. The Integrated Transport Strategy, Open Space and Recreation Strategy, Culture and Creativity Strategy, and Social Inclusion Strategy all have 'Inclusion' explicitly referenced as a key principle.

To further promote accessibility, the following changes have been made (see section 3.2 below for details):

- a new action 1.11 has been added to improve awareness of existing resources that support accessibility;
- accessible language has been included in actions 2.6 and 2.8;
- the wording of action 3.2 has been updated to align with Council's desire to become an exemplar for access and inclusion; and

- a new action 3.12 has been included to recognise businesses, community organisations, and individuals who have made a significant contribution to improving access and inclusion.

Council will continue to work with the AIC to address accessibility issues and affect positive cultural, project planning and built form change.

e) Support for strategy and specific initiatives

Most submissions supported the strategy and agreed that social inclusion is vital for healthy communities. Some submissions also highlighted specific projects and services such as the citizens jury/demographically select working group that were highly valued.

Response: Support is noted.

3.2 Proposed changes

The final Social Inclusion Strategy presented to Council for adoption (Attachment 3) includes the following changes:

Item	New/updated action (updates are shown in green)	Reason
1.11 (New)	Create a resource tool/list of accessibility options available in the LGA, for example vision resources at Stanton Library	A new action 1.11 has been added in response to feedback from the AIC that identified a need to improve awareness of existing resources that support accessibility.
2.6	Work with Transport for NSW to deliver new accessible public space through the Berrys Bay project. This project includes fit out of Woodleys Shed as a community facility.	Updated to highlight that accessibility will be considered in the design.
2.8	Work with Neutral Bay Village landowners to deliver a new accessible Neutral Bay Community Centre.	Updated to highlight that accessibility will be considered in the design.
3.2	Identify opportunities and implement projects to improve accessibility of Council programs, services, facilities and events. This includes exploring ways to become an exemplar for access and inclusion.	Updated to promote accessibility and council's desire to become an exemplar for access and inclusion. The updated wording responds to AIC feedback.
3.4	Trial a citizen's jury model (or similar demographically select working group) Utilise a demographically select working group for input on major Council decisions to ensure the diverse needs of North Sydney are considered.	Updated to simplify the wording and acknowledge that a trial is no longer required as a demographically select working group has been successfully used for two engagements (The 'Have your say on North Sydney's next ten years' campaign, and the recent Special Rate Variation engagement).

Item	New/updated action (updates are shown in green)	Reason
3.12 (New)	3.12 Develop and Implement a recognition program for businesses, community organisations and individuals who have significantly contributed to improving access and inclusion.	New action added to recognise businesses, community organisations and individuals who have made a significant contribution to improving access and inclusion.
Service	Provide family day care, and youth services including Planet X, and support for multicultural communities.	Updated to make specific reference to Planet X and multicultural support. This change is proposed to recognise the value and importance of these community services under strategic direction 3.

4. Culture and Creativity Strategy

The Culture and Creativity Strategy details how we will work towards achieving the outcome of becoming a vibrant LGA where culture and creativity is enjoyed by all.

It includes the following strategic directions:

- Respect and acknowledge First Nations culture and history;
- preserve and celebrate North Sydney's heritage;
- provide and promote a diverse range of affordable and accessible cultural and creative events, experiences, and opportunities across the LGA; and
- increase the number of places and spaces available for cultural and creative participation and production.

Some of the key projects and initiatives include:

- develop and implement a street art program;
- deliver a cultural & creative hub in St Leonards; and
- enhance Council's website with 'what's on'.

4.1 Engagement outcomes

20 submissions were received in response to the exhibition of the draft Culture and Creativity Strategy. This included 16 survey responses through YourSay and a further two submissions via email (these were both shared submissions with other strategies).

Figure 6 on the next page summarises the YourSay survey results for the question:

Do you support becoming a vibrant LGA where culture and creativity are enjoyed by all through the strategic directions and actions detailed in the Culture and Creativity Strategy?

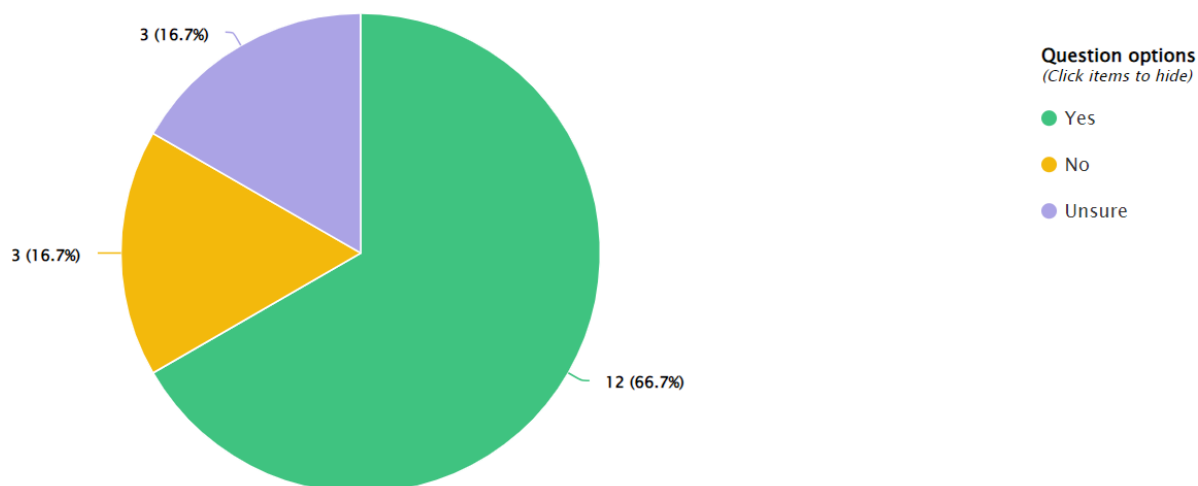


Figure 6: Culture and Creativity Strategy Survey Responses

66.7% of YourSay survey respondents supported the Strategy.

4.1.1 Feedback

Overall, the feedback received from the community indicated strong support for the strategy. A list of all submissions with responses is attached to this report (Attachment 12).

Key themes in the responses are discussed below.

Key concerns/reasons for not supporting the strategy

a) Culture and creativity are not a priority

The key concern raised by respondents who did not support the strategy was the inappropriate prioritisation of spending and focus on initiatives perceived as exclusive or unnecessary.

Response: Council values inclusivity and the suite of informing strategies were developed based on extensive research and engagement to ensure that the diverse needs and priorities of our community were considered.

As detailed in the Culture and Creative Study that underpins this Strategy, research shows that culture and creativity play an important role in enhancing social cohesion, driving economic development, and supporting civic identity for individuals and communities. A recent survey by Creative Australia showed that over 70% of Australians agree that cultural and creative experiences make for a richer and more meaningful life.

Other comments/suggestions

b) Support for strategy and specific initiatives

Most submissions supported the strategy and agreed that culture and creativity is a great way to connect and inspire communities. Some submissions also highlighted specific

aspects that they valued most (such as recognition of First Nations culture) and/or put forward ideas for consideration when projects are implemented.

Response: Support is noted. Detailed design and/or implementation ideas will be sought when specific projects are exhibited.

c) Support for ongoing collaborations

Submissions were received from Sydney Harbour Federation Trust and Crows Nest Community centre highlighting their support for the Strategy and detailing their ongoing commitment to support culture and creativity in the LGA

Response: Council values the support and welcomes continued collaboration with the Harbour Trust and community centres.

d) Accessibility

The Access and Inclusion Committee (AIC) provided feedback about the importance of considering accessibility in all communications, projects and services.

Response: Agreed and supported. The AIC will be involved in the planning and development of initiatives as required.

4.2 Proposed changes

The final Culture and Creativity Strategy presented to Council for adoption (Attachment 4) includes the following changes:

Item	New/updated action (updates are shown in green)	Reason
3.3	Continue to support the Crows Nest Festival and include North Sydney Festival a <i>North Sydney LGA</i> festival as a yearly fixture in the events calendar to attract wide audiences and support the local economy.	Updated to clarify that the North Sydney Festival may not always be located in the North Sydney CBD
3.10	Consider opportunities for Special Entertainment Precincts in North Sydney CBD and Crows Nest <i>the North Sydney LGA.</i>	Updated to recognise that there may be other areas in the LGA (outside of the CBD and Crows Nest) that could be considered for Special Entertainment Precincts.

5. Environment Strategy

The Environment Strategy details how we will work together to build a healthy environment with thriving ecosystems and strong climate resilience.

It includes the following strategic directions;

- restore and protect diverse ecosystems;
- increase canopy cover to reduce urban heat island effects;

- build climate resilience;
- reduce waste and conserve our limited natural resources; and
- maintain healthy and clean waterways and public spaces.

Some of the key projects and initiatives include:

- expand existing stormwater harvesting and water reuse systems at Bon Andrews Oval/North Sydney Oval; and
- prepare and implement a strategic plan for The Coal Loader Centre for Sustainability site.

5.1 Engagement outcomes

15 submissions were received in response to the exhibition of the draft Environment Strategy. This included 13 survey responses through YourSay and a further two submissions via email (these were both shared submissions with other strategies).

Figure 7 below summarises the YourSay survey results for the question:

Do you support building a healthy environment with thriving ecosystems and strong climate resilience through the strategic directions and actions detailed in the Environment Strategy?

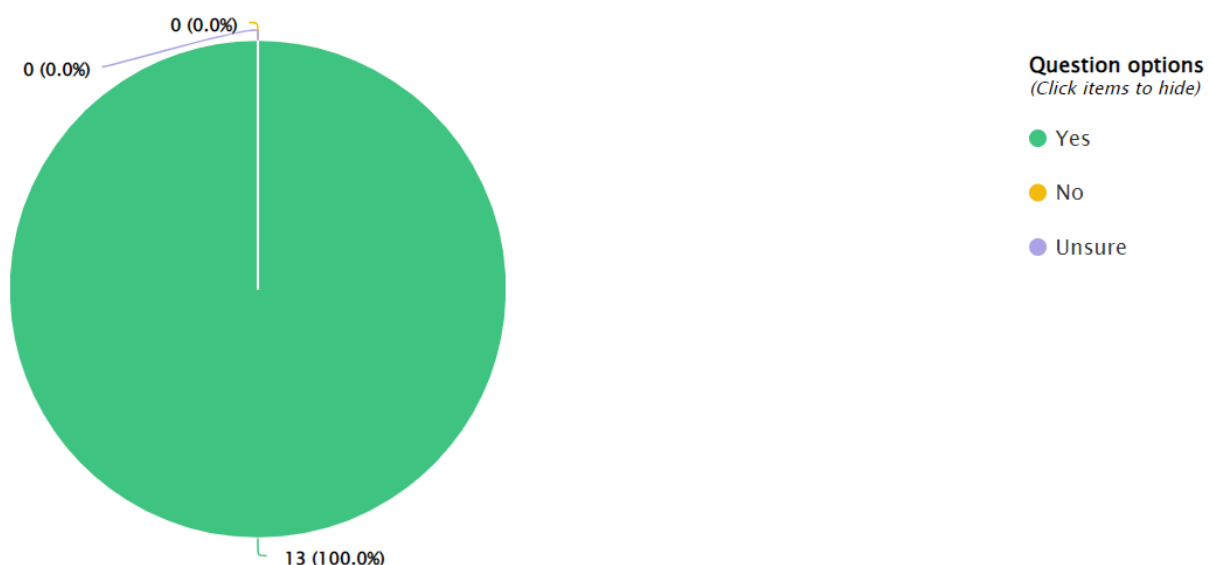


Figure 7: Environment Strategy Survey Responses

100% of YourSay survey respondents supported the Strategy.

5.1.1 Feedback

Overall, the feedback received from the community indicated very strong support for the strategy. A list of all submissions with responses is attached to this report (attachment 13).

Key themes in the responses are discussed below.

Key concerns

a) Response to the climate emergency

One submission raised concerns over Council's lack of response to the Climate Emergency, stating that Council has not followed through with actions that drive carbon neutrality, mitigate heat island effects, nor improves biodiversity in a timely manner. The submitter objected to the 35% canopy cover target being delayed until 2035.

Response: Council acknowledges the importance of addressing the Climate Emergency and remains committed to actions that drive carbon neutrality, mitigate urban heat island effects, and enhance biodiversity. We understand concerns regarding the timeframe for achieving the 34.4% canopy cover target being extended to 2035. However, this adjustment reflects the significant challenges posed by tree loss from recent major infrastructure projects, and the reduction in available public domain capacity for canopy cover due to increased urbanisation.

Despite these challenges, Council continues to prioritise the protection and growth of the Urban Forest through the Urban Forest Strategy (UFS) 2019 and Street Tree Strategy (STS) 2016, both of which are under review to ensure their ongoing relevance and effectiveness. Recent efforts have yielded positive results, with the most recent 2024 canopy flyover showing the first increase in cover (27.4%) since 2008, driven by favourable weather and continuous tree planting and maintenance.

Biodiversity in the area has also improved, as shown by ecological surveys conducted in 2023, which recorded increases in native flora and fauna species compared to 2010. Additionally, Council has achieved 100% renewable electricity use and is on track to achieve 100% carbon neutrality, with 65% of the target already met. These outcomes reflect our sustained commitment to addressing the Climate Emergency through practical and impactful initiatives.

Other comments/suggestions

b) Support for strategy and requests for additional initiatives

No objections were raised to the projects and initiatives outlined in the strategy, however, quite a few suggested additional actions they would like considered such as additional EV charging infrastructure, a food waste recycling program, expanded recycling services, and new development controls to support sustainable development

Response: Many of the suggested actions are already included in projects and/or services listed in the strategy. The following updates to the strategy have been made to address others:

- Action 3.1 has been updated to include consideration of planning controls to reduce urban heat island effects in the review of the DCP; and
- Action 3.4 has been updated to acknowledge council's role in facilitating installation of third-party EV charging infrastructure in the LGA.

c) Accessibility

The Access and Inclusion Committee (AIC) provided feedback about the importance of considering accessibility in sustainability programs.

Response: Agreed and supported. Accessibility will be considered in the planning and delivery of sustainability programs.

5.2 Proposed changes

The final Environment Strategy presented to Council for adoption (Attachment 5) includes the following changes:

Item	New/updated action (updates are shown in green)	Reason
3.1	Review and implement new planning controls in the DCP to support the transition away from fossil fuels, reduce urban heat island effects 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.	To recognise the need for development controls to consider and help address urban heat island effects
3.4	Deliver 80 electric vehicle-charging bays on Council-owned land and in Council-owned car parks and facilitate the installation of third-party charging infrastructure in the LGA.	To acknowledge Council's role in facilitating installation of third-party EV charging infrastructure in the LGA.
3.	Expand existing stormwater harvesting and water reuse systems at Bon Andrews Park Bon Andrews Park/North Sydney Oval , Primrose Park, and Tunks Park.	To clarify the locations of the stormwater harvesting and water reuse systems that will be expanded.

6. Economic Development Strategy

The Economic Development Strategy details how we will work together to build a thriving and resilient local economy.

It includes the following 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; and
- promote North Sydney as a destination of choice.

Some of the key projects and initiatives include:

- deliver public domain improvements projects across town centres; and
- upgrade Cremorne Plaza and Langley Place.

6.1 Engagement outcomes

14 submissions were received in response to the exhibition of the draft Economic Development Strategy. This included 12 survey responses through YourSay and a further two submissions via email (these were both shared submissions with other strategies).

Figure 8 below summarises the YourSay survey results for the question:

Do you support building a thriving and resilient local economy through the strategic directions and actions detailed in the Economic Development Strategy?

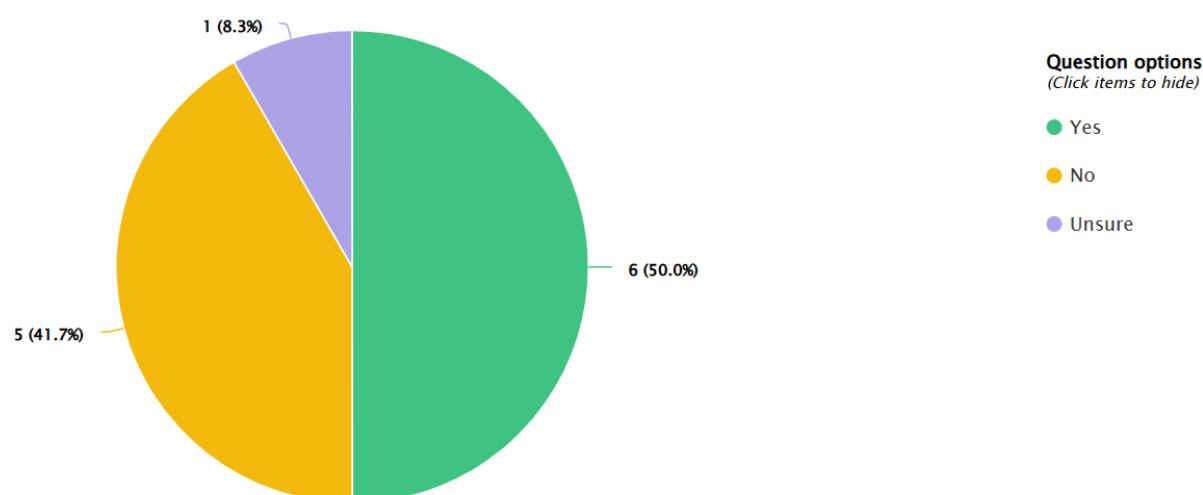


Figure 8: Economic Development Survey Responses

50% of YourSay survey respondents supported the Strategy.

6.1.1 Feedback

A list of all submissions with responses is attached to this report (Attachment 14).

Key themes in the responses are discussed below.

Key concerns

a) Financial management of Council

None of the respondents who voted 'No' raised concerns about the outcomes or strategic directions of actions in the strategy, rather their concerns related to financial mismanagement of Council. One of the submitters even noted that they were using the survey to voice their objection to the special rate variation (SRV).

Response: Whilst the ability of Council to fully deliver the actions identified in the informing strategies is dependent on funding availability, adoption of the strategies may occur before a decision is made on the SRV. The strategies are intended to articulate where North Sydney wants to be in 10 years and what needs to be done to get there. Each strategy notes that timing and delivery of new projects and initiatives will be dependent on availability of funding.

Once the preferred funding option is determined, Council's four-year delivery program will be developed based on the priorities identified in the informing strategies and resource availability.

Other comments/suggestions

b) Support for strategy but other concerns

Some respondents who supported the strategy also raised specific concerns such as the amenity impacts from increased housing density and business development in Crows Nest, and private developments in Neutral Bay village.

Response: Attachment 14 provides responses to these specific concerns.

c) Accessibility

The Access and Inclusion Committee (AIC) provided feedback about the importance of considering accessibility and suggested using accessible language in the strategic directions.

Response: The AIC will be involved in the planning and development of initiatives when required. Strategic directions 1 and 2 have been updated to incorporate accessible language as per committee suggestions.

6.2 Proposed changes

The final Economic Development Strategy presented to Council for adoption (Attachment 6) includes the following changes:

Item	New/updated action (updates are shown in green)	Reason
Strategic Direction 1	Revitalise and grow the North Sydney CBD as an accessible , high-amenity top-tier office precinct	Updated to incorporate accessible language
Strategic Direction 2	Cultivate a diverse, inclusive , connected and resilient business environment	Updated to incorporate accessible language
4.9	Continue to support the Crows Nest Festival and include North Sydney Festival a North Sydney LGA festival as a yearly fixture in the events calendar to attract wide audiences and support the local economy.	To clarify that the North Sydney Festival may not always be located in the North Sydney CBD
4.14	Consider opportunities for Special Entertainment Precincts in North Sydney CBD and Crows Nest the North Sydney LGA .	To recognise that there may be other areas in the LGA (outside of just the CBD and Crows Nest) that could be considered for Special Entertainment Precincts.

Items 3.5 and 3.6 have also been reordered to improve the flow of the document.

7. Governance Strategy

The Governance Strategy details how we will strive to be an effective, accountable and sustainable Council that serves the community.

It 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; and
- manage Council's finances through robust long-term planning and ongoing financial management.

Some of the key projects and initiatives include:

- implement a new or upgraded enterprise resource planning system to streamline operations, enhance efficiency, and improve service delivery;
- develop and implement a Customer Experience Strategy;
- update Council's submission management procedures to make all submissions that inform decision-making publicly available, unless specifically excluded under legislation; and
- implement a robust project management framework to ensure projects are developed within schedule, budget, and scope.

7.1 Engagement outcomes

10 submissions were received in response to the exhibition of the draft Governance Strategy. This included seven survey responses through YourSay and a further three submissions via email (these three were shared submissions with other strategies).

Figure 9 below summarises the YourSay survey results for the question:

Do you support the delivery of an effective, accountable and sustainable Council that serves the community through the strategic directions and actions detailed in the Governance Strategy?

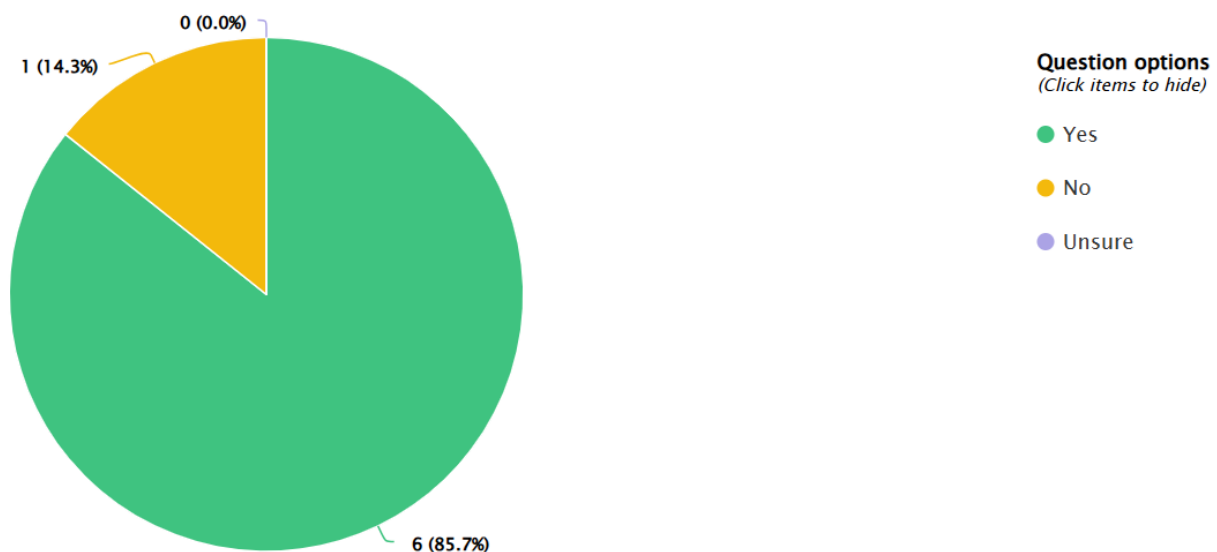


Figure 9: Governance Strategy Survey Responses

85.7% of YourSay survey respondents supported the Strategy.

7.1.1 Feedback

Overall, the feedback received from the community indicated very strong support for the strategy. A list of all submissions with responses is attached to this report (Attachment 15).

Key themes in the responses are discussed below.

Key concerns

a) Performance of Council

The one respondent who did not support the strategy criticised Council and the strategy for lacking transparency, community engagement, and financial responsibility.

Response: The governance strategy seeks to specifically address these concerns:

- Strategic Direction 1 focuses on accountability. It emphasises the importance of having clear goals, effective delivery plans, and tracking progress with transparency and honesty.
- Strategic Direction 3 is about engaging with our community. Through a review of the Community Engagement Strategy, using demographically selected working groups, creating opportunities for young people to contribute, and revising the advisory committee framework, Council seeks to strengthen community involvement.
- Strategic Direction 8 is about fiscal responsibility. It details how we will manage finances through robust long-term planning and ongoing financial oversight.

b) Cost of delivery

One respondent who supported the strategy also indicated that they were concerned about the cost of delivering the strategy

Response: Over the past two years, Council has actively reviewed its operations to identify opportunities for improvement. While progress has been made, Council's ability to generate efficiencies is constrained by its outdated suite of information systems and technology. These systems are not integrated, require excessive manual intervention, and lack the sophistication needed to support timely decision-making. The inefficiencies caused by these systems are a major source of frustration for the workforce and, indirectly, for residents and customers, negatively impacting the overall customer experience.

Unfortunately, the cost of replacing our outdated systems and technology is significant.

Other comments/suggestions

c) Suggestion to reduce services to cut costs

One respondent suggested that that consideration should be given to cutting services to reduce costs.

Response: Council has already embarked on a considerable review and organisational improvement path with a view to increasing overall efficiency and reducing costs.

Council is working through a program of process and service reviews aimed at identifying opportunities to change the way services are delivered. In some instances, this may include reductions in service levels, however this will involve further consultation with the community.

History has demonstrated that when Council makes a quick and reactive decision to reduce services to reduce cost, once the impact is felt by the community, these decisions have been reversed. Overall, while well intended and with cost reduction in mind, these changes often result in additional time and cost when a more considered approach is not taken. All decisions must be balanced.

d) Support for strategy and specific initiatives

Most submissions supported the strategy and agreed that good governance practices are essential. Some submissions also highlighted specific aspects of governance that are highly valued such as integrity, community engagement, accessibility and collaboration/partnerships.

Response: Noted.

7.2 Proposed changes

The final Economic Development Strategy presented to Council for adoption (Attachment 7) includes the following changes:

Item	New/updated action (updates are shown in green)	Reason
3.2	Trial a citizen's jury model (or similar demographically select working group) <i>Utilise a demographically select working group for input on major Council decisions to ensure the diverse needs of the North Sydney are considered.</i>	Updated to simplify the wording and acknowledge that a trial is no longer required as a demographically select working group has been successfully used for two engagements (The 'Have Your Say on Sydney's Next Ten Years' campaign, and the recent Special Rate Variation engagement).
4.12 (New)	Investigate solutions to reduce flooding around St Leonards Park.	New action added to address concerns regarding flooding around St Leonards Park
8.8	Invest the equivalent a minimum of 100% of asset depreciation into a reserve for allocation towards the capital renewal program <i>from 2027/28 onwards.</i>	Updated to clarify the intent
8.9	Remove the <i>Reduce the infrastructure</i> asset backlog.	Updated to clarify the intent
8.11 (New)	Develop a governance and operating model for Berrys Bay Parkland Precinct.	New action added to ensure that the new Berrys Bay Parkland Precinct is managed appropriately

8. Housing Strategy Supplement

The Housing Strategy supplement was developed to highlight the key projects and initiatives from the existing North Sydney Local Housing Strategy that are ongoing, incorporate new/modified actions that align with the new housing targets, and update the format to match Council's other informing strategies. It does not replace the existing adopted Housing Strategy which will be reviewed in 2025/26.

It details how we will strive to provide housing that meets the needs of a growing population, and includes the following strategic directions:

- support the delivery of affordable and diverse housing;
- support the delivery of additional dwellings to meeting housing targets; and
- protect the amenity of our LGA through design excellence and provision of appropriate infrastructure in growth areas.

Some of the key projects and initiatives in the supplement include:

- review the North Sydney Local Housing Strategy;
- implement changes to ensure compliance with the ministerial order regarding determination times for development applications and planning proposals; and
- review Council landholdings to determine if any sites could be used for affordable housing in collaboration with a community housing provider.

8.1 Engagement outcomes

The Housing Strategy supplement does not replace the existing North Sydney Local Housing Strategy. Therefore, feedback was not sought on the supplement. Community input into housing priorities will be sought when the North Sydney Local Housing Strategy is reviewed in 2025/26.

Notwithstanding the above, Council's Access and Inclusion Committee reviewed the supplement and provided valuable feedback. The feedback is provided below, together with responses:

- a) Comment regarding 1.6: Add in accessible/inclusive to diverse and affordable in this item.

Response: This proposed change acknowledges the relationship between accessibility and affordability. Item 1.6 has been updated accordingly.

- b) Comment regarding 2.1: Need to include lack of accessible housing – often an intersectional barrier with affordable housing

Response: Noted. Item 2.1 has been updated.

- c) Comment regarding 3.4: Encourage accessibility of housing and infrastructure design within the Control Plan. Also consider setbacks of buildings – green space is important for service dogs and environmental /cooling benefits of tree canopies and greenery.

Response: Noted. Action 3.4 states: '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'.

The important driver of this action is to seek to manage the transition and impacts of higher density development promoted by the State Government around transport nodes. A variety of matters will need be considered to manage these interface/transition issues, including the items referred to in the submission (accessibility, setbacks and greenspace).

8.2 Proposed changes

The final Housing Strategy Supplement presented to Council for endorsement (Attachment 8) includes the following changes:

Item	New/updated action (updates are shown in green)	Reason
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. Explore funding and delivery models to achieve the delivery of affordable housing, an early childhood health centre and public carpark through the Parraween Street development project.	Updated to clarify the scope of the project.
1.6	Assess community needs and identify partners to help Council deliver more accessible, diverse and affordable housing as potential affordable housing sites are identified.	Updated to include accessibility as a consideration
2.1	Review the North Sydney Local Housing Strategy and update to address emerging challenges relating to housing supply, affordability, accessibility, 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.	Updated to identify supply of accessible housing as a need
3.5	Ensure housing growth is supported with the delivery of infrastructure through Local Infrastructure Contribution Plans and Voluntary Planning Agreements where appropriate/possible. Review the Local Infrastructure Contribution Plans to support delivery of local infrastructure to meet the needs of a growing population.	Updated to clarify what Council will do to deliver the outcome

Next Steps

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 10 on the next page 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 10: How the Informing Strategies will be used

Once adopted, the informing strategies will take precedence over all existing Council strategies and plans except where required by legislation, and will replace the following existing Council strategies:

- Economic Development Strategy 2016;
- Transport Strategy 2017;
- Open Space Provision Strategy 2009; and
- Environmental Sustainability Strategy 2021.

Relevant information captured in superseded documents and associated documents will be considered through service unit planning and, if necessary, adopted as supporting plans.

Financial/Resource Implications

Approximate costs have been allocated to each new or upgraded service included in the informing strategies and incorporated into a revised long term financial plan for the next ten years.

These additional costs over the next 10 years are summarised in the following table.

Strategy	Total estimated funding (\$000)	Grants (\$000)	Developer Contributions (\$000)	Additional rates revenue (\$000)
Open Space and Recreation	\$112,835	\$39,915	\$8,911	\$64,009
Integrated Transport	\$38,995	\$18,861	-	\$20,134
Social Inclusion	\$37,961	-	\$1,200	\$36,761
Culture and Creativity	\$16,570	-	\$500	\$16,070
Environment	\$12,609	\$1,500	\$253	\$10,856
Economic Development	\$45,550	-	\$22,750	\$22,800
Governance	\$21,165	-	-	\$21,165
Housing	\$440	-	-	\$440
TOTAL	\$286,125	\$60,276	\$33,615	\$192,234
Domestic waste management reserve*	\$48,000			
TOTAL	\$334,125			

**the Domestic Waste Management Reserve is expected to be used to fund implementation and operation of Council's Food Organics and Garden Organics waste service.*

A separate report (10.3) is presented to Council that considers Council's financial position and provides options for delivery of a financial strategy (including a special rate variation (SRV)) that fixes the current financial deficit and provides resources for the planning, projects, and services required to address community needs and priorities now and in the future.

Whilst the ability of Council to fully deliver the actions identified in the informing strategies is dependent on funding availability, adoption of the strategies may occur before a decision is made on the special rate variation. The strategies are intended to articulate where North Sydney LGA wants to be in 10 years and what needs to be done to get there. Each strategy notes that timing and delivery of new projects and initiatives will be dependent on availability of funding.

Once the preferred funding option is determined (report 10.3) Council's four-year delivery program will be developed based on resource availability. If an SRV option that does not include sufficient funds for full delivery of the informing strategies is selected, the delivery program will be restricted to planning and delivery of initiatives that can be offered through available resources.

Adoption of the strategies enables Council and the community to establish agreed priorities and ensure that resources are used to work towards delivering these goals.

Legislation

With the exception of the 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).

OPEN SPACE AND RECREATION STRATEGY



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



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January 2025

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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.

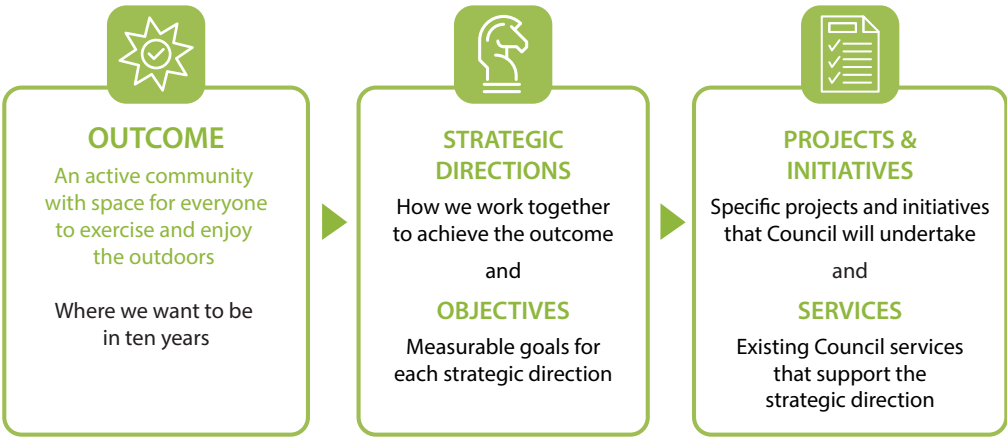
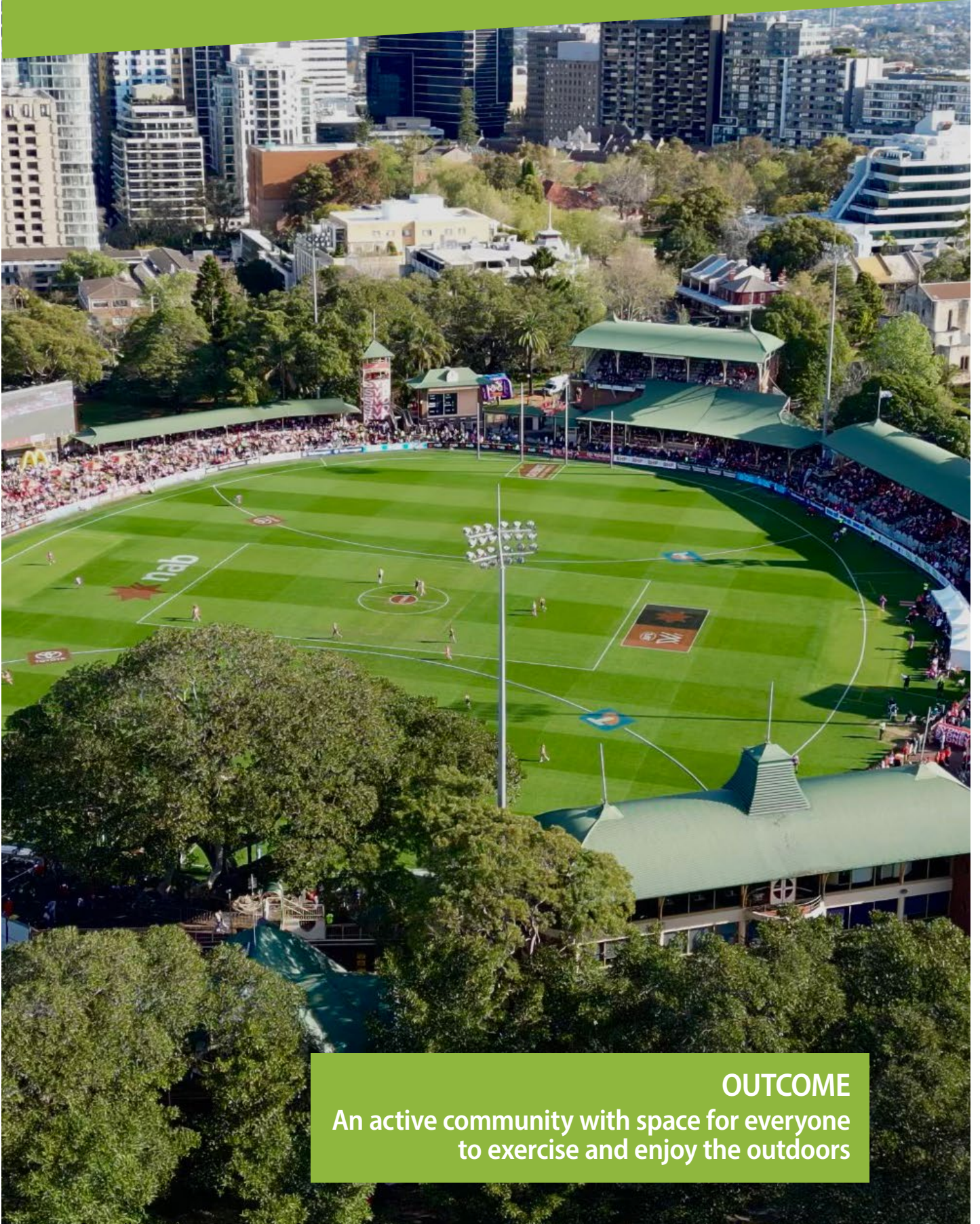


Figure 2: Structure of the Open Space and Recreation Strategy

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

- | | | |
|-----|---|--|
| 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. | 


 |
| 1.2 | Progress the design and delivery of the 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. | |
| 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. | 


 |
| 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 | 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. | 

 |
| 1.6 | 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. | 


 |

Shared projects, initiatives and services

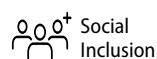
Some projects, initiatives and services contribute to the delivery of outcomes from multiple Informing Strategies. These are indicated using symbols (see below) representing the other strategies that include the same activity.



Culture and Creativity



Integrated Transport



Social Inclusion



Economic Development



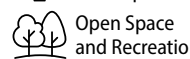
Environment










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 accessible 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 Badangi 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 and accessibility 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	Apply for grant funding and progressively deliver cycling infrastructure identified in the North Sydney Bike Plan.	
3.14	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.	
3.15	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. The policy shall also include consideration of fees and charges.

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 Gowie Lookout restoration works

4.12 Prepare a masterplan for Blues Point Reserve and Henry Lawson Reserve.

4.13 Complete the Cremorne Reserve pathway improvements project.

4.14 Review and progressively implement the masterplan for Tunks Park.

4.15 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.



INTEGRATED TRANSPORT STRATEGY



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



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January 2025

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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.

Joe Bähler

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:



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

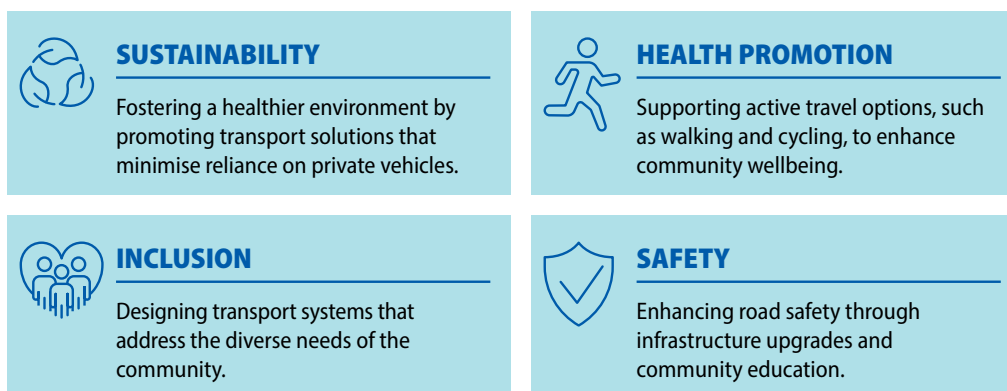
The Integrated Transport Strategy details how Council, the community, businesses and other stakeholders will work together over the next ten years to build:

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:



Transport mode hierarchy

North Sydney's transport network is heavily congested, with competing demands for space across different modes of transport. The overwhelming majority of the road network in North Sydney is dominated by motor vehicles. This has a number of impacts on our community such as air and noise pollution, road safety risks, limited transport choice and congestion. To assist in making consistent, transparent decisions that work to support our vision and principles, a transport mode hierarchy has been developed (Figure 2). This hierarchy is informed by the Transport for NSW Road User Space Allocation Policy and underpins this strategy.

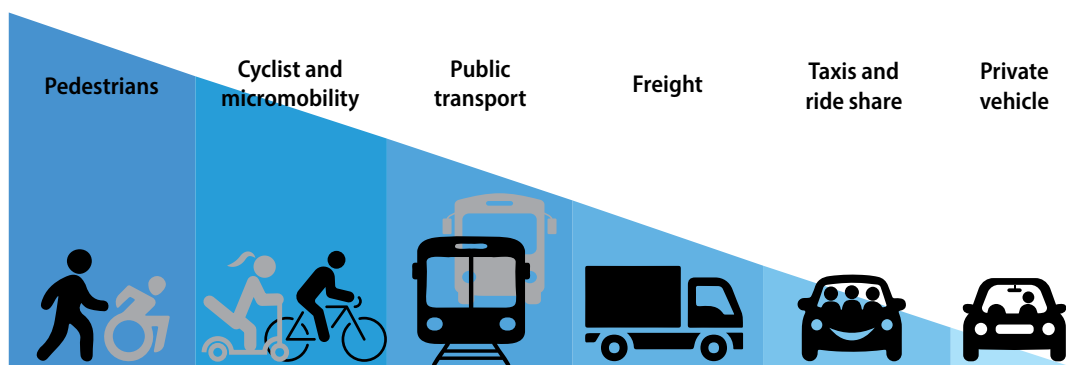


Figure 2: Transport mode hierarchy

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 3 illustrates the structure of the informing strategy.

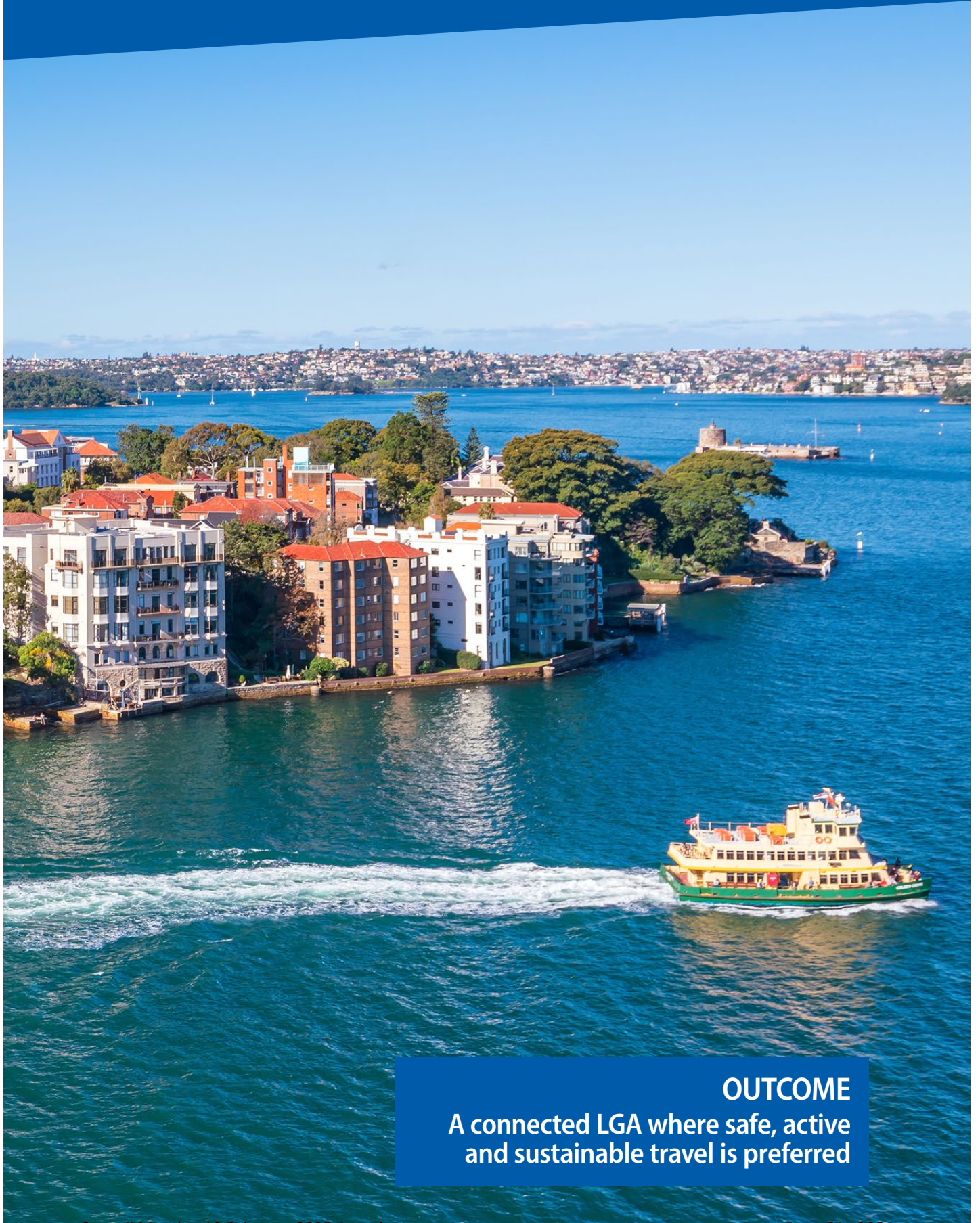


Figure 3: Structure of the Integrated Transport Strategy

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%**

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.









* Source: Household Travel Survey
(Transport for NSW)

** Source: Census (Australian Bureau
of Statistics)

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 improve pedestrian amenity on the streets and promote higher usage rates, such as physical or geofenced docking stations. | |
| 3.6 | Undertake a holistic review of parking in the LGA, including on-road and in council operated carparks. Consideration will be given to the existing on-road parking management policy, disability parking policy, residential parking permit scheme, parking station utilisation, car share and pricing of permits. The review shall seek to ensure that parking provision and restrictions are fair and equitable, 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 the holistic review of parking in the LGA, 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 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)

SOCIAL INCLUSION STRATEGY



Building a connected and
socially inclusive community
where everyone is valued

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January 2025

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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

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

* 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.
- 1.11** Create a resource tool/list of accessibility options available in the LGA, for example vision resources at Stanton Library

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 accessible 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 the use of McMahons Point Community Centre site. | |
| 2.8 | Work with Neutral Bay Village land owners to deliver a new accessible 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. This includes exploring ways to become an exemplar for access and inclusion. | |
| 3.3 | Identify opportunities and implement projects to improve accessibility of parks and playgrounds across the LGA. |  |
| 3.4 | Utilise a 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. | |
| 3.12 | Develop and Implement a recognition program for businesses, community organisations and individuals who have significantly contributed to improving access and inclusion. | |
| 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, youth services including Planet X, and support for multicultural communities.	
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	

CULTURE AND CREATIVITY STRATEGY



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



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January 2025

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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

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:



- 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 a North Sydney LGA 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 the North Sydney LGA.	
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. |  |

- | | | |
|--------------------|--|--|
| <p>4.12</p> | <p>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>4.13</p> | <p>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>4.14</p> | <p>Explore new opportunities to partner with local schools and Schools Infrastructure NSW to enable community use of school facilities after hours.</p> | 
 |
| <p>4.15</p> | <p>Advocate for increased community use of Sub Base Platypus.</p> | 
 |

ENVIRONMENT STRATEGY



Building a healthy
environment with thriving ecosystems
and strong climate resilience

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January 2025

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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.



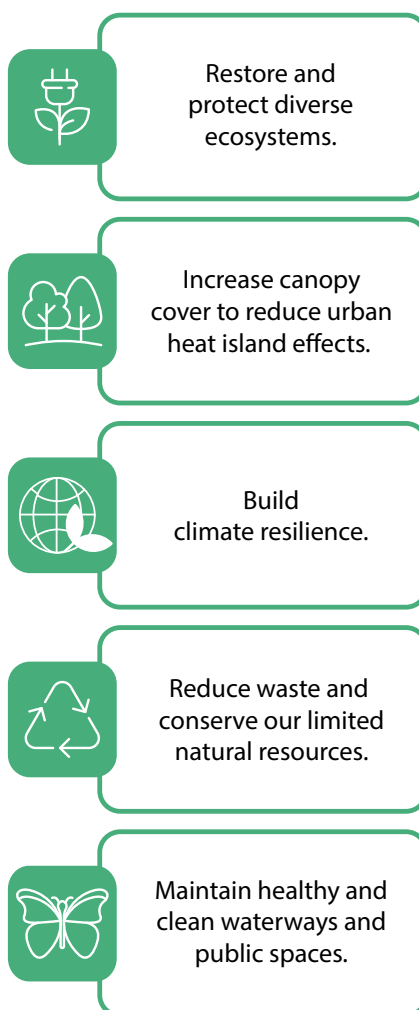
Introduction

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.

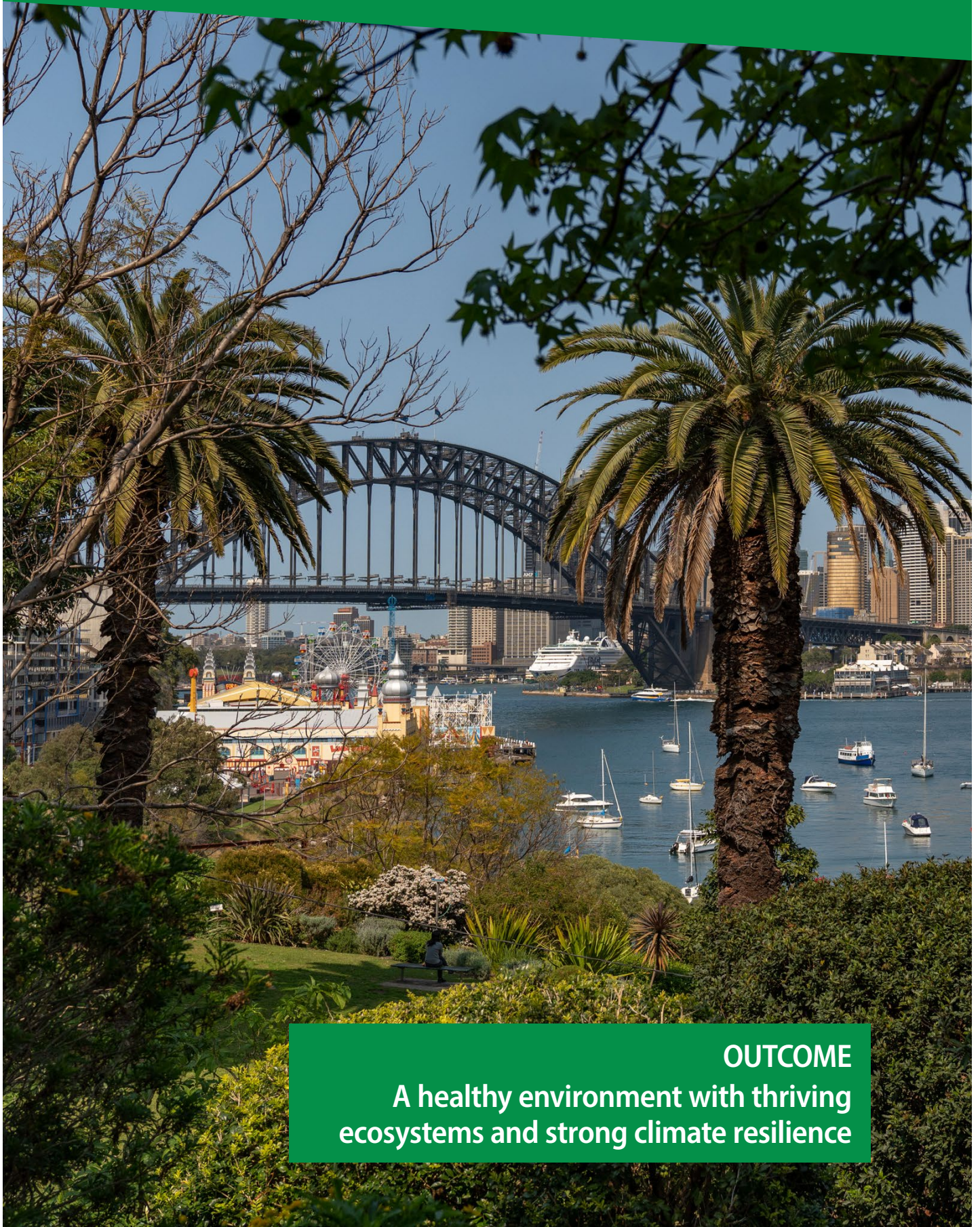


Figure 2: Structure of the Environment Strategy

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



OUTCOME



A healthy environment with thriving ecosystems and strong climate resilience

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 Badangai 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

* Source: Resilient Sydney

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, reduce urban heat island effects 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 and facilitate the installation of third party charging infrastructure in the LGA.. |
| 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. |



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 Bon Andrews Park/North Sydney Oval, Primrose 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)

ECONOMIC DEVELOPMENT STRATEGY



Building a thriving and
resilient local economy



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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

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.

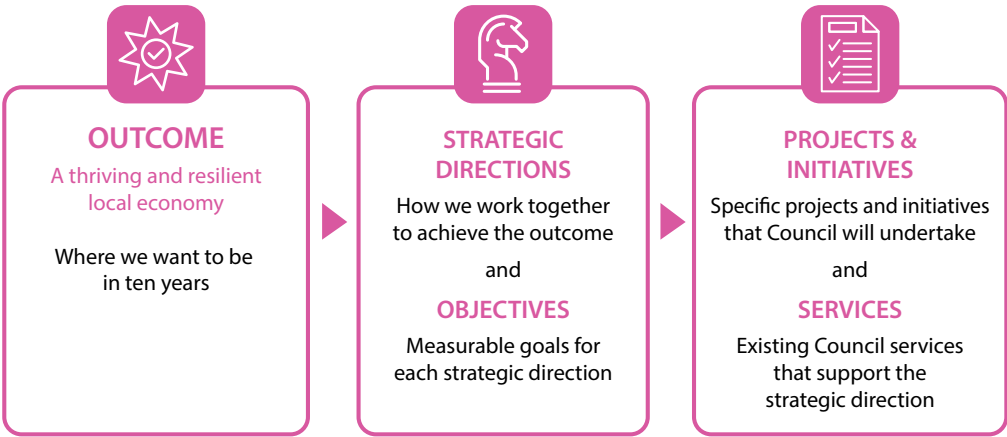
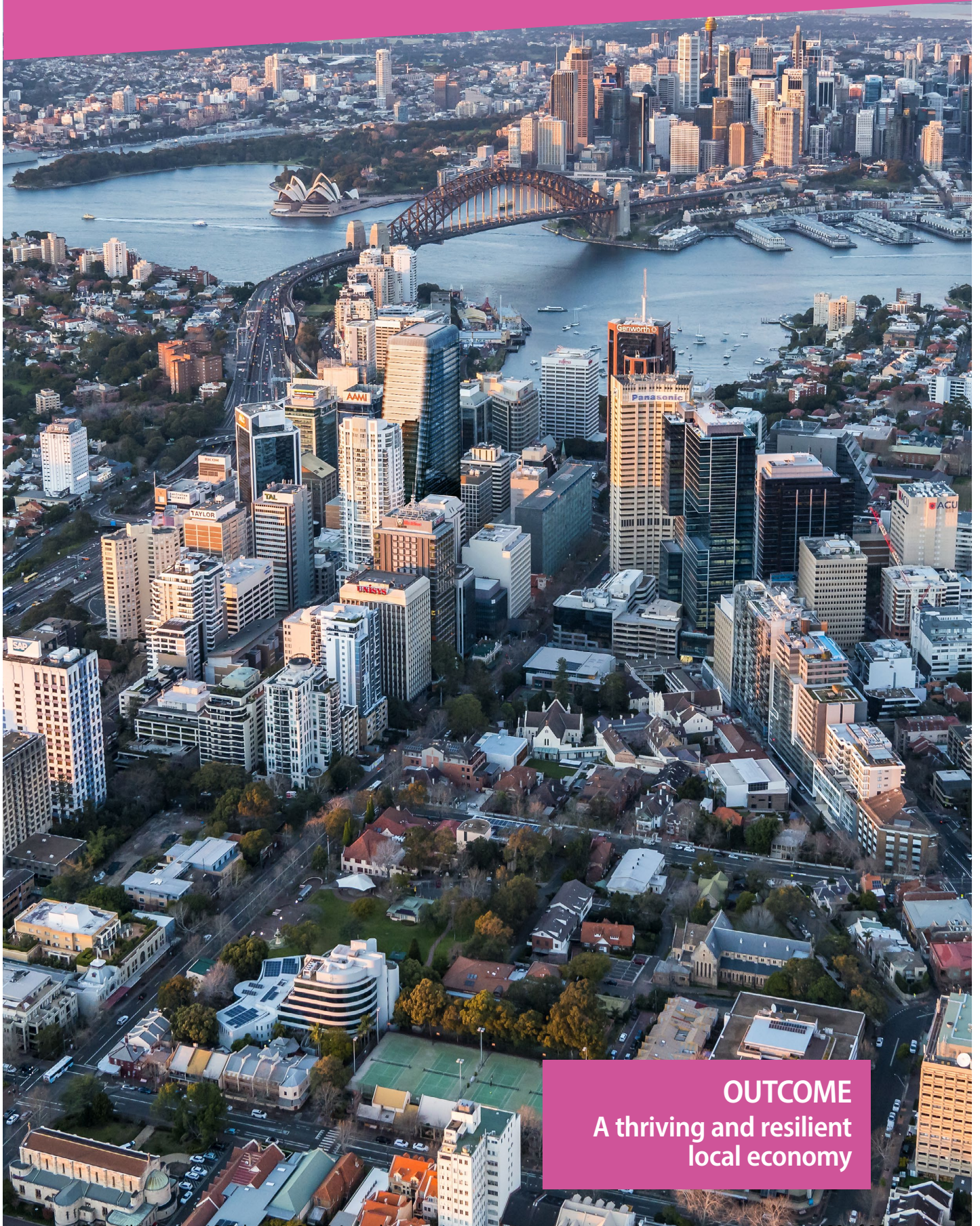


Figure 2: Structure of the Economic Development Strategy

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 an accessible, 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, inclusive, 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 | Deliver the Cremorne Plaza and Langley Place upgrade project in accordance with the Neutral Bay and Cremorne Public Domain Upgrade Masterplan 2015. | |
| 3.6 | Replant and maintain the Mitchell Street green wall in St Leonards. | |
| 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 a North Sydney LGA 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 the North Sydney LGA.



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



GOVERNANCE STRATEGY



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



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January 2025

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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.

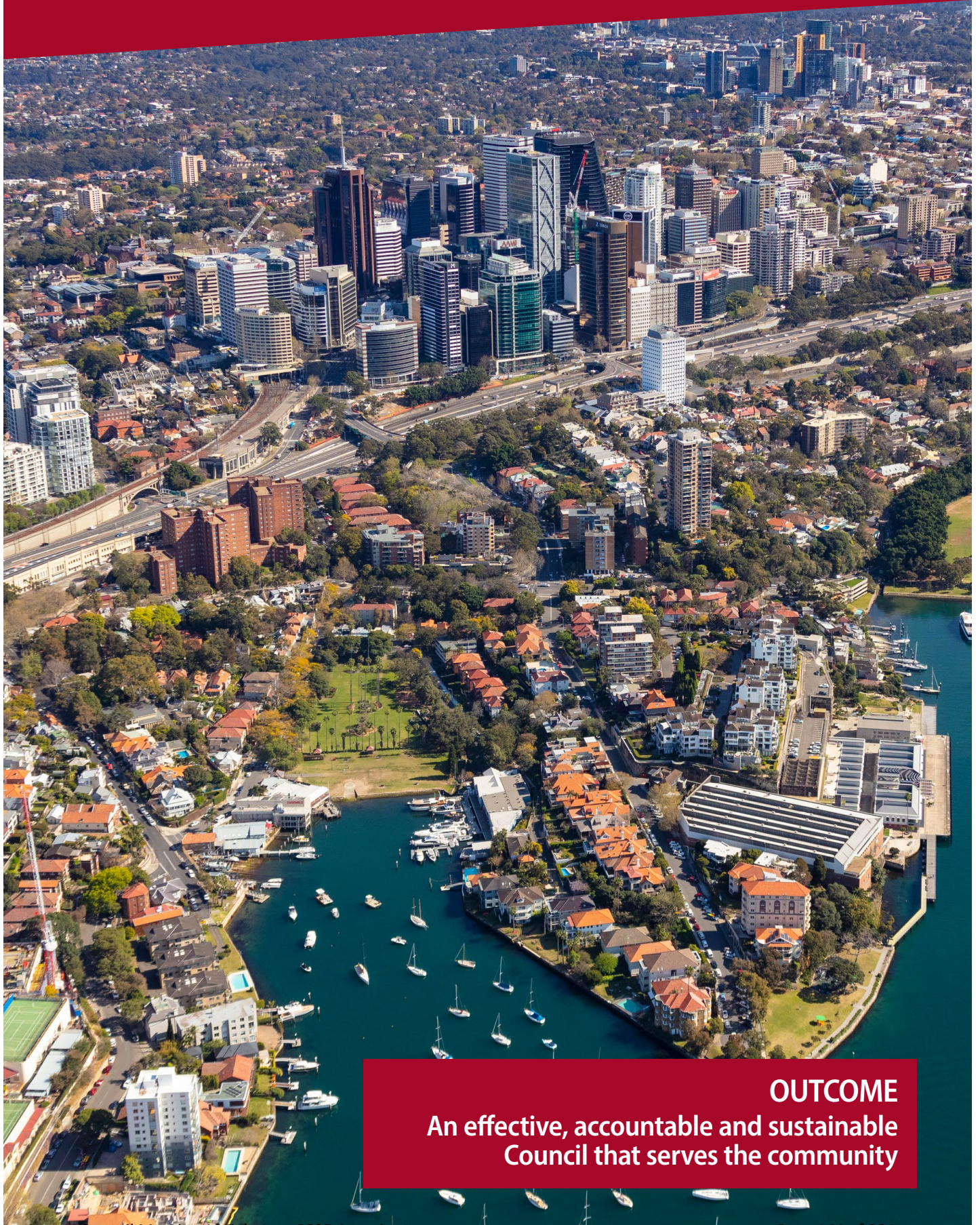


Figure 2: Structure of the Governance Strategy

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 | Utilise a 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. |
| 4.12 | Investigate solutions to reduce flooding around St Leonards Park. |
| 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 <i>Companion Animals Act 1998</i> 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 <i>Environmental Planning and Assessment Act 1979</i> .	
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, <i>Roads Act</i> 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 a minimum of 100% of asset depreciation into a reserve for allocation towards the capital renewal program from 2027/28 onwards.
- 8.9** Reduce the infrastructure backlog.
- 8.10** Implement an asset management system to provide robust asset management and maintenance capabilities.
- 8.11** Develop a governance and operating model for Berrys Bay Parkland Precinct.

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.	



HOUSING STRATEGY SUPPLEMENT



Delivering housing that meets the
needs of a growing population



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Recognition of the Cammeraygal People

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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:



Support the delivery of affordable and diverse housing.



Provide additional dwellings to meeting housing targets.



Protect the amenity of our LGA through design excellence and provision of appropriate infrastructure in growth areas.

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.

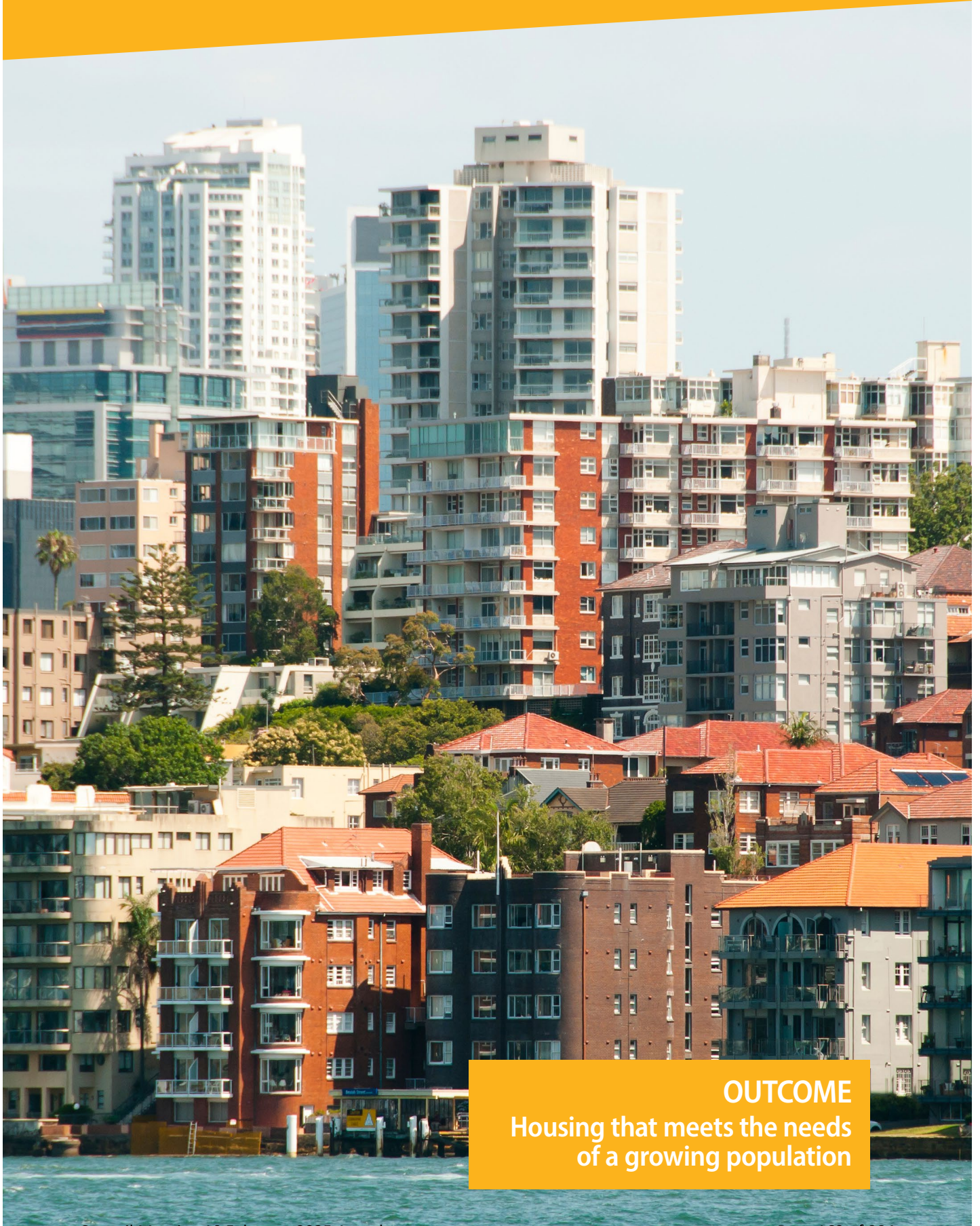


Figure 2: Structure of the Housing Strategy Supplement

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 Explore funding and delivery models to achieve the delivery of 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 accessible, 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, accessibility, 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 | Review the Local Infrastructure Contribution Plans to support delivery of local infrastructure to meet the needs of a growing population. | |
| 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. | |

Open Space and Recreation Strategy – Submissions and Responses

Please note, submissions have been ordered so that similar submissions are grouped together.

No.	Does respondent support the Strategy?	Submission(s) *Long submissions have been summarised. A link to the list of submissions (verbatim) is provided at the end of this attachment.	Response
OSR1 – 148	No	<p>These 148 submissions identify that the Cammeray Golf Course is a highly valued community asset and strongly object to any future repurposing of this facility. While all submitters in the category answered ‘no’ when asked if they support the strategy, it cannot be said with certainty whether most submitter does not support the overall strategy or is solely opposed to any plan that may impact the golf course. Key themes include:</p> <ol style="list-style-type: none"> Accessibility and Inclusion: The course is one of the few public, affordable golf facilities in the area, supporting intergenerational participation and providing options for retirees, juniors, and those unable to access private clubs. Health and Wellbeing: Golf offers low-impact exercise, mental health benefits, and social connections, particularly for older residents. It plays a unique role in fostering physical activity and interaction. Community and History: Established in 1906, the course is a community hub supporting golf and other activities like bridge and charity events. It holds significant historical and social value. Environmental Value: The course is appreciated as a green space contributing to the area’s aesthetics and biodiversity. Concerns include the environmental impact of converting the course, such as tree removal and habitat loss. Existing Investment and Usage: Recent redevelopment of the course after land loss for road projects was highlighted. Many argue it is well-utilised and balances recreational use and community access. Alternative Options: Other parks and sports facilities, such as St Leonards Park and Primrose Park, provide sufficient recreational opportunities, making repurposing unnecessary. 	<p>As detailed in the Open Space and Recreation Study, North Sydney has an open space deficit, and it is critical that we manage the space that we have in a way that provides the greatest benefits to the North Sydney Community. Action 2.1 recognises the value of Cammeray Park as a significant area of open space and proposes that further detailed consultation be undertaken with the North Sydney community to develop a masterplan for the site. The action included in the strategy does not specify the outcome for Cammeray Park as this will be the subject of further consultation as the masterplan is developed.</p> <p>Golf course members and the broader North Sydney community are encouraged to provide their input on specific uses as part of the future consultation undertaken to inform the masterplan.</p>

No.	Does respondent support the Strategy?	Submission(s) *Long submissions have been summarised. A link to the list of submissions (verbatim) is provided at the end of this attachment.	Response
		Overall, submissions strongly advocate retaining the course as a unique, multi-purpose community resource. *	
OSR149 – 184	Unsure	<p>These 36 submissions express significant concern about the potential for repurposing of Cammeray Golf Course while acknowledging broader open space goals. Key themes include:</p> <ol style="list-style-type: none"> 1. Accessibility and inclusion: Many highlight the course as the only public golf facility in North Sydney, offering affordable access to people of all ages and abilities. It serves as an inclusive space for beginners, juniors, retirees, and those unable to afford private clubs. 2. Health and community benefits: Golf is valued as a low-impact activity fostering physical health, mental wellbeing, and social connections. The course is seen as vital for retirees and older residents who rely on it for exercise and community engagement. 3. Environmental and heritage value: The course is cherished as a green space rich in biodiversity and as a historical landmark established in 1906. Concerns were raised about tree loss and the environmental impact of converting the site. 4. Existing investment and usage: Respondent's point to recent redevelopment and the course's growing popularity since reopening. Golf's post-COVID resurgence and broader demographic appeal, including among women and youth, were highlighted. 5. Alternative options: Many argue that North Sydney's other parks and facilities, such as Tunks Park and St Leonards Park, should be prioritised for redevelopment rather than the golf course. <p>Overall, the submissions advocate retaining the course as a unique community resource and oppose its repurposing for other recreational uses. *</p>	<p>As detailed in the Open Space and Recreation Study, North Sydney has an open space deficit, and it is critical that we manage the space that we have in a way that provides the greatest benefits to the North Sydney Community. Action 2.1 recognises the value of Cammeray Park as a significant area of open space and proposes that further detailed consultation be undertaken with the North Sydney community to develop a masterplan for the site. The action included in the strategy does not specify the outcome for Cammeray Park as this will be the subject of further consultation as the masterplan is developed.</p> <p>Golf course members and the broader North Sydney community are encouraged to provide their input on specific uses as part of the future consultation undertaken to inform the masterplan.</p>

No.	Does respondent support the Strategy?	Submission(s) *Long submissions have been summarised. A link to the list of submissions (verbatim) is provided at the end of this attachment.	Response
OSR185 - 243	Yes	<p>These 59 submissions are generally supportive of the Open Space and Recreation Strategy. There is a mix of submissions that either wish to see the Cammeray Golf Course repurposed for broader community use or emphasise the importance of retaining Cammeray Golf Course. Key themes include:</p> <ol style="list-style-type: none"> 1. Community asset and Inclusivity: The course is valued as an inclusive facility, welcoming golfers of all ages, genders, and abilities. It is especially appreciated for providing affordable access to golf, unlike exclusive private clubs, and serves as a vital space for beginners, juniors, and retirees. 2. Advocating for shared use: Some argue that more should be done to share access and reduce exclusive use as a golf course, suggesting public access picnic days and other similar events on a weekly/fortnightly schedule. 3. Health and Wellbeing: Submissions highlight the physical and mental health benefits of golf, particularly for older residents. The course is described as a sanctuary for exercise, relaxation, and community connection. 4. Environmental and Historical Significance: Respondent's value the course as a green space with historical importance, established over 100 years ago. Concerns were raised about the environmental impact of repurposing the site, including the loss of biodiversity and tree cover. 5. Existing Investment and Usage: Recent redevelopment following land loss for road projects was noted, with Respondent's advocating for further promotion of the course's inclusivity and accessibility rather than repurposing it. <p>Overall, the submissions urge the Council to retain the golf course, improve its facilities, and enhance its promotion as an accessible, multi-purpose community resource without altering its primary function. *</p>	<p>The Respondent's general support for the strategy is noted. Action 2.1 recognises the value of Cammeray Park as a significant area of open space and proposes that further detailed consultation be undertaken with the North Sydney community to develop a masterplan for the site. The action included in the strategy does not specify the outcome for Cammeray Park as this will be the subject of further consultation as the masterplan is developed.</p> <p>Golf course members and the broader North Sydney community are encouraged to provide their input on specific uses as part of the future consultation undertaken to inform the masterplan.</p>

No.	Does respondent support the Strategy?	Submission(s) *Long submissions have been summarised. A link to the list of submissions (verbatim) is provided at the end of this attachment.	Response
OSR244	No	This submission criticises the timing of the public submission period, suggesting it is a tactic to limit participation. The writer, an elderly resident and regular golfer at Cammeray Golf Course, argues that repurposing the course is unnecessary, given existing sports facilities nearby. They also highlight the course's importance for physical and mental wellbeing, particularly for seniors, and raise concerns about traffic and parking issues if repurposed. The submission calls for preserving the course and extending the submission deadline to allow for broader community input. *	"As detailed in the Open Space and Recreation Study, North Sydney has an open space deficit, and it is critical that we manage the space that we have in a way that provides the greatest benefits to the North Sydney Community. Action 2.1 recognises the value of Cammeray Park as a significant area of open space and proposes that further detailed consultation be undertaken with the North Sydney community to develop a masterplan for the site. The action included in the strategy does not specify the outcome for Cammeray Park as this will be the subject of further consultation as the masterplan is developed.
OSR245	No	This submission defends Cammeray Golf Club, highlighting its long history and community value since 1906. The writer praises the course's contribution to health and wellbeing, noting the involvement of both young and senior players. The clubhouse serves as a popular venue for social events. The writer criticises recent developments around the course, suggesting the proposal might be a disguised effort to sell land to developers rather than provide additional parkland or sports facilities. *	The Respondent's general opposition to the Strategy is noted. However, note the support of upgrading the Green Park tennis courts. In relation to the alteration of the golf course. Action 2.1 in the draft Open Space and Recreation Strategy acknowledges Cammeray Park as a significant open space and proposes further detailed consultation with the community to develop a masterplan for the site. The action does not specify a final outcome for Cammeray Park, as this will be determined through additional consultation during the masterplan development process. It should be noted that Cammeray Park is Crown Reserve and therefore Council would not be able to sell this land for what is assumed to be proposed at property development.

No.	Does respondent support the Strategy?	Submission(s) *Long submissions have been summarised. A link to the list of submissions (verbatim) is provided at the end of this attachment.	Response
OSR246	No	<p>This submission expresses opposition to the Council's Open Space and Recreation Strategy, accusing it of cynically seeking feedback during a busy period. The writer criticises the proposal to reduce the Cammeray Golf Course, citing its value to the community and the recent state investment. They argue there is sufficient open space in the area and claim golf courses are being unfairly targeted for redevelopment, suspecting financial motives behind the proposal. The submission concludes with a firm rejection. *</p>	<p>Respondent's opposition to the OS&R is noted. The exhibition and consultation on the Key Informing Strategy's commenced on the 27 November 2024 and ran until 10 January 2025, covering a full four weeks, excluding the Christmas-New Year shutdown. Additionally, the exhibition period was scheduled to align with the exhibition of the Special Rate Variation (SRV) proposal to ensure transparency in the costs associated with delivering the strategy. Due to NSW Government imposed submission timeframes, Council was unable to extend the exhibition period beyond 10 January 2025. Council manages approximately 156ha of open space on-behalf of the community. With a population of 70,000 people this equates to 22.09sqm of open space per person, which is the lowest in the Northern Sydney Regional Organisation of Councils (NSROC), which includes Hunter Hill, Hornsby, Ku-ring-gai, Lane Cove, Mosman, Ryde, and Willoughby. Action 2.1 in the draft Open Space and Recreation Strategy acknowledges Cammeray Park as a significant open space and proposes further detailed consultation with the community to develop a masterplan for the site. The action does not specify a final outcome for Cammeray Park, as this will be determined through additional consultation during the masterplan development process.</p>

No.	Does respondent support the Strategy?	Submission(s) *Long submissions have been summarised. A link to the list of submissions (verbatim) is provided at the end of this attachment.	Response
OSR247	No	<p>This submission strongly rejects an assessment of Cammeray Golf Course from a 2016 report, dismissing its conclusions as misleading and outdated. The writer argues that the area already offers ample sports facilities, such as soccer, tennis, cricket, and rugby, within walking distance of the course. They suggest the proposal to repurpose the golf course is a disguised land grab for developers, referencing similar situations at Moore Park and Rosehill Racecourse. The writer notes the course's ongoing value, particularly for young players, and dismisses the Council's claims as irrelevant and misguided. *</p>	<p>The Respondent's opposition to the Strategy is noted. The Strategy does not make conclusion or make commentary on a 2016 report. The Respondent's comments in relation to 'ample' sporting facilities is noted, however in 2023 the North Sydney Region of Council completed a review of the supply and demand for sports facilities in the NSROC Region. The comprehensive report identified that the existing (and projected) supply of land for organised sport within the North Sydney LGA was well below industry expectations. With a 2021 provision of 0.21ha/1,000 residents, Council is well below all other councils within the NSROC. Further, the study indicated that Council would need an additional 53.32ha for playing fields alone to meet projected demand by 2036. The Respondent's comments in relation to the repurposing of the golf course is noted. The Strategy proposes further detailed consultation with the community to develop a masterplan for the site. The action does not specify a final outcome for Cammeray Park, as this will be determined through additional consultation during the masterplan development process.</p>
OSR248	No	<p>1) I do not see a burning need to remove the Cammeray golf course facilities - these are accessible to bring new players into the sport. In particular this is a good multigenerational sport and for those who are not as active as the main sports such as AFL, NRL etc., 2) I think the turf provision for hockey is inadequate for such an active population.</p>	<p>The Respondent's opposition to the strategy and comment in relation to an under supply of hockey facilities in the LGA is noted. The strategy notes a deficit in space for all sports. The Strategy does not propose the removal of the golf course. Action 2.1 in the draft Open Space and Recreation Strategy acknowledges Cammeray Park as a significant open space and proposes further detailed consultation with the community to develop a masterplan for the site. The action does not specify a final outcome for Cammeray Park, as this will be determined through additional consultation during the masterplan development process.</p>

No.	Does respondent support the Strategy?	Submission(s) *Long submissions have been summarised. A link to the list of submissions (verbatim) is provided at the end of this attachment.	Response
OSR249	No	<p>All my life I have been very active and played many sports, at least one at the top level. I have always followed government guidelines, health reports and news bulletins, to 'keep fit, exercise is vital' and now in retirement the only sport sensibly available to me is golf, which you want to deprive me and countless others of. I am aghast that you are thinking of making the one activity I can partake in, just 'one more park' in this area, which is already overloaded with parks, whilst only 1 area for active retirees, plus many others, golf.</p> <p>For instance, if I wanted to walk, and anybody else wants to walk there are multiple options of, in the surrounding areas;-</p> <p>North Sydney Oval Primrose Park Tunk Park Elizabeth Park Grassmere Reserve Forsythe Park Countess Park WH Brothers Memorial Park Allan Border Oval Reid Park</p> <p>Not to mention the foreshore</p> <p>Why this is even on your agenda, I have no idea.</p> <p>Golf at Cammeray is not elitist, as I have heard you calling it.. My clubs were bought as a gift and this is the only exercise I get. I hate walking for no reason. I love my golf and cannot see a reasonable excuse as to why it should go.</p>	<p>Action 2.1 recognises the value of Cammeray Park as a significant area of open space and proposes that further detailed consultation be undertaken with the North Sydney community to develop a masterplan for the site. The action included in the strategy does not specify the outcome for Cammeray Park as this will be the subject of further consultation as the masterplan is developed.</p> <p>Golf course members and the broader North Sydney community are encouraged to provide their input on specific uses as part of the future consultation undertaken to inform the masterplan.</p>

No.	Does respondent support the Strategy?	Submission(s) *Long submissions have been summarised. A link to the list of submissions (verbatim) is provided at the end of this attachment.	Response
OSR250	No	<p>An important green space used by many for social reasons. Club house used by Bridge club throughout the year as well as other groups playing cards etc with friends.</p> <p>The cut off date for submissions is too early as many people are away in January</p>	<p>Action 2.1 in the draft Open Space and Recreation Strategy acknowledges Cammeray Park as a significant open space and proposes further detailed consultation with the community to develop a masterplan for the site. The action does not specify a final outcome for Cammeray Park, as this will be determined through additional consultation during the masterplan development process. Regarding the exhibition of the strategy during the Christmas period, we note that the consultation began on 27 November 2024 and ran until 10 January 2025, covering a full four weeks, excluding the Christmas-New Year shutdown. Additionally, the exhibition period was scheduled to align with the exhibition of the Special Rate Variation (SRV) proposal to ensure transparency in the costs associated with delivering the strategy. Due to IPART submission timeframes, Council was unable to extend the exhibition period beyond 10 January 2025.</p>
OSR251	No	<p>The submission strongly opposes altering or reducing Cammeray Golf Course, emphasising its high utilisation by all ages, especially retirees, and its role as a vital community hub since 1906. The course's challenging terrain is deemed unsuitable for playing fields, which may remain underutilised. Concerns include financial risks, particularly given council's past struggles, and the importance of preserving diverse recreational facilities. The submitter also advocates upgrading Green Park's tennis courts, highlighting their frequent community use compared to the limited utility of hockey fields. *</p>	<p>The Respondent's general opposition to the Strategy is noted. However, note the support of upgrading the Green Park tennis courts. In relation to the alteration of the golf course. Action 2.1 in the draft Open Space and Recreation Strategy acknowledges Cammeray Park as a significant open space and proposes further detailed consultation with the community to develop a masterplan for the site. The action does not specify a final outcome for Cammeray Park, as this will be determined through additional consultation during the masterplan development process.</p>
OSR252	No	Duplicate submission. Refer to original submission 'OSR245'	Duplicate submission. Refer to original submission 'OSR245'

No.	Does respondent support the Strategy?	Submission(s) *Long submissions have been summarised. A link to the list of submissions (verbatim) is provided at the end of this attachment.	Response
OSR253	No	<p>Cammeray Golf Course serves as an open space and facility for a huge number of golfers, walkers, and local residents. Sydney City has made a terrible mistake in relation to Moore Park and North Sydney should not even consider following in their footsteps. Attractive places to live provide a diverse range of activities and environments - why would you remove these and take away something that is highly valued by the community? All you will give back is some badly managed open space that won't be used. Whilst we have open spaces like St Leonards Park that are under-utilised and require investment there is no logic in repurposing a local golf course, which has already been halved in size. North Sydney is close to bankrupt. The proposed golf course repurposing smacks of a minority interest being provided with the opportunity to push through a pet project - to the detriment of the whole community</p>	<p>As detailed in the Open Space and Recreation Study, North Sydney has an open space deficit, and it is critical that we manage the space that we have in a way that provides the greatest benefits to the North Sydney Community. Action 2.1 recognises the value of Cammeray Park as a significant area of open space and proposes that further detailed consultation be undertaken with the North Sydney community to develop a masterplan for the site. The action included in the strategy does not specify the outcome for Cammeray Park as this will be the subject of further consultation as the masterplan is developed.</p> <p>Golf course members and the broader North Sydney community are encouraged to provide their input on specific uses as part of the future consultation undertaken to inform the masterplan.</p>
OSR254	No	<p>Having a simple yes/no answer to a very complex survey with many different objectives and solutions is quite frankly misleading. No, I do not support the strategy as it includes potential outcomes such as repurposing the golf course.</p>	<p>The opposition to the Strategy and survey question is noted. The Strategy does not propose repurposing of the golf course. Action 2.1 in the draft Open Space and Recreation Strategy acknowledges Cammeray Park as a significant open space and proposes further detailed consultation with the community to develop a masterplan for the site. The action does not specify a final outcome for Cammeray Park, as this will be determined through additional consultation during the masterplan development process.</p>

No.	Does respondent support the Strategy?	Submission(s) *Long submissions have been summarised. A link to the list of submissions (verbatim) is provided at the end of this attachment.	Response
OSR255	No	The submission opposes converting the Cammeray golf course into playing fields, citing the area's historical reduction in size and distrust in council's stewardship. The resident values the golf course's accessibility, upkeep, and biodiversity, emphasising its calming beauty and community benefits. Concerns include environmental damage from levelling, wildlife disruption, traffic chaos, and increased rates to fund changes. The submitter urges the council to preserve this green space in its current form, rejecting any plans for playing fields. *	The opposition to the Strategy is noted. The Strategy does not propose repurposing of the golf course. Action 2.1 in the draft Open Space and Recreation Strategy acknowledges Cammeray Park as a significant open space and proposes further detailed consultation with the community to develop a masterplan for the site. The action does not specify a final outcome for Cammeray Park, as this will be determined through additional consultation during the masterplan development process.
OSR256	No	I don't disagree with the strategy/ statement however I do not believe repurposing certain sites such as Cammeray golf course, is the answer. The LGA has plenty of space currently however it is education and the better promotion of existing facilities that will make a difference	The Strategy does not propose repurposing the Cammeray Golf Course. In relation to available open space in within the LGA it should be noted that Council manages approximately 156ha of open space on-behalf of the community. With a population of 70,000 people this equates to 22.09sqm of open space per person, which is the lowest in the Northern Sydney Regional Organisation of Councils (NSROC), which includes Hunter Hill, Hornsby, Ku-ring-gai, Lane Cove, Mosman, Ryde, and Willoughby.
OSR257	No	This submission expresses support for Cammeray Golf Course, emphasising its value as a community hub that promotes physical and mental wellbeing. The writer highlights the social benefits of the club, which brings together people of all ages and backgrounds, and its affordability compared to private golf clubs. The submission raises concerns about the potential destruction of trees and costly infrastructure changes if the area is repurposed for sports fields. It also critiques the council's spending history and urges that the golf course be preserved. *	The opposition to the Strategy is noted. The Strategy does not propose repurposing of the golf course. Action 2.1 in the draft Open Space and Recreation Strategy acknowledges Cammeray Park as a significant open space and proposes further detailed consultation with the community to develop a masterplan for the site. The action does not specify a final outcome for Cammeray Park, as this will be determined through additional consultation during the masterplan development process.

No.	Does respondent support the Strategy?	Submission(s) *Long submissions have been summarised. A link to the list of submissions (verbatim) is provided at the end of this attachment.	Response
OSR258	No	I play golf at Cammeray regularly, it's a great little course and is quite popular within the community. The report written about the golf course refers to a document written in 2016 prior to the golf course being cut in half for the new Warringah Freeway widening works. A golf course is often the centre of any good suburb and once removed they will never return, it's extremely important we ensure the golf course remains.	With reference to 2016, the respondent would appear to be referring to a reference within the 2024 Open Space and Recreation needs study. The Respondent's comments in relation to the golf course are noted.
OSR259	No	This submission strongly opposes the removal of Cammeray Golf Course, arguing it is a vital community asset. The writer highlights the recent growth in golf participation and the course's role in providing accessible and affordable recreation. They criticise outdated data used to justify changes and emphasise the course's inclusivity, benefiting families, seniors, and young people. The writer also points out the physical impracticality of repurposing the site and questions the fiscal responsibility of the Council, citing past project budget overruns. *	The opposition to the Strategy is noted. The Strategy does not propose repurposing of the golf course. Action 2.1 in the draft Open Space and Recreation Strategy acknowledges Cammeray Park as a significant open space and proposes further detailed consultation with the community to develop a masterplan for the site. The action does not specify a final outcome for Cammeray Park, as this will be determined through additional consultation during the masterplan development process.
OSR260	No	This submission expresses concern over the lack of recognition of Cammeray Golf Club's community value in the Ross Planning Report. The club has been a social hub for various groups, including seniors, bridge players, and local volunteers, and provides activities for golfers of all ages. The submission highlights the club's contribution to community wellbeing and questions why these aspects were not addressed in the report. The writer also states that golf is increasingly popular using several figures and asks for a more inclusive evaluation of the club's role. *	The Respondent's concern over the lack of recognition for the Golf Club is noted, opposition to the Strategy is noted. The Golf Club and Course will be included as part of detailed community consultation in relation to the development of a masterplan for the entire Cammeray Park site.

No.	Does respondent support the Strategy?	Submission(s) *Long submissions have been summarised. A link to the list of submissions (verbatim) is provided at the end of this attachment.	Response
OSR261	No	This submission opposes repurposing Cammeray Golf Course, highlighting its value as a high-participation sport accessible at all ages and a rare, quiet space in the area. The writer criticises the report for not acknowledging golf's popularity and the course's role as a respite from the busy environment. They also note the high utilisation of Green Park's tennis courts and suggest exploring land near the freeway for future sports fields, urging preservation of green spaces rather than adding more synthetic sports fields. *	The Respondent's opposition to the Strategy is noted. The Strategy does not make conclusion or make commentary on a 2016 report. The Respondent's comments in relation to Green Park tennis courts are noted and that the Strategy proposes upgrading these courts. Council is currently in discussion with TfNSW in relation to the return of a portion of the open space acquired for the construction of the Warringah Freeway Upgrade. The opposition to synthetic sports surfaces is noted.
OSR262	No	<p>The Cammeray Golf Club provides an important social meeting place for both golfers and non golfers alike (Bridge and Mahjong regular meetings, Sun day afternoon concerts etc) and would provide more if Restaurant facilities were available.</p> <p>The Golf Course has already been reduced in size due to Expressway Development Since the redevelopment of the Golf Course (after this proposal) numbers both young and old have increased. According to the Proposal, the catchment population has hardly increased over the last 5 years and therefore what is the need for more sporting facilities</p> <p>Traffic flow and parking are already difficult around the Golf Course Area Before this Long Term Open Space Plan goes any further Council should consider addressing the issue of finishing the catastrophic North Sydney Pool and the closure of the top end of Young Street</p>	<p>As detailed in the Open Space and Recreation Study, North Sydney has an open space deficit, and it is critical that we manage the space that we have in a way that provides the greatest benefits to the North Sydney Community. Action 2.1 recognises the value of Cammeray Park as a significant area of open space and proposes that further detailed consultation be undertaken with the North Sydney community to develop a masterplan for the site. The action included in the strategy does not specify the outcome for Cammeray Park as this will be the subject of further consultation as the masterplan is developed.</p> <p>Golf course members and the broader North Sydney community are encouraged to provide their input on specific uses as part of the future consultation undertaken to inform the masterplan.</p>

No.	Does respondent support the Strategy?	Submission(s) *Long submissions have been summarised. A link to the list of submissions (verbatim) is provided at the end of this attachment.	Response
OSR263	No	<p>The facilities in place are adequate and provide a wide choice of activities for a broad range of age groups. Maintaining what we have, rather than altering the dynamic of these facilities is a much higher priority. The golf course is an important feature of the area, and has already been reduced in size - no further reduction should be considered, given that it is a necessary habitat for local wildlife, which has already suffered significant displacement, and provides much a needed facility for the locals - especially, older residents who do not play football, hockey, etc.</p>	<p>Council manages approximately 156ha of open space on-behalf of the community. With a population of 70,000 people this equates to 22.09sqm of open space per person, which is the lowest in the Northern Sydney Regional Organisation of Councils (NSROC), which includes Hunter Hill, Hornsby, Ku-ring-gai, Lane Cove, Mosman, Ryde, and Willoughby.</p> <p>In 2023 NSROC completed the Review of Supply and Demand for Sports Facilities in the NSROC Region. The comprehensive report identified that the existing (and projected) supply of land for organised sport within the North Sydney LGA was well below industry expectations. With a 2021 provision of 0.21ha/1,000 residents, Council is well below all other councils within the NSROC. Further, the study indicated that Council would need an additional 53.32ha for playing fields alone to meet projected demand by 2036. Action 2.1 in the draft Open Space and Recreation Strategy acknowledges Cammeray Park as a significant open space and proposes further detailed consultation with the community to develop a masterplan for the site. The action does not specify a final outcome for Cammeray Park, as this will be determined through additional consultation during the masterplan development process.</p>

No.	Does respondent support the Strategy?	Submission(s) *Long submissions have been summarised. A link to the list of submissions (verbatim) is provided at the end of this attachment.	Response
OSR264	No	<p>The proposed utilisation of Cammeray Golf Course for other purposes is absurd. Over time this golf course has been whittled down from an 18-hole course to the tiny 9-hole chip and putt we have today. There is a diminishing number of golf courses around Sydney for the public to access. As one of few left anywhere in Sydney's lower north shore with public access I encourage you to maintain the site in it's current status. I walk around the golf course most days and invariably see groups of friends, family, young and old all using the facility.</p> <p>St Andrews golf course in the UK (the world's oldest golf course and one of the most sought after) has an open day every Sunday when the public can use the space for picnics, dog walking, and a variety of other sports. Given I suspect that Sunday is a day of higher revenue for the golf club, why can't this space be open one Sunday each calendar month for public use but golf the remaining days? Why is this approach to golf courses always "all or nothing"?</p>	<p>Action 2.1 in the draft Open Space and Recreation Strategy acknowledges Cammeray Park as a significant open space and proposes further detailed consultation with the community to develop a masterplan for the site. The action does not specify a final outcome for Cammeray Park, as this will be determined through additional consultation during the masterplan development process.</p>
OSR265	No	<p>This submission opposes any changes to the Cammeray Golf Club, highlighting its importance as both a recreational facility and community hub offering various social activities. The writer criticises the reduction of the course's size and the significant investment already made in the facility. They question the Council's financial capacity to repurpose the site and suspect the proposal might have ulterior motives involving developers. The submission expresses concern over the disregard for local golfers and community members. *</p>	<p>The opposition to the Strategy is noted. Action 2.1 in the draft Open Space and Recreation Strategy acknowledges Cammeray Park as a significant open space and proposes further detailed consultation with the community to develop a masterplan for the site. The action does not specify a final outcome for Cammeray Park, as this will be determined through additional consultation during the masterplan development process.</p>

No.	Does respondent support the Strategy?	Submission(s) *Long submissions have been summarised. A link to the list of submissions (verbatim) is provided at the end of this attachment.	Response
OSR266	No	This submission expresses distrust in North Sydney Council's intentions regarding the Cammeray Golf Club, which the writer sees as a vital community asset. The golf course, along with its facilities, offers more than just recreation, providing a venue for various social activities. The writer criticises the Council's financial management and questions the proposal's true motives, suggesting it could benefit a developer. They argue there are sufficient local facilities and oppose any further reduction of the golf course. *	Action 2.1 in the draft Open Space and Recreation Strategy acknowledges Cammeray Park as a significant open space and proposes further detailed consultation with the community to develop a masterplan for the site. The action does not specify a final outcome for Cammeray Park, as this will be determined through additional consultation during the masterplan development process.
OSR267	No	The State Government has gone to significant expense to provide a substantially downsized golf course as they have taken a considerable portion for the second tunnel crossing. The golf course now appears to be utilised significantly and a survey commissioned in 2016 is irrelevant. Also, the topography restricts its potential and we have already witnessed the destruction of a huge number of mature trees by the NSW Government to reconfigure the course.	The opposition to the Strategy and repurposing of the golf course is noted. Action 2.1 in the draft Open Space and Recreation Strategy acknowledges Cammeray Park as a significant open space and proposes further detailed consultation with the community to develop a masterplan for the site. The action does not specify a final outcome for Cammeray Park, as this will be determined through additional consultation during the masterplan development process.

No.	Does respondent support the Strategy?	Submission(s) *Long submissions have been summarised. A link to the list of submissions (verbatim) is provided at the end of this attachment.	Response
OSR268	No	<p>The strategy advocates for the removal of the Cammeray Golf Club. However, Cammeray Golf Club is one of the few, quick, accessible and entry level golf courses within North Sydney and the wider Sydney region. The report says that golf has high barriers to entry. My partner, who picked up golf 3 months ago, and is now enjoying the experience of Cammeray, would strongly disagree.</p> <p>I ask to Council, why did you not stipulate greater public open space within your recent and historical planning controls and development controls? Why do you need to reduce the availability of golf because your Council has failed to accurately provide assets for its constituents.</p> <p>The blame is on you.</p> <p>The blame and repercussions is not upon the existing usage of space by the golf club. Which, unfortunately, has already been the sacrificial lamb of the recent road exposure.</p> <p>If you remove Cammeray, you remove one of the few places a novice golfer can play without the pressure of highly intense tee times and aggressive golf play.</p>	<p>The Respondent's opposition to the Open Space and Recreation Strategy is noted. The Strategy makes no specific reference to changing or removing the golf course. Strategic direction 2.1 notes that Council will, 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. The Strategy makes no reference to the barriers to playing golf.</p>
OSR269	No	<p>There is ample community space in North Sydney without ruining what is left of a small golf course and its open space, it appears that other vocal groups are pushing for this space. If the golf course has to be further destroyed, make it a botanic garden for all future generations not for other vocal groups. Additionally, rate payers will take a very dim view of any Council decision on this space which has property developers involved (as was the case with Warringah Golf course for fringe land surrounding the course). Past and present North Sydney Councillors have a very bad reputation so don't add to it!</p>	<p>The Respondent's opposition to the Strategy is noted. The Strategy does not propose altering the golf course. Action 2.1 of the Strategy acknowledges Cammeray Park as a significant open space and proposes further detailed consultation with the community to develop a masterplan for the site. The action does not specify a final outcome for Cammeray Park, as this will be determined through additional consultation during the masterplan development process. Cammeray Park is Crown Reserve and therefore Council would be unable to sell the Cammeray Park.</p>

No.	Does respondent support the Strategy?	Submission(s) *Long submissions have been summarised. A link to the list of submissions (verbatim) is provided at the end of this attachment.	Response
OSR270	No	This submission argues against altering Cammeray Golf Course for sporting fields due to unsuitable topography and significant investments already made. It suggests better utilisation of St Leonards Park and securing the Waverton Bowling Club for recreation. The Cammeray Golf Club clubhouse should be enhanced as a viable community hub, benefiting various sports and activities. The submitter values the affordable, accessible golf course, which serves time-poor adults and children, but advocates for a secure, long-term lease to improve community engagement. *	The Respondent's opposition to the Strategy is noted. The Strategy does not propose the conversion of the golf course in sporting fields. Action 2.1 of the Strategy proposes a masterplan for Cammeray Park. The comment in relation to St Leonards Park is noted. St Leonards Park is recognised as one of the LGAs most highly used parks. Council has unsuccessful sought discussions with the Metropolitan Land Council in relation to the future the former Waverton Bowling Club.
OSR271	No	This submission criticises the council's initiative, arguing that funds should prioritise the North Sydney Pool over consultants or the green space strategy. It opposes replacing the Cammeray Golf Course with another green space, highlighting its current popularity among diverse groups and the increased appeal of golf post-COVID. The submission calls for developers to fund new green spaces rather than repurposing existing ones, deeming the plan ineffective and financially irresponsible given the community's ongoing concerns about rate increases and the pool project. *	The opposition to the Open Space and Recreation Strategy and general comments in relation to Council's financial management is noted. The Strategy proposes priorities for Council over the next ten years within the budgetary and resourcing constraints of Council as opposed to the allocation of funding. The Strategy proposes undertaking a master planning process in consultation with the community rather than repurposing of the golf course.

No.	Does respondent support the Strategy?	Submission(s) *Long submissions have been summarised. A link to the list of submissions (verbatim) is provided at the end of this attachment.	Response
OSR272	No	<p>Too much government interference, too politically motivated, and an unnecessary waste of money. There are plenty of areas to walk and exercise currently and council involvement has a history of reducing public access and general facilities - the North Sydney Swimming Pool being a prime example. Also proposed changes show a clear bias: for example the suggestion to take away the only golf course in the area when golf is such an important exercise option for an ageing population and Cammeray is one of the few golf courses on the North Shore open to the general public at an affordable price.</p>	<p>The Respondent's opposition to the Strategy is noted. in relation to ample space for recreation, it is noted that North Sydney has the lowest amount of recreation space per person in the Northern Sydney Regional Organisation of Councils (NSROC), which includes Hunter Hill, Hornsby, Ku-ring-gai, Lane Cove, Mosman, Ryde, and Willoughby.</p> <p>In 2023 NSROC completed the Review of Supply and Demand for Sports Facilities in the NSROC Region. The comprehensive report identified that the existing (and projected) supply of land for organised sport within the North Sydney LGA was well below industry expectations. With a 2021 provision of 0.21ha/1,000 residents, Council is well below all other councils within the NSROC. Further, the study indicated that Council would need an additional 53.32ha for playing fields alone to meet projected demand by 2036</p> <p>The Strategy does not propose to remove the golf course. Action 2.1 in the draft Open Space and Recreation Strategy acknowledges Cammeray Park as a significant open space and proposes further detailed consultation with the community to develop a masterplan for the site. The action does not specify a final outcome for Cammeray Park, as this will be determined through additional consultation during the masterplan development process</p>

No.	Does respondent support the Strategy?	Submission(s) *Long submissions have been summarised. A link to the list of submissions (verbatim) is provided at the end of this attachment.	Response
OSR273	No	This submission argues against repurposing Cammeray Golf Course, emphasising the course as a vital green space and community asset. The writer criticises the potential environmental impact of replacing it with hard surfaces or artificial turf, which would destroy trees and wildlife. They highlight the severe slope of the site, making it unsuitable for sports facilities, and caution against repeating past costly mistakes like the North Sydney Pool redevelopment. The submission also points out the nearby parkland in Willoughby and Lane Cove as alternatives. *	The Respondent's opposition to the Strategy is noted. The Strategy does not propose the repurposing of the golf course. Action 2.1 in the draft Open Space and Recreation Strategy acknowledges Cammeray Park as a significant open space and proposes further detailed consultation with the community to develop a masterplan for the site. The action does not specify a final outcome for Cammeray Park, as this will be determined through additional consultation during the masterplan development process. Comments in relation to the NSOP redevelopment are noted.
OSR274	Unsure	Depends completely on the details of the plan? What is taken, what is built, for whom, what costs? Motherhood statements or questions are dangerous NSC has a long history of failures\$120M pool, eSlime junk everywhere, valuable parkland being given over to tree quotas, relocation of WHTBL site to the Cammeray Golf course, under used cycle paths & now it's grab for Cammeray Golf Club land? What specifically are you proposing & where?	The Respondent's general uncertainty of the Strategy is noted. Action 2.1 of the Strategy proposes further detailed consultation with the community to develop a masterplan for the site, which would provide the details the submitter has requested. The action does not specify a final outcome for Cammeray Park, as this will be determined through additional consultation during the masterplan development process. The Respondent's comments in relation to bike paths is noted.

No.	Does respondent support the Strategy?	Submission(s) *Long submissions have been summarised. A link to the list of submissions (verbatim) is provided at the end of this attachment.	Response
OSR275	Unsure	<p>Golf Australia and the PGA of Australia support North Sydney becoming an active community with space for everyone to exercise and enjoy the outdoors, however we request that Council ensure the Cammeray Golf Course is protected, retained, and championed as a key open space and sport asset for the community and Council. The draft Strategy and the underpinning Needs Study does not reflect this position. Please refer to a detailed submission presented by Golf Australia and the PGA of Australia demonstrating in support of our position. We request a meeting with the CEO and relevant Director and Manager to discuss the submission.</p> <p>[A supplementary submission was also made by this submitter - Refer to submission 'Email 10']</p>	<p>The submission from the PGA of Australia / Golf Australia and request to retain Cammeray Golf Course is noted. Action 2.1 in the draft Strategy acknowledges Cammeray Park as a significant open space and proposes further detailed consultation with the community to develop a masterplan for the site. The action does not specify a final outcome for Cammeray Park, as this will be determined through additional consultation during the masterplan development process.</p>
OSR276	Unsure	<p>I do not agree with all the strategic directions & actions. A policy for a community to be active & to be able to exercise & use the outdoors is fine but for a council to make decisions on 8-year-old data, as in the case of golf, is inconceivable.</p>	<p>The Respondent's general uncertainty of the Strategy is noted. The Strategy proposes a community consultation process for Cammeray Park and does not make any specific decisions in relation to the golf course.</p>
OSR277	Unsure	<p>I do not support the removal of any more trees. Cammeray Golf Course and surrounds lost more than 1300 trees recently for the Warringah Freeway. Any new fields will surely add to that. The golf course is much needed green space in North Sydney that birds rely on. There are many sports fields already. Golf can be a community sport - perhaps subsidise it for young people and women. (Upgrade.https://www.northsydney.nsw.gov.au/news/article/49/mayors-update---spring-2022.)</p>	<p>The strategy does not propose the removal of trees. Action 2.1 in the draft Open Space and Recreation Strategy acknowledges Cammeray Park as a significant open space and proposes further detailed consultation with the community to develop a masterplan for the site. The action does not specify a final outcome for Cammeray Park, as this will be determined through additional consultation during the masterplan development process.</p>

No.	Does respondent support the Strategy?	Submission(s) *Long submissions have been summarised. A link to the list of submissions (verbatim) is provided at the end of this attachment.	Response
OSR278	Unsure	This submission opposes the repurposing of Cammeray Golf Course, questioning the rationale behind revisiting the issue after previous efforts to save and rebuild the course. The writer highlights the golf club's importance as a social hub, offering recreational activities and support for the community. They argue that the course is essential for local social interaction, particularly for those who are isolated. Concerns about parking, traffic congestion, and the disruption caused by past developments are also raised. The submission calls for the preservation of the golf course, urging the council to focus on other pressing issues. *	<p>As detailed in the Open Space and Recreation Study, North Sydney has an open space deficit, and it is critical that we manage the space that we have in a way that provides the greatest benefits to the North Sydney Community. Action 2.1 recognises the value of Cammeray Park as a significant area of open space and proposes that further detailed consultation be undertaken with the North Sydney community to develop a masterplan for the site. The action included in the strategy does not specify the outcome for Cammeray Park as this will be the subject of further consultation as the masterplan is developed.</p> <p>Golf course members and the broader North Sydney community are encouraged to provide their input on specific uses as part of the future consultation undertaken to inform the masterplan.</p>
OSR279	Unsure	I'm unsure because the question is leading. Yes, I like open spaces for the use of all the community. I also like public golf courses that are accessible to the public. Cammeray golf course has been shortened already and made a 9-hole Par 3 golf course, there are no other golf courses in the North Sydney council. There are bigger issues like a pool that wasn't costed before tender was awarded, and now the Council want to increase our rates 111%!!!	The Respondent's uncertainty in relation to the survey is noted. Action 2.1 recognises the value of Cammeray Park as a significant area of open space and proposes that further detailed consultation be undertaken with the North Sydney community to develop a masterplan for the site. The action included in the strategy does not specify the outcome for Cammeray Park as this will be the subject of further consultation as the masterplan is developed. The Respondent's comments in relation to North Sydney Olympic Pool are noted.

No.	Does respondent support the Strategy?	Submission(s) *Long submissions have been summarised. A link to the list of submissions (verbatim) is provided at the end of this attachment.	Response
OSR280	Unsure	It can't come at the expense of the golf course. This survey is structured to gloss over that point. It's essentially deceptive.	The Respondent's uncertainty in relation to the submission is noted. Action 2.1 recognises the value of Cammeray Park as a significant area of open space and proposes that further detailed consultation be undertaken with the North Sydney community to develop a masterplan for the site. The action included in the strategy does not specify the outcome for Cammeray Park as this will be the subject of further consultation as the masterplan is developed.
OSR281	Unsure	Specialised facilities for formal sports are not only valuable, but highly important. Indoor recreation could be further expanded, particularly for sports such as volleyball, netball, and basketball, particularly for public use. Outdoor facilities, such as golf courses are also highly important; not only is access to courses important to players and the community but also assists in reducing cost of play for competition. The idea to repurpose the Cammeray Golf Course is unnecessary, it is a great course and needs to remain.	The Respondent's uncertainty in relation to the Strategy is noted. The Strategy notes the lack of open space to construct new indoor facilities and the competing demands for space and facilities across the LGA.
OSR282	Unsure	This submission criticises the Strategy for vague recommendations and expresses opposition to removing Cammeray Golf Course, emphasising its importance as a community asset for all ages. The writer highlights its role in fostering intergenerational connections and notes the prior reduction in the course's size, with no promised facilities or green spaces delivered. They argue the course is vital for recreation amidst worsening air quality due to freeway expansions and support its retention as the area's only golf course. *	The Respondent's general uncertainty of the Strategy is noted. The comment in relation to the golf course changes is noted, however Action 2.1 proposes further detailed consultation with the community to develop a masterplan for the Cammeray Park, which includes Cammeray golf course.

No.	Does respondent support the Strategy?	Submission(s) *Long submissions have been summarised. A link to the list of submissions (verbatim) is provided at the end of this attachment.	Response
OSR283	Yes	<p>Opportunities should be investigated to create sporting facilities above or below carparks to better utilise space. Along with those mentioned Council should also consider the Parraween Street carpark for such activities as Pickleball and/or Basketball.</p> <p>Cammeray Golf course needs to be retained as it has already been subject to government land grab. Cammeray Golf Course is accessible to all ages. It provides a golf facility which is truly needed and provides a rare opportunity for all levels of golfer (beginner to senior). It is worth noting that the Cammeray Golf Course and Club through the recreational/sporting and social activities offers the local community significant intergenerational benefits.</p> <p>North Sydney Council need to be generating more active space through the acquisition of other land previously used for industrial.</p> <p>Any future development needs to maintain mature trees.</p> <p>Sports fields need to have surfacing that does not impact the environment and sensitive to climate impacts. Some synthetic surfaces are not satisfactorily addressing these issues.</p>	<p>The Respondent's general support for the strategy is noted. Action 1.14 notes the investigation of Council assets (including car parks) for recreational purposes. Action 2,1 recognises the value of Cammeray Park as a significant area of open space and proposes that further detailed consultation be undertaken with the North Sydney community to develop a masterplan for the site. The action included in the strategy does not specify the outcome for Cammeray Park as this will be the subject of further consultation as the masterplan is developed. The suggestion in relation to the acquisition of land is noted, however is considered cost prohibitive. Opposition to synthetic surfaces is noted.</p>
OSR284	Yes	<p>This submission challenges the strategy's suggestion to repurpose Cammeray Golf Course, questioning the rationale given its popularity and importance. The writer argues for better shared use of the space rather than removal, highlighting the social and recreational benefits of the golf course and its clubhouse. They criticise the concept of an 'open space deficit,' suggesting more attention should be given to improving access to various open spaces, particularly in high-density areas like North Sydney.</p> <p>*</p>	<p>The Respondent's general support for the strategy is noted. Action 2.1 recognises the value of Cammeray Park as a significant area of open space and proposes that further detailed consultation be undertaken with the North Sydney community to develop a masterplan for the site. The action included in the strategy does not specify the outcome for Cammeray Park as this will be the subject of further consultation as the masterplan is developed.</p>

No.	Does respondent support the Strategy?	Submission(s) *Long submissions have been summarised. A link to the list of submissions (verbatim) is provided at the end of this attachment.	Response
OSR285	Yes	This submission criticises the survey for focusing too much on repurposing Cammeray Golf Club, neglecting its community value. The writer emphasises the golf course's role in offering structured sports, social functions, and a hub for various age groups. They highlight the \$10 million investment in the new par-3 course and argue that repurposing the site would be costly and impractical. The submission calls for the strategy to accurately reflect the golf club's benefits and urges against changing its use. *	The Respondent's general support for this Strategy, however the submission notes " that the survey is very focused and critical on the use of Cammeray Golf Course. Whilst it is unclear which survey the respondent is referring to., it is noted that the Strategy does not specifically mention the Cammeray Golf Course. Nevertheless, the comments in relation the community benefits associated with the clubhouse are noted. Action 2.1 in the draft Open Space and Recreation Strategy acknowledges Cammeray Park as a significant open space and proposes further detailed consultation with the community to develop a masterplan for the site. The action does not specify a final outcome for Cammeray Park, as this will be determined through additional consultation during the masterplan development process.
OSR286	Yes	It would be good to see North Sydney council take the lead and get the Sydney harbour highline walking track from Waverton station to Milsons point completed? North Sydney council could make a start by getting the route completed in stages with the public space area at the Milsons point end of the walk started now?	The railway line proposed for the Sydney Harbour Highline initiative is a Transport for NSW (State Govt) asset, which Council has no jurisdiction over. However, Council will continue to lobby State and Federal Government agencies in relation to this initiative.

No.	Does respondent support the Strategy?	Submission(s) *Long submissions have been summarised. A link to the list of submissions (verbatim) is provided at the end of this attachment.	Response
OSR287	No	I don't believe it Have your say on North Sydney's next ten years' campaign	Council's draft Key informing strategies were informed by study papers developed by industry experts and a comprehensive program of community consultation, which included Council's most extensive consultation to date, through the 'YourSay 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.

No.	Does respondent support the Strategy?	Submission(s) *Long submissions have been summarised. A link to the list of submissions (verbatim) is provided at the end of this attachment.	Response
OSR288	No	North Sydney Council has decided totally on its own behalf to support only those ideas held by Council members without thorough and complete municipality input	Council's draft Key informing strategies were informed by study papers developed by industry experts and a comprehensive program of community consultation, which included Council's most extensive consultation to date, through the 'YourSay 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.
OSR289	No	Totally loaded to get the results the Council wants - nothing open about it at all	The Respondent's general objection to the Strategy is noted. With no actionable information, Council cannot put forward any changes as a result of this submission.

No.	Does respondent support the Strategy?	Submission(s) *Long submissions have been summarised. A link to the list of submissions (verbatim) is provided at the end of this attachment.	Response
OSR291	No	I am not sure the Open Space and Recreation Strategy is truly representative of what the community needs as there are many under-utilised parks, trails, nature reserves it would seem more like a land grab to enable council to develop high rise units and retail outlets by usurping certain areas	Council's draft Key informing strategies were informed by study papers developed by industry experts and a comprehensive program of community consultation, which included Council's most extensive consultation to date, through the 'YourSay 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.
OSR292	No	North Sydney is a high density commercial area. Residents should know this and thus have limited open space	The Respondent's general objection to the Strategy is noted. With no actionable information, Council cannot put forward any changes as a result of this submission.
OSR290	Yes	It would seem that council has endorsed the increased density living before serious consideration given to this issue. How many young people say 0-25 as a percentage of population, or is the population aging significantly as this will surely issues of need and accessibility	The proposed increased density in North Sydney are initiatives of the NSW State Government. North Sydney Council has actively opposed these initiatives citing a lack of open space in the North Sydney area, which is one of the lowest in metropolitan Sydney.

No.	Does respondent support the Strategy?	Submission(s) *Long submissions have been summarised. A link to the list of submissions (verbatim) is provided at the end of this attachment.	Response
OSR293	No	There is already sufficient open space and parkland within the municipality! This is an exercise to terminate existing sporting facilities to ultimately sell the land off (after several years) to developers! The perfect example of abundant parkland and lack of use thereof is Tunks Park and Primrose Park> How many more trees do wish to cut down in Cammeray for example?	Council manages approximately 156ha of open space on-behalf of the community. With a population of 70,000 people this equates to 22.09sqm of open space per person, which is the lowest in the Northern Sydney Regional Organisation of Councils (NSROC), which includes Hunter Hill, Hornsby, Kuring-gai, Lane Cove, Mosman, Ryde, and Willoughby.
OSR294	No	Absolutely ridiculous. I think the woke, powers that be, massively overstate the need and utilisation of these areas.	Council manages approximately 156ha of open space on-behalf of the community. With a population of 70,000 people this equates to 22.09sqm of open space per person, which is the lowest in the Northern Sydney Regional Organisation of Councils (NSROC), which includes Hunter Hill, Hornsby, Kuring-gai, Lane Cove, Mosman, Ryde, and Willoughby.
OSR295	No	Existing facilities are appropriate for the community	Council manages approximately 156ha of open space on-behalf of the community. With a population of 70,000 people this equates to 22.09sqm of open space per person, which is the lowest in the Northern Sydney Regional Organisation of Councils (NSROC), which includes Hunter Hill, Hornsby, Kuring-gai, Lane Cove, Mosman, Ryde, and Willoughby.
OSR296	No	I see so much already unused space that creates no income	Council manages approximately 156ha of open space on-behalf of the community. With a population of 70,000 people this equates to 22.09sqm of open space per person, which is the lowest in the Northern Sydney Regional Organisation of Councils (NSROC), which includes Hunter Hill, Hornsby, Kuring-gai, Lane Cove, Mosman, Ryde, and Willoughby.

No.	Does respondent support the Strategy?	Submission(s) *Long submissions have been summarised. A link to the list of submissions (verbatim) is provided at the end of this attachment.	Response
OSR297	No	North Sydney is already an active community with space for everyone to exercise and enjoy the outdoors with ample outdoor space and parks.	Council manages approximately 156ha of open space on-behalf of the community. With a population of 70,000 people this equates to 22.09sqm of open space per person, which is the lowest in the Northern Sydney Regional Organisation of Councils (NSROC), which includes Hunter Hill, Hornsby, Kuring-gai, Lane Cove, Mosman, Ryde, and Willoughby.
OSR298	No	Of course I support the noble objective in the question, which is a classic motherhood statement. I would however argue that we already have an active community with plenty of open space to enjoy. Population has been going backwards in the LGA for the last 10 years. Young families cannot afford to live here. We are seeing smaller households and apartment living, with fewer children and pets. Population growth will come from apartment development in Crows Nest and St Leonards. That is where adjacent pockets of open space and recreation facilities will be needed. But we see little evidence of green space around the development that has already occurred. Much of the existing open space is too far from that area, and should be left to be enjoyed by residents as at present. My concerns are that the strategy proposed is a solution looking for a problem. The problem is potential overdevelopment of the Crows Nest/St Leonards precinct, and the solution should lie within that precinct nit elsewhere.	Council manages approximately 156ha of open space on-behalf of the community. With a population of 70,000 people this equates to 22.09sqm of open space per person, which is the lowest in the Northern Sydney Regional Organisation of Councils (NSROC), which includes Hunter Hill, Hornsby, Kuring-gai, Lane Cove, Mosman, Ryde, and Willoughby.
OSR299	No	There are plenty of areas already for everyone to exercise and enjoy the outdoors	Council manages approximately 156ha of open space on-behalf of the community. With a population of 70,000 people this equates to 22.09sqm of open space per person, which is the lowest in the Northern Sydney Regional Organisation of Councils (NSROC), which includes Hunter Hill, Hornsby, Kuring-gai, Lane Cove, Mosman, Ryde, and Willoughby.

No.	Does respondent support the Strategy?	Submission(s) *Long submissions have been summarised. A link to the list of submissions (verbatim) is provided at the end of this attachment.	Response
OSR300	Unsure	There are already a number of parks and recreation areas the LGA. I'd like to know what the plans are before providing a definitive yes or no	The Respondent's general uncertainty of the Strategy is noted. With no actionable information, Council cannot put forward any changes as a result of this submission.
OSR301	Yes	With St Leonards Park, Green Park Primrose Park there is an abundance of green space for enjoying the outdoors	Council manages approximately 156ha of open space on-behalf of the community. With a population of 70,000 people this equates to 22.09sqm of open space per person, which is the lowest in the Northern Sydney Regional Organisation of Councils (NSROC), which includes Hunter Hill, Hornsby, Kuring-gai, Lane Cove, Mosman, Ryde, and Willoughby.
OSR302	Yes	Commercial events in our parks should be capped, all requiring permits & user fee based.	Actions 4.2, 4.3 and 4.4 within the draft strategy proposes the preparation of policies to enable Council to charge for the use of open space.
OSR303	Yes	Request that both Stage 2 and Stage 3 of the Council's adopted concept plan for Hume Park be included as an important requirement for Crows Nest over the next 10 years and that Stage 2 be given high priority.	Actions 1.2 and 1.3 within the draft Open Space and Recreation Strategy propose the continued redevelopment of the Hume Street Park for open space.
OSR304	Yes	1) Please do not restrict the upgrade of Hume Park to stage 2. I want you to include stage 3 2) please make sure you include the work necessary to plan and implement partial closure of Willoughby Road and part of Holtermann Street to make it into a pedestrian plaza as proposed to Council by Wollstonecraft Precinct.	The Respondent's comments are noted, along with the indication of general support for the Strategy. The continued redevelopment of Hume Street Park is noted under actions 1.2 and 1.3. The permanent closure of Willoughby Rd is noted under action 3.1 within the Integrated Transport Strategy.

No.	Does respondent support the Strategy?	Submission(s)	Response
		*Long submissions have been summarised. A link to the list of submissions (verbatim) is provided at the end of this attachment.	
OSR305	Yes	<p>I fully endorse Council's plan to develop a masterplan new community centre, underground car parking and a significant new area to expand the much loved, and well utilised Ernest Place.</p> <p>Regarding Hume Park, I request that both Stage 2 and Stage 3 of Council's adopted concept plan be included as an important requirement for Crows Nest over the next 10 years and that Stage 2 be given high priority.</p> <p>St Thomas Rest Park, not mentioned in this strategy, deserves priority in the park enhancement program.</p>	<p>The Respondent's support for the Strategy and support the actions noted within 1.2 and 1.3 of the Draft Open Space and Recreation Strategy.</p>
OSR306	Yes	<p>* Please consider Anzac Park for amenity upgrades like shade, filtered water pylon, seating.</p> <p>* Strongly support advocating for the Warringah Land Bridge.</p> <p>* Consider small-medium sized fenced areas for off leash dog training.</p>	<p>The Respondent's general support for this Strategy is noted. Minor infrastructure requests will be included within capital works programs. Council continues to lobby the NSW State Government in relation to the Warringah Freeway Land Bridge. Council has resisted the introduction of fenced-off areas specifically for dogs due to the lack of space within the LGA, which would reduce the amount of space for other users. In preference Council has adopted a more liberal 'off leash' policy within parks throughout the LGA.</p>
OSR307 - 312	No	<p>These six submissions selected that they generally did not support the Strategy; however, no specific comments were made. *</p>	<p>The Respondent's general objection to the Strategy is noted. With no actionable information, Council cannot put forward any changes as a result of this submission.</p>
OSR313 - 319	Unsure	<p>These seven submissions noted general uncertainty for support of the Strategy; however, no specific comments were made. *</p>	<p>The Respondent's general uncertainty of the Strategy is noted. With no actionable information, Council cannot put forward any changes as a result of this submission.</p>
OSR320 - 337	Yes	<p>These 18 submissions noted general support for the Strategy; however, no specific comments were made. *</p>	<p>The Respondent's general support for this Strategy is noted. With no actionable information, Council cannot put forward any changes as a result of this submission.</p>

No.	Does respondent support the Strategy?	Submission(s) *Long submissions have been summarised. A link to the list of submissions (verbatim) is provided at the end of this attachment.	Response
OSR338	No	There is an oval for sports, tennis courts, croquet.	The Respondent's general objection to the Strategy is noted. With no actionable information, Council cannot put forward any changes as a result of this submission.
OSR339	Unsure	not convinced they use is not just personal likes	The Respondent's general uncertainty of the Strategy is noted. With no actionable information, Council cannot put forward any changes as a result of this submission.
OSR340	Yes	Need to restore this Crown Parkland to the public to walk dogs, kick balls and absorb the restorative aspects of the parkland.	The Respondent's general support of the Strategy is noted. Respondent notes repurposing of Crown Land for general recreation.
OSR341	Yes	The plans for Holtermann Street Car Park involve the expensive proposal to place the car park underground when constructing the new park. This is a waste of money. Parking for privately owned cars should be provided by private providers, not the rate payer. The omission of the car park from the proposal would make the development of a much-needed green space much more affordable.	The submission is noted and will be given consideration should Council decide to progress the redevelopment of Holtermann Street car park.
OSR342	Yes	vital to North Sydney	The Respondent's general support for this Strategy is noted. With no actionable information, Council cannot put forward any changes as a result of this submission.
OSR343	Yes	With 2 young children I would love more green space to enjoy. An expanded skatepark, more bike paths rather than shared roads so kids can use, more parkland and gardens to explore. The tennis courts at green park are great! But are often full.	The Respondent's general support for this Strategy is noted. With no actionable information, Council cannot put forward any changes as a result of this submission.
OSR344	Yes	Provide more benefits to non-private vehicle owners, should reduce the amount of on street parking and decrease the speed limit	"Noted. Actions will be included in the associated Integrated Transport Strategy to investigate the adaptive use of parking meters to encourage sustainable transport.

No.	Does respondent support the Strategy?	Submission(s) *Long submissions have been summarised. A link to the list of submissions (verbatim) is provided at the end of this attachment.	Response
OSR345	No	Not everyone has an interest in outdoor activity Notveveyine is capable of outdoor activity Your pool fiasco and the Coal Loader demonstrate this council should stick to it basic responsibilities until these projects are finished and paid for	The Respondent's general comment objecting to Council's involvement in specific infrastructure projects is noted. There is substantial support for increased access to open spaces for recreation in the North Sydney Local Government Area (LGA), as it has one of the lowest ratios of open space to built area amongst other LGAs in Sydney.
OSR346	Unsure	The swimming pool financial fiasco and cost increase on ratepayers tells me Hold everything until this is paid for. Next contract you sign make sure the specification is complete and approved before hungry developers rip u off again. The golf course is a \$10m gift from state government ... accept is .. we don't have 1000 golfers on a course at any one time, as you may have in a pool.	The Respondent's general uncertainty of the Strategy is noted. The criticism in relation to the management of the NSOP development is noted. An independent review of the NSOP redevelopment was commissioned by the new CEO. Council has actioned all the recommendations included within the review. The Respondent's comments in relation to the utilisation of the golf course is noted.
OSR347	Yes	North Sydney is substantially better off in this area than most of Sydney. There is adequate open space and sports facilities that exist should be maintained. Any additional area required should only be funded by contributions from new property developments. If large scale housing projects are created sporting, outdoor facilities can be created by the developers. North Sydney's lack of successful projects such as North Sydney Olympic Pool should ensure that North Sydney Council does not undertake any future works	Council manages approximately 156ha of open space on-behalf of the community. With a population of 70,000 people this equates to 22.09sqm of open space per person, which is the lowest in the Northern Sydney Regional Organisation of Councils (NSROC), which includes Hunter Hill, Hornsby, Kuring-gai, Lane Cove, Mosman, Ryde, and Willoughby.
OSR348	Yes	Rather than progressing with new initiatives, NSC should focus on improving existing space/property that has been unimproved over many years. Council has blamed the NSOP for delay in improving both Cremorne Plazas but now proposed new projects that will delay these improvements even longer.	The Respondent's general support for this Strategy and general comments noted. Action 3.6 of the draft Economic Development Strategy specifically notes the delivery of the Cremorne Plaza refurbishment.

No.	Does respondent support the Strategy?	Submission(s) *Long submissions have been summarised. A link to the list of submissions (verbatim) is provided at the end of this attachment.	Response
OSR349	Unsure	It seems that the council employees who “managed” the Neutral Bay open space and the North Sydney swimming pool are not up to the task and are unlikely to be in the future. Why don’t you have a sweeping clean out of the inadequate employees and maybe show some strong leadership. The councils budget could be reduced by taking employment levels back to say the year 2000, then questioning all those roles created since	The Respondent’s general uncertainty of the Strategy is noted. With no actionable information, Council cannot put forward any changes as a result of this submission.
OSR350	Yes	<p>I do not agree to any part of Willoughby Rd being closed to vehicle access.</p> <p>It is easy access currently and people can park for a reasonable amount of time to get a few things done.</p> <p>With carpark buildings for longer parking.</p> <p>Holtermann St carpark needs to be rebuilt to provide open space for all including quiet areas as a well as a fun noisy family zone, including sunny and shade areas.</p> <p>Include at least the same amount of parking at a minimum.</p> <p>Replant trees at Wollstonecraft station - move the billboards a couple of meters closer towards the platform with lush tress to grow behind (next to the walkways).</p> <p>Also plant more trees where they were removed from, including the corner section to exit walkway to the street for north heading trains and near the phone booth.</p> <p>Removing all the trees has added to the level of train noise that was not an issue before the upgrade works.</p>	The Respondent’s general support for the Strategy is noted. Action 1.3 in the Strategy considers the pedestrianisation of Willoughby Road, however this would be subject to extensive public consultation. The support for the Holtermann Street development is noted. The areas in question noted around Wollstonecraft Station are land owned by TfNSW and tree removal instigated and undertaken by TfNSW as part of the upgrading works to the station. Council continues to plant trees, planting 250 new trees in the last quarter.

No.	Does respondent support the Strategy?	Submission(s) *Long submissions have been summarised. A link to the list of submissions (verbatim) is provided at the end of this attachment.	Response
OSR351	Yes	<p>This submission expresses concerns about declining sports diversity in the area, attributing it to a specific association's monopoly on indoor facilities, limiting access for other sports. The submission highlights discrepancies in utilisation data for the North Sydney Indoor Sports Centre and claims Council has misrepresented information. It criticises Section 2.3 of the draft strategy for lacking context and failing to address these issues, urging Council to investigate and prioritise equitable facility use to preserve sporting opportunities. The club also notes unfulfilled promises of consultation and transparency regarding its submissions. *</p>	<p>The Respondent's general support for the Strategy is noted. The Respondent makes numerous allegations in relation to the mismanagement of the lease, which is not the purpose of the consultation. The respondent raises specific issues in relation to access for badminton at North Sydney Indoor Sports Centre. Action 2.3 within the Strategy specifically notes upgrading the North Sydney Indoor Sports Centre and exploring opportunities for equitable other uses as part of this upgrade and future lease negotiations.</p>
OSR352	Yes	<p>This submission has been summarised due to overall length. The key points noted were:</p> <ul style="list-style-type: none"> - There's a lot of aspirational ideas within the strategy but no firm commitments. - More greenspace and sporting fields are needed as our children do not have vast backyards and rely heavily on parks for a healthy lifestyle. Local schools also need to access the scarce greenspace resources. - Accessibility needs to be considered significantly. Limited access to parking means reliance on public transport is higher. Following opening of the Metro. - A need for indoor recreation space (e.g. ballet, pottery, and personal training). Commercial rates in new developments are unaffordable for small businesses, and are being pushed further away from transport routes, making them inaccessible. - There should be a requirement for new developments to contribute to a fund for the acquisition of land for greenspace and sporting facilities, in close proximity to communities, not just more playgrounds for small children, spaces for pre-teens and teenagers too. * 	<p>The Respondent's support for the Strategy is noted. The comments in relation to "firm commitments" are noted, however the purpose of the Strategy and consultation is to assist Council in setting future priorities for the application of funding and resources. The comment in relation to Planning contributions from development is also noted, however the State Government sets these. Funding generated through these contributions are insufficient to purchase sizeable quantities of land suitable for recreation. Action 3.3 of the Strategy notes the renewal of playgrounds for children of all ages.</p>

No.	Does respondent support the Strategy?	Submission(s) *Long submissions have been summarised. A link to the list of submissions (verbatim) is provided at the end of this attachment.	Response
OSR353	Yes	<p>We have so little green open space, we have to protect and improve what we have left. St Leonards Park is underutilized, particularly the northwest area. I would love to see a running track with exercise stations around the edge (like The Tan in Melbourne's Botanical Garden and Dendy Park in Brighton Vic). The playground could have BBQ /picnic facilities to make it easy for young families to use the park more.</p> <p>Weaver Park on the corner of Murdoch is tired and needs an injection of new planting and opening up the space. Lighting here is poor, not enough seating, tired overgrown planting is ugly, the grass has big bare patches and there is not one flower!</p>	<p>Respondent's support of the strategy is noted. The recent upgrade of St Leonards Park was the subject of a comprehensive community consultation process. Whilst a running track was not included, it is noted that a 'Park Run' is held at the park on weekends, which attracts many hundreds of runners. The park also attracts many runners and personal trainers during the week. The Park is also heavily utilised by local schools during the week, which makes the retention of turf in large areas extremely challenging. The Strategy includes minor upgrades to local parks, which would address the issues raised in relation to Weaver Park.</p>
OSR354	No	<p>The council is a mess. The financial management is a disgrace. It appears they are incompetent.</p>	<p>The Respondent's general objection to the Strategy is noted. With no actionable information, Council cannot put forward any changes as a result of this submission.</p>
OSR355	No	<p>The pool has gone wildly over budget. Why don't you finish one thing before starting another? I would like to know what has been learnt from what happened at the pool.</p>	<p>The Respondent's general objection to the Strategy is noted. Reporting on the progress of the North Sydney Olympic Pool redevelopment is provided regularly via Council meetings and on Council's website. An independent review of the NSOP redevelopment was commissioned by the new CEO. Council has actioned all recommendations included within the review.</p>
OSR356	Unsure	<p>Needs to be a fair balance of cost sharing between users and ratepayers. But for the very poor management by Council staff & councillors of the North Sydney Pool project much of proposed cost for open spaces could have been borne out of existing rates +cpi increases rather than been hit with proposed big increases.</p>	<p>The Respondent's general uncertainty of the Strategy is noted. With no actionable information, Council cannot put forward any changes as a result of this submission.</p>

No.	Does respondent support the Strategy?	Submission(s) *Long submissions have been summarised. A link to the list of submissions (verbatim) is provided at the end of this attachment.	Response
OSR357	Yes	This submission notes that the Open Space and Recreation Strategy is an excellent and thorough document, but that it is omitting references to cycling from the associated needs study, despite cycling being a key recreational activity and transport option, particularly for young people. The author asks for the strategy to integrate cycling alongside walking, highlighting the need for better cycling infrastructure, such as bike parking and continuous routes. The submission also advocates for reducing car parking spaces in favour of recreational spaces, citing the inefficiency of short-distance car trips. Lastly, it calls for the strategy to target cycling infrastructure improvements to support the local shift away from car use. *	Noted: The strategy has been updated to include the following action from the Integrated Transport Strategy in recognition that cycling is a valued recreational activity, not just a form of transport: 3.13 Apply for grant funding and progressively deliver cycling infrastructure identified in the North Sydney Bike Plan.
OSR358	Yes	There are wide ranging needs and facilities for the diverse age ranges in the area and it is difficult to summarise this fairly in one strategy report avoiding subjective interests.	The Respondent's general support for this Strategy is noted. With no actionable information, Council cannot put forward any changes as a result of this submission.
OSR359	Yes	There's a lot of fluff in the strategy and not enough substance. As the mayors message correctly states, we do not have enough green space for our existing population and this is before we accommodate a vast increase in population through the already ambitious Crows Nest-St Leonards 2036 plan, the NSW state government driven TOD and disgraceful decisions such as the 22-story development at Five Ways (Pacific Highway, Alexander St, Falcon St). The piece that should be prioritised is the Warringah land bridge which the state govt should fund to make up for requisitioning our park space to widen the freeway and build the western harbour tunnel.	Noted. Council continues to lobby the NSW State Govt in relation to the Warringah Freeway land bridge
OSR360	Yes	ALL SPACES MUST BE OPEN TO ALL RESIDENTS	Respondent's comment in relation to equity of open space use is noted.

No.	Does respondent support the Strategy?	Submission(s) *Long submissions have been summarised. A link to the list of submissions (verbatim) is provided at the end of this attachment.	Response
OSR361	Yes	Half of Cammeray golf course has been taken over by WFU upgrade and the remainder fenced off so that it is not possible to walk across it from Neutral Bay to Cammeray any more. A large part of Brightmore Reserve has for years been occupied by stormwater treatment works. We're losing green space rather than gaining it.	Respondent's support for the Strategy is noted. Council is currently in contact with the golf club in relation to public access. Loss of space at Cammeray and Brightmore Park are the result of State Government compulsory acquisition. Brightmore will return to community use open completion as will a portion of the land acquired for the WFU. Council continues to lobby the State Government in relation to its commitment to increase open space within the local area as part of the Conditions of Consent for WFU.
OSR362	Yes	I do support public space for everyone to share however I also support specific sporting areas dedicated to certain sports. E.g. Tennis Courts, Soccer Fields, Rugby/Hockey Fields & Golf Clubs. Currently there are many walking tracks for people to enjoy especially along the foreshore & beaches. E.g. Balmoral etc.	The Respondent's general support for this Strategy is noted. The Strategy proposes initiatives for both programmed and passive recreation spaces.
OSR363	Yes	It important to maintain what we have as well create new areas	The Respondent's general support for the strategy is noted.
OSR364	Yes	More important than ever with increase in population in North Sydney around transport hubs. Endorse strategies that improve and add to amount of Open Space in North Sydney. Need to do as much as possible to take pressure off existing small areas of natural bushland and existing parks.	General support for this Strategy is noted. Council will continue to advocate to state government and other external agencies for additional open space across the LGA.
OSR365	Yes	Open space should provide for everyone, and offer a variety of activities to all people of all ages and abilities.	The Respondent's general support for this Strategy is noted. Comments in relation to equity in the use of open space is consistent with the objectives of the Strategy and Council's Social Inclusion Strategy.

No.	Does respondent support the Strategy?	Submission(s) *Long submissions have been summarised. A link to the list of submissions (verbatim) is provided at the end of this attachment.	Response
OSR366	Yes	Please include as much natural vegetation as possible in open spaces. This could include rooftop gardens. Open spaces made of concrete or worse, fake turf, will not be pleasant or healthy places to be, apart from the environmentally detrimental effects.	General support for this Strategy is noted. Council will continue to advocate to state government and other external agencies for additional open space and look for opportunities to deliver innovative solution that increase or enhance open space for the community of North Sydney. across the LGA.
OSR367	Yes	<p>The population increase in North Sydney means that we really need more open and recreational spaces that are easy to access. I welcome the focus on walking infrastructure to access open spaces but was quite surprised that there is no mention of cycling - which would allow everyone in North Sydney to access all open space areas in the LGA - whereas walking is only viable for short distances - particularly with children. I think the strategy needs to include cycling as well as walking.</p> <p>We currently reserve a lot of space for car parking in North Sydney, despite it being a dense area. Reusing some of this car parking space sometimes could give a lot of extra open space for recreation. Encouraging cycling rather than driving would help this too.</p>	The draft Integrated Transport Strategy includes actions 1.4, 1.7, 1.8, 1.9 and 1.11 specifically related to improving cycling infrastructure to increase cycling for recreation and as an alternative mode of transport. Action 1.14 within the Strategy proposes to explore transforming Council car parks into recreational spaces.
OSR368	Yes	This submission supports the overall strategy but raises two key concerns. The writer suggests repurposing the golf course to provide more equitable open space for the community, with features like playgrounds and sports areas. They also recommend reviewing the St Leonards Park drainage upgrade, completing park improvements, and ensuring better cycle path connections. Additionally, they advocate for more recreational space to cater to teenagers' recreational needs and notes the popularity of basketball courts. *	The Respondent's general support for the Strategy is noted. Action 2.1 in the draft Open Space and Recreation Strategy acknowledges Cammeray Park as a significant open space and proposes further detailed consultation with the community to develop a masterplan for the site. The action does not specify a final outcome for Cammeray Park, as this will be determined through additional consultation during the masterplan development process. Elements of the ST Leonards Masterplan are still to be delivered, and Council is currently in the process of investigating further drainage work at St Leonards Park. Action item 3.6 within the Strategy specifically addresses basketball half courts.

No.	Does respondent support the Strategy?	Submission(s) *Long submissions have been summarised. A link to the list of submissions (verbatim) is provided at the end of this attachment.	Response
OSR369	Unsure	This submission suggests that the strategy overlooks the need to upgrade and extend the pathway at Tunks Park, in line with the Tunks Park Masterplan (2019). The proposed loop track would enhance park accessibility for various users, including those with mobility challenges. The submission also highlights ongoing drainage issues that render parts of the park's path impassable, presenting safety concerns and degrading the surrounding fields. It calls for improvements to both the path and drainage system, aligning with the strategy's objectives for accessibility and amenity enhancement. *	The Respondent's general uncertainty of support for the Strategy is noted. The comments in relation to the loop path and drainage upgrades are noted; an item will be added to the Strategy to progress the implementation of elements identified within the Tunks Park Masterplan.

No.	Does respondent support the Strategy?	Submission(s) *Long submissions have been summarised. A link to the list of submissions (verbatim) is provided at the end of this attachment.	Response
OSR370 - 394	Yes	<p>These 24 submissions on Tunks Park each contain the same content, with almost no variation. While supportive of the Strategy, they identify two main points of concern:</p> <ol style="list-style-type: none"> 1. The Strategy does not speak to the upgrade of the pathway and extension of it to create a loop track in accordance with the Tunks Park Plan of Management/Masterplan finalised in February 2019. Whilst some other initiatives have been delivered, this has not been actioned. This will be a substantial improvement in amenity of the park, providing an accessible circuit of up to almost 2km for walking, jogging, prams, wheelchair users, children cycling etc. Importantly, this increased amenity will not be in conflict with organized use of the playing fields and will in fact provide better access by users to them; 2. An important part of any upgrade and extension of the pathway at Tunks park is the rectification of drainage issues that make the path impassable in many locations, requiring users to traverse muddy ground to avoid puddles for many days following moderate rain. This is a safety and accessibility issue but also degrades adjacent areas of the playing fields. Whilst improvement of drainage at St. Leonards Park is explicitly identified, nothing is mentioned in regards the poor conditions at Tunks park which has been an issue for many years. <p><i>[Additional point from submission OSR380 only: Lighting could be improved in the evenings to ensure safety (physical and psychological) in particular for women and children. This could be a small change such as providing lighting until 7 or 8pm in winter months to allow more time for people to exercise and enjoy the park.]</i></p>	<p>The Respondent's general support for the Strategy is noted. The comments in relation to the loop path and drainage upgrades are noted; an item will be added to the Strategy to progress the implementation of elements identified within the Tunks Park Masterplan.</p> <p>Regarding the point on lighting from submission OSR380, no additional lighting is proposed for Tunks Park under the adopted masterplan.</p>

OSR395	Yes	<p>This submission highlights three main concerns about the draft strategy. Firstly, Tunks Park, a major parkland, is inadequately addressed despite community-identified priorities. Secondly, walking, as the most popular recreational activity, lacks sufficient focus, particularly regarding bushland and foreshore links. Lastly, bushland is undervalued as part of the strategy, with no mention of linked green spaces or Middle Harbour foreshore walks. The submission calls for more northern LGA upgrades, integration of bushland and recreation, and emphasis on walking as a recreational activity. *</p>	<p>The Respondent's comment in relation to Tunks Park being overlooked is noted; however, specific works related to Tunks Park are included within the draft Open Space and Recreation (OSR) Strategy under actions 3.2 delivery of gender-neutral facilities; 3.3 Playground renewal and reconstruction of the cricket wicket table. Tunks Park is also referenced in the Environmental Strategy.</p> <p>Walking infrastructure is specifically noted in actions 3.11 and 3.12 of the draft OSR Strategy. The draft Integrated Transport Strategy (ITS) notes the development and improvement of walking infrastructure in actions 1.1, 1.2, 1.3 and 1.4.</p> <p>Action 1.2 in the draft Environment Strategy notes upgrades to several walking tracks in Badangi Reserve, Balls Head Reserve, Brightmore Reserve, Primrose Park, Gore Cove/Smoothey Park, Tunks Park and Berry Island Reserve. The management of Bushland is addressed extensively within the draft Environment Strategy.</p> <p>The Bay Precincts priorities for Tunks Park are noted. Many of these align with, or are included within, the adopted Masterplan for the site. Council will amend the draft OSR Strategy to include an action to deliver the elements of the Tunks Park Masterplan, including the loop path, minor infrastructure, and drainage improvements.</p> <p>Improvements to existing Bushland Walking tracks have been addressed in the Environment Strategy as noted above. Council notes the support of the Gender-Neutral facilities and playground renewal.</p> <p>Action 1.1 of the draft Environment Strategy noted the development and delivery of 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.</p>
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No.	Does respondent support the Strategy?	Submission(s) *Long submissions have been summarised. A link to the list of submissions (verbatim) is provided at the end of this attachment.	Response
			The draft North Sydney Walking Strategy referred to by the Respondent is a draft document that was not adopted by Council. The North Sydney Walking Action Plan will be developed as part of the ITS and the Respondent's comments will be considered in the development of this document.
OSR396	No	<p>While the Respondent selected that they did not support the Strategy, this submission expresses support in principle for the goal of promoting an active community with ample outdoor space. The key concerns are:</p> <ol style="list-style-type: none"> 1. Opposition to replacing existing grassed areas with synthetic turf, advocating for the protection of natural vegetation and grassed spaces in the long term. 2. A call for significant investment in Tunks Park, specifically to upgrade the pathway and create a new access point from the south side of the suspension bridge. 3. A proposal for an elevated path/staircase from the Boulevard/Strathallan intersection to safely and conveniently access the park, reducing congestion at the car park and protecting the natural environment. <p>The submission highlights the importance of preserving green spaces and improving access to Tunks Park. *</p>	<p>The Respondent's general support of the OSR Strategy is noted. The Respondent's opposition to the use of synthetic turf is noted. Council has not identified any specific sites for synthetic turf. Any new or proposed conversions would be the subject of a comprehensive community consultation process. The request for the construction of the loop pathway is noted and will be addressed in an amendment to the Strategy, which will include the implementation of the Tunks Park Masterplan. Specific works related to Tunks Park are in the Strategy under actions:</p> <p>3.2 delivery of gender-neutral facilities;</p> <p>3.3 Playground renewal and reconstruction of the cricket wicket table.</p> <p>The creation of a staircase to Strathallan Avenue is not part of the masterplan. Council could not commit to the implementation of this proposal as it has not been contemplated within the adopted Master Plan. The staircase proposes construction within land categorised as 'Bushland' within the Plan of Management and planning approval for this proposal would be challenging as it would contest Council's policies and objectives in relation to Bushland Management.</p>

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OSR397	Unsure	The Council should be focussed on maximising open space and insisting that the WFU project meet its commitment to maintain open space within the vicinity of any loss. The service sheds can be located underground and a land bridge across the Waringah Freeway must be incorporated into the project.	Council continues to lobby the NSW State Government and TfNSW in relation to the Warringah Freeway Upgrade (WFU) condition that requires a net increase in open space from the project. Council made submissions to the WFU Place, Design and Landscape Plan (PDLP) process requesting that TfNSW underground the service sheds at Cammeray and construct the land bridge.
Email 01	N/A – survey not completed	This submission provides feedback on all of the Informing Strategies. The specific extract of this submission on the Open Space and Recreation Strategy supports creating a new open space and recreation area near a redeveloped Crows Nest Community Centre and Ernest Place, potentially incorporating a seniors' gym and outdoor fitness equipment. It advocates for increased pedestrianisation of Willoughby Road while maintaining accessible bus connections for older residents. The submission also endorses using developer contributions to expand public spaces, including the proposed new community centre. *	The submission expresses support for the creation of new open space and recreation area near a redeveloped Crows Nest Community Centre and Ernest Place, potentially incorporating a seniors' gym and outdoor fitness equipment, which is included in Actions 1.1 and 1.3 of this draft Strategy. The submission supports the pedestrianisation of Willoughby Road while maintaining accessible bus connections and endorses using developer contributions to expand and develop public spaces, including the proposed new community centre.

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Email 02	N/A – survey not completed	<p>The Access and Inclusion Committee provided the following key suggestions regarding the Open Space and Recreation Strategy:</p> <ol style="list-style-type: none"> 1. Mayor's Message/Introduction: Highlight how parks attract visitors, benefiting the economy and reputation but exacerbating the open space deficit. Emphasize the community's caretaker role. 2. Item 2.4: Update language to emphasize "flexibility and accessibility." 3. Items 3.2, 3.7, 3.8: Ensure all parks include accessible toilets with clear paths between key elements. Advocate for Accessible Adult Change Facilities, especially in Bradfield Park, as per DIAP commitments. 4. Item 3.9: Ensure equipment caters to all abilities, including older people, children, and people with disabilities. 5. Consider workers' and parents' needs, e.g., power and connectivity for work or telehealth while supervising children. 6. Include gym equipment suitable for wheelchair users. * 	<p>The Respondent's comments are noted. Specifically in relation to point(s):</p> <ol style="list-style-type: none"> 1. The Strategy's Introduction and Mayor's Message focus on the key desired outcome of the strategy, which is how we can become an active community with space for everyone to enjoy the outdoors. 2. The Strategy has been updated to include this suggestion. 3 - 6. These comments and been referred to Council's Capital Projects and Assets Team for consideration in the design of future projects.

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Email 08	N/A – survey not completed	<p>This submission provides feedback on the proposed Special Rate Variation, Long Term Financial Plan, public engagement during a major holiday period, Accountability of returning Councillors knowing the financial situation, need for investigation, and comments on specific Strategies.</p> <p>The extract of this submission specifically on the draft Open Space and Recreation Strategy states that this strategy needs stronger alignment with the Environmental Strategy, so they are considered holistically. The blue and green networked systems that transverse individual sites connecting with active transport links, road networks with tree canopies, as well as the reserves associated with waterways should be captured within a detailed Green Grid for the LGA. *</p>	<p>The Respondent's comments in relation to the stronger alignment between this Strategy and Environment Strategy are noted. These strategies already contain shared strategic directions, projects and initiatives as indicated within the documents. Opportunities for additional alignment will be considered in the development of specific projects or actions.</p> <p>The comments in relation to blue and green network and the desire to connect sites with active transport links tree canopy within a green grid are noted and reflected in the following actions:</p> <p>Action 1.1 of the Environment Strategy noted the development and delivery of 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.</p> <p>Action 1.1 of the Integrated Transport Strategy states a 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.</p> <p>Action 1.6 of the Integrated Transport Strategy notes 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.</p>

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Email 09	N/A – survey not completed	<p>*Long submissions have been summarised. A link to the list of submissions (verbatim) is provided at the end of this attachment.</p> <p>This submission is an addendum to submission OSR304, relating to a proposed upgrade of Hume Park.</p> <p>The submission raises concerns about the modified Hume Street Park plan, which abandons a visionary 9,000 sqm project, despite increased residential density under new rezoning plans. It questions the omission of commitments like Holtermann Street carpark redevelopment and Willoughby Road pedestrianisation, while highlighting the lack of plans for Ernest Place and St Thomas Rest Park. The submission notes a new recreation space proposal near North Sydney Station but criticises its lack of budget or concrete plans, reflecting a perceived neglect of Crows Nest.</p> <p>*</p>	<p>This Strategy proposes the progression of the Hume Street Park project. Council is also continuing to seek State Government assistance to deliver the redevelopment including the Sports Centre.</p> <p>Action 2.3 within the Strategy proposes the renewal and upgrading of the existing Crows Nest Sports Centre to address current urgent works and ensure that centre remain operation in the short-medium term.</p> <p>Action 1.1 and 1.3 in this Strategy specifically note the progression of the Holtermann St Site, and Action 1.3 specifically notes consideration of the pedestrianisation of Willoughby Rd. Ernest Place has been captured within item 1.1 of this Strategy.</p> <p>The omission in relation to St Thomas Rest Park is noted, however it is unclear what action the submitter desires in relation to this park. It should be noted that a significant number of parks and open space areas are proposed to be upgraded under the OSR Strategy.</p>

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Email 10	N/A – survey not completed	<p>*Long submissions have been summarised. A link to the list of submissions (verbatim) is provided at the end of this attachment.</p> <p>A comprehensive submission was made by Golf Australia and PGA of Australia aims to position golf as the best use of land at Cammeray Park. Following a review Draft Open Space and Recreation Strategy and its supporting document the Open Space and Recreation Needs Study, Golf Australia and PGA are concerned that golf's contribution to North Sydney Council and its residents and visitors, is undervalued and misrepresented. Concerns include:</p> <ol style="list-style-type: none"> 1. Participation in golf not reflected accurately, including using outdated participation data sources and 'unfair' decision made on how to represent participation in the Needs Study 2. Community feedback not reflected or represented accurately or appropriately in the Needs Study 3. Priority given to other sport and recreational activities, despite participation and community sentiment for golf being strong and the significant community benefits of golf for people, the environment and the economy. * <p>[Also refer to submission OSR 275]</p>	<p>Action 2.1 in the draft Open Space and Recreation Strategy acknowledges Cammeray Park as a significant open space and proposes further detailed consultation with the community to develop a masterplan for the site. The action does not specify a final outcome for Cammeray Park, as this will be determined through additional consultation during the masterplan development process.</p>

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Email 11	N/A – survey not completed	Bike North’s submission on the North Sydney Open Space and Recreation Strategy highlights the lack of focus on cycling infrastructure. They advocate for safe cycling routes, secure bike parking, and better connectivity to open spaces. Key recommendations include reallocating road space for bike paths, reducing car parking to expand recreational areas, and integrating cycling needs into major projects like St Leonards Park upgrades and the Warringah Land Bridge. They also call for alignment with the Integrated Transport Strategy, a finalized Bike Plan, and better collaboration to enhance accessibility and sustainability through active transport. *	<p>The Respondent’s comments on the lack of references to cycling within this Strategy are noted, as is the comment that cycling can be a sport or a recreational activity and data in relation to the popularity of cycling.</p> <p>The Key Informing Strategies are complementary documents. The Integrated Transport Strategy notes several cycling initiatives, and Council is also in the process of developing a Bike Action Plan, which will complement the strategy and address many of the concerns raised by the Respondent.</p> <p>Council will also continue to advocate to the State Government for the delivery of cycling infrastructure and funding for Council proposed initiatives.</p>
Email 12	N/A – survey not completed	This submission is an addendum to a previous submission (OSR351), from the North Sydney Badminton Club. It includes two supporting images that could not be uploaded through YourSay. *	Refer to response for submission OSR351.

Open Space and Recreation Strategy – Verbatim submissions

The complete list of all submissions verbatim is available to view through the following link: [Open Space and Recreation Strategy - submissions verbatim \[pdf\]](#)

Integrated Transport Strategy – Submissions and Responses

No.	Does respondent support the Strategy?	Submission *Long submissions have been summarised. A list of all submissions (verbatim) is provided at the end of this attachment.	Response
IT1	Yes	A good starting point, it is critical we build the infrastructure to get as many people cycling as possible. Also highly supportive of restrictions that reduce the appeal of private vehicles i.e. slower speed limit and reduced onstreet parking	Noted. The Strategy aims to support the uptake of active and public transport.
IT2	Unsure	I am concerned about the strategy because I feel council can be quite unrealistic about the need to use motor vehicles, especially on weekends, evenings and outside of business hours. As an older resident I am past bike riding but still need a car to get to appointments, meet friends after hours and entertainment	The Strategy does not prohibit car use but aims to improve options for getting around without relying on private vehicles. By promoting fair allocation of parking and road space, the key directions aim to provide access for those who need it most, including older residents.
IT3	Yes	Strongly support advocating for a safe cycling route between St Leonards Park and Sydney Harbour Bridge, ensuring the route is attractive to commuter cyclists, rather than a recreational meander.	Noted. Advocacy for safer cycling connections between St Leonards Park and the Sydney Harbour Bridge is included in the Strategy. The design will be required to consider the needs of all bike riders, including commuters.
IT4	Yes	No comment provided	Survey response noted.
IT5	No	I support active transport but it has been overdone & at expense of other transport modes & in some cases have created safety hazards for other road uses such as in West St.	<p>The strategy aims to meet the needs of all residents. Supporting active and sustainable transport helps to reduce congestion and ensure that there is space on our roads for those who need to travel by private vehicles. The shift towards active and sustainable transport is supported by community engagement results and the research study which informed the Strategy. Congestion cannot be addressed by continued reliance on private vehicles.</p> <p>Safety is a key priority, and the design of active transport routes carefully considers the safety of all road users, including pedestrians, cyclists, and motorists. Measures are implemented to minimize potential hazards and ensure the transport network functions effectively for everyone.</p> <p>The State Government currently dedicates approximately 2% of the overall transport budget to active transport, including walking and cycling. Active transport infrastructure is more cost-effective than road infrastructure, enabling improvements with comparatively</p>

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			less funding. Investing in public and active transport provides a more efficient and sustainable way to reduce congestion and enhance the overall transport network.
IT6	Unsure	<ol style="list-style-type: none"> 1. Replace "preferred" with "prioritised" to emphasise the importance of active and sustainable travel over other modes. 2. Why is there no cycling infrastructure being delivered as part of the strategy, but there is walking infrastructure being delivered? Walking and cycling infrastructure should be considered and delivered together. 3. Currently all the traffic signal phasing in the North Sydney CBD prioritise car movements over pedestrian movements. There are unreasonably long wait times for pedestrians crossing main corridors, such as Pacific Highway and Miller Street. I would recommend the council advocating at prioritising pedestrian phases at all key intersections outside of transport hubs and within town centres / CBD. 4. Why is the council now considering to rebuild and renew the heritage style shelters after a program of removing them in the past few years? Is that the best use of limited funding? 5. Why is the council seeking to prioritise the design and delivery of the North Sydney Post Office plaza? Again, is this the most important priority for limited funding? What is the council doing in terms of improving the pedestrian safety of Miller Street outside the Metro entrance? 	<ol style="list-style-type: none"> 1. The vision outlined in the Strategy is for a connected LGA where safe, active, and sustainable travel is preferred. This statement reflects the aim of how users interact with the environment rather than prioritisation of one mode over another by Council. 2. A revised North Sydney Bike Plan is currently in development. The Strategy outlines a commitment to complete concept designs for 5% of cycling infrastructure identified in the North Sydney Bike Plan each year. These will facilitate grant funding applications for the delivery of the infrastructure. Walking and Cycling plans are being developed separately to allow consideration of the differing needs, behaviours, and travel ranges of each travel mode. As these plans aim to deliver key routes, combining the works would tend to overlook the needs of one travel mode. 3. Council will 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. 4. Providing shelter is an important part of improving access to public transport. It is also important to recognise and retain the social/cultural heritage of the shelters. 5. Council is proposing the delivery of a plaza at the North Sydney Post Office to enhance pedestrian access and create more vibrant, attractive spaces for the community. This aligns with broader goals to improve public spaces. Council is also advocating for the creation of the Miller Street Plaza outside the Victoria Cross Metro Station, which will further improve pedestrian safety and access in this area.
IT7	Yes	The submission emphasises the need for careful planning and community consultation on micromobility freight centres, particularly adjacent to Waverton station. It highlights the	Noted. Council will continue to prioritise effective consultation with the community, including elderly residents and those with mobility impairments. A Wayfinding Guide and Strategy will be

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		<p>importance of safe, accessible routes and crossings around transport hubs, advocating for consultation with seniors and mobility-impaired individuals.</p> <p>The submission also outlines support for hop-on, hop-off shuttles linked to key precincts, advocates for a Berry's Bay ferry service, more seating and shelters at bus stops, and well-maintained, well-lit footpaths.</p> <p>It also supports reduced speed limits on the Pacific Highway and allowing small pets in crates on public transport.*</p>	<p>developed to improve navigation, and Council will advocate for enhanced public transport services. Lighting improvements are considered with park and reserve upgrades and renewals, while additional rest spaces will be considered in the development of the Walking Plan.</p>
IT8	Yes	<p>Needs to be more ambitious on riding. It is fantastic that you are targeting big growth in walking. with ebikes and other modes, you have a massive opportunity to do more with people riding. Please consider more ambitious targets and a bigger percentage of network build out targeted. Consider doing it with pop-ups before moving to more permanent infrastructure.</p> <p>Finally, please reduce parking in the LGA, it is not needed (I say this as an employee in the area with limited parking availability already). Consider what could be there instead - things that actually matter like trees, space to walk and ride. Think of how much better the neighbourhoods would be if cars were a guest in almost all of it! That's a north sydney that I want to live in. We should not be providing public space for the storage of large private property</p>	<p>Noted. The Strategy outlines realistic targets for promoting a shift towards active and public transport. Pop-up infrastructure will be considered in the delivery of bike infrastructure. Parking changes will be considered as part of the comprehensive parking review (action 3.6 in the strategy).</p>
IT9	Yes	<p>GoGet supports North Sydney's move towards reducing car dependency and makes the following recommendations:</p> <ul style="list-style-type: none"> - Collaborate with carshare providers for data-driven policy development. - Address resident concerns with educational campaigns on the benefits of carshare. - Offer exclusive membership packages for locals/businesses. - Launch carshare programs for council employees to reduce 	<p>Noted. Council will consider greater utilisation of car share schemes, building on the existing car share policy through the development of the wider parking policy. It is noted that Council vehicles are currently shared among staff.</p>

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		transport emissions. - Promote carshare's cost-saving benefits to small businesses.*	
IT10	Yes	I would like to see priority placed on introducing a minibus service around suburbs like Wollstonecraft to connect locals with shopping areas and the Metro, something that is particularly important for older residents. Your fully support your emphasis on improving the walkability of the area.	Noted. As part of the developing the Delivery and Operational plans guided by the Strategy, the feasibility of an on-demand or local hop-on hop-off loop service connecting less accessible residential areas to key destinations in North Sydney will be considered based on resource allocation decisions.
IT11	Yes	pls consider 263 bus conversion to end of Young St, and turn round and continue the route.	Noted. Council will approach TfNSW requesting consideration of the amended route as part of advocacy for improved public transport services in our area.
IT12	Yes	Improve integration of new Sydney Metro stations Victoria Cross and Crows Nest with local bus and cycle networks. mid-late evening bus services have been irregular as a reliable integrated transport option. Meanwhile bike parking at metro stations have been poorly communicated and underutilised to date.	Noted. Council will raise the concerns with TfNSW and advocate for more regular bus services and greater clarity and education about bike parking at transport connections.
IT13	Yes	No comment provided	Survey response noted.
IT14	No	The submission opposed the strategy believing that Council should prioritise maintenance as opposed to new sustainable transport projects, particularly cycleways. It also states that elderly residents don't use public transport and do rely on cars. The correspondent believes that reduced speed limits address a perceived road safety risk rather than an actual issue and that action item 4.3, which seeks to mitigate traffic impacts of the Western Harbour Tunnel, contradicts the rest of the Strategy.*	Noted. Community feedback gathered through the 'Have your say on our next ten-year years' campaign in mid-2024, overwhelmingly supported promoting active and public transport. Improved walking routes foster healthier, more connected environments and offer alternatives and greater access, particularly for those who are unable to drive. As outlined in the Transport Study which informed the Strategy, North Sydney will experience significant growth in population and employment. Congestion cannot be addressed by widening roads. Better public and active transport is the only feasible solution. A complete bicycle network requires sustained investment, with utilisation increasing as connected routes are provided. Reduced road speeds reduce the severity of crashes and help

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			create vibrant community-friendly spaces, with minimal impact on car journey times.
IT15	Yes	The survey was biased, unclear, and manipulative, making responses invalid for transport strategy. Clear definitions and fair options are needed for genuine engagement.*	The survey questions were designed to be simple, and the expectation was that people would read the strategy before commenting on whether they supported it. All respondents also had the option of selecting unsure and providing a comment.
IT16	Yes	No comment provided	Survey response noted.
IT17	Yes	The correspondent is very supportive of the Integrated Transport Strategy but calls for more ambitious actions, including reallocating road space for cycling infrastructure, reducing car parking in new developments, and closing streets like Miller St and Willoughby Road to cars to create better pedestrian environments and boost local businesses.*	Consideration of further actions can be included as part of the development of the Bike Plan. Opportunities for road closures can be considered as part of the Walking Plan, noting that an investigation into closing Willoughby Road will be undertaken in accordance with action 3.1 should the Strategy be adopted.
IT18	Yes	'Priorities need to be, in order of priority + investment: - active transport - public transport - "for-hire" transport - private transport.	Noted. This hierarchy is consistent with the actions outlined in the proposed Strategy and is consistent with North Sydney Council's existing Transport Strategy. The Strategy has been updated to clarify this hierarchy on page 9.
IT19	Yes	As an older resident, a minibus service to connect me and other locals with the shopping areas and the Metro is important.	Noted. 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 will be undertaken if the Strategy is adopted.
IT20	Yes	If the plan is an integrated strategy, consultation with the adjoining LGAs (Mosman, Willoughby and Lane Cove), as well as TfNSW is essential to ensure that the proposed links will be integrated and not simply stop at council boundaries.	Noted. Council presented the strategy to TfNSW and received feedback from both TfNSW and representatives of neighbouring councils. The plans developed from the Strategy, which outline more specific actions, will be consulted with the neighbouring councils affected and TfNSW as required.
IT21	Yes	The correspondent believes a more ambitious target for cycling mode share should be proposed, suggesting a 5% target instead of the 2.8% in the current plan. It suggests increasing the annual	Noted. The Strategy recognises the importance of cycling as a sustainable transport option and acknowledges the need for improved infrastructure, outlining realistic targets. Delivery and

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		<p>completion of design and engagement on Bike Plan projects from 5% to 10% and emphasises the importance of including bike share alongside car share in the strategy.</p> <p>The submission also calls for better cycling infrastructure, including the Pacific Highway bike path, and improvements to micromobility access around the LGA. Additionally, it proposes the use of one-way laneways for contraflow bike lanes, and prioritising lower speed limits and cyclist/pedestrian safety across the LGA.*</p>	<p>Operational plans developed are dependent on the resolution of future resourcing.</p> <p>Council aims to accelerate the development of sustainable transport infrastructure by seeking grant funding and implementing lower-cost solutions, such as pop-up projects.</p> <p>Action 3.7 of the Strategy includes creating a parking space hierarchy, taking into account the Strategy's emphasis on promoting more sustainable transport modes.</p>
IT22	Yes	As someone who prefers not to drive, I'm already a large user of active and sustainable transport - primarily walking and public transport. I would really like to ride more though because this would allow me to access places that are hard or time consuming to get to if I'm limited to walking or public transport only. While I'm generally fine to walk and catch public transport, I really don't feel safe or confident to ride a bike most of the time in North Sydney (despite the trip distances being easily short enough) so I encourage you to update the policy to really reflect and correct the very large discrepancy in poor existing support for cycling compared to other forms of transport.	Noted. The revised Bike Plan, developed in line with the proposed Strategy, will address the current state of bicycle infrastructure, the limited connectivity, and specific measures to resolve these challenges.
IT23	Yes	No comment provided	Survey response noted.
Email 1	N/A (YourSay survey was not completed)	<p>The submission from the Crows Nest Centre (CNC) highlights the need for better wayfinding, accessible pathways, and nearby bus stops to support older people and those with disabilities. It also notes that dedicated disability parking, user-friendly parking meters, and improved transport links, including Community Connect services, are vital for accessibility and inclusion in the area.*</p> <p><i>Note: The above text is a summary of the key points from the CNC submission that specifically relate to Integrated Transport.</i></p>	A Wayfinding Guide will be developed to improve navigation, and Council will advocate for enhanced public transport services. The proposed parking review (action 3.6) will include development of a across hierarchy (action 3.7) and assess Council's approach to disability parking. Council will continue to improve the new parking meter system, seeking ways to enhance accessibility and increase the number of parking meters where possible.
Email 2	N/A	The Access and Inclusion Committee provided the following key suggestions regarding the Integrated Transport Strategy:	Noted. Improvements to access and walkability will be considered through the development of the Wayfinding Guide and Walking

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	(YourSay survey was not completed)	<ul style="list-style-type: none"> Prioritise keeping pathways and footpaths clear to allow for confident navigation for everyone, for example ensuring that cafe tables and signs are not placed in a central space along which people are travelling. Utilise the services of an access consultant who is fluent in disability access issues in establishing a thorough framework for the establishment and implementation of effective Wayfinding. Ensure that any future cycle lanes do not interfere with safe navigation of walkers and drivers, the current placement on Ridge Street highlights is problematic as it allows for parked vehicles to strike cyclists with their opening car doors.* <p><i>Note: The above text is a summary of the key points from the AIC submission that specifically relate to Integrated Transport.</i></p>	Plan. Where separated cycleways are unavoidably in close proximity to parked vehicles, mitigation measures will be implemented such as having cars parked in a direction that maximises visibility of approaching cyclists and reduces the risk of cyclists being struck by the car door.
Email 3	N/A (YourSay survey was not completed)	<p>Thanks for the opportunity to comments, just a small one on the ITS document, this comment could be applied to others.</p> <p>Regarding the actions it would be good to see an estimated timeframe and cost applying where possible.</p>	Noted. The timeframes for delivery are subject to resolution of funding sources. They will be included in Council's Delivery Program and Operational Plans. Approximate costs for capital projects are outlined in the Appendix at the end of Council's 2025-35 Long Term Financial Plan.
Email 4	N/A (YourSay survey was not completed)	<p>The submission recommends greater ambition in the strategy to address insufficient cycling infrastructure. It highlights worsening car congestion due to densification and the need for safe, continuous cycleways, particularly to the Crows Nest Metro Station and Harbour Bridge.</p> <p>It emphasises cycling's role in reducing congestion and improving health, calling for improved cycling links through North Sydney.*</p>	Noted. The Strategy recognises the importance of cycling as a sustainable transport option and acknowledges the need for improved infrastructure. Recommendations for improved links to key destinations, such as the Harbour Bridge and Crows Nest Metro Station, will be included as part of the development of the Bike Plan. Council will seek opportunities to expedite the delivery of sustainable transport infrastructure through grant funding.
Email 5	N/A (YourSay survey was not completed)	The submission identifies the strategy as a good starting point and requests more ambitious plans to make cycling a safe and viable alternative to driving. Highlighting North Sydney's mix of dense and low-density areas it identifies that many short car trips could be replaced by cycling if safe, separated infrastructure were	Noted. The Strategy recognises the importance of cycling as a sustainable transport option and acknowledges the need for improved infrastructure. Council will seek opportunities the expedite delivery of sustainable transport infrastructure through grant funding.

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		available. The submission recommends setting a 5% cycling mode share target over ten years, accelerating Bike Plan implementation, advocating for superhighways, integrating cycling into walkability improvements, and prioritising bike lanes and parking in the parking space hierarchy. It also calls for lower speed limits and enhanced cyclist and pedestrian priority across all roads in the LGA. The submission emphasises the need for immediate action to align with North Sydney's growing connectivity and sustainable transport goals.*	
Email 6	N/A (YourSay survey was not completed)	<p>Bike North provided a comprehensive submission that offers support for the strategy's vision and strategic directions, and advocates for more ambitious cycling targets.</p> <p>Some of the key points in the submission include addressing gaps in the cycling network, integrating cycling with public transport, and providing facilities like bike parking. It highlights cycling's benefits for health, sustainability, and community well-being and advocates for clear targets, regular reviews, and public engagement to promote active transport.*</p>	<p>Noted. Council acknowledges the importance of setting ambitious goals for cycling and active transport. However, the current 2.8% cycling mode share target reflects a realistic and achievable goal based on resource availability. This target provides a solid foundation for growth while considering practical implementation constraints. Nonetheless, Council remains committed to progressively improving cycling infrastructure to encourage greater participation over time and will push for greater increases where possible.</p> <p>The development of the Bike Plan informed by the Strategy will outline priority bike routes connecting key locations, such as transport interchanges and schools, to support an uptake of cycling and will be consulted with neighbouring Councils to best support a connected network.</p>
Email 7	N/A (YourSay survey was not completed)	<p>Bicycle NSW's provided a comprehensive submission that offers strong support for the strategy's focus on safe, healthy, and active transport options. It also advocates for a more ambitious cycling target of at least 5% and opposes calling share bikes "clutter," urging better parking.</p> <p>A number of other suggestions are made including accelerating implementation, adopting a clear transport mode hierarchy, enhancing advocacy, and increasing cross-council collaboration.*</p>	<p>Noted. Council acknowledges the importance of setting ambitious goals for cycling and active transport. However, the current 2.8% cycling mode share target reflects a realistic and achievable goal based on resource availability. This target provides a solid foundation for growth while considering practical implementation constraints. Nonetheless, Council remains committed to progressively improving cycling infrastructure to encourage greater participation over time and will push for greater increases where possible.</p>

No.	Does respondent support the Strategy?	Submission *Long submissions have been summarised. A list of all submissions (verbatim) is provided at the end of this attachment.	Response
			<p>Council welcomes the opportunity to advocate for improved sustainable transport outcomes in collaboration with relevant authorities, including Transport for NSW. We are dedicated to working with state agencies and neighbouring councils to secure increased funding and support for active transport initiatives that benefit the North Sydney community.</p> <p>Council acknowledges that the use of the term "clutter" in reference to bike share parking was non-specific and may convey unintended negativity. We have revised this wording in the final Strategy to better reflect our commitment to supporting shared mobility solutions while managing public space effectively.</p> <p>Additionally, Council agrees with the suggestion to include a clear transport mode hierarchy in the Strategy. This inclusion will guide future decisions on road space allocation and enhance transparency in our planning processes. Page 9 of the strategy has been updated accordingly.</p>

Integrated Transport Strategy – Submissions verbatim

No.	Do you support the strategy?	Why? Comments or feedback on the Integrated Transport Strategy
IT1	Yes	a good starting point, it is critical we build the infrastructure to get as many people cycling as possible. Also highly supportive of restrictions that reduce the appeal of private vehicles i.e. slower speed limit and reduced onstreet parking/
IT2	Unsure	I am concerned about the strategy because I feel council can be quite unrealistic about the need to use motor vehicles, especially on weekends, evenings and outside of business hours. As an older resident I am past bike riding but still need a car to get to appointments, meet friends after hours and entertainment
IT3	Yes	Strongly support advocating for a safe cycling route between St Leonards Park and Sydney Harbour Bridge, ensuring the route is attractive to commuter cyclists, rather than a recreational meander.
IT4	Yes	
IT5	No	I support active transport but it has been overdone & at expense of other transport modes & in some cases have created safety hazards for other road uses such as in West St.
IT6	Unsure	<p>Preferred is too weak - it just states a preference. The term should be prioritised, where it highlights the importance of active and sustainable travel over other modes.</p> <p>Why is there no cycling infrastructure being _delivered_ as part of the strategy, but there is walking infrastructure being delivered? Walking and cycling infrastructure should be considered and delivered together.</p> <p>Why is the council now considering to rebuild and renew the heritage style shelters after a program of removing them in the past few years? Is that the best use of limited funding?</p> <p>Why is the council seeking to prioritise the design and delivery of the North Sydney Post Office plaza? Again, is this the most important priority for limited funding? What is the council doing in terms of improving the pedestrian safety of Miller Street outside the Metro entrance?</p> <p>Currently all the traffic signal phasing in the North Sydney CBD prioritise car movements over pedestrian movements. There are unreasonably long wait times for pedestrians crossing main corridors, such as Pacific Highway and Miller Street. I would recommend the council advocating at prioritising pedestrian phases at all key intersections outside of transport hubs and within town centres / CBD.</p>
IT7	Yes	<p>Regarding micromobility freight centres, great care is needed to ensure that they only go into appropriate places and after proper community consultation. The proposed centre adjacent to Waverton station is altogether inappropriate and has been planned without consultation.</p> <p>We need well-signposted, accessible and safe routes and crossings particularly around transport hubs. Currently, the Miller St south exit from the Victoria Cross metro is a bit of a nightmare for a senior mobility-impaired person like myself. Please consult with seniors and mobility-impaired people when designing these spaces. I would personally love to have some direct input.</p> <p>Hop-on, hop-off bus loops and shuttles would be very welcome. Please be sure to link to the Coal Loader and Berry's Bay precinct when it is developed so we can avoid excessive traffic and parking issues around the area.</p>

		<p>Is there scope to advocate to State Government for a ferry service to Berry's Bay?</p> <p>I love walking and using public transport, but it is becoming a bit more challenging as I age and develop mobility problems. It makes a big difference to have places where I can sit and rest periodically. The recent installation of additional seats at Pacific Highway bus stops has made a difference to me, and even better would be a shelter as well at the stop opposite West Street where I regularly catch a bus. In the CBD and other busy centres it would be nice to have seats labelled as priority for the less mobile, like they do on trains.</p> <p>I sometimes encounter trip hazards when walking at night. We need good lighting and to ensure that footpaths are well maintained.</p> <p>I hate driving but sometimes have to do it e.g. to take elderly parents to medical appointments and pets to vet. The Pacific Highway is scary with narrow lanes and heavy vehicles, so I would support reduced speed limits. It would be great if we could also advocate for people to be able to take small animals in crates on trains.</p>
IT8	Yes	<p>Needs to be more ambitious on riding. It is fantastic that you are targeting big growth in walking. with ebikes and other modes, you have a massive opportunity to do more with people riding. Please consider more ambitious targets and a bigger percentage of network build out targeted. Consider doing it with pop-ups before moving to more permanent infrastructure.</p> <p>Finally, please reduce parking in the LGA, it is not needed (I say this as an employee in the area with limited parking availability already). Consider what could be there instead - things that actually matter like trees, space to walk and ride. Think of how much better the neighbourhoods would be if cars were a guest in almost all of it! That's a north sydney that I want to live in. We should not be providing public space for the storage of large private property</p>
IT9	Yes	<p>Thank you so much for having "STRATEGIC DIRECTION 2: Promote sustainable transport options and make it easier for people to get around without a private car". It is great to see that North Sydney is committing to work towards reducing car dependency!</p> <p>GoGet would recommend the following:</p> <p>Data-informed policy-making: Work with carshare providers to collect the data and recommendations to inform carshare policy and DA conditions.</p> <p>Addressing Resident Concerns: Develop educational campaigns highlighting benefits like cost savings, congestion reduction, parking improvement and emissions cuts to mitigate resistance to carshare dedicated parking or street adjustments. Custom Membership Packages: Partner with providers to offer exclusive packages for locals/ businesses, such as a discounted membership if parking permit not renewed.</p> <p>Decrease Council's transport emissions: Launch pilot programs where council employees use carshare for work-related travel, providing data to assess cost savings and emissions reductions.</p> <p>Promoting Carshare to Businesses: Highlight carshare's cost-saving benefits for small businesses, such as eliminating fleet maintenance costs, parking cost.</p> <p>GoGet really appreciates everything that Council is doing to achieve a more sustainable community</p>

IT10	Yes	<p>I would like to see priority placed on introducing a minibus service around suburbs like Wollstonecraft to connect locals with shopping areas and the Metro, something that is particularly important for older residents.</p> <p>Your fully support your emphasis on improving the walkability of the area.</p>
IT11	Yes	pls consider 263 bus conversion to end of Young St, and turn round and continue the route.
IT12	Yes	Improve integration of new Sydney Metro stations Victoria Cross and Crows Nest with local bus and cycle networks. mid-late evening bus services have been irregular as a reliable integrated transport option. Meanwhile bike parking at metro stations have been poorly communicated and under utilised to date.
IT13	Yes	
IT14	No	<p>It is clear that Council HAVE NOT given due consideration of the impact of the 4 Strategic Directions which have significant negative and financial impacts on the community. Given that rate payers are under considerable financial pressure due to the cost of living and that Council want to raise rates to cover a \$120m blunder, it seem more money is required to implement the rubbish proposals. For example:</p> <p>1. Bicycle paths. The bicycle path in Park Ave/ Sutherland St is rarely used and most cyclists use the road. The intersection is now more dangerous for pedestrians at night as the street lighting and pole are not where pedestrians cross. Such a waste of funds and piss poor planning. No further funds should be wasted on making the environment more dangerous for a very little used infrastructure.</p> <p>Strategic Direction 2: This is very poorly thought out. I cant believe that the council is so disconnected from the aging community. This section is more about the council looking good rather than delivering services. Does the council understand the demographic of its rates payers which are aged? These people do not use public transport but their own cars as they are unable to get from their house to the bus stops.</p> <p>Strategic Direction 3. There is dumb and Dumber, then there is Nth Sydney Council, the dumbest. This requires more money that we don't have and shows that the council is spending recklessly on infrastructure that is not needed. It would be bet4ter for the Council to fix the current issues and state of the roads rather than waste money on frivolous ideas that don't' bring value to the area and make residence's lives more difficult.</p> <p>STRATEGIC DIRECTION 4: Is this really a problem? Was is the cause of needing to lower the speed to 10km/h? Or is this being done just because there is a perceived risk and not an actual one? Again this demonstrates no brains within the council. 4.3 calls out working with TFNSW to improve traffic then states that the council wants improvement for non-traffic users. Seriously, did anyone actually read the documentation? Clearly not.</p> <p>Finally, there are no options just to maintain what we currently have and rein in spending to help pay off the Council stuff up with the pool. If spending more is a higher priority than recovering from a stuff up, then the council is acting reckless and should be referred to the LGA and the ICAC for investigation.</p>
IT15	Yes	<p>Firstly, this question is being asked in a leading, non-neutral way, which right away is creating a bias. Very poor questionnaire skills - or is it intentionally leading?</p> <p>Secondly, the question includes so many terms with meanings that are unlikely to be fully understood by the layperson survey participant. E.g. sure I want to be 'safe'. But what does 'active' really mean? We also may disagree on what constitutes 'sustainable travel', .e.g. cars with biofuel, electric cars or cars to be pushed out and replaced by diesel or gas or electric buses?</p> <p>"Preferred" over what? what is the alternative?</p>

		<p>Obviously, this may become clearer once one reads the Integrated Transport Strategy - but very few have done that / will do it. So the responses to question 5 are really unsubstantiated in most cases. Hence responses to question 5 should be DISREGARDED and must not be used to support ANY transport strategy. That would be dishonest, even fraudulent.</p> <p>A properly professionally designed question 5 would follow this pattern: description of Option 1 (safe, active, sustainable with clear definitions/descriptions what that means in practice), then description of Option 2 (e.g. current status with some specified improvements), then question "Do you prefer Option 1 or Option 2 or are you unsure?"</p> <p>As this survey has only 2 questions on the subject matter, i.e. questions 5 and 6, this is pseudo-research. It is pretending to listen to the ratepayer, but in fact it is manipulating them and then later arguing with the responses to a so-called survey that was deceptive.</p>
IT16	Yes	
IT17	Yes	<p>While I am very supportive of the Integrated Transport Strategy, in a world of climate change, and the need for substantially more housing, I don't think it goes far enough. Three major points:</p> <p>Electric bikes are a game changer for cycling in hilly North Sydney. We should be aiming for a much higher percentage of trips being by bike - say 25-30%. To do that, we would need to reallocate road space to cycle lanes, and have a far more ambitious view of the network. We would also need to provide safe cycle parking all over north Sydney - a much more positive view of bike parking than reducing street clutter. Highly related, we should be massively reducing the amount of car parking in new developments. That would reduce the numbers of cars on the road, which would make the streets safer for everyone. It would also make the housing cheaper to build, and hence more affordable.</p> <p>Finally, we should be much more ambitious about closing streets to cars. Not just Miller St, but also Willoughby Road, and many other streets in the area would be far nicer if cars were not allowed. If it is impossible to get rid of buses immediately, we should make them bus only, so that pedestrians can enjoy a much nicer shopping experience. In other countries, study after study has shown that closing streets to cars makes businesses in the area far MORE profitable.</p>
IT18	Yes	<p>'Priorities need to be, in order of priority + investment:</p> <ul style="list-style-type: none"> - active transport - public transport - "for-hire" transport - private transport.
IT19	Yes	As an older resident, a minibus service to connect me and other locals with the shopping areas and the Metro is important.
IT20	Yes	If the plan is an integrated strategy, consultation with the adjoining LGAs (Mosman, Willoughby and Lane Cove), as well as TfNSW is essential to ensure that the proposed links will be integrated and not simply stop at council boundaries.
IT21	Yes	<p>More ambitious target measure for cycling mode share – a ten year strategy delivering connections from the bridge to Narremburn LGA should enable at least a 5% target rather than 2.8% proposed - particularly with walking already at 39% and targeting 50%. Please utilise the TfNSW Propensity to cycle report to set a more appropriate target that reflects the huge latent demand to replace the large number of 1km-5km car trips with cycling/micromobility that are difficult to walk. Walking is already quite well supported in the LGA as seen by its existing ~40% mode share. The biggest blockers to increasing walking share now are there being too many cars. Dwell time for pedestrians at traffic lights being an obvious example. The only way to resolve this is to dramatically mode shift car trips to bikes - and 2.8% cycling mode share isn't anywhere near big enough to achieve that.</p> <p>Proposed completion of concept designs and consultation on 5% of the new Bike Plan each year is not adequate for a ten year plan – this needs to be extended to 10%. These don't require massive funding but places Council ready to take advantage of funding opportunities as</p>

		<p>they arise. (1.2)</p> <p>Advocacy to TfNSW for delivery of two superhighways is excellent, though there needs to be reflection of the immediate emphasis on the build of a Pacific Highway bike path along with the opening of the Western Harbour Tunnel, whereas the Military Road project is far more aspirational. (1.10). Arguably a bike path from Falcon St to Pacific Hwy could be justified as part of the WHT project.</p> <p>Strategic Direction 2: include mention of bike usage and particularly shared bike parking in items where car share is mentioned. e.g. Update 2.6 to Work with car share and bike share companies to identify and address the obstacles that hinder car and bike share use in the LGA. Update 2.5 to Promote the financial, environmental and on-street parking efficiency benefits of car and bike share and encourage the community to choose car and bike share over private motor vehicle ownership.</p> <p>Include petitioning TfNSW to improve micromobility/cycling access on eastern side of freeway and McMahons Point (2.7 and 2.8) as well as buses.</p> <p>Include review of cycling/micromobility access in addition to on-demand bus services in less accessible residential areas. 2.9</p> <p>Consideration of providing cycling access when improving walkability . (3.1 etc). Rather than being hamstrung by a desire to remove every type of vehicle including buses and not getting anywhere (Willoughby Rd is a classic example), start by doing achievable steps like removing/reducing private cars first and then reevaluating. walkability and micromobility/cycling will still be dramatically improved over what's currently there even if there still needs to be some buses coming through every so often.</p> <p>Look at existing one-way laneways that could be adapted to provide contraflow to bikes/micromobility in a similar way to City of Sydney .. 3.2</p> <p>Improve language re bike share by 'providing more effective / efficient share bike parking' rather than 'reducing clutter'. (3.5)</p> <p>Include mention of bike parking in 3.6</p> <p>Inclusion of bike lane & bike parking as alternative examples in parking space hierarchy (3.7)</p> <p>Advocate for lower speed limits and improved pedestrian and cyclist priority on all roads in the LGA, not just state roads (4.4)</p>
IT22	Yes	<p>As someone who prefers not to drive, I'm already a large user of active and sustainable transport - primarily walking and public transport. I would really like to ride more though because this would allow me to access places that are hard or time consuming to get to if I'm limited to walking or public transport only. While I'm generally fine to walk and catch public transport, I really don't feel safe or confident to ride a bike most of the time in North Sydney (despite the trip distances being easily short enough) so I encourage you to update the policy to really reflect and correct the very large discrepancy in poor existing support for cycling compared to other forms of transport.</p>
IT23	Yes	



Email 1

10 January 2025

Ms Therese Cole
CEO
North Sydney Council
PO Box 12
North Sydney NSW 2059

Dear Ms Cole,

Informing Strategies and Asset Management Plan

North Sydney Community Service Ltd, trading as Crows Nest Centre, is a not-for-profit company limited by guarantee and a registered charity. Founded by Alderman Joan Pilone, in 1967, we have engaged in a long-term strategic partnership with North Sydney Council. Our staff and 200 volunteers support older people, people with a disability, migrants, parents and people who are homeless or at risk.

In 2024 we actively participated in a variety of forums, online consultations and workshops and responded to a range of surveys to inform Council's next 10 years. We appreciate the time and effort that went into these processes as well as a further opportunity to comment on Councils' draft informing strategies. Specific comments in relation to each of the draft strategies follows:

Social Inclusion Strategy

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

- 1.2 Some intergenerational activities already take place in community centres (e.g. for many years Cammeray Public School's Jazz Band have performed Christmas carols at the Crows Nest Centre). We are interested in furthering our intergenerational connections.
- 1.3 Supported by the Australian Government and Council, the Crows Nest Centre offers a wide array of in-home (meals on wheels, linen service, assisted shopping, friendly home visiting) and Centre based services (community restaurant). We also offer a variety of social activities for older people (e.g. knit and natter, indoor bowling, bingo and trivia, bus and movie outings,



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what's in the news discussion, dementia café, fun 'n games day, armchair travel, musical entertainment, brain games and puzzles, guest speakers, hatha yoga, Feldenkrais and a Computer Club).

- 1.4 Our community centre regularly hosts special events (e.g. Australia Day, Chinese New Year, Seniors Festival, St Patrick's Day, Harmony Day, Easter, Biggest Morning Tea, NAIDOC Week, Xmas in July, Melbourne Cup, Diwali, and an array of Christmas activities).
- 1.5 In addition to Chinese Seniors and Bollywood Music for older Indian people, the Crows Centre has long established multicultural activities (English conversation, homework help, employability workshops, Japanese and Spanish speaking parent groups). Our community connections often see us hosting events for the Lower North Shore Multicultural Network (e.g. Harmony Day, Refugee Week, a variety of workshops) as well as our own events (e.g. Chinese New Year, Diwali). It is important to note that we do not receive any specific funding to support the Centre's multicultural endeavours.

While we welcome Council's interest in multicultural festivals, social inclusion is more than just festivals. Given the high proportion of overseas born residents and people for whom English is a second language, there is a need for Council to develop its own Multicultural Strategy, informed by the lived experience of migrants, workers and community organisations associated with the local community. Such a strategy should prioritise training for Council's frontline staff and communication with residents for non-English speaking backgrounds.

- 1.8 While we welcome the trialling of digital community information screens we note the importance of also retaining physical communication methods for older people, many of whom do not have smart phones or access the internet.

At present a significant number of enquiries for our employability workshops for skilled migrants come from people who have seen flyers on the noticeboard in Civic Park.

- 1.9 Regrettably a reduction in Crows Nest Shopping Area and Streetscape meetings has reduced communication between Council and local businesses at a time when the Transport Oriented development scheme has been actioned by the NSW Government in Crows Nest St Leonards. Previously these meetings facilitated interaction between the business community and our community centre, and this was advantageous.

Strategic Direction 2: Provide new and improved public and community spaces for people to meet and connect

- 2.1 The Crows Nest Centre welcomes the opportunity for development of 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 car park, Crows Nest Community Centre and Ernest Place.

We note that the commercial premises on the corner of Hospital Lane and Holtermann St is currently for sale and if Council was to purchase these premises this would permit project expansion.

We believe there to be merit in Council exploring a potential partnership with Northside Baptist, who for some time have shown interest in demolishing their church hall (including their own office accommodation, as well as sublet retail spaces fronting Willoughby Rd).

Both the Crows Nest Centre and Northside Baptist desire similar facility outcomes: office accommodation, flexible spaces including at least one main auditorium, and a variety of other sized rooms that could be reconfigured to suit a wide range of activities and onsite parking (in the case of the Crows Nest Centre spaces for staff and volunteers making deliveries and visiting older people at home).

- 2.2 Pedestrianisation of Willoughby Rd incorporating Holtermann Street car park is attractive to the Crows Nest Centre, mindful that easy access bus connections are still important to local older people, many of whom are mobility impaired, and in need of easy access to our community centre.

While the advent of the Metro has been welcomed this has seen a reduction in some local bus routes and rerouting of others that has made it more difficult for some older people to access the Crows Nest Centre.

- 2.7 and 2.8 The Crows Nest Centre works cooperatively with other community centres. It is important that any expansion or new activations take into account capacity to meet recurrent costs associated with venue supervision, program activation, insurance, utilities and cleaning. Our experience managing a four storey building shows these costs are appreciable.

It is also vital that existing community centres are able to maintain their current operations, and expansion and activation of new centres is not done at the expense of existing community centres, which at times can find it difficult to make ends meet.

- 2.14 The Crows Nest Centre would welcome the opportunity to discuss inclusion of a satellite library within a redeveloped

Community Centre. Each week people come to our reception and ask, "Where is the library?"

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

- 3.1 It is difficult to fully interpret the intention of "Reviewing Council's communication approach to improve accessibility". Is this solely aimed at reaching particular target groups (e.g. people with a disability, older people, people from culturally and linguistically diverse backgrounds)? It is important to realise that many older people do not have smart phones or access the internet. Increasing digitisation can be marginalising. A variety of communication methods including large print remains vital, as does free and easy access to interpreters for people who speak a language other than English.
- 3.5 We welcome the decision to work with First Nations people and develop a Council Advisory Committee. In the last twelve months the Crows Nest Centre has partnered with the Northern Sydney Alliance for the Uluru Statement and the Constant Reader bookshop, hosting Professor John Maynard speaking about 100 years of Aboriginal Political Activism, and also Thomas Mayo, discussing his recent book, *Always Was, Always Will Be*, a year on from the failed Voice referendum.
- 3.7 The Crows Nest Centre currently has 200 active volunteers delivering services and activities in our local community. Our website has a dedicated volunteer page and an online enquiry form. We employ a Volunteer Coordinator who recruits volunteers, matches people to appropriate opportunities and completes a range of pre-engagement checks (e.g. criminal record history, referees). All our volunteers are supervised by dedicated staff.
- 3.9 The Crows Nest Centre is a foundation member of the Crows Nest Safe Village project and has hosted a number of forums for the Lower North Shore Domestic Violence Network.
- 3.10 The Crows Nest Centre offers a free shower and a hot meal for people who are homeless or at risk, under a memorandum of understanding (MOU) with Council. It is some time since this has been reviewed and we would welcome the opportunity for this to be refreshed.
- Services - It would be good to see community centres specifically listed e.g. Build on Council's strategic partnerships with community centres to foster socially inclusive communities.

Asset Management Strategy 2025-35

- Strategic Direction 2: Provide new and improved public and community spaces for people to meet and connect, in the Draft

Social Inclusion Strategy, largely concerns community asset planning and management. However, this is not referenced in in the Draft Asset Management Strategy 2025-35.

- Over the last decade maintenance of community centres has largely been reactive, rather than proactive. It would be good to see community centres listed as a specific asset sub-category, with a closer look taken at the current and future maintenance issues facing each of the existing community centres, all of which are older than 25 years. Review could be usefully conducted with Community Centre Managers, all of whom have a practical understanding of the maintenance issues associated with their centres.

A multiyear asset management plan used to be presented to Council as part of the annual review of the Joint Strategic Plans for each centre, for no apparent reason this practice ceased several years ago. It would be good to see this reinstated.

Integrated Transport Strategy

- 1.4 The Crows Nest Centre is interested in wayfinding signage and accessible pathways between the Crows Nest Metro Station and Crows Nest Community Centre.
- 2.7 As mentioned in our response to the Draft Social Inclusion Strategy, a reduction in some local bus routes and rerouting of others has made it more difficult for some older people to access the Crows Nest Centre.
- 2.9 Hop on hop off access to each of the community centres would assist access by older people and people with a disability.
- 3.1 While the Crows Nest Centre is in favour of pedestrianisation of Crows Nest, location of bus stops proximate to the Crows Nest Centre is a priority for older people and people with a disability.
- 3.6 Dedicated Disability Parking proximate to the Crows Nest Centre and within the Holtermann Street carpark is important to older people and people with a disability who access the Crows Nest Centre.
- 3.10 Recently installed parking meters present a challenge for many older drivers who do not have a smart phone or mobile internet access.
- The Integrated Transport Strategy makes no reference to Community Connect: Lower North Shore Community Transport, an important resource, supported by North Sydney Council, for older people and people with a disability. This is a vital service for our community centre.

Culture and Creativity Strategy

- 1.4 and 1.5 The Crows Nest Centre is interested in partnering with Council to participate in First Nations programming and incorporate public art in our community centre.
- 3.1 The Crows Nest Centre actively supports Carols in Ernest Place, coordinated by Northside Baptist and Crows Nest Mainstreet.
- 3.2 As mentioned in our response to the Social Inclusion Strategy the Crows Nest Centre regularly hosts special events (e.g. Australia Day, Chinese New Year, Seniors Festival, St Patrick's Day, Harmony Day, Easter, Biggest Morning Tea, NAIDOC Week, Xmas in July, Melbourne Cup, Diwali, and an array of Christmas activities).

Our multicultural community connections often see us hosting events for the Lower North Shore Multicultural Network (e.g. Harmony Day, Refugee Week, a variety of workshops). It is important to note that we do not receive any specific funding to support the Centre's multicultural endeavours.

- 3.3 The Crows Nest Centre actively supports Crows Nest Mainstreet's delivery of the Crows Nest Festival.
- 3.5 As part of Council's Disability Inclusion Action Plan the Crows Nest Centre advocated for a disability mural to be added to the stairwell "spine" of the Crows Nest Community Centre and we understand this is to occur in Year 3 of the Plan.
- 3.7 Based on the success of similar works in the City of Sydney the Crows Nest Centre recommends partnering with Studio A for creative hoardings.
- 3.8 Crows Nest has a myriad of laneways including Zig Zag and Willoughby Lanes that lend themselves to activation.
- 3.10 We are supportive of Crows Nest Mainstreet and Council exploring Special Entertainment Precincts in Crows Nest.
- 4.1 The former KidsNest Occasional Childcare Centre, fronting Ernest Place, on the edge of the Crows Nest Community Centre, would make an excellent artists in residence studio, although considerable remediation of this site is required prior to occupation. Our Centre would be very interested in partnering with participating artists.
- 4.6 As mentioned in response to the Draft Social Inclusion Strategy as part of a redeveloped Crows Nest Community Centre there is an opportunity to become a satellite library site.
- 4.11 As mentioned in our response to the Draft Social Inclusion we welcome the opportunity for development of 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 car park, Crows Nest Community Centre and Ernest Place.

- 4.12 As mentioned in our response to the Draft Social Inclusion we support increased pedestrianisation of Willoughby Rd incorporating Holtermann Street car park we are mindful that easy access bus connections are important to local older people, seeking easy access to our community centre.

Economic Development Strategy

- 2.6 and 3.1 As mentioned in our response to the Draft Social Inclusion Strategy we are interested in exploring opportunities for a state of the art auditorium for both community and commercial use, potentially shared with Northside Baptist, within a redeveloped Crows Nest Community Centre.
- 3.2 As mentioned in our response to the Draft Social Inclusion we support increased pedestrianisation of Willoughby Rd incorporating Holtermann Street car park we are mindful that easy access bus connections are important to local older people, seeking easy access to our community centre.
- 4.9 The Crows Nest Centre actively supports Crows Nest Mainstreet's delivery of the Crows Nest Festival.
- 4.10 As mentioned in our response to the Social Inclusion Strategy the Crows Nest Centre regularly hosts special events (e.g. Australia Day, Chinese New Year, Seniors Festival, St Patrick's Day, Harmony Day, Easter, Biggest Morning Tea, NAIDOC Week, Xmas in July, Melbourne Cup, Diwali, and an array of Christmas activities).

Our multicultural community connections often see us hosting events for the Lower North Shore Multicultural Network (e.g. Harmony Day, Refugee Week, a variety of workshops). It is important to note that we do not receive any specific funding to support the Centre's multicultural endeavours.

- 4.14 We are supportive of Crows Nest Mainstreet and Council exploring Special Entertainment Precincts in Crows Nest.

Open Space and Recreation Strategy

- 1.1 As mentioned in our response to the Draft Social Inclusion Strategy we are interested in exploring opportunities for a new recreation area of open space, adjoining a redeveloped Crows Nest Community Centre and Ernest Place.

The Crows Nest Centre is interested in exploring whether a seniors gym could be incorporated into a new Crows Nest Community Centre.

- 1.3 As mentioned in our response to the Draft Social Inclusion we support increased pedestrianisation of Willoughby Rd incorporating Holtermann Street car park we are mindful that easy access bus connections are important to local older people, seeking easy access to our community centre.
- 1.13 We are fully supportive of Council using the planning framework to seek contributions from private developers to expand and develop new public spaces, including a new Crows Nest Community Centre.
- 3.19 The Crows Nest Centre is interested in opportunities for adding outdoor fitness equipment, suitable for seniors, into a new recreation area of open space, adjoining a redeveloped Crows Nest Community Centre and Ernest Place.

Governance Strategy

- 1.5 The Crows Nest Centre would welcome a regular schedule for review of its Joint Strategic Plan with Council. As mentioned in our response to the Draft Asset Management Plan 2025-2035 we would also be pleased to see reinstatement of a multi-year asset management plan for Crows Nest Community Centre, as part of the review.
- 2.5 The Crows Nest Centre looks forward to continuing a long standing strategic partnership that achieves both Council and the community centre's strategic objectives.
- 3.4 As mentioned in our response to the Social Inclusion Strategy the Crows Nest Centre believes there is a need for Council to develop a Multicultural Strategy, informed by the lived experience of migrants, workers and community organisations associated with the local community.

We greatly appreciate the opportunity to comment on Council's draft strategies. If you require any further information please feel free to contact me either by phone: [REDACTED]

[REDACTED]

[REDACTED]

Executive Officer

Email 2

Access and Inclusion Committee 10 Year Strategic Plan Feedback

Introduction

The following document has been developed by the North Sydney Council Access and Inclusion Committee (AIC) to provide input and feedback on the 8 North Sydney Council Strategic Plans currently being exhibited. These plans include:

- Open Space and Recreation
- Integrated Transport
- Environment
- Economic Development
- Culture and Creativity
- Social Inclusion
- Governance
- Housing Supplement

General Feedback

The following items have been identified by the AIC as being relevant to all 8 exhibited plans:

1. All plans should include a statement clearly outlining Council's desire to become an exemplar for access and inclusion for all residents and visitors within the relevant domain of each plan.
2. All plans should make explicit reference to the rights of people with disability to fully participate in all aspects of life
3. All actions and strategies outlined in each plan should assume that people with disabilities will be fully participating in every aspect of life- people with disabilities tend to be assumed to be only consumers of a given service but they are also leaders, business owners, contractors, consultants, parents, students, etc. Financial participation is a right at all levels.
4. Access and Inclusion should be considered in all aspects of Council's operations, not just built form. It also pertains to the digital environment, community and workplace attitudes and culture, service provision, events, and many other realms

5. To ensure that access and inclusion is appropriately considered in all aspects of Council's operations, the following measures need to be implemented:
 - People with lived experience must be engaged with from concept and design stages through to the implementation and monitoring for activities and initiatives stemming from these strategic plans
 - Where a specialist consultant is required to support an action, Council should ensure the use of a qualified access consultant within that particular domain. This is particularly relevant for accessibility of both built and digital spaces.
 - Council staff must continue to be educated and empowered to be strong allies of people with disability and to ensure that access and inclusion is a core principle in all work Council undertakes
6. Council should consider implementing rewards or recognition for businesses, community organisations and individuals who have significantly contributed to improving access and inclusion.
7. Council must ensure that all significant plans, policies, actions and changes are communicated effectively and in an accessible format to ensure that they can be accessed and utilized by everyone in the community.

Specific Feedback

The following sections will contain specific feedback on each of the eight strategic plans.

Open Space and Recreation

- **In relation to Mayors Message and Introduction:** Suggest more emphasis on the how our parks and open spaces draw visitors to the area. This has a positive economic and reputational impact for the area. It also exacerbates the open space deficit. In some ways, our Community is the caretaker for this area for all to enjoy.
- **In relation to item 2.4:** Suggest changing the language to 'flexibility and accessibility'
- **In relation to items 3.2, 3.7 and 3.8:** These items all have implications for public toilets. All parks should include nearby accessible toilets, with a continuous accessible path of travel between critical elements.

Currently North Sydney Council **does not have any** Adult Change Facilities. An Accessible Adult Change Facility is a toilet and change facility that caters for users with high support needs and their carers where they require additional space, assistance and specialised equipment to allow them to use toilets safely and comfortably.

The DIAP includes a commitment to upgrade some of the public amenities in parks and build an Accessible Adult Change Facility in the Bradfield Park vicinity,

as many visitors with disability visit that area to use the pool (when finished) and walk/wheel over the now accessible bridge.

- **In relation to item 3.9:** This equipment should consider the range of abilities: older people, children, people with disability.
- **General Comment:** Suggest that the needs of workers/working parents be considered when designing and upgrading parks. Eg Access to power and connections for computers where people can also supervise their children on play equipment. Some people also take their telehealth appointments in the parks, away from their workplaces for privacy.
- **General Comment:** In providing gym and fitness equipment, consider equipment that would be suitable for wheelchair users.

Integrated Transport

- **General Comment:** Prioritise keeping pathways and footpaths clear to allow for confident navigation for everyone, for example ensuring that cafe tables and signs are not placed in a central space along which people are travelling.
- **General Comment:** Utilise the services of an access consultant who is fluent in disability access issues in establishing a thorough framework for the establishment and implementation of effective Wayfinding.
- **General Comment:** Ensure that any future cycle lanes do not interfere with safe navigation of walkers and drivers, the current placement on Ridge Street highlights is problematic as it allows for parked vehicles to strike cyclists with their opening car doors.

Environment

- **General Comment:** Prioritise accessibility where possible when upgrading bushland walking tracks
- **General Comment:** Ensure that all signage to key points of interest is as accessible
- **General Comment:** Ensure that all sustainability measures being implemented (e.g. waste management services or electric vehicle charging) adequately consider accessibility in their design. For example, many people find it challenging to effectively utilise waste and recycling services (e.g. bins or bulky items)- how can Council make these services more accessible?
- **General Comment:** Take measures to ensure that Streets Alive, HarbourCare and Community Garden programs are accessible for people of all abilities.

Economic Development

- **General Comment:** Ensure the use of Qualified Access Consultants in the design of new, AND refurbishment of older, spaces.

- **General Comment:** Ensure that people with lived experience with disability are engaged with from initial concept to final designs for all spaces – Building Code compliance is NOT ENOUGH
- **General Comment:** Build partnerships with disability organisations, advocacy groups and service providers to explore economic opportunities and gather nuanced feedback.
- **General Comment:** Ensure state government facilities such as public transport align with Council strategies.
- **General Comment:** Ensure effective emergency response procedures and evacuation standards for people with disability in all Council spaces
- **General Comment:** Ensure the Council as an organisation is a role model for A&I through physical access, recruitment and advancement of people with disabilities and other equity groups, representation and occupational distribution, pay equity etc
- **General Comment:** Ensure fair resource allocation for A&I, including a buffer for unforeseen remediation works (responses to grievances / potential litigation etc)
- **General Comment:** Ensure excellent way finding and ease of access in terms of physical accessibility (mobility, vision impaired, hearing impaired, pushers, prams etc.). Look at ways to ensure access to businesses from public spaces (where the Council remit ends and the private ownership begins)
- **General Comment:** Ensure effective signage in various forms PLUS use signage for “Racism not welcome” and LGBT rainbow
- **General Comment:** Implement adequate rest areas and seating in public spaces (resting planks, seating with and without armrests, wheelchair seating space on shared tables). Tactile markings, hearing loops, contrast markings.
- **General Comment:** Develop and implement effective digital assets for people to download to accompany these spaces.
- **General Comment:** Assume population growth and allow MORE of facilities like accessible parking and toilets
- **General Comment:** Ensure adequate number of toilets, gender neutral toilets, parenting rooms, baby change facilities, accessible toilets). Up to date signage .
- **General Comment:** Ensure accessible toilets also include changing facilities for larger children / teens / adults – [see ‘changing spaces’ recommendations](#) and LGA funding.
- **In relation to the preamble:** Use more inclusive language which overtly speaks to AIC matters for PWD... for example
 - The following language changes are also recommended:
 - To achieve this outcome, we will focus on four key strategic directions:
 1. Revitalise and grow the North Sydney CBD as **an accessible**, high-amenity top-tier office precinct
 2. Cultivate a diverse, **inclusive**, connected and resilient business environment
 3. Create vibrant villages and local centres that attract and retain visitors
 4. Promote North Sydney as a destination of choice

Culture and Creativity

- **In relation to the Strategic Direction:** "provide and promote a diverse range of affordable and accessible cultural and creative events, experiences and production.". The AIC supports this strategic direction and believes it is an extremely important one. Often due to the increased costs associated with having a disability people are financially excluded regardless of accessibility issues.
- **In relation to item 2.1:** This needs to be undertaken with an accessible and inclusive perspective - some key local sits will have variable accessibility. Community is "all" community. **In relation to item 2.3:** It's important that digitisation and digital storytelling is designed to be accessible to people of all abilities.
- **In relation to 3.1:** For this point it's important that the strategic direction from pg 6 is referenced - provide and promote a diverse range of affordable and accessible cultural and creative events, experiences and production. Once again affordability is a key consideration for many people with disability in participating in council events. Ideally AIC need to be part of the review process.
- **In relation to 3.5, 3.6, 3.7, 3.8 and 3.9:** Encourage council to engage artists with disabilities as members of the suite of artists involved in these projects. As documented in the recent ABC series Headliners - artists and musicians with disabilities are underrepresented and often unconsciously excluded.
- **In relation to 3.11:** "Enhance councils website to provide an accessible central list" Ensure that this list is accessible to all local community members regardless of ability. It would also be good to ensure the list include any accessibility information related to the event, program.
- **In relation to 4.1:** Recommend that the AIC community is consulted as part of this study.
- **In relation to Strategic Direction 4 (specifically items 4.4, 4.6, 4.8, 4.9, 4.10, 4.11, 4.13 and 4.15):** The Access and Inclusion Committee should be asked to contribute or comment.

Social Inclusion

- **In relation to the Mayor's Message:** Appreciate the Mayor's inclusion and acknowledgement of people living with a disability on page 5. Although people with disability should be considered throughout the paper.
 - E.g. 1.4 "Review and refresh Council's program of events and activations to ensure they are responsive **AND ACCESSIBLE** to community needs and leverage key assets."
- **General Comment:** Add a '11.1 Create a resource tool/list of accessibility options in Council area e.g., vision resources available at Stanton Library'.
- **In relation to Strategic Direction 2:** Incorporate accessible language and options as part of the implied need and delivery of new/renovated spaces.
- **General Comment:** Strongly support the suggestion of a Citizen's Jury

Governance

- **In relation to item 1.5:** Accessible / inclusive design need to be a key driver of determining priority.
- **In relation to item 2.1:** The consultation and development process must be accessible starting with accessible information available so everyone has the opportunity to participate in shaping the strategy. Determined strategy must be implemented in a manner which is accessible noting some existing barriers to digital accessibility but also the preferences for communication and engagement methods.
- **In relation to item 3.2:** The AIC supports the idea of a Citizen's Jury, however this must be a working group that has breadth of experience and is empowered to seek additional views / expert review where appropriate. Develop a process that is thorough yet efficient so as not to unreasonably delay progress.
 - **In relation to item 4.10:** Ensure disability confidence and other appropriate diversity competencies are attended and regularly reviewed for all staff.
 - **In relation to item 5.4:** Upskill planning assessment staff and leadership on the benefits of and legalities relating to accessible and inclusive development. Mandatory for all public spaces, encouraged for private developments also with consideration of suitability for new and renovated dwellings to accommodate people with disability, ageing population etc.
 - **In relation to item 6.1:** Prioritise accessibility of the chosen platform for all current and future employees and other can access and utilise the platform. May require additional advocacy / leadership to encourage software upgrade / improvement from intended developers / providers.
 - **In relation to item 7.8:** Ensure the survey platform and process is accessible and inclusive.
 - **General Comment:** Council should set concrete targets to increase the number of people with a disability employed across all Council business units and as our collective education and engagement continues, all NSC Staff will become strong allies of the disability community, ensuring accessibility and inclusion are core principles in all Council undertakes.
 - **General Comment:** From a Governance perspective, the proposed actions within the draft are necessary and welcome, reflecting the goal Mayor Zoe Baker outlines in her introduction to achieve evidence-based decision-making and transparent, accountable governance. In keeping with NSC DIAP commitments and the aim of greater inclusion and accessibility, the AIC would like to see the following addition of inclusive to Zoe's intro – possibly through inserting here:
 - 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 **that is accessible and inclusive for all.**
 - **General Comment:** In addition to legislative, legal and other compliance and regulatory requirements, the proposed rollout of the Customer Experience Strategy, ensuring a clear focus on inclusion and diverse

representation of members on the 'Citizen Jury' will go a long way to achieve greater transparency and community confidence.

- **General Comment:** Page 7 of the strategy speaks to "A program of work is already underway, with the following key initiatives having been undertaken to date". I don't see reference to NSC's Disability Inclusion Action Plan as an integral piece of work that has driven better oversight of accessible design, formation of the AIC etc?

Housing Supplement

- **In relation to item 1.6:** Add in accessible/inclusive to diverse and affordable in this item
- **In relation to item 2.1:** Need to include lack of accessible housing – often an intersectional barrier with affordable housing.
- **In relation to item 3.4:** Encourage accessibility of housing and infrastructure design within the Control Plan. Also consider setbacks of buildings – green space – important for service dogs + environmental / cooling benefits of tree canopies and greenery.

Email 3

From: [REDACTED]
Sent: Thursday, 9 January 2025 11:19 AM
To: [REDACTED]
Subject: RE: North Sydney - The Next 10 Years

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[REDACTED]

Thanks for the opportunity to comments, just a small one on the ITS document, this comment could be applied to others.

Regarding the actions it would be good to see an estimated timeframe and cost applying where possible.

See examples below from a project I worked on when I was at Northern Beaches Council. I’m actively advocating to have these on our updated Willoughby documents too.

Implementation

My Place: Manly is a framework for community-led action.

It seeks to achieve the community's future vision for the area through actions and concept design proposals for the key places and provides recommendations for enhancing and revitalising Manly through public space and infrastructure improvements, programs, events and activations.

Timeframe

My Place: Manly will be implemented through a staged approach, with an indicative time-frame allocated to each action.

Indicative timeframes include:

Figure 40
Place plan delivery timeframe

Quick wins	<2 years
Short-term	1 - 3 years
Medium-term	3 - 5 years
Long-term	5 - 15 years

Funding

The recommendations in My Place: Manly will need a source of funding.

While Council is ultimately responsible for funding, there are varied methods of funding available that could be considered. These include:

- Council:
 - capital works program
 - section 7.12 contributions
 - grant applications (state/federal government)
- Public-private partnership

Indicative cost

Approximate cost ranges are outlined as low, medium, high or significant.

The costings are indicative only.

Figure 41
Approximate cost ranges

Key		
Low	(\$0 - \$15,000)	\$
Medium	(\$15,001 - \$500,000)	\$\$
High	(\$500,001 - \$5,000,000)	\$\$\$
Significant	(\$5,000,001 upwards)	\$\$\$\$

No	Action	Responsibility	Cost
Short-term (1-3 years)			
S1	Undertake audit of existing assets/infrastructure including utilities, pipes, public art installations, signage, street furniture (bins, seating, bollards, trees, lighting etc.) and public amenities.	Council	\$
S2	Provide a range of ambient lighting in the Manly centre incorporating 'Safer by Design' principles.	Council, TNSW and if required, other landowners	\$\$\$
S3	Undertake a comprehensive Movement and Place Study to gain a holistic understanding of current and future requirements for public transport, active transport, private vehicles, parking, deliveries, services, waste collection and cleansing operations; including the feasibility of converting Henrietta Lane and Short Street to dedicated shared zones and option for a signalised intersection at Pittwater Road and Carlton Street.	Council and TNSW	\$\$\$\$
S4	Ensure that all new major public domain works proposed for Manly are universally accessible and inclusive for all, in line with Focus Area 2 - Creating Liveable Communities, outlined in Council's Disability Inclusion Action Plan 2022-2026.	Council	
S5	Investigate ways to future-proof public spaces to account for seasonal and climatic conditions and enable efficiencies in the roll-out of temporary/pop-up events, seasonal infrastructure and temporary overlay e.g. lighting, park and ride.	Council	\$\$\$\$
S6	Finalise the Seaforth to Manly Flood Risk Management Study/Plan and if required, a detailed stormwater study for the study area and the surrounding zone of influence.	Council	\$\$
S7	Continue discussions with Transport for NSW to explore opportunities to renew/enhance the plaza area at Manly Wharf and to create a 'sense of arrival' to enhance the visitor arrival experience, in conjunction with Wharf 3 upgrade, redevelopment of the former Aquarium building, and Council's West Esplanade Heritage Activation Plan.	Council, Heritage NSW and TNSW	
S8	Develop a theme-based program for public art installations and prepare a shortlist of locations including the opportunity to reinstate the 'Blind the Truth' sculpture by Michael Snape, 1996. Public art could include light art and wall art with elements that reflect the coastal or historical setting, embrace sustainability concepts and biophilic design or draw inspiration from Indigenous perspectives.	Council	\$\$\$
S9	Develop and promote events along Manly Cove/lat Manly beach and oceanfront that celebrate Manly's iconic beach setting and Welcome to Country, without resulting in adverse environmental impact.	Council	\$\$\$
S10	Explore opportunities for installation of gateway feature at the Sydney Road - Belgrave Street intersection and Pittwater Road at Carlton Street signifying these intersections as the gateways into Manly centre.	Council and TNSW	\$
S11	Review current and future on-street parking requirements along Pittwater Road (from Raglan Street to Carlton Street) to inform suitable locations for footpath widening, kerb build-outs, parklets and rain gardens before/as part of detailed design for Pittwater Road Neighbourhood (key place).	Council and TNSW	\$

Email 4

Draft Integrated Transport Strategy - submission



To council

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Reply All

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Thu 9/01/2025 10:47 AM

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To Whom it may concern

Submission re North Sydney's Draft Integrated Transport Strategy

I live in Willoughby LGA and am a cyclist and have cycled regularly on the North Shore and to Sydney CBD for around 25 years. I would encourage greater ambition in North Sydney's Integrated Transport Strategy with respect to cycling infrastructure.

The densification of North Sydney and Willoughby and LGAs further north will lead to increasing car congestion on already congested roads. Cycling must be substantially encouraged as an alternative, for short trips (eg shopping) and longer ones (eg commuting to Sydney CBD). Bike routes through North Sydney tend to be disappointing in terms of providing bike safe infrastructure. The Pacific Highway shared path (Mowbray Rd to St Leonards) disappointingly ends at St Leonards and there is no ongoing link even to the Crows Nest Metro Station, let alone further south. With the construction of the Harbour Bridge ramp there will be increasing demand for safe cycleway access. Cycling is important not only as element in reducing road congestion, but as an significant health benefit - for both physical and mental fitness.

Please consider more emphasis on providing the important links that will enhance the ride through North Sydney to the Harbour Bridge and other destinations.

Email 5

Draft Integrated Transport Strategy - please make bikes a real alternative to driving!



To: council

Reply
 Reply All
 Forward

Thu 9/01/2025 1:51 PM

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Dear North Sydney Council,

Thank you for the opportunity to provide feedback on the Draft Integrated Transport Strategy.

This is a good starting point, please be brave and create more ambitious plans to make biking a safe, attractive, and thus legitimate alternative to driving.

The core of North Sydney is dense with many destinations within walking distance; however, much of our area is surprisingly low density, with destinations a little too far to walk. Thus, many short trips are taken in a car.

To help achieve the Community Strategic Plan's vision, we need a massive increase in safe, separated, bike infrastructure. This enables families and commuters to ditch a car, and take more sustainable forms of transport in North Sydney LGA.

Please consider the following enhancements to the Integrated Transport Strategy:

- **Ambitious Cycling Target:** Aim for a 5% cycling mode share over ten years, connecting the bridge to Willoughby LGA, instead of the proposed 2.8% (objectives section).
- **Bike Plan Implementation:** Increase the annual completion and consultation of the Bike Plan from 5% to 10% to better prepare for funding opportunities (1.2).
- **Advocacy for Superhighways:** Support TfNSW's delivery of two superhighways, prioritizing the Pacific Highway bike path with the Western Harbour Tunnel opening, while considering the Military Road project as a long-term goal (1.10).
- **Cycling Access in Walkability Improvements:** Ensure cycling access is considered when enhancing walkability (3.1).
- **Bike Share Language:** Use "providing more effective/efficient share bike parking" instead of "reducing clutter" (3.5).
- **Parking Space Hierarchy:** Include bike lanes and bike parking as alternatives in the parking space hierarchy (3.7).
- **Speed Limits and Priority:** Advocate for lower speed limits and improved pedestrian and cyclist priority on all roads in the LGA, not just state roads (4.4).

With the new Metro making our area more connected than ever, and massive bike parking facilities at each station, we need safe bike infrastructure now, to help us get around without clogging our streets with traffic!

Email 6



Bike North Inc
PO Box 719
Gladesville NSW 1675

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Ms Therese Cole
Chief Executive Officer
North Sydney Council
council@northsydney.nsw.gov.au

Draft Integrated Transport Strategy – January 2025

Dear Ms Cole

Thank you for the opportunity to comment on the draft Integrated Transport Strategy which is currently on exhibition.

Bike North has worked with North Sydney Council on cycling associated projects for many years and our members are appreciative of the improvement that are gradually making the area more cycling friendly, while looking forward to more extensive works in the future.

The scope of this draft Integrated Transport Strategy is much broader than the use of bicycles for transport, more even than active transport which includes both bicycles and walking. Our area of expertise is though cycling and so the focus of this submission will be on cycling, with further comments on other modes of transport only made when considered absolutely necessary and the absence of comment should not be seen as lack of support.

We are delighted with and fully support the overarching theme of this strategy being to deliver a **connected LGA where safe, active and sustainable travel is preferred**. We also fully support the four 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.

We consider that prioritising active and sustainable travel including walking, cycling, public transport and shared mobility over private vehicle use is the only way North Sydney can provide liveable and

healthy communities. We are though disappointed that there appears to be no consideration of potential for projects that could trial replacing deliveries by trucks with the great opportunities from cargo bikes.

One general comment that we make is that the focus is very much internal to North Sydney LGA, which is of course understandable. North Sydney LGA is quite geographically small though, as are our neighbouring LGAs, with one strategic centre, St Leonards, shared between three LGA. Short cycling trips are more in the realm of 1-5 kilometres and even the shortest trips will frequently extend across the LGA boundary, with destinations of interest beyond the LGA area. The introduction of the metro line with two new metro stations in North Sydney, each with a secure Opal connected bike compound strengthens the need for considering journeys between neighbouring LGAs and new or more highly prioritised routes could be under consideration for connecting to both Crows Nest and Victoria Cross metro stations.

We also note that maps provided in the Integrated Transport Study do not take into consideration that there are two centres for access to Victoria Cross Metro Station which are not only several blocks apart, but also on a very different elevation plane. The second entrance is not taken into consideration in any catchment mapping and that difference is very significant as it opens up a much wider flattish catchment area for walking and much easier access from the north for cycling.

We also note that the Study does not mention the North Sydney Active Transport Network Review. While this is still a draft document, awaiting signoff from the Planning Secretary, this identified six key priorities to be progressed. There is a requirement for TfNSW to deliver the final key priorities within a time schedule to be determined by the Planning Secretary.

These key priorities are shown in the diagram below



The top key priorities for Bike North which are identified on this diagram are:

- #6 Lavender Street to Blue Street
- #5 CBD West (Blue Street to West Street)

Bike North is advocating for these two sections to be delivered by TfNSW as soon as possible. Ideally these should be in place along with the delivery of the ramp but we do appreciate this could be difficult with the construction on-going for the WFU/WHT. At the very least short term 'fixes' should be delivered, such as widening of the existing shared path as discussed in meetings with TfNSW, should be delivered along with the ramp. Work on the final path should commence as soon as the WHT opens.

Bike North will also be strongly advocating for TfNSW funding for the West Street cycleway. Together these projects will come close to completing the gap between the bridge and cycleways to the north.

Bike North has also provided a detailed submission to the Open Space and Recreation Strategy which we will include with this submission. This includes items that have not been specifically mentioned in this submission, such as the specific needs cycling in St Leonards Park.

There are clearly constraints on the space available for Open Space and Recreation Strategy and given the large amount of space provided for car parking, we would also like to see a more concerted effort to reduce car parking which can expand open space available. This of course depends enormously on a significant increase in the use of active transport within the community.

Strategic Direction 1 – Deliver infrastructure and programs that support healthy and active travel Objectives

The objectives with respect to this strategic direction are quite specific with targets for both walking and cycling mode share. There is already a reasonably healthy level of walking in North Sydney, documented in these objectives as 39%. While we certainly would hope for higher levels of walking and consider a target of 50% a reasonable attempt at an ambitious goal, it is highly aspirational. The current level of walking is an indication that walking is considered a reasonable way to get around North Sydney and it will not be an easy task to improve that level without a great deal of behaviour change programs to supplement infrastructure safety improvement.

On the other hand, the measure set for cycling mode share is quite uninspiring. To double the mode share from a baseline of 1.4% to 2.8% over twelve year is simply not good enough. **We recommend using a target of 5% modal share for cycling by 2034/35, with an interim target of 3% set for after five years. At this stage, a review of the strategy outcomes could establish whether an even more ambitious target is warranted.**

It's also unclear as to how the cycling mode has and will be measured as the source is documented as the Household Travel Survey, yet that survey is completely inadequate for providing cycling mode data. The Household Travel Survey does not provide cycling specific data, as it merges that data with a range of other modes. Even if it were to provide cycling only mode, the level of data available at LGA is far too small to be of any statistical significance.

Turning to the Integrated Transport Study for more information does not provide the answer to the question of how the measure in the Strategy was determined. This comes up with different measures altogether, but still attributes them to the Household Travel Survey 2022/23, which as we stated previously is a completely inadequate source. The recommended targets though are different to those in this Strategy and these we consider a much closer approximation to a proxy, rather than actual cycling rate, to use as a target. These represent a more appropriate measure for increasing use of the bicycle for transport in North Sydney. The study identifies targets as follows

Baseline	<2%
Interim (5 year)	3%
Target (10 year)	5%

The Study also identified using the Cycle to Work data, with a baseline of ABS 2016, to demonstrate potential targets with very similar target figures as follows:

Baseline	1.1%
Interim (5 year)	3%
Target (10 year)	5%

Bike North has collected the ABS Census Journey to Work data for many years as represented in the figure below. This data counts the use of the bicycle for at least one mode, eg includes bike and public transport. The Percentage data reflects the percentage of these counts for those who travelled to work on census day. The figures for 2016 do not agree with those from the Study but that is probably due to different scope in counting (sole or mixed mode) and/or whether taking working from home into account for the total of journeys to work.

North Sydney Journey to work by bicycle (sole and mixed modes)

1996		2001		2006		2011		2016	
Count	%	Count	%	Count	%	Count	%	Count	%
119	0.42%	275	0.92%	269	0.89%	480	1.46%	499	1.42%

If Council were to use the journey to work (JTW) data as a proxy the interim 5 year target would need to be taken from the 2026 year census which would be available in 2027/28. The 10 year target would need to be taken from the 2031 year census which would be available in 2032/33.

One significant improvement in cycling infrastructure will be delivered before Census day in 2026 – the Sydney Harbour Bridge Cycleway ramp which is due to be delivered in 2025. There is no doubt that regardless of whether any further infrastructure is built to close the gap towards Willoughby and towards the eastern suburbs of North Sydney, this alone will create a bump in bike usage which would most likely be reflected in the JTW data. Even more so if work also progresses to link these works to West Street and beyond. The historical figures I have identified tell a story of changing environment (new infrastructure and density) with resulting periods of significant increase in

commuting by bike, versus periods of plateauing or even decreasing when infrastructure is neglected and/or politicians are negative to cycling.

The significant jump between 2006 and 2011 covers a time period when very significant cycling infrastructure was opened to the north in Willoughby and Lane Cove, connecting Naremburn, Artarmon, Lane Cove and onto North Ryde. The City of Sydney was also starting their rollout of cycling infrastructure although at this stage minimal compared to what they offer today. This jump that can be seen in this JTW mode, and is also reflected in a jump in bicycle counts from the Sydney Harbour Bridge cycleway around 2009-2012.

Although there were no significant improvements to cycling infrastructure in North Sydney itself, it appears these works to the north and south created a stronger interest in cycling for transport and recreation and consequent hope that more would come soon, particularly in closing the gap from the bridge to the Naremburn cycleway. Sadly, although North Sydney Council did start building separated cycleways later, these were isolated and not located where there was strongest demand and did not even start to close that gap. The journey to work data plateaued and the bridge counts started to fall.

The message to be taken from history is that this interim target of 3% is definitely achievable, at least in the short term (2026 Census). Council though needs to advocate strongly to extend this infrastructure to connect to the existing cycleway at Naremburn and towards Cremorne, Neutral Bay. Bike North will add our support to this advocacy.

Provided North Sydney Council is successful in advocating for the project arising from action item 1.9 safe cycling connection between St Leonards Park and the Sydney Harbour Bridge, there should be no difficulty in continuing the momentum and easily achieving a target of 5% using the ABS JTW data from 2031. This project should have priority as it is consistent with the draft Active Transport Network Review. The 10 year target must be 5%.

JTW data can only be considered a proxy for a target. There are other forms of transport that need to be considered, and then there is the question about whether recreational / leisure data should also be included. The National Cycling (and Walking) Participation surveys undertaken between 2011 and 2023 could have been an opportunity to collect overall cycling data with cycling in last week, last month and last year percentages available. Unfortunately, North Sydney Council did not participate and it is unknown whether that survey will extend into 2025. Sydney wide, that data indicates that transport (of which commuting is only element), reflects approximately 23-25% of the total cycling experience whereas recreation is 66-67%.

In Sydney in 2023 the percentage of people who rode

- Over the last week – 13.7%
- Over the last month – 21%
- Over the last year -34.8

These figures all show that the commuting figures from the census is only the tip of the iceberg for the actual number of people who are cycling whether regularly or occasionally but we recommend that 5% be set as a target from the ABS JTW data as a proxy for cycling for transport purposes.

The proposal in the Study that data be collected from school is an excellent proposal but it should be noted that without safe infrastructure there will be no improvements and its better to focus on schools where cycling infrastructure is in place.

Action 1.1 Development of a North Sydney Walking Action Plan.

There needs to be an equivalent action for the finalisation of the North Sydney Bike Plan as this is not exhibited, completed or adopted.

Action 1.3 Deliver walking infrastructure projects identified in the North Sydney Walking Action Plan.

There needs to be an equivalent action for the delivery of cycling infrastructure projects in the North Sydney Bike Plan. We recognise that many cycling projects will be delivered via grant funding there are other smaller projects that could be funded by council alone and walking projects that should include a cycling component.

Action 1.6 Foreshore walk – consideration should be given as to how cycling could be integrated into or complement a foreshore tourism / recreational ride.

Action 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 application.

5% each year will only result in concept design and consultation being complete for 50% of the projects identified in the Bike Plan. This should be increased to 10% each year.

Action 1.8 – Apply for grant funding and progressively deliver cycling infrastructure identified in the North Sydney Bike Plan

An essential action but we would also recommend regularly advocating to TfNSW for an annual tenfold increase in the funding level for Active Transport over the next ten years, to adequately cater to all regions to catch up on their cycling networks and meet targets for safe cycling infrastructure throughout NSW.

Top priority project is funding for the construction of the West Street Cycleway and we would like to see this specifically identified as such in this Action.

Action 1.9 Advocate to TfNSW for a safe cycling connection between St Leonards Park and the Sydney Harbour Bridge. This is a top priority project that connects to the North Sydney Active Transport Network Review and Bike North requests that this connection be delivered along with the opening of the Western Harbour Tunnel when the traffic on the Sydney Harbour Bridge is reduced, to ensure it does not increase to take up vehicular capacity.

The location of St Leonards Park in this action is a little confusing as it should be specifically defined as West Street, with the connection along the Pacific Highway, but these two locations are connected via the Ridge Street cycleway and the end result will be similar in terms of connection. In terms of West Street, this project is equivalent to #5 and 6 on the Active Transport Network Review.

Action 1.10 Advocate to TfNSW 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**

Full support for these two cycling super highways but each of these is at quite a different level of aspiration.

A cycleway from the Sydney Harbour Bridge to Crows Nest route along the Pacific Highway should be linked to the delivery of the Western Harbour Tunnel completion when a proportion of traffic which currently uses the Sydney Harbour Bridge will redirect to the Western Harbour Tunnel. This tunnel will not provide an exit in North Sydney, although there is an entrance. Vehicles cannot exit till Falcon Street so there should be a consequential decrease in vehicles usage on the Sydney Harbour Bridge and the northbound lanes of the Pacific Highway as far as Falcon Street. This will soon be taken up by induced demand, unless action is taken immediately to take away a lane for the provision of a two-way bike path.

This supercycleway needs to extend beyond Falcon Street to St Leonards Station which is the LGA boundary and also ability to connect to a shared path in Willoughby as well as a bike path due to commence construction along the roads along the railway line. It would therefore be ideal for cycleway along the Pacific Highway to continue using the highway but we recognise this could be more difficult, not only due to the entry of vehicles that access the Pacific Highway from Falcon Street, but also due to the bus/metro interchange at Crows Nest Metro and the bus/train interchange at St Leonards Train Station. Both are highly pedestrianised.

An alternative to the Pacific Highway between Falcon street and St Leonards would be to use Nicholson Street, in which case safe connections are required between the Pacific Highway Nicholson street and a separated cycleway along Nicholson Street, connecting with appropriate upgraded infrastructure in Christie Street in Lane Cove and Willoughby.

A cycleway from Crows Nest to Mosman and the Northern Beach along Falcon Street and Military Road is highly aspirational and unlikely unless a major transport project were to be undertaken towards the Northern Beaches. This does not seem to have potential in the near future, but certainly council should lay the groundwork for this supercycleway with TfNSW.

Strategic Direction 2 – Promote sustainable transport options and make it easier for people to get around without a private car

Action 2.1 Develop and deliver a travel behaviour shift program that encourages schools to implement project and programs that promote active and sustainable transport choices.

Fully support. These should be especially delivered in conjunction with the delivery of safe and useful cycleways, such as along West Street and along the Pacific Highway. (Camberaygal High School, North Sydney Girls High, North Sydney Boys High, etc)

Action 2.2 Review North Sydney Development Control Plan.

Fully support. Too often developers only provide token infrastructure, such as the painted bike parking which is used for trolley storage at the shopping complex at Cammeray on Amhurst. When supplied, too often vertical hangers are used which are not suitable for heavier bikes or for many

riders, and there is no consideration of how bike riders should easily access the facility. Similar issues arise with other forms of sustainable transport.

Action 2.10 Advocate to TfNSW to reduce pedestrian dwell times at signalised intersections and remove slip lanes in high pedestrian areas.

Fully support but this does not go far enough with regard to pedestrian dwell times. There are significant issues that go beyond dwell time such as failure to coordinate the lamps for pedestrian and bikes on the same crossings, combined with the overall priority given to motor vehicle congestion, whereas there is no consideration given to the equivalent issues in pedestrian/bike congestion.

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

Action 3.1 Investigate opportunities and deliver projects to temporarily or permanently close road to vehicles to improve walkability and amenity of the public domain

Fully support but this needs to take into consideration permeability for cycling for through routes and as a destination, along with bike parking space. Particular example is Willoughby Road which is a high restaurant area and by its very nature needs to be traversed by many delivery bike riders. They also need better management for frequent bike parking. Shared bikes are also of great value in such a location as long as there is regular space provided for parking those and private bikes. These projects need to include detailed engagement with delivery riders, shared bike and bicycle groups along with the usual stakeholders.

Action 3.2 Deliver CBD laneway upgrades

Support but once again consideration needs to be made particularly with regard to access and parking for bikes.

Action 3.3 – Work with NSW Govt agencies to deliver Miller Place Project

Support but Miller street is currently a bike route and the provision of a bike path along the Pacific Highway is needed before this can progress.

Permeability also required for bike access and parking.

Action 3.4 Design and deliver plaza outside North Sydney Post Office

Support though permeability with regard to access and parking for bikes required. Mount street is also part of a bike route towards the west which needs to be taken into consideration.

Action 3.5 Advocate for approaches to bike share that ‘reduce clutter’.

While we support the sentiment, this is appalling terminology. Clutter is a very emotive word when used in this context and many would also view cars parked along the road as clutter. This would be better expressed such as ‘*effectively manage the parking*’

Action 3.6 Review the existing on-road parking management

Any review of on-road parking management policy needs to take into consideration that it is part of a much larger road/street usage management with alternative potential uses that may mean that parking does not always meet the demand.

Action 3.7 Develop a parking space hierarchy

This action needs to specifically mention bike lanes and bike parking along with the already mentioned disability parking, loading zones and outdoor dining.

Action 3.8 Undertake a study to access freight network needs

This study needs to include the potential for trialling cargo bikes for suitable freight.

Strategic Direction 4 – Improve road safety by upgrading infrastructure and implementing programs that foster a culture of safe road behaviour.

Action 4.1 – Develop and implement a ‘Safer Streets’ program

Fully support programs to reduce speeds on local streets. Wherever possible these should be 30km/h speed limited.

Action 4.4 – advocate for lower speed limits and improved pedestrian and cyclist priority on State roads throughout the LGA

Fully support but this should not be limited to State roads. Advocacy need to be to TfNSW also for lower speed limits on local roads. Despite the revision of Speed Limits Standards to include speeds such as 30 and 20 km/h TfNSW still appears to focus lower speeds on high pedestrian areas and it is very difficult for councils to implement lower speed limits in residential areas where people are discouraged from walking or cycling because of the speed of the cars.

Thank you for the opportunity to comment and we are happy to discuss further.

Regards

[REDACTED]

North Sydney Co-ordinators
Bike North

[REDACTED]



North Sydney Council
PO Box 12
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13th January 2025

yoursay@northsydney.nsw.gov.au

Dear North Sydney Council,

Re: Draft North Sydney Integrated Transport Strategy

Thank you for the opportunity to comment on this important document which articulates the needs and priorities for transport in North Sydney over the next ten years.

Bicycle NSW has been the peak bicycle advocacy group in NSW for over forty-eight years, and has more than 35 affiliated local Bicycle User Groups. Our mission is to 'create a better environment for all bicycle riders', and we support improvements to facilities for pedestrians and cyclists. Bike riding provides a healthy, congestion-reducing, low-carbon form of travel that is quiet, efficient and attractive for all ages with the correct infrastructure design.

Bicycle NSW strongly supports the key strategic directions, measurable objectives, projects and initiatives set out in the draft [Integrated Transport Strategy](#) (the 'Strategy').

We applaud the clear focus on delivering infrastructure and programs to support safe, healthy and active transport options that reduce the need to drive. The Strategy sets a strong framework to inform the detailed bike and walking plans that are currently being prepared.

However, there are a few elements which could be strengthened or clarified. This submission recommends changes and additions for the final Strategy. Note that the absence of a comment about any specific initiative, project or objective should not be seen as lack of support.

Bicycle NSW works closely with Bicycle User Group Bike North. We align with Bike North's submission which draws on local knowledge and expertise to make detailed comments on elements of the Strategy.

There is an urgent need to construct better cycling infrastructure in North Sydney. Our [submission on the 2022 draft Community Strategic Plan](#) sets out the strategic context and the key missing links.

North Sydney is a very complex area with many moving parts. Major NSW Government projects have impacted sustainable transport planning. The Warringah Freeway Upgrade and Western Harbour Tunnel projects damaged preexisting active transport infrastructure and will undoubtedly induce yet more car trips in the LGA. On the other hand, the new Metro is already a game-changer for car-free travel – although access to the stations on foot and by bike needs improvement.

Bicycle NSW is very hopeful that the 2025 iteration of the CSP will contain solid commitments to complete the network. The political stars are aligning, and the Special Rates Variation will hopefully be approved to fund key initiatives.

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Recommendations for the final Strategy:

Strategic Direction 1

- The 2.8% mode share target for cycling is very unambitious. Council should aim for 5% at least – in fact, this is the figure discussed in the Integrated Transport Study (page 4.1.2.8).

City of Sydney's [2018 Cycling Strategy](#) aimed for 10% of all trips to be by bike by 2030. In areas where high-quality connected infrastructure has been constructed, such as Ashmore and Green Square, City of Sydney surveys show that [15-18% mode share is already being achieved](#). It is clear that people ride more when safe infrastructure is in place.

North Sydney will experience a big rise in cycling when the northern access ramp to the Harbour Bridge and West Street Stage 2 are completed. And if the missing link through North Sydney CBD can be delivered in the life of the Strategy, participation will skyrocket. At a minimum, council must target 5% mode share.

- Note that it is important to ringfence resources to support the regular collection of data on participation. As Bike North discusses in detail, there are many issues with relying on the Household Travel Survey or ABS census data.
- Action 1.1 refers to the development of a North Sydney Walking Action Plan. There needs to be an equivalent action for the finalisation of the North Sydney Bike Plan as this is not exhibited, completed or adopted.
- Action 1.6 refers to the North Sydney foreshore walk, a priority project in the North District Green Grid strategy, with a view to improving accessibility. This should include accessibility by bike. There are great opportunities to encourage bike riders coming across the Harbour Bridge via the new ramp to explore the foreshore.
- The target in Action 1.7 of completing concept designs and consultation for 5% of the Bike Plan projects each year is inadequate. It should be 10% if there is a fighting chance of delivering 100% of identified projects in the next 10 years.
- Action 1.8 to apply for grant funding for the cycling infrastructure identified in the North Sydney Bike Plan is essential but we ask North Sydney Council to join Bicycle User Group advocacy to NSW Government for a massive increase in funding for active transport. A tenfold increase in the annual funding for Get NSW Active and other programmes is needed for councils across NSW to build delayed projects and meet targets for safe cycling infrastructure.
- It is great to see a clear commitment to advocate to Transport for NSW for a safe cycling connection between St Leonards Park and the Sydney Harbour Bridge (Action 1.9) and two cycling 'superhighways' (Action 1.10) - Sydney Harbour Bridge to Crows Nest along the Pacific Highway, and Crows Nest to Mosman and the Northern Beaches along Falcon Street and Military Road. Bicycle NSW will continue to assist Council with advocacy at ministerial level.

These routes align with the most important projects set out in the [North Sydney Active Transport Network Review](#) (ATNR), shown in Figure 1. The NSW Government's [Strategic Cycleway Corridor](#) (SCC) program also clearly identifies a route along the Pacific Highway corridor as a key connection.

Opportunities #5 and #6 in the ATNR will create the superhighway from the Sydney Harbour Bridge to Crows Nest along the Pacific Highway. This link is critical for bike riders from across northern Sydney. We have

made strong representations to ministers in [submissions](#), [letters](#) and [articles](#), and will continue to do so at every [opportunity](#).

There is no excuse for Transport for NSW to sidestep action on this project. The new roads and tunnels will allow more vehicles to bypass the North Sydney CBD. Although we are awaiting data, anecdotal evidence points to significant mode shift since Metro opened.

Figure 1:
The walking and cycling
priorities set out in the
Active Transport Network
Review (Source: TfNSW)



- Note that it is unclear if the connection to St Leonards Park is a separate project or a sub-project of the cycle superhighway to Crows Nest (using the Ridge Street cycleway to connect the park with West St)

If it's a separate project, does North Sydney Council envision an alignment similar to that proposed at Opportunity #4 in the ATNR? Although it would be amazing to provide a route on the eastern side of the CBD for riders approaching from Neutral Bay, the possible alignments interface very closely with the WHT and WFU projects. A shared path has not been included in the design for the freeway, despite years of advocacy. It probably makes no sense to propose that the current construction works could be amended to accommodate a cycleway. The ATNR has still not been finalised, but we expect that Opportunity #4 could be removed.

- Although we also dream of a dedicated cycleway along Military Road, this is unlikely to happen in the life of the plan as a major public transport project is needed to free up road space. Although Council should lay the groundwork for this superhighway with TfNSW and the community, it may be wise to demote this initiative to ensure that the Pacific Highway cycleway is prioritised for North Sydney Council advocacy.
- Specific projects should be highlighted in the Strategy (as has been done in the Open Space and Recreation Strategy). The Bike Plan will obviously contain a list of projects, but key projects should be identified in this Strategy to ensure they are deeply embedded in Council planning. For instance, the West Street Cycleway deserves a top billing.

- It is essential that North Sydney works closely with neighbouring councils to plan seamless connections across boundaries. Even the shortest cycling trips will extend across the LGA boundary. Collaboration will help solve difficult issues like crossing highways and rail corridors. A unified approach will allow joint funding applications, more weight in advocacy to Transport for NSW and efficient sharing of resources. Include targets for collaboration in the final Strategy, such as biannual planning meetings between Willoughby, Lane Cove, Ku-ring-gai and North Sydney councils.

Strategic Direction 2:

- We support the long list of initiatives around car share! With these delivered, Council should aim for more than 25% of households being car-free by 2035.
- Action 2.10 to advocate for reduced waits at intersections to improve the level of service for walking and cycling is very important. Bicycle NSW has been running [an advocacy campaign to improve traffic signal phasing](#) and achieved some small steps forward. We would be delighted to assist North Sydney's work with Transport for NSW to implement changes.
- The Sydney Metro offers amazing opportunities for sustainable transport. The need to improve access to the stations by bus, bike and on foot should be clearly and repeatedly articulated in the actions.
- Bicycle NSW would like to propose two additional actions to improve the user experience for bus passengers. In-lane bus stops should be implemented in appropriate locations. By extending bus stops into the kerbside lane to enable 'in lane' bus stopping, it is possible to create more space for landscaping, seating and bike parking, accommodate continuous bicycle paths, reduce conflict and prioritise bus passengers. In addition, there should be a sharp focus on delivering new raised crossings near bus stops to maximize accessibility for bus passengers of all ages and abilities.

Strategic Direction 3:

- Bicycle NSW is excited about the public domain projects highlighted in Actions 3.1-3.4. However, we agree with Bike North's comments on the need to maintain permeability for bike riding, both for through routes and for cycling to destinations within new public spaces. It is also important to incorporate high-quality, well-located bike parking as a integral component of the landscape design - not as an afterthought.
- We strongly support the commitment to improving parking policy in Action 3.6. On-street parking is fundamentally the storage of private property in the public domain. Free and abundant parking encourages car use for short local trips. Filling public space with car parking reduces opportunities for creating attractive places for people that are proven to have higher economic and social benefit. Removal of street parking will be necessary in places to create safe raised crossings, wide footpaths and shared paths, and separated bicycle paths.
- The 'parking space hierarchy' discussed in Action 3.7 will be important for communicating parking policy with the community. It needs to be illustrated with a simple graphic. Note that the hierarchy should specifically mention bike lanes and bike parking along with disability parking, loading zones and outdoor dining.
- North Sydney Council should also develop and articulate an overarching **transport hierarchy** to help Council make consistent and transparent decisions about road space allocation. Again, a graphic can be used to communicate the hierarchy to the community in the Integrated Transport Strategy. As an example, Randwick's Transport Hierarchy is shown in Figure 2.

Figure 2:

A Transport Mode Hierarchy would establish the vision for active transport and will guide strategic decisions of Council and Council officers. (Source: [Randwick City Council](#))



- Introduce the Road User Space Allocation Policy to councillors and the community in the Strategy. This critical policy, first published by Transport for NSW in early 2021, provides local and State governments with a powerful lever to prioritise road space for active transport. The [Road User Space Allocation Policy](#) has recently been updated with an even stronger mandate to find a better balance between movement and place when designing streets.
- We are disappointed by the use of the word 'clutter' in Action 3.5 on improving share bike parking. 'Clutter' implies that share bikes are inherently problematic. However, changes to the way street space is allocated will solve most issues with poorly parked bikes. On-street bike parking bays should be provided in key locations to ensure that bikes are not left on footpaths. Council could reallocate car spaces in line with the revised on-road parking management policy (3.6) and new 'parking space hierarchy' (3.7). Alternatively, allow share bikes to be parked in the 'No Stopping' zone on the departure side of intersections. In many of these locations, bicycles can be safely stored due to their smaller dimensions and limited impact on sightlines. Note that City of Sydney has included this strategy in its [updated parking policy](#).
- North Sydney Council could consider an action to develop Kerbside Strategy to create a stronger framework for decisions on kerb use. Lambeth Council in London is leading the way in making its kerbs more accessible, fairer and more climate resilient. Lambeth's [Kerbside Strategy](#) outlines four priorities that will be applied to every street in the borough to enable accessible and active travel, create social spaces, increase climate resilience, and reduce traffic and emissions. The aim is to transfer 25% of kerbside to sustainable uses by 2030. These uses would include new shared scooter and bike bays, electric vehicle charging points, cycle hangers, space for businesses using cargo bikes and electric delivery vehicles, car share spaces, parklets and landscaped areas to provide shade and reduce stormwater run-off.
- Action 3.8 commits to exploring creative ideas for adapting council car parks to accommodate sustainable modes of transport. This is excellent. Bicycle NSW suggests that trialling and supporting micromobility for freight is particularly important and should be included in the Strategy as a standalone initiative.

Strategic Direction 4:

- Actions 4.1 and 4.4 to reduce speed limits are strongly supported by Bicycle NSW. We urge North Sydney Council to be more ambitious with advocacy and actions to lower speeds on both local and State roads. **A speed limit of 30km/h should be the goal for town centres and local streets.**

The Vision Zero goal of lowering speed limits to 30 km/h on residential streets and around schools and town centres is considered international best practice and is gaining momentum in Australian and New Zealand. It is important to note that the Transport for NSW Cycleway Design Toolbox sets 30km/h as the posted speed limit for a 'Quietway'.

There is sufficient evidence that low speed environments improve safety. The [British Medical Journal](#) found that the use of 20mph (32km/h) over a twenty-year period from 1986–2006 significantly improved road safety for users of all transport modes and ages. The rate of children under 15 years old being killed and seriously injured dropped by 50% in areas where the speed limit is reduced to 20mph (32km/h). The [UN resolution of August 2020](#) urged all countries to adopt 30 km/h limits in areas where people are walking and playing.

The [NSW speed limit guidelines](#) have recently received a much-needed update. We now have official recommendations for 30km/h speed zones, and it is easier for councils to implement change.

Another huge benefit of lower speed limits is that vehicle lanes can be narrowed, allowing more road space to be reallocated to wider footpaths and landscaping, improving amenity for residents and visitors.

Conclusion

Better cycling connections are desperately needed in North Sydney. The Gore Hill cycleway, delivered by the Lane Cove Tunnel project in 2007, offered a tantalising vision of separated infrastructure that could one day be extended to the Harbour Bridge. In 2025, the possible routes south of Naremburn to the Harbour Bridge remain dangerous and involve the congested streets of North Sydney's CBD or a very hilly and convoluted trip through residential streets. All but the most confident bike riders are deterred from active transport.

The Transport Orientated Developments (TOD) will bring many more residents to the area in the near future. Sustainable transport options need to be in place *before* new residents move in and develop travel habits. The only way that a large population increase can be accommodated without gridlock is to provide viable and attractive alternatives to car use, and to facilitate access to existing stations and the new Metro on foot and by bike.

Please do not hesitate to contact Bicycle NSW if and when we can help North Sydney progress important active transport projects. We would be delighted to assist further with advocacy through our connections with politicians, Transport for NSW and neighbouring metropolitan councils.

Yours sincerely,

[Redacted Signature]

[Redacted Name]

[Redacted Address]

Bicycle NSW

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Social Inclusion Strategy – Submissions and Responses

No.	Does respondent support the Strategy?	Submission *Long submissions have been summarised. A list of all submissions (verbatim) is provided at the end of this attachment.	Response
SI1	Yes	Planet X and other youth centres on the North shore are well attended and of great social value. They create safe and nurturing environments for local youth, some of whom may be at risk. These facilities may be undervalued by some but are desperately needed. It's essential to recognise and adequately fund these youth spaces to ensure their ongoing success and impact.*	Support for Planet X is noted. The strategy has been updated to recognise the value of Planet X by making specific reference to the centre in the list of services included under strategic direction 3.
SI2	Yes	Third spaces (somewhere safe apart from home, school, work) are vital for young people's healthy development. Planet X does a great job with the youth of the area. Would love to see their hard work recognised and supported more widely and more visibly. Would also like to see more CALD focused initiatives, considering that according to the 2016 ABS Census, 46% of the population in the Lower North Shore (LNS) were born overseas.*	Support for Planet X is noted. Council also respects and values our diverse multicultural population. We actively participate in the Lower North Shore Multicultural Network and advocate on related issues as needed. The strategy has been updated to recognise the value of Planet X and multicultural focused initiatives by making specific reference to both in the services included under strategic direction 3.
SI3	Yes	For all the vulnerable young people Taldumande Youth Services supports, our local youth centre called Planet X provides a regular community space for them that is safe, informative, accepting and inclusive. Planet X has been this safe, nurturing and fun place for our young people for as long as I can remember and often our young people who may have exited our service, still visit, hang out and engage with Planet X. If Planet X staff are concerned for a young person's welfare or safety, they have often referred young people to our wide range of supports such as accommodation, family support or case management.	Support for Planet X is noted. The strategy has been updated to recognise the value of Planet X by making specific reference to the centre in the list of services included under strategic direction 3.
SI4	Yes	No comment provided	Survey response noted.
SI5	Yes	The social inclusion strategy is vital for young people in North Sydney due to increasing social isolation. Planet X Youth Service helps by offering a supportive, inclusive space for youth to connect and access other services, improving their social and emotional wellbeing.*	Support for Planet X is noted. The strategy has been updated to recognise the value of Planet X by making specific reference to the centre in the list of services included under strategic direction 3.
SI6	Yes	Being socially inclusive is incredibly important to ensure all members of the community feel included and valued.	Support is noted.

No.	Does respondent support the Strategy?	Submission *Long submissions have been summarised. A list of all submissions (verbatim) is provided at the end of this attachment.	Response
SI7	Yes	Planet X Youth Centre is a vital community space for young people, offering support and activities. It partners with mental health services and is crucial as the area's only youth centre.*	Support for Planet X is noted. The strategy has been updated to recognise the value of Planet X by making specific reference to the centre in the list of services included under strategic direction 3.
SI8	Yes	No comment provided	Survey response noted.
SI9	Yes	Planet X Youth Centre is crucial for supporting young people in Northern Sydney by connecting them with mental health services and providing a safe, inclusive space. With the challenges that young people are continuing to face, having a physical space like Planet X that is both accessible and welcoming, with supportive staff is a vital resource for young people. Its importance was overlooked in the social inclusion strategy, and it should be specifically included to ensure its continued operation.*	The valuable role Planet X plays in providing a safe, inclusive space to connect young people to each other and services is acknowledged. The strategy has been updated to recognise the value of Planet X by making specific reference to the centre in the list of services included under strategic direction 3.
SI10	Yes	I want to highlight the importance of Planet X in North Sydney. Feedback to our organisation (EPIC) from parents of young people is they don't know what their children would do if it wasn't a part of their young person's life. Planet X supports young people in a safe environment and provides the opportunity for social inclusion.	Support for Planet X is noted. The strategy has been updated to recognise the value of Planet X by making specific reference to the centre in the list of services included under strategic direction 3.
SI11	Yes	The submitter expresses concerns about "digital community information screens," hoping they are not limited or inconvenient like those in shopping centres. They prefer easily accessible physical signs over QR codes or small phone screens, emphasizing that traditional signage is more inclusive for older residents. They also highlight that not everyone engages with social media and advocate for information to be available through traditional channels to ensure accessibility for all, particularly older individuals.*	Council aims to provide accessible and inclusive engagement and communication methods to effectively reach the diversity of the community. Your comments will be considered in the design, implementation and evaluation of the pilot of digital community information screens proposed in Ted Mack Civic Park.
SI12	Yes	The African Australian Advocacy Centre (AAAC) highlights the importance of addressing the needs of North Sydney's growing multicultural population in the Social Inclusion Strategy. They recommend developing a Multicultural Strategy to ensure Council programs meet the needs of residents from diverse cultural backgrounds, similar to the Disability Inclusion Action Plan. The AAAC also stresses the challenges faced by the African community, including racism in schools, and urges the Council to take a leadership role in anti-racism efforts. Additionally, they point out	With regard to the request for a separate multicultural strategy, it is noted that the social inclusion strategy has been developed as an inclusive plan for all people that live, work and visit North Sydney, including our culturally and linguistically diverse population. The three strategic directions that will help us 'become a connected and socially inclusive community where everyone is valued', apply to everyone. As each new project or initiative is

No.	Does respondent support the Strategy?	Submission *Long submissions have been summarised. A list of all submissions (verbatim) is provided at the end of this attachment.	Response
		that the current strategy lacks specific recommendations for multicultural inclusion, with the only relevant action overlapping with the Cultural and Creativity Strategy. They call for a dedicated multicultural strategy to address the needs of North Sydney's diverse communities.*	<p>planned and delivered, consideration will be given to the needs of all stakeholders.</p> <p>Council respects and values our diverse multicultural population. We actively participate in the Lower North Shore Multicultural Network and advocate on related issues as needed. Feedback regarding racism and discrimination is noted, and Council will continue to seek ways to help address these issues.</p> <p>The strategy has been updated to recognise the value of specific multicultural focused initiatives, such membership in the Lower North Shore Multicultural Network, by making specific reference to support for multicultural communities in the services included under strategic direction 3.</p>
SI13	Yes	<p>Could you also consider things like more public toilets and benches so that people who are housebound for various reasons can build confidence that there are facilities for them.</p> <p>Also please ensure that you continue to fund Planet X. *</p>	<p>Strategic direction 3 in the Open Space and Recreation Strategy is about providing new and upgraded facilities within existing public spaces to increase amenity, accessibility and diversity. This includes public amenities and seating.</p> <p>The support for Planet X is noted.</p>
SI14	Yes	Planet X is a crucial youth service in North Sydney, supporting positive outcomes for young people across the Northern Sydney Local Health District. As the only youth service in the area, it is essential to keep it running to avoid placing pressure on surrounding areas. Providing a space where young people feel connected, accepted, and supported is vital, and Planet X plays a key role in offering this.*	Support for Planet X is noted. The strategy has been updated to recognise the value of Planet X by making specific reference to the centre in the list of services included under strategic direction 3.
SI15	Yes	It is crucial for local governments to provide accessible public spaces and services for all population groups, including young people. Planet X is the only dedicated space for youth in the area, offering vital support and connection. Youth centres like Planet X are essential for the community, supporting vulnerable young people and collaborating with local services and its continuation is necessary.*	Support for Planet X is noted. The strategy has been updated to recognise the value of Planet X by making specific reference to the centre in the list of services included under strategic direction 3.

No.	Does respondent support the Strategy?	Submission *Long submissions have been summarised. A list of all submissions (verbatim) is provided at the end of this attachment.	Response
SI16	No	The strategy lacks a strong, specific youth voice, with only a vague reference to "youth services." Planet X is an important safe space for young people to connect, develop, and feel heard, and this needs to be emphasised. While other local services are highlighted, Planet X is overlooked. Young people who attend Planet X are among the most vulnerable in North Sydney and the facility provides a place that makes them feel safe. *	Noted. The strategy has been updated to recognise the value of Planet X by making specific reference to the centre in the list of services included under strategic direction 3.
SI17	Yes	No comment provided	Survey response noted.
SI18	Yes	No comment provided	Survey response noted.
SI19	Yes	Planet X is a vital community space for youth in the area, offering social inclusion, acceptance, and support through dedicated youth workers. It is highly valued by the community, and the youth centre plays a crucial role in supporting young people, including the submitter's own children.*	Support for Planet X is noted. The strategy has been updated to recognise the value of Planet X by making specific reference to the centre in the list of services included under strategic direction 3.
SI20	Yes	Supports trialling a citizen's jury or similar working group for major Council decisions to ensure diverse community input, and endorses engaging young people in decision-making through consultations, social media, and surveys. They also back the focus on planning and placemaking in Crows Nest and St Leonards to accommodate population growth while preserving liveability, and support creating a masterplan for North Sydney's civic precinct that includes new community and recreation spaces.*	Support is noted.
SI21	Yes	Vital for a community.*	Support is noted.
SI22	Yes	Around 40% of North Sydney residents are born overseas, making it a diverse community, with diversity set to increase due to new housing developments. Social cohesion is crucial for fostering belonging and bringing social and economic benefits. While most residents feel a sense of belonging, incidents of racial discrimination highlight the need for multicultural events and education to combat prejudice. The ageing population requires accessible support services, including multilingual options. The Council's Social Inclusion Strategy has good recommendations but ensuring funding and creating ongoing avenues for community feedback are essential for successful implementation.*	<p>Council values North Sydney's diverse community and recognises the importance of fostering belonging and social cohesion, especially as the population grows.</p> <p>Council is committed to hosting cultural events, supporting intergenerational initiatives, and ensuring accessible services to combat social isolation and foster inclusion. Feedback regarding racism and discrimination is noted, and Council continues to seek ways to help address these issues through participation in the Lower North Shore Multicultural Network and advocacy.</p> <p>Council is also committed to listening to our community. Strategic</p>

No.	Does respondent support the Strategy?	Submission *Long submissions have been summarised. A list of all submissions (verbatim) is provided at the end of this attachment.	Response
			Direction 3 in the governance strategy is focussed on making it easy for our community to engage and participate in decision-making.
SI23	Yes	The strategy should include clear steps to combat racism in schools, workplaces, and public spaces, using an anti-racism framework to promote fairness and respect. It should also improve access to essential services for culturally diverse communities by prioritising funding, multilingual tools, and cultural competency training for staff. Establishing a multicultural advisory panel will ensure marginalised voices are included in decision-making, making the strategy more inclusive. By addressing racism, improving service access, and ensuring diverse representation, the Social Inclusion Strategy can foster a stronger, more equitable community in North Sydney.*	<p>Feedback regarding racism and discrimination is noted, and Council will continue to seek ways to help address these issues through participation in the Lower North Shore Multicultural Network and advocacy.</p> <p>We recognise the need to improve access to essential services, particularly for culturally and linguistically diverse communities, and continue to seek opportunities to support this.</p> <p>Council is also committed to listening to our diverse community. Strategic Direction 3 in the governance strategy is focussed on making it easy for our community to engage and participate in decision-making. One of the actions Council will be taking is the utilisation of a demographically select working group for input on major Council decisions to ensure the diverse needs of the North Sydney community are considered.</p>
SI24	No	The modern, vibrant, and socially inclusive communities of the Lower North Shore are perhaps the most successful melting pot of people from a range of different backgrounds. North Sydney Council certainly does not need to be dabbling in Orwellian social meddling, nor can it afford the inevitable bureaucratic infrastructure of supporting said meddling.	The Social Inclusion Strategy is designed to preserve and enhance the vibrancy and inclusivity of our community, reflecting the diverse and dynamic nature of the Lower North Shore. While the community already embodies these qualities, ongoing efforts ensure they remain strong and continue to evolve positively. It is important to clarify that this strategy is not about unnecessary intervention or creating excessive bureaucracy but rather about fostering an environment where all residents can thrive and feel connected. Investing in these efforts is a measured and thoughtful approach to supporting our community's long-term well-being.
SI25	Yes	The submission emphasises the importance of supporting young people in the community and advocating for the expansion of Planet X Youth Centre, the only local service providing comprehensive support to at-risk youth. Planet X offers a safe, inclusive space for young people to access assistance with education, food, employment, recreation, and socialisation. With	Support for Planet X is noted. The strategy has been updated to recognise the value of Planet X by making specific reference to the centre in the list of services included under strategic direction 3.

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		nearly a decade of experience in youth services, the respondent has witnessed the positive impact of Planet X and hopes the Council will continue to fund and expand its services.*	
SI26	Yes	No comment provided	Survey response noted.
SI27	Yes	Very supportive of Strategy 1, 2 and 3. Especially 1.1,1.2,1.3, 1.6,1.7, and 1.10; 2.1,2.2, 3.7 and 3.9	Support is noted.
SI28	Yes	<p>Local government youth services, like Planet X Youth Centre, play a vital role in fostering social inclusion and addressing loneliness among young people. Research shows that safe spaces and youth work have a positive impact on young people.</p> <p>A recent poll by Youth Action NSW found 87% of young people identified loneliness as a major issue, with 85% supporting investment in safe, inclusive spaces and 71% emphasizing the need for places to connect. These findings highlight the importance of services like Planet X.</p> <p>Additionally, a Department of Communities and Justice report identified successful youth programs' key features, which align with Planet X's "soft entry" approach. This method involves programs, drop-ins, and support that help young people build connections and engage actively with their environment while addressing challenges. *</p>	<p>Support for Planet X is acknowledged, including recognition of its valuable role in offering a safe and inclusive space that connects young people and helps combat social isolation.</p> <p>The strategy has been updated to highlight the importance of Planet X by specifically referencing the centre in the list of services under Strategic Direction 3.</p>
SI29	Yes	As a young person I enjoy going to Planet X Youth Centre because it gives me a place to belong in the community. My friends and I go here most days of the week and socialise with other young people and the youth workers. This place offers many exclusive activities like ping pong, basketball, and it has a PS5. It also has many computers to play games or to do homework on. It also offers free pamphlets on community outreach services which is very useful. My day improves when I attend the centre and get to be myself in the community.	<p>Support for Planet X is acknowledged, including recognition of its valuable role in offering a safe and inclusive space that connects young people with peers and essential services.</p> <p>The strategy has been updated to highlight the importance of Planet X by specifically referencing the centre in the list of services under Strategic Direction 3.</p>
SI30	Yes	Planet X Youth Centre has changed my life. When I was living on the streets, they connected me with Taldumande Youth Services for housing and provided food, support, and advice to help me	Support for Planet X is acknowledged, including recognition of its valuable role in offering a safe and inclusive space that connects young people with peers and essential services.

No.	Does respondent support the Strategy?	Submission *Long submissions have been summarised. A list of all submissions (verbatim) is provided at the end of this attachment.	Response
		grow. I've always struggled with anxiety and making friends, but Planet X makes me feel welcome and lets me be myself. The youth workers give me great advice on becoming a better person, and I'm forever grateful for their support.*	The strategy has been updated to highlight the importance of Planet X by specifically referencing the centre in the list of services under Strategic Direction 3.
SI31	Yes	As a parent of tweens and teenagers who visit Planet X Youth Service, I find it to be an invaluable social hub for our children, including young people with disabilities. Planet X offers a welcoming and inclusive environment where they can socialise with peers outside of school. As a low-income family, we appreciate that it provides an affordable option for our children to engage with others. The centre fosters community connections among young people from different backgrounds who might not typically interact. The dedicated staff, offer exceptional support and manage the service effectively. It's reassuring for parents to know that our teens have a safe space to talk about their issues with trusted adults, providing a buffer for us as parents. I hope that North Sydney Council will continue to support and enhance this essential resource for our youth.*	Support for Planet X is acknowledged, including recognition of its valuable role in offering a safe and inclusive space that connects young people with peers. The strategy has been updated to highlight the importance of Planet X by specifically referencing the centre in the list of services under Strategic Direction 3.
Email 1	N/A (YourSay survey was not completed)	The Crows Nest Centre (CNC) provided a comprehensive list of specific comments in relation to the Social Inclusion Strategy. Key suggestions are summarised below. 1. CNC requests the development of a Multicultural Strategy by the Council, focusing on the needs of migrants, workers, and non-English speakers, with training for frontline staff and improved communication methods. 2. CNC emphasise the importance of retaining physical communication alongside digital screens for older residents who lack internet access. 3. CNC supports the development of a masterplan for a new community centre with open space and underground parking in Crows Nest, and suggests exploring expansion opportunities through property purchases and partnerships, such as with	The feedback from CNC is noted. Responses to the key suggestions are provided below: 1. With regard to the request for a separate multicultural strategy, it is noted that the social inclusion strategy has been developed as an inclusive plan for all people that live, work and visit North Sydney, including our culturally and linguistically diverse population. The three strategic directions that that will help us 'become a connected and socially inclusive community where everyone is valued', apply to everyone. As each new project or initiative is planned and delivered, consideration will be given to the needs of all stakeholders. Council respects and values our diverse multicultural population.

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		<p>Northside Baptist. They also propose the inclusion of a satellite library in the redeveloped Crows Nest community centre. They highlight the need for pedestrianisation of Willoughby Road, while ensuring continued bus access for residents with mobility impairments.</p> <p>4. CNC calls for a review of the financial sustainability of community centres, ensuring that any 'expansions' don't come at the expense of existing services.</p> <p>5. CNC suggests improving Council's communication approach to make it more accessible to diverse groups, including older people and those with disabilities.</p> <p>6. CNC requests a review of their MOU with Council regarding free showers and meals for homeless individuals and advocates for community centres to be recognised in the services listed in the strategies.*</p> <p><i>Note: The above text is a summary of the key suggestions from the CIC submission that specifically relate to Social Inclusion.</i></p>	<p>We actively participate in the Lower North Shore Multicultural Network and advocate on related issues as needed.</p> <p>The strategy has been updated to recognise the value of specific multicultural focused initiatives, such membership in the Lower North Shore Multicultural Network, by making specific reference to support for multicultural communities in the services included under strategic direction 3.</p> <p>2. Noted. Council aims to provide accessible and inclusive engagement and communication methods to effectively reach the diversity of the community. Further consideration of this matter will be undertaken in the design, implementation and evaluation of the pilot of digital community information screens proposed in Ted Mack Civic Park.</p> <p>3 and 4. Noted.</p> <p>5. The new strategy has a focus on communications and engagement, and this includes developing a new communications plan to ensure that information is inclusive, readily available and accessible in various formats.</p> <p>6. Noted. Community Centres will be acknowledged as key partners in delivery in the Community Strategic Plan.</p>
Email 2	N/A (YourSay survey was not completed)	<p>The following key suggestions have been identified by the Access and Inclusion Committee (AIC) as being relevant to all eight exhibited plans:</p> <ul style="list-style-type: none"> All plans should express Council's desire to become an exemplar for access and inclusion, and plans should recognise the rights of people with disabilities to fully participate in all aspects of life. Actions should assume full participation of people with disabilities, including in leadership and business roles. 	<p>The feedback from AIC is noted. Council is supportive of ensuring that accessibility is considered in all of council's operations, this includes digital spaces and community attitudes. The Integrated Transport Strategy, Open Space and Recreation Strategy, Culture and Creativity Strategy and Social Inclusion Strategy all have 'Inclusion' explicitly referenced as a key principle.</p> <p>To further promote accessibility, the wording of action 3.2 has been updated and a new action 3.12 added as detailed below:</p>

No.	Does respondent support the Strategy?	Submission *Long submissions have been summarised. A list of all submissions (verbatim) is provided at the end of this attachment.	Response
		<ul style="list-style-type: none"> • Access and inclusion should be integrated into all aspects of Council operations, including digital spaces and community attitudes. • Engage people with lived experience and use qualified consultants for accessibility, and ensure staff are trained as allies. • Implement rewards or recognition for those improving access and inclusion. • Ensure all plans and changes are communicated in accessible formats for all. <p>The following key suggestions have been identified by the AIC regarding the Social Inclusion Strategy specifically:</p> <ul style="list-style-type: none"> • People with disability should be considered throughout the paper. e.g. action 1.4 • Add '1.11 Create a resource tool/list of accessibility options in Council area e.g., vision resources available at Stanton Library'. • In relation to Strategic Direction 2: Incorporate accessible language and options as part of the implied need and delivery of new/renovated spaces.* <p><i>Note: The above text is a summary of the key suggestions from the AIC submission that relate to all eight strategies generally and Social Inclusion specifically.</i></p>	<p><i>3.2 Identify opportunities and implement projects to improve accessibility of Council programs, services, facilities, and events. This includes exploring ways to become an exemplar for access and inclusion.</i></p> <p><i>3.12 Develop and Implement a recognition program for businesses, community organisations and individuals who have significantly contributed to improving access and inclusion.</i></p> <p>With regard to the specific feedback provided on the Social Inclusion Strategy, the strategy has been updated to incorporate accessible language in actions 2.6 and 2.8. The wording of 1.4 was not updated as it already requires the program of events to be responsive to community needs (which includes accessibility where possible). The following new action has been added to support improved awareness of existing resources that support accessibility:</p> <p><i>1.11 Create a resource tool/list of accessibility options available in the LGA, for example vision resources at Stanton Library</i></p> <p>Council will continue to work with the AIC to address accessibility issues and affect positive cultural, project planning and built form change.</p>
Email 13	N/A (YourSay survey was not completed)	<p>An emailed submission contained the feedback from three young people about Planet X.</p> <p>The feedback highlights the significant positive impact of Planet X on young people's lives. It fosters a sense of belonging, connection, and safety by providing a space to meet peers, make friends, and build a sense of community. The centre is praised for its inclusivity, kindness, and support, helping attendees feel accepted and understood.</p>	<p>Support for Planet X is noted. The strategy has been updated to recognise the value of Planet X by making specific reference to the centre in the list of services included under strategic direction 3.</p>

No.	Does respondent support the Strategy?	Submission *Long submissions have been summarised. A list of all submissions (verbatim) is provided at the end of this attachment.	Response
		Young people value Planet X as a unique venue for creative and recreational activities, such as using the band room, making crafts, and socialising in a relaxed environment. The youth workers are commended for their approachability and dedication, offering emotional support and guidance. For one individual, Planet X has been life-changing, providing crucial support through mental health challenges.	

Social Inclusion Strategy – Submissions verbatim

No.	Do you support the strategy?	Why? Comments or feedback on the Culture and Creativity Strategy
SI1	Yes	Both Planet X & other local youth centres on the North Shore are highly attended by a huge sector of local young people. Yet in my opinion they are undervalued & in some cases poorly promoted by the Councils to local families & the public in general. It is truly surprising how many Council workers don't even know these spaces exist! The youth centres such as Planet X provide a safe & cost free space to local young people for not only recreation but acceptance, guidance & referral to numerous local support services they may require. They offer social inclusion in a nurturing environment to local young people - some of whom have supportive families & safe homes but to many who don't. We truly underestimate how many are on the fringes & often on the precipice of making poor decisions which affects the entire community. Young people can come to centres such as Planet X to "hang out", talk to an adult who can support them & participate in great activities in this essential space. Without these Youth Centres they might fall through the cracks & are sometimes destructive - which has grave social outcomes. Sadly there are very few places in our community which are free, fun, accessible & well supervised for teenagers outside of home to congregate with their friends & also meet new ones. It keeps them off the streets, in a safe space & in contact with trained youth workers who are non judgemental, open & supportive of the issues most young people experience. As a local North Sydney resident as well as youth worker at Chatswood Youth Centre (for 18 years), the Interagency meetings allow us to connect with other local youth oriented services & share information. We can therefore use this information to refer our young people to seek help should they need it. Adults have a multitude of locations & activities for inclusion. Young people in the area only have these youth centres such as Planet X. It provides an undeniable essential service for the North Sydney area young people as do the other local Council youth centres such as Mosman, Willoughby, Lane Cove etc. Let's not forget our young people form an integral part of our community & will be its future foundation. Their successful experiences & outcomes as a teenager will evolve into solid & contributing adult residents. They desperately need these safe, well supported & well funded Youth spaces.
SI2	Yes	Several community centres and initiatives exist for adult residents of North Sydney. While young people only have a single youth centre (Planet X). It is important to balance the whole community needs. Third spaces (somewhere safe apart from home, school, work) are vital for young people's healthy development. Planet X does a great job with the youth of the area. I would love to see their hard work recognised and supported more widely and more visibly. I'd also like to see more CALD focused initiatives, considering that according to the 2016 ABS Census, 46% of the population in the Lower North Shore (LNS) were born overseas.
SI3	Yes	For all the vulnerable young people Taldumande Youth Services supports, our local youth centre called Planet X provides a regular community space for them that is safe, informative, accepting and inclusive. Planet X has been this safe, nurturing and fun place for our young people for as long as I can remember and often our young people who may have exited our service, still visit, hang out and engage with Planet X. If Planet X staff are concerned for a young person's welfare or safety, they have often referred young people to our wide range of supports such as accommodation, family support or case management.
SI4	Yes	
SI5	Yes	The social inclusion strategy is a highly important strategy for the young people in the North Sydney Council area due to the increasing feelings of social isolation that young people experience due to social media. The young people that are linked in with our service describe social isolation as a huge issue they face and as a result, having socially inclusive services and

		events in the area is vital to reduce this isolation and increase social and emotional wellbeing. Planet X Youth Service is one of these services currently helping young people with this and play an imperative role in allowing pro-social interactions between young people. Many of our clients attend Planet X Youth Service and highlight how positive the support is that is provided by the service. Without Planet X, they would not have access to a space that promotes social inclusion, acceptance and a non-judgemental space for them to feel comfortable in interacting with others. Planet X are also a vital service in connecting young people in with other services as they often see young people before they have any support and are able to offer connections to other services given their well-connected status in the local community. Our service has many young people who do not feel connected in the North Sydney Council area and Planet X is a way in which they are able to feel connected with the support provided by staff there.
SI6	Yes	Being socially inclusive is incredibly important to ensure all members of the community feel included and valued.
SI7	Yes	Planet X Youth Centre needs to be highlighted as a community space that offers the opportunity for social inclusion, acceptance, a space for young people to go, to get assistance, for things to do, etc, Northern Sydney Local Health District Child & Youth Mental Health Service partners with Planet X on a number of projects to support young people and improve their Mental health Adults have a number of community centres and spaces to attend, however young people only have 1 youth centre so it is important that it continues to provide a central place for them to go to.
SI8	Yes	
SI9	Yes	As a youth mental health organisation that works across Northern Sydney, we have found that Planet X Youth Centre is an invaluable part of the community and plays a critical role in helping to support young people in linking up with our services, and helping to arrange for the best support possible for these young people. The work that Greg and the team does in providing a safe space for young people to feel included and loved is what sets Planet X apart from other youth centres within the Northern Sydney area, and what makes it such a critical part of the puzzle to supporting young people from North Sydney. We were dissapointed to see the lack of acknowledgement in the social inclusion strategy of Planet X, and feel that it should be enshrined specifically within the strategy to ensure its continued operations over the years to come. With the challenges that young people are continuing to face, having a physical presence that is both accessible and welcoming of all is going to be vital for young people, and we believe that Planet X is central to that.
SI10	Yes	I want to highlight the importance of Planet X in North Sydney. Feedback to our organisation (EPIC) from parents of young people is they don't know what their children would do if it wasn't a part of their young person's life. Planet X supports young people in a safe environment and provides the opportunity for social inclusion.
SI11	Yes	Regarding point 1.8, I am not sure what is meant by 'digital community information screens'. I hope they are not like those things in shopping centres where you have to queue up to poke at screens and can only be used by one person at a time. And please don't require us to scan QR codes and try to read things on tiny phone screens like we have to do at the Coal Loader now if we want to find out what sort of tree we are looking at. Older folk like me will feel much more included if we can just walk past and easily read information on physical signs. Please don't get rid of too many signs. We oldies appreciate them. Please also bear in mind that not everyone wants to engage with social media. Information should always be available through more traditional means that particularly older people often prefer. For example, I opted out of the organic buyer's group because it required me to use social media.
SI12	Yes	I represent the African Australian Advocacy Centre (AAAC). I also worked for over 7 years as a settlement worker across the Lower North Shore and was based in North Sydney. The AAAC represents the African Australian Communities in the area of advocacy, research, and policy outcomes in collaboration with different stakeholders including but not limited to non-profit

	<p>organisations, state and federal government, business, industry, the civil sector, academia and the philanthropic sector.</p> <p>The Social Inclusion Strategy for North Sydney Council reflects a commitment to fostering an inclusive, multicultural community. As the area sees growing diversity, the strategy emphasizes providing equitable access to resources and opportunities for all, particularly for individuals from different cultural backgrounds. It recognizes that overcoming barriers such as discrimination and exclusion is vital for enhancing participation and strengthening community cohesion. By focusing on creating a respectful environment where diverse voices are heard, the strategy supports a vibrant, interconnected society.</p> <ul style="list-style-type: none"> · Given that about 39.9% of North Sydney residents according to the 2021 Census, and that over 25% who are born overseas, come from countries where English is not the first language, it is a major gap that Council does not have a recommendation to develop a Multicultural Access and Equity Policy to ensure that its programs and services meet the needs of all its residents, whatever their cultural and linguistic backgrounds. I recommend that Council develop a Multicultural Strategy to identify, understand and respond to the needs of their community. · Just like the Disability Access and Inclusion Plan (DIAP) has helped Council to best respond to the diverse needs of people with disabilities, a Multicultural Strategy developed by Council would assist the Council. The Council should use both the internal expertise of its customer-facing staff and also establish a "Lived Experience Advocacy Panel", made up of representatives from organisations, services and community leaders from the multicultural community. · The African Community, though small in number in your area, faces many challenges. In 2024, the AAAC released "We Belong Here: Framework for Human Rights and Equity for People of African Descent," a crucial report by the African Australian Advocacy Centre. This comprehensive document highlights key areas of concern and provides 107 actionable recommendations for addressing racial discrimination and promoting equity. Sadly, African school-aged students in North Sydney have faced racism. Racism in Australian schools demands urgent action. Students report verbal abuse, racial slurs, and exclusion, often impacting their mental health, safety, and their aspirations to succeed in society. North Sydney Council can show leadership in the anti-racism space. I was honoured to attend the launch of the National Anti-Racism Framework at Parramatta Town Hall, hosted by Australian Human Rights Commission. The Race Discrimination Commissioner's pivotal remarks at that launch included his powerful reminder: "Racism divides, but anti-racism connects". The framework reinforces African Australian Advocacy Centre(AAAC). commitment to social justice, advocacy, and creating opportunities for all. Council should commit to this anti-racism path. <p>The only recommendation that covers multicultural activities in the Social Inclusion Strategy is exactly the same as the one in the Cultural and Creativity Strategy, where it more appropriately belongs. It reads: STRATEGIC DIRECTION 3: Provide and promote a diverse range of affordable and accessible cultural and creative events, experiences and opportunities across the LGA. At 3.2 it says: "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".</p> <p>In the Social Inclusion Strategy, at 1.5 it has the exact same recommendation. What is the point of the only recommendation about multicultural activities being the same as in the Cultural and Creativity Strategy? Unbelievably, there are no other recommendations covering the Culturally and Linguistically Diverse Communities in the Social Inclusion Strategy, which looks more like exclusion of a group that makes up nearly 40% of the LGA's population! There should definitely be a recommendation that covers the preparation of a strategic plan or strategy which is aimed at inclusion of North Sydney's Culturally diverse communities.</p>
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SI13	Yes	<p>Could you also consider things like more public toilets and benches so that people who are housebound for various reasons can build confidence that there are facilities for them.</p> <p>Also please ensure that you continue to fund Planet X</p>
SI14	Yes	<p>'- I would like to highlight the importance of the youth service provided in North Sydney, Planet X, and how this has helped numerous organisations across Northern Sydney Local Health District in achieving positive outcomes for young people.</p> <p>- As the sole youth service in North Sydney it is essential to keep youth services running so that provide a central place for young people to go. As we know, if these essential services disappear pressure is put on surrounding areas which creates further problems.</p> <p>- It is incredibly important to recognise "space" and having a place for young people where they feel connected, accepted and get further assistance and development for a better future. Planet X does just this.</p>
SI15	Yes	<p>It is vital that any local government area provide useful and appropriate public spaces and community services to all it's population groups, including young people. There are many spaces specifically designed for children, families, older citizens and workers, but only one space - Planet X - specifically available to young people of all backgrounds. Youth centres provide a vital and vibrant part of any community so please continue to support it. It is an essential point of connection and support for so many young people who live, work, study and play in the LGA, and for all the community services who work with the staff at the centre to support vulnerable young people.</p>
SI16	No	<p>There is not a strong, specific youth voice in this document. The disconnect between elder resident's requirements and the youth demographic is clear in the vague mention of "provide youth services". Planet X is a valuable safe space for young people to belong, to connect to community, develop and feel heard. This needs to be highlighted in this document or the sustainability of this service will be undermined. Other services are specifically mentioned e.g. Coal Loader, PCYC, the different Community Centres, Woodleys Shed etc. and yet Planet X does not feature. If you asked the young people who attend this Youth Centre, what does it mean to them, they would celebrate the strategic objectives that this document is attempting to achieve. Young people at Planet X are some of your most vulnerable people in the North Sydney Community. You must honour their experience by honouring the place that makes them feel safe. I hope you take this consideration on, I look forward to reading the revised copy.</p>
SI17	Yes	
SI18	Yes	
SI19	Yes	<p>I would like to highlight the importance of Planet X and it's continued support by the council. It's is a vital social community space for the youth of the area and there is a wonderful group of youth workers who provide council and ongoing support for the teens who attend</p> <p>My own children attend especially my 16 year old and they are such a valuable place for kids for social inclusion acceptance and support</p> <p>It is a youth Centre for our community to be proud of and something our community greatly values</p>
SI20	Yes	<p>1. I support trialling 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. I participated in lots of Council's market research this year and was impressed with the group outcomes. There is lots of talent and caring in North Sydney. I was impressed with the outcomes Kylea Tink achieved using this model.</p> <p>2. Develop and implement opportunities for young people in the community to have input into Council's decision-making</p>

		<p>processes, including through formal consultations, social media and surveys. I fully endorse engaging young people in the civic process.</p> <p>3. I strongly support the emphasis being place on planning, public domain and placemaking for Crows Nest and St Leonards to support the growing population while maintaining our wonderful liveability.</p> <p>4. I also support the development of a masterplan for our important 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>
SI21	Yes	vital for a community
SI22	Yes	<p>About 40% of people living in North Sydney are born overseas, making our LGA a very diverse community. The diversity of our community is likely to increase with the planned 8,500 new homes being built in Crows Nest TOD and St Leonards. It is important everyone in our community will feel connected and belonged for social cohesion, bringing in numerous social and economic benefits.</p> <p>In general, residents in North Sydney has a good sense of belonging. When the time is tough though, people tend to look for scapegoats in others whom they think are different from them. For example, I personally experienced racial discriminated remarks twice when I was walking along the local street/shopping at a local supermarket during the early stage of COVID. I was shocked as I never felt not belonged in North Sydney prior to these incidents and I have lived in North Sydney LGA for over twenty years. Multicultural events/information sessions to educate the wider community in eliminating and how to handle discrimination are therefore essential.</p> <p>A projected trend for the LGA is our increasing aging population. Accessibility of the needed support services by our senior residents is vital. As people age, for some, not only their physical mobility, their language capability also deteriorate. When considering services for our diverse aging residents, multi-lingual support should be considered an equally important accessibility element.</p> <p>The Council's Social Inclusion Strategy lists good recommendations to improve social inclusion and social cohesion in our LGA. To ensure they will be implemented, funding resources need to be allocated and protected to material these strategies. I also suggest creating an on-going avenue to listen to our diverse community to ensure timely feedback and ideas are captured to respond promptly when new situations or needs arise as our LGA and the environment we are in evolve over the next decade.</p>
SI23	Yes	<p>Comments on the Social Inclusion Strategy Address Discrimination Effectively The strategy should include clear and actionable steps to combat racism in schools, workplaces, and public spaces. Drawing from recent incidents, such as those reported in schools, it's important to adopt an anti-racism framework, like the one suggested by the Australian Human Rights Commission, to set standards and foster a culture of fairness and respect.</p> <p>Improve Access to Essential Services Many culturally and linguistically diverse communities face barriers to accessing mental health care and family support services. The strategy should prioritise funding for under-resourced areas, provide multilingual tools, and ensure council staff</p>

		<p>are trained in cultural competency to make services accessible to everyone.</p> <p>Include Marginalised Voices in Decision-Making Establishing a multicultural advisory panel, similar to the existing Access and Inclusion Committee, can ensure that policies reflect the real needs of North Sydney's diverse population. This participatory approach will give marginalised groups a voice and help the strategy achieve greater inclusivity.</p> <p>To summaries, by addressing racism, enhancing service access, and ensuring representation of diverse communities in decision-making, the Social Inclusion Strategy can become more impactful and equitable. These steps will help foster a stronger, more inclusive North Sydney community.</p>
SI24	No	The modern, vibrant, and socially inclusive communities of the Lower North Shore are perhaps the most successful melting pot of people from a range of different backgrounds. North Sydney Council certainly does not need to be dabbling in Orwellian social meddling, nor can it afford the inevitable bureaucratic infrastructure of supporting said meddling.
SI25	Yes	<p>I feel it is crucial to provide services that are specific to providing support to the young people of our community. I would strongly advocate for Planet X Youth Centre to expand its services, as it is the only youth service in our area which provides direct support to youth at risk, and is inclusive of all youth cohorts, assisting young people in a way that is holistic and favourable to their long term wellbeing. There are many organisations in the community that support adults, however few that serve youth and their specific needs.</p> <p>Planet X as a community space offers the opportunity for acceptance and social inclusion, a safe space for young people to go on a daily basis, to get assistance with education/food/employment/recreation/healthy socialisation.</p> <p>I have been a senior case manager and program coordinator at Taldumande Youth Services for nearly a decade and have liaised with Greg Nikoletos and the team at Planet X since 2015, and have been a witness to the magnificent work they are doing to support the youth of the North Sydney area and North Shore. This has made a significant impact in the lives of countless young people, and we sincerely hope that North Sydney Council will continue to fund and expand on this important support service.</p>
SI26	Yes	
SI27	Yes	<p>Very supportive of Strategy 1, 2 and 3.</p> <p>Especially 1.1,1.2,1.3, 1.6,1.7, and 1.10; 2.1,2.2, 3.7 and 3.9</p>
SI28	Yes	<p>In regard to strategic direction 3 it is important to highlight the value of local Government continuing to deliver youth services and how this relates to effective social inclusion of young people. There is an increasing pool of evidence and research being undertaken highlighting the positive impacts of youth work and provision of safe spaces for young people in the community. This evidence aligns with the current approach to supporting young people accessing Planet X Youth Centre.</p> <p>In December 2024, as the NSW Government conducted hearings for their Parliamentary Inquiry into the prevalence, causes and impacts of loneliness, Youth Action NSW the peak body representing young people and services that support them in NSW released a representative poll of 1000 young people aged 12 – 24 across NSW. 87% of young people stated that loneliness was a major issue for them and their peers.</p> <p>When poll participants were asked what the solutions are to address loneliness the results align with existing council services (in particular Planet X Youth Centre) and support the strategic direction of the social inclusion plan. 85% of young people</p>

		<p>wanted more investment in safe and inclusive spaces with activities and services for young people. Furthermore, the polling highlighted that in order for young people to feel included in the community, 71% of respondents said, 'safe spaces for young people to connect with others.'</p> <p>Additionally, Department of Communities and Justice commissioned a report on the key tenants of programs that successfully engage young people. This program review/study conducted an assessment of the key tenets of successful programs in 8 youth organisations in NSW, one of the participating organisations was a Council run youth centre in Camden.</p> <p>Feedback from young people in the report aligns with approaches Planet X demonstrate, particularly the notion of soft entry, this effective approach to youth engagement is made up of programs, drop in and support. This approach allows for connections to be developed and young people to have a space where they would feel supported to be an active participant in their environment and in finding solutions to current challenges they may be facing.</p>
SI29	Yes	<p>As a young person I enjoy going to Planet X Youth Centre because it gives me a place to belong in the community. My friends and I go here most days of the week and socialise with other young people and the youth workers. This place offers many exclusive activities like ping pong, basketball, and it has a PS5. It also has many computers to play games or to do homework on. It also offers free pamphlets on community outreach services which is very useful. My day improves when I attend the centre and get to be myself in the community.</p>
SI30	Yes	<p>I'm a young person who has been introduced to Planet X Youth Centre last year and since then, I was living on the streets and Planet X helped me get involved with Taldumande Youth Services for housing. They have also helped me become more social with other people my age. They also help me when I'm hungry because they provide food and drinks for me as well as helping me improve myself daily to be a better person towards other people. I sometimes feel very anxious to talk to people, and making friends is very difficult so coming to Planet X makes me filled with joy and lets me be more myself in a responsible way. The youth workers here such as Greg, Jade, and Mischa give great helpful advice about how to sprout into a mature adult and be more welcoming to other young people that come to Planet X. I would say that Planet X has made my life a lot better since coming and I am forever grateful for them.</p>
SI31	Yes	<p>Re: Planet X Youth Club:</p> <p>As a parent of tweens and teenagers who frequent Planet X, this youth club is an invaluable social community hub for our children. In addition, for children like mine, with various disabilities, Planet X youth club has been a welcoming and inclusive social outlet for our children who wouldn't have many suitable (or affordable - being an unpaid full time carer) places to go to socialise with peers where they have a sense of belonging (outside of school). As formerly mentioned, as a low income family who can't afford to send children to any other costly social activities in the vicinity, it is an essential resource. Planet X is such a great community resource for all kids from all local schools and from all backgrounds in the area to meet and socialise....where they probably wouldn't meet normally in their day to day lives . On a side note, the wonderful youth community carers running Planet X have been amazing! Greg and team have always gone above and beyond supporting the kids and I feel, they can handle any situation with youths needing additional support as well as the smooth daily running of such an essential community resource for the local youths where there is otherwise not much for them to do! There's a lovely camaraderie and any issues that have ever cropped up, (which is quite usual for teenagers as any parent knows), they know they have support from the Planet X wonderful staff (as we all know, teens don't always want to talk to parents and to have that safe space and supports like counselling etc, is a nice buffer for us parents to know that there is that degree of separation when our teens need to speak to a responsible adult and knowing there's trustworthy Planet X staff to talk out their problems with, who always have</p>

		a good counselling ear to lend our children. Hopefully in the future roadmap that North Sydney Council not only guarantees the continuation of such an essential resource but can find additional budget to improve the youth club and in turn support the children of the community to its best abilities.
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Email 1

10 January 2025

Ms Therese Cole
CEO
North Sydney Council
PO Box 12
North Sydney NSW 2059

Dear Ms Cole,

Informing Strategies and Asset Management Plan

North Sydney Community Service Ltd, trading as Crows Nest Centre, is a not-for-profit company limited by guarantee and a registered charity. Founded by Alderman Joan Pilone, in 1967, we have engaged in a long-term strategic partnership with North Sydney Council. Our staff and 200 volunteers support older people, people with a disability, migrants, parents and people who are homeless or at risk.

In 2024 we actively participated in a variety of forums, online consultations and workshops and responded to a range of surveys to inform Council's next 10 years. We appreciate the time and effort that went into these processes as well as a further opportunity to comment on Councils' draft informing strategies. Specific comments in relation to each of the draft strategies follows:

Social Inclusion Strategy

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

- 1.2 Some intergenerational activities already take place in community centres (e.g. for many years Cammeray Public School's Jazz Band have performed Christmas carols at the Crows Nest Centre). We are interested in furthering our intergenerational connections.
- 1.3 Supported by the Australian Government and Council, the Crows Nest Centre offers a wide array of in-home (meals on wheels, linen service, assisted shopping, friendly home visiting) and Centre based services (community restaurant). We also offer a variety of social activities for older people (e.g. knit and natter, indoor bowling, bingo and trivia, bus and movie outings,



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what's in the news discussion, dementia café, fun 'n games day, armchair travel, musical entertainment, brain games and puzzles, guest speakers, hatha yoga, Feldenkrais and a Computer Club).

- 1.4 Our community centre regularly hosts special events (e.g. Australia Day, Chinese New Year, Seniors Festival, St Patrick's Day, Harmony Day, Easter, Biggest Morning Tea, NAIDOC Week, Xmas in July, Melbourne Cup, Diwali, and an array of Christmas activities).
- 1.5 In addition to Chinese Seniors and Bollywood Music for older Indian people, the Crows Centre has long established multicultural activities (English conversation, homework help, employability workshops, Japanese and Spanish speaking parent groups). Our community connections often see us hosting events for the Lower North Shore Multicultural Network (e.g. Harmony Day, Refugee Week, a variety of workshops) as well as our own events (e.g. Chinese New Year, Diwali). It is important to note that we do not receive any specific funding to support the Centre's multicultural endeavours.

While we welcome Council's interest in multicultural festivals, social inclusion is more than just festivals. Given the high proportion of overseas born residents and people for whom English is a second language, there is a need for Council to develop its own Multicultural Strategy, informed by the lived experience of migrants, workers and community organisations associated with the local community. Such a strategy should prioritise training for Council's frontline staff and communication with residents for non-English speaking backgrounds.

- 1.8 While we welcome the trialling of digital community information screens we note the importance of also retaining physical communication methods for older people, many of whom do not have smart phones or access the internet.

At present a significant number of enquiries for our employability workshops for skilled migrants come from people who have seen flyers on the noticeboard in Civic Park.

- 1.9 Regrettably a reduction in Crows Nest Shopping Area and Streetscape meetings has reduced communication between Council and local businesses at a time when the Transport Oriented development scheme has been actioned by the NSW Government in Crows Nest St Leonards. Previously these meetings facilitated interaction between the business community and our community centre, and this was advantageous.

Strategic Direction 2: Provide new and improved public and community spaces for people to meet and connect

- 2.1 The Crows Nest Centre welcomes the opportunity for development of 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 car park, Crows Nest Community Centre and Ernest Place.

We note that the commercial premises on the corner of Hospital Lane and Holtermann St is currently for sale and if Council was to purchase these premises this would permit project expansion.

We believe there to be merit in Council exploring a potential partnership with Northside Baptist, who for some time have shown interest in demolishing their church hall (including their own office accommodation, as well as sublet retail spaces fronting Willoughby Rd).

Both the Crows Nest Centre and Northside Baptist desire similar facility outcomes: office accommodation, flexible spaces including at least one main auditorium, and a variety of other sized rooms that could be reconfigured to suit a wide range of activities and onsite parking (in the case of the Crows Nest Centre spaces for staff and volunteers making deliveries and visiting older people at home).

- 2.2 Pedestrianisation of Willoughby Rd incorporating Holtermann Street car park is attractive to the Crows Nest Centre, mindful that easy access bus connections are still important to local older people, many of whom are mobility impaired, and in need of easy access to our community centre.

While the advent of the Metro has been welcomed this has seen a reduction in some local bus routes and rerouting of others that has made it more difficult for some older people to access the Crows Nest Centre.

- 2.7 and 2.8 The Crows Nest Centre works cooperatively with other community centres. It is important that any expansion or new activations take into account capacity to meet recurrent costs associated with venue supervision, program activation, insurance, utilities and cleaning. Our experience managing a four storey building shows these costs are appreciable.

It is also vital that existing community centres are able to maintain their current operations, and expansion and activation of new centres is not done at the expense of existing community centres, which at times can find it difficult to make ends meet.

- 2.14 The Crows Nest Centre would welcome the opportunity to discuss inclusion of a satellite library within a redeveloped

Community Centre. Each week people come to our reception and ask, "Where is the library?"

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

- 3.1 It is difficult to fully interpret the intention of "Reviewing Council's communication approach to improve accessibility". Is this solely aimed at reaching particular target groups (e.g. people with a disability, older people, people from culturally and linguistically diverse backgrounds)? It is important to realise that many older people do not have smart phones or access the internet. Increasing digitisation can be marginalising. A variety of communication methods including large print remains vital, as does free and easy access to interpreters for people who speak a language other than English.
- 3.5 We welcome the decision to work with First Nations people and develop a Council Advisory Committee. In the last twelve months the Crows Nest Centre has partnered with the Northern Sydney Alliance for the Uluru Statement and the Constant Reader bookshop, hosting Professor John Maynard speaking about 100 years of Aboriginal Political Activism, and also Thomas Mayo, discussing his recent book, *Always Was, Always Will Be*, a year on from the failed Voice referendum.
- 3.7 The Crows Nest Centre currently has 200 active volunteers delivering services and activities in our local community. Our website has a dedicated volunteer page and an online enquiry form. We employ a Volunteer Coordinator who recruits volunteers, matches people to appropriate opportunities and completes a range of pre-engagement checks (e.g. criminal record history, referees). All our volunteers are supervised by dedicated staff.
- 3.9 The Crows Nest Centre is a foundation member of the Crows Nest Safe Village project and has hosted a number of forums for the Lower North Shore Domestic Violence Network.
- 3.10 The Crows Nest Centre offers a free shower and a hot meal for people who are homeless or at risk, under a memorandum of understanding (MOU) with Council. It is some time since this has been reviewed and we would welcome the opportunity for this to be refreshed.
- Services - It would be good to see community centres specifically listed e.g. Build on Council's strategic partnerships with community centres to foster socially inclusive communities.

Asset Management Strategy 2025-35

- Strategic Direction 2: Provide new and improved public and community spaces for people to meet and connect, in the Draft

Social Inclusion Strategy, largely concerns community asset planning and management. However, this is not referenced in in the Draft Asset Management Strategy 2025-35.

- Over the last decade maintenance of community centres has largely been reactive, rather than proactive. It would be good to see community centres listed as a specific asset sub-category, with a closer look taken at the current and future maintenance issues facing each of the existing community centres, all of which are older than 25 years. Review could be usefully conducted with Community Centre Managers, all of whom have a practical understanding of the maintenance issues associated with their centres.

A multiyear asset management plan used to be presented to Council as part of the annual review of the Joint Strategic Plans for each centre, for no apparent reason this practice ceased several years ago. It would be good to see this reinstated.

Integrated Transport Strategy

- 1.4 The Crows Nest Centre is interested in wayfinding signage and accessible pathways between the Crows Nest Metro Station and Crows Nest Community Centre.
- 2.7 As mentioned in our response to the Draft Social Inclusion Strategy, a reduction in some local bus routes and rerouting of others has made it more difficult for some older people to access the Crows Nest Centre.
- 2.9 Hop on hop off access to each of the community centres would assist access by older people and people with a disability.
- 3.1 While the Crows Nest Centre is in favour of pedestrianisation of Crows Nest, location of bus stops proximate to the Crows Nest Centre is a priority for older people and people with a disability.
- 3.6 Dedicated Disability Parking proximate to the Crows Nest Centre and within the Holtermann Street carpark is important to older people and people with a disability who access the Crows Nest Centre.
- 3.10 Recently installed parking meters present a challenge for many older drivers who do not have a smart phone or mobile internet access.
- The Integrated Transport Strategy makes no reference to Community Connect: Lower North Shore Community Transport, an important resource, supported by North Sydney Council, for older people and people with a disability. This is a vital service for our community centre.

Culture and Creativity Strategy

- 1.4 and 1.5 The Crows Nest Centre is interested in partnering with Council to participate in First Nations programming and incorporate public art in our community centre.
- 3.1 The Crows Nest Centre actively supports Carols in Ernest Place, coordinated by Northside Baptist and Crows Nest Mainstreet.
- 3.2 As mentioned in our response to the Social Inclusion Strategy the Crows Nest Centre regularly hosts special events (e.g. Australia Day, Chinese New Year, Seniors Festival, St Patrick's Day, Harmony Day, Easter, Biggest Morning Tea, NAIDOC Week, Xmas in July, Melbourne Cup, Diwali, and an array of Christmas activities).

Our multicultural community connections often see us hosting events for the Lower North Shore Multicultural Network (e.g. Harmony Day, Refugee Week, a variety of workshops). It is important to note that we do not receive any specific funding to support the Centre's multicultural endeavours.

- 3.3 The Crows Nest Centre actively supports Crows Nest Mainstreet's delivery of the Crows Nest Festival.
- 3.5 As part of Council's Disability Inclusion Action Plan the Crows Nest Centre advocated for a disability mural to be added to the stairwell "spine" of the Crows Nest Community Centre and we understand this is to occur in Year 3 of the Plan.
- 3.7 Based on the success of similar works in the City of Sydney the Crows Nest Centre recommends partnering with Studio A for creative hoardings.
- 3.8 Crows Nest has a myriad of laneways including Zig Zag and Willoughby Lanes that lend themselves to activation.
- 3.10 We are supportive of Crows Nest Mainstreet and Council exploring Special Entertainment Precincts in Crows Nest.
- 4.1 The former KidsNest Occasional Childcare Centre, fronting Ernest Place, on the edge of the Crows Nest Community Centre, would make an excellent artists in residence studio, although considerable remediation of this site is required prior to occupation. Our Centre would be very interested in partnering with participating artists.
- 4.6 As mentioned in response to the Draft Social Inclusion Strategy as part of a redeveloped Crows Nest Community Centre there is an opportunity to become a satellite library site.
- 4.11 As mentioned in our response to the Draft Social Inclusion we welcome the opportunity for development of 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 car park, Crows Nest Community Centre and Ernest Place.

- 4.12 As mentioned in our response to the Draft Social Inclusion we support increased pedestrianisation of Willoughby Rd incorporating Holtermann Street car park we are mindful that easy access bus connections are important to local older people, seeking easy access to our community centre.

Economic Development Strategy

- 2.6 and 3.1 As mentioned in our response to the Draft Social Inclusion Strategy we are interested in exploring opportunities for a state of the art auditorium for both community and commercial use, potentially shared with Northside Baptist, within a redeveloped Crows Nest Community Centre.
- 3.2 As mentioned in our response to the Draft Social Inclusion we support increased pedestrianisation of Willoughby Rd incorporating Holtermann Street car park we are mindful that easy access bus connections are important to local older people, seeking easy access to our community centre.
- 4.9 The Crows Nest Centre actively supports Crows Nest Mainstreet's delivery of the Crows Nest Festival.
- 4.10 As mentioned in our response to the Social Inclusion Strategy the Crows Nest Centre regularly hosts special events (e.g. Australia Day, Chinese New Year, Seniors Festival, St Patrick's Day, Harmony Day, Easter, Biggest Morning Tea, NAIDOC Week, Xmas in July, Melbourne Cup, Diwali, and an array of Christmas activities).

Our multicultural community connections often see us hosting events for the Lower North Shore Multicultural Network (e.g. Harmony Day, Refugee Week, a variety of workshops). It is important to note that we do not receive any specific funding to support the Centre's multicultural endeavours.

- 4.14 We are supportive of Crows Nest Mainstreet and Council exploring Special Entertainment Precincts in Crows Nest.

Open Space and Recreation Strategy

- 1.1 As mentioned in our response to the Draft Social Inclusion Strategy we are interested in exploring opportunities for a new recreation area of open space, adjoining a redeveloped Crows Nest Community Centre and Ernest Place.

The Crows Nest Centre is interested in exploring whether a seniors gym could be incorporated into a new Crows Nest Community Centre.

- 1.3 As mentioned in our response to the Draft Social Inclusion we support increased pedestrianisation of Willoughby Rd incorporating Holtermann Street car park we are mindful that easy access bus connections are important to local older people, seeking easy access to our community centre.
- 1.13 We are fully supportive of Council using the planning framework to seek contributions from private developers to expand and develop new public spaces, including a new Crows Nest Community Centre.
- 3.19 The Crows Nest Centre is interested in opportunities for adding outdoor fitness equipment, suitable for seniors, into a new recreation area of open space, adjoining a redeveloped Crows Nest Community Centre and Ernest Place.

Governance Strategy

- 1.5 The Crows Nest Centre would welcome a regular schedule for review of its Joint Strategic Plan with Council. As mentioned in our response to the Draft Asset Management Plan 2025-2035 we would also be pleased to see reinstatement of a multi-year asset management plan for Crows Nest Community Centre, as part of the review.
- 2.5 The Crows Nest Centre looks forward to continuing a long standing strategic partnership that achieves both Council and the community centre's strategic objectives.
- 3.4 As mentioned in our response to the Social Inclusion Strategy the Crows Nest Centre believes there is a need for Council to develop a Multicultural Strategy, informed by the lived experience of migrants, workers and community organisations associated with the local community.

We greatly appreciate the opportunity to comment on Council's draft strategies. If you require any further information please feel free to contact me either by phone: [REDACTED]

[REDACTED]

[REDACTED]

Executive Officer

Email 2

Access and Inclusion Committee 10 Year Strategic Plan Feedback

Introduction

The following document has been developed by the North Sydney Council Access and Inclusion Committee (AIC) to provide input and feedback on the 8 North Sydney Council Strategic Plans currently being exhibited. These plans include:

- Open Space and Recreation
- Integrated Transport
- Environment
- Economic Development
- Culture and Creativity
- Social Inclusion
- Governance
- Housing Supplement

General Feedback

The following items have been identified by the AIC as being relevant to all 8 exhibited plans:

1. All plans should include a statement clearly outlining Council's desire to become an exemplar for access and inclusion for all residents and visitors within the relevant domain of each plan.
2. All plans should make explicit reference to the rights of people with disability to fully participate in all aspects of life
3. All actions and strategies outlined in each plan should assume that people with disabilities will be fully participating in every aspect of life- people with disabilities tend to be assumed to be only consumers of a given service but they are also leaders, business owners, contractors, consultants, parents, students, etc. Financial participation is a right at all levels.
4. Access and Inclusion should be considered in all aspects of Council's operations, not just built form. It also pertains to the digital environment, community and workplace attitudes and culture, service provision, events, and many other realms

5. To ensure that access and inclusion is appropriately considered in all aspects of Council's operations, the following measures need to be implemented:
 - People with lived experience must be engaged with from concept and design stages through to the implementation and monitoring for activities and initiatives stemming from these strategic plans
 - Where a specialist consultant is required to support an action, Council should ensure the use of a qualified access consultant within that particular domain. This is particularly relevant for accessibility of both built and digital spaces.
 - Council staff must continue to be educated and empowered to be strong allies of people with disability and to ensure that access and inclusion is a core principle in all work Council undertakes
6. Council should consider implementing rewards or recognition for businesses, community organisations and individuals who have significantly contributed to improving access and inclusion.
7. Council must ensure that all significant plans, policies, actions and changes are communicated effectively and in an accessible format to ensure that they can be accessed and utilized by everyone in the community.

Specific Feedback

The following sections will contain specific feedback on each of the eight strategic plans.

Open Space and Recreation

- **In relation to Mayors Message and Introduction:** Suggest more emphasis on the how our parks and open spaces draw visitors to the area. This has a positive economic and reputational impact for the area. It also exacerbates the open space deficit. In some ways, our Community is the caretaker for this area for all to enjoy.
- **In relation to item 2.4:** Suggest changing the language to 'flexibility and accessibility'
- **In relation to items 3.2, 3.7 and 3.8:** These items all have implications for public toilets. All parks should include nearby accessible toilets, with a continuous accessible path of travel between critical elements.

Currently North Sydney Council **does not have any** Adult Change Facilities. An Accessible Adult Change Facility is a toilet and change facility that caters for users with high support needs and their carers where they require additional space, assistance and specialised equipment to allow them to use toilets safely and comfortably.

The DIAP includes a commitment to upgrade some of the public amenities in parks and build an Accessible Adult Change Facility in the Bradfield Park vicinity,

as many visitors with disability visit that area to use the pool (when finished) and walk/wheel over the now accessible bridge.

- **In relation to item 3.9:** This equipment should consider the range of abilities: older people, children, people with disability.
- **General Comment:** Suggest that the needs of workers/working parents be considered when designing and upgrading parks. Eg Access to power and connections for computers where people can also supervise their children on play equipment. Some people also take their telehealth appointments in the parks, away from their workplaces for privacy.
- **General Comment:** In providing gym and fitness equipment, consider equipment that would be suitable for wheelchair users.

Integrated Transport

- **General Comment:** Prioritise keeping pathways and footpaths clear to allow for confident navigation for everyone, for example ensuring that cafe tables and signs are not placed in a central space along which people are travelling.
- **General Comment:** Utilise the services of an access consultant who is fluent in disability access issues in establishing a thorough framework for the establishment and implementation of effective Wayfinding.
- **General Comment:** Ensure that any future cycle lanes do not interfere with safe navigation of walkers and drivers, the current placement on Ridge Street highlights is problematic as it allows for parked vehicles to strike cyclists with their opening car doors.

Environment

- **General Comment:** Prioritise accessibility where possible when upgrading bushland walking tracks
- **General Comment:** Ensure that all signage to key points of interest is as accessible
- **General Comment:** Ensure that all sustainability measures being implemented (e.g. waste management services or electric vehicle charging) adequately consider accessibility in their design. For example, many people find it challenging to effectively utilise waste and recycling services (e.g. bins or bulky items)- how can Council make these services more accessible?
- **General Comment:** Take measures to ensure that Streets Alive, HarbourCare and Community Garden programs are accessible for people of all abilities.

Economic Development

- **General Comment:** Ensure the use of Qualified Access Consultants in the design of new, AND refurbishment of older, spaces.

- **General Comment:** Ensure that people with lived experience with disability are engaged with from initial concept to final designs for all spaces – Building Code compliance is NOT ENOUGH
- **General Comment:** Build partnerships with disability organisations, advocacy groups and service providers to explore economic opportunities and gather nuanced feedback.
- **General Comment:** Ensure state government facilities such as public transport align with Council strategies.
- **General Comment:** Ensure effective emergency response procedures and evacuation standards for people with disability in all Council spaces
- **General Comment:** Ensure the Council as an organisation is a role model for A&I through physical access, recruitment and advancement of people with disabilities and other equity groups, representation and occupational distribution, pay equity etc
- **General Comment:** Ensure fair resource allocation for A&I, including a buffer for unforeseen remediation works (responses to grievances / potential litigation etc)
- **General Comment:** Ensure excellent way finding and ease of access in terms of physical accessibility (mobility, vision impaired, hearing impaired, pushers, prams etc.). Look at ways to ensure access to businesses from public spaces (where the Council remit ends and the private ownership begins)
- **General Comment:** Ensure effective signage in various forms PLUS use signage for “Racism not welcome” and LGBT rainbow
- **General Comment:** Implement adequate rest areas and seating in public spaces (resting planks, seating with and without armrests, wheelchair seating space on shared tables). Tactile markings, hearing loops, contrast markings.
- **General Comment:** Develop and implement effective digital assets for people to download to accompany these spaces.
- **General Comment:** Assume population growth and allow MORE of facilities like accessible parking and toilets
- **General Comment:** Ensure adequate number of toilets, gender neutral toilets, parenting rooms, baby change facilities, accessible toilets). Up to date signage .
- **General Comment:** Ensure accessible toilets also include changing facilities for larger children / teens / adults – [see ‘changing spaces’ recommendations](#) and LGA funding.
- **In relation to the preamble:** Use more inclusive language which overtly speaks to AIC matters for PWD... for example
 - The following language changes are also recommended:
 - To achieve this outcome, we will focus on four key strategic directions:
 1. Revitalise and grow the North Sydney CBD as **an accessible**, high-amenity top-tier office precinct
 2. Cultivate a diverse, **inclusive**, connected and resilient business environment
 3. Create vibrant villages and local centres that attract and retain visitors
 4. Promote North Sydney as a destination of choice

Culture and Creativity

- **In relation to the Strategic Direction:** "provide and promote a diverse range of affordable and accessible cultural and creative events, experiences and production.". The AIC supports this strategic direction and believes it is an extremely important one. Often due to the increased costs associated with having a disability people are financially excluded regardless of accessibility issues.
- **In relation to item 2.1:** This needs to be undertaken with an accessible and inclusive perspective - some key local sits will have variable accessibility. Community is "all" community. **In relation to item 2.3:** It's important that digitisation and digital storytelling is designed to be accessible to people of all abilities.
- **In relation to 3.1:** For this point it's important that the strategic direction from pg 6 is referenced - provide and promote a diverse range of affordable and accessible cultural and creative events, experiences and production. Once again affordability is a key consideration for many people with disability in participating in council events. Ideally AIC need to be part of the review process.
- **In relation to 3.5, 3.6, 3.7, 3.8 and 3.9:** Encourage council to engage artists with disabilities as members of the suite of artists involved in these projects. As documented in the recent ABC series Headliners - artists and musicians with disabilities are underrepresented and often unconsciously excluded.
- **In relation to 3.11:** "Enhance councils website to provide an accessible central list" Ensure that this list is accessible to all local community members regardless of ability. It would also be good to ensure the list include any accessibility information related to the event, program.
- **In relation to 4.1:** Recommend that the AIC community is consulted as part of this study.
- **In relation to Strategic Direction 4 (specifically items 4.4, 4.6, 4.8, 4.9, 4.10, 4.11, 4.13 and 4.15):** The Access and Inclusion Committee should be asked to contribute or comment.

Social Inclusion

- **In relation to the Mayor's Message:** Appreciate the Mayor's inclusion and acknowledgement of people living with a disability on page 5. Although people with disability should be considered throughout the paper.
 - E.g. 1.4 "Review and refresh Council's program of events and activations to ensure they are responsive **AND ACCESSIBLE** to community needs and leverage key assets."
- **General Comment:** Add a '11.1 Create a resource tool/list of accessibility options in Council area e.g., vision resources available at Stanton Library'.
- **In relation to Strategic Direction 2:** Incorporate accessible language and options as part of the implied need and delivery of new/renovated spaces.
- **General Comment:** Strongly support the suggestion of a Citizen's Jury

Governance

- **In relation to item 1.5:** Accessible / inclusive design need to be a key driver of determining priority.
- **In relation to item 2.1:** The consultation and development process must be accessible starting with accessible information available so everyone has the opportunity to participate in shaping the strategy. Determined strategy must be implemented in a manner which is accessible noting some existing barriers to digital accessibility but also the preferences for communication and engagement methods.
- **In relation to item 3.2:** The AIC supports the idea of a Citizen's Jury, however this must be a working group that has breadth of experience and is empowered to seek additional views / expert review where appropriate. Develop a process that is thorough yet efficient so as not to unreasonably delay progress.
 - **In relation to item 4.10:** Ensure disability confidence and other appropriate diversity competencies are attended and regularly reviewed for all staff.
 - **In relation to item 5.4:** Upskill planning assessment staff and leadership on the benefits of and legalities relating to accessible and inclusive development. Mandatory for all public spaces, encouraged for private developments also with consideration of suitability for new and renovated dwellings to accommodate people with disability, ageing population etc.
 - **In relation to item 6.1:** Prioritise accessibility of the chosen platform for all current and future employees and other can access and utilise the platform. May require additional advocacy / leadership to encourage software upgrade / improvement from intended developers / providers.
 - **In relation to item 7.8:** Ensure the survey platform and process is accessible and inclusive.
 - **General Comment:** Council should set concrete targets to increase the number of people with a disability employed across all Council business units and as our collective education and engagement continues, all NSC Staff will become strong allies of the disability community, ensuring accessibility and inclusion are core principles in all Council undertakes.
 - **General Comment:** From a Governance perspective, the proposed actions within the draft are necessary and welcome, reflecting the goal Mayor Zoe Baker outlines in her introduction to achieve evidence-based decision-making and transparent, accountable governance. In keeping with NSC DIAP commitments and the aim of greater inclusion and accessibility, the AIC would like to see the following addition of inclusive to Zoe's intro – possibly through inserting here:
 - 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 **that is accessible and inclusive for all.**
 - **General Comment:** In addition to legislative, legal and other compliance and regulatory requirements, the proposed rollout of the Customer Experience Strategy, ensuring a clear focus on inclusion and diverse

representation of members on the 'Citizen Jury' will go a long way to achieve greater transparency and community confidence.

- **General Comment:** Page 7 of the strategy speaks to "A program of work is already underway, with the following key initiatives having been undertaken to date". I don't see reference to NSC's Disability Inclusion Action Plan as an integral piece of work that has driven better oversight of accessible design, formation of the AIC etc?

Housing Supplement

- **In relation to item 1.6:** Add in accessible/inclusive to diverse and affordable in this item
- **In relation to item 2.1:** Need to include lack of accessible housing – often an intersectional barrier with affordable housing.
- **In relation to item 3.4:** Encourage accessibility of housing and infrastructure design within the Control Plan. Also consider setbacks of buildings – green space – important for service dogs + environmental / cooling benefits of tree canopies and greenery.

Email

From: [REDACTED]
Sent: Tuesday, 14 January 2025 11:41 AM
To: [REDACTED]
Subject: Young People comments, etc

Comments about Planet X by two young people:

I think it like, helps you belong because you can connect with people your age, from around the area, and when I moved here not that long ago, it was easier for me to make friends with people, because we came here. Yeah, I like it here because you can come here after a long day and wind down, and there's lots of nice people, and stuff.

I love it here. And that makes you feel connected. And safe. I feel like there's a whole bunch of people here that identify very differently. You can find people that are very similar to you and you can just, find your people here ([REDACTED] age 14)

I personally believe that planet x is a great place to hang out with friends , connect with others, and be creative. through out my 1 year of coming to planet, both me and my friends have found that its a great place to spend time with each other as there aren't many other places like this in the area. We enjoy using the band room every Saturday and recently, we released our own original song (something we wouldn't have originally had access too if it wasn't for planet and its employees), planet provides a safe and inspirational place for many recreational activities. Other things that we like to do is create bracelets. watch movies on the tv and have lunch :))) not only are the people who come here extremely kind, but the youth workers here are really nice too talk too as well !! ([REDACTED] age 14)

And there was a comment last year by [REDACTED] that never made into the submission that she's happy for it to go in this time.

...my local youth centre Planet X, operated by the North Sydney Council, whose intent to foster kindness and inclusivity has helped me through a lot, from simply getting me out of the house, to transitioning to a new school, and enabling me to speak about my issues, the dedicated youth workers and variety of faces moving through Planet has provided a tremendous form of support, unmatched by the many recommended aides I used since receiving my depression and anxiety diagnosis' in 2022. Planet X is the reason I am here, the happiest I have been my whole life. And I want every young person to have this sort of influence in their lives.

Culture and Creativity Strategy – Submissions and Responses

No.	Does respondent support the Strategy?	Submission *Long submissions have been summarised. A list of all submissions (verbatim) is provided at the end of this attachment.	Response
CC1	No	It is not a priority for how I spend my money. If council is in a financial crisis then fix the problem before you look at bells and whistles. You have not proven yourself able to manage my money so don't take more money from me to waste. Irrespective of what you plan, it does not change the fact that I live in a council area that is a construction site	<p>Council has an existing budget for Culture and Creativity. The strategies set the priorities for how resources are to be used. Not all of the actions in the strategies require further funding.</p> <p>Council will consider all available funding models when making decisions on implementation of the strategies, including grants and developer contributions.</p>
CC2	Unsure	Needs to have a higher user pays component.	Ticketed and low-cost entry will be considered as an option as part of the strategic roll out.
CC3	Unsure	What does LGA stand for? What is actually meant by "specific strategic directions and actions"? This all sounds like just a lot of meaningless words.*	<p>LGA stands for Local Government Area. The strategic directions of the Culture and Creativity Strategy outline how we will work towards the outcome of becoming a vibrant LGA where culture and creativity are enjoyed by all. They are:</p> <ol style="list-style-type: none"> 1. Respect and acknowledge First Nations culture and history 2. Preserve and celebrate North Sydney's heritage 3. Provide and promote a diverse range of affordable and accessible cultural and creative events, experiences and opportunities across the LGA 4. Increase the number of places and spaces available for cultural and creative participation and production <p>The actions are the specific projects and initiatives that we will deliver. These are listed under each strategic direction. For more information, please refer to page 10 of the strategy.</p>
CC4	No	Cost. North Sydney council should focus on supporting business in the CBD, and the wealthy in the residential areas. We need to keep the homes green and low density, and the cbd chock a block with homes and offices	Many events, particularly those focused on the CBD have an economic driver, with the outcome being increased visitation and business.
CC5	Yes	Culture and creativity are great way for communities to connect, inform and inspire.	Support noted.
CC6	Yes	No comment provided	Survey response noted.
CC7	Yes	No comment provided	Survey response noted.
CC8	Yes	No comment provided	Survey response noted.

No.	Does respondent support the Strategy?	Submission *Long submissions have been summarised. A list of all submissions (verbatim) is provided at the end of this attachment.	Response
CC9	Yes	Prominence of First Nations culture is appropriate	Support noted.
CC10	Yes	I support creating a public domain and placemaking strategy for Crows Nest and St Leonards, prioritising pedestrianisation and community spaces. Key proposals include a masterplan for a new Crows Nest community centre, improving Council's website for event accessibility, and developing a ten-year library expansion plan with Crows Nest as a satellite site.*	The new strategy has a focus on communications and engagement, and this includes a website review and new communications plan to ensure that information is readily available and accessible.
CC11	Yes	I am an artist, with a disability, living in NSLGA and want to support more artists and people with disabilities able to live and thrive in the community	Response noted.
CC12	Unsure	Agree with the goal to have a "vibrant LGA where culture and creativity" is available to all. To suggest you can achieve a status where it is "enjoyed by all" is unrealistic. Furthermore, the strategy must also be calibrated to the pocket book of the LGA. The strategy should include a process to balance the implementation with restrictions on the required tax increases to achieve the goal.	Response noted. Council has an existing budget for Culture and Creativity. The strategies set the priorities for how resources are to be used. Not all of the actions in the strategies require further funding. Council will consider all available funding models when making decisions on implementation of the strategies, including grants and developer contributions.
CC13	Yes	The Culture and Creativity Strategy sets strong goals but needs improvement in promoting diversity through CALD funding, enhancing community engagement via partnerships, increasing accessibility with affordable spaces and workshops, leveraging data for resource distribution, and empowering communities to map assets for a sustainable, inclusive creative ecosystem.*	Response noted. Council values inclusivity and there are several programs in the strategy that will be open to CALD artists and participants. Please contact us if you have further ideas as to how we could improve accessibility in this area once we exhibit our proposed Delivery Programs and Operational Plans.
CC14	No	The submission criticises the Council for prioritising minorities over the majority, labelling the approach discriminatory and racist. It objects to Strategic Directions 1 and 2, arguing they waste funds on unnecessary projects, such as dual street names for Aboriginal spiritualism, without delivering value to the wider community.*	Response noted. Council values inclusivity and as such there are various initiatives included in the strategy with the intent to maximise collective impact.
CC15	Yes	I support the pedestrianisation of Willoughby Rd along with a new open precinct around Holtermann Car Park and community Centre	Support noted.
CC16	Yes	Very supportive. Especially 3.9, 4.11, 4.12	Support noted.
CC17	Yes	I would love to see a North Shore Aboriginal Creativity and Cultural Hub located in one of the Quarantine Depo buildings in Waverton.	Response noted. Your suggestions will be considered as relevant projects are progressed. Further information on timing and details

No.	Does respondent support the Strategy?	Submission *Long submissions have been summarised. A list of all submissions (verbatim) is provided at the end of this attachment.	Response
		I believe that grant and corporate funding can play a big role in creating opportunities for growth in the creativity and culture space. There are many routes to capitalizing on events already coming to the area, or ones that could be enticed to be, to bring this LGA on par with other local areas quickly and easily, providing recognised opportunities: e.g. Vivid, Sydney Festival, Sydney Biennale, New Years Eve, comedy and music collaborations etc	of the initiatives will be included in Council's Delivery Program and Operational Plan.
CC18	Yes	The Sydney Harbour Federation Trust supports North Sydney Council's Culture and Creative Strategy, particularly Strategic Direction 4, advocating for increased community use of Subbase Platypus. Emphasising partnerships, the Trust highlights opportunities for cultural events, heritage activation, and audience growth, and welcomes collaboration to attract major festivals and enrich the region's cultural identity.*	Response noted. Council welcomes continued collaboration with the Harbour Trust.
Email 1	N/A (YourSay survey was not completed)	The Crows Nest Centre (CNC) actively supports the strategy initiatives, proposing collaborations in First Nations programming, public art, and laneway activations. It highlights hosting multicultural and community events, advocating for a disability mural, artist residencies, and potential satellite library space. The Centre endorses pedestrianisation, special entertainment precincts, and a masterplan for community centre redevelopment.* <i>Note: The above text is a summary of the key points from the CNC submission that specifically relate to Culture and Creativity.</i>	Response noted. Council welcomes continued collaboration with the community centre.
Email 2	N/A (YourSay survey was not completed)	The Access and Inclusion Committee (AIC) supports the strategic direction to promote affordable, accessible cultural events, emphasizing the financial barriers faced by people with disabilities. Key recommendations include ensuring accessibility in digital storytelling, engaging artists with disabilities, enhancing the accessibility of Council's website, and involving the AIC in planning, reviews, and relevant projects.* <i>Note: The above text is a summary of the key points from the AIC submission that specifically relate to Culture and Creativity.</i>	Response noted. Council's Access and Inclusion Committee will be involved in the planning and development of these initiatives.

Culture and Creativity Strategy – Submissions verbatim

No.	Do you support the strategy?	Why? Comments or feedback on the Culture and Creativity Strategy
CC1	No	It is not a priority for how I spend my money. If council is in a financial crisis then fix the problem before you look at bells and whistles. You have not proven yourself able to manage my money so don't take more money from me to waste. Irrespective of what you plan, it does not change the fact that I live in a council area that is a construction site
CC2	Unsure	Needs to have a higher user pays component.
CC3	Unsure	What does LGA stand for? What is actually meant by "specific strategic directions and actions"? This all sounds like just a lot of meaningless words.
CC4	No	Cost. North Sydney council should focus on supporting business in the CBD, and the wealthy in the residential areas. We need to keep the homes green and low density, and the cbd chock a block with homes and offices
CC5	Yes	Culture and creativity are great way for communities to connect, inform and inspire.
CC6	Yes	
CC7	Yes	
CC8	Yes	
CC9	Yes	Prominence of First Nations culture is appropriate
CC10	Yes	<p>I strongly support preparing 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>I strongly endorse developing a masterplan for a new community centre in Crows Nest, including a new community centre, underground parking at Holtermann Street and new open space to extend our much loved and well utilised Ernest Place.</p> <p>It is important to 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. This was a screaming need in the Saturday morning research groups. Most participants had no idea how much was offered within North Sydney.</p> <p>Develop a ten-year plan for expanding library services across the LGA. Crows Nest would make an ideal satellite site.</p>
CC11	Yes	I am an artist, with a disability, living in NSLGA and want to support more artists and people with disabilities able to live and thrive in the community
CC12	Unsure	Agree with the goal to have a "vibrant LGA where culture and creativity" is available to all. To suggest you can achieve a status where it is "enjoyed by all" is unrealistic. Furthermore, the strategy must also be calibrated to the pocket book of the LGA. The strategy should include a process to balance the implementation with restrictions on the required tax increases to achieve the goal.
CC13	Yes	<p>The Culture and Creativity Strategy sets solid goals but could be sharper in these areas:</p> <p>Promoting Diversity: While multicultural festivals are highlighted, more funding for CALD artists would amplify underrepresented voices</p>

		<p>and better reflect North Sydney's diversity.</p> <p>Boosting Community Engagement: Stronger partnerships with artists, schools, and local groups can bridge gaps and foster inclusion. Collaborative projects with youth and marginalised communities will enhance decision-making.</p> <p>Improving Accessibility: Affordable creative spaces, free workshops, and digital platforms can help CALD artists and low-income families thrive. Multi-language promotion will boost participation.</p> <p>Using Data for Fair Resource Distribution: Tools like postcode mapping can highlight gaps, ensuring resources are targeted where needed most.</p> <p>Empowering Communities: Local communities mapping cultural assets can create a sustainable, inclusive creative ecosystem, with museums playing a key role.</p>
CC14	No	<p>It is sad to see that the Council is placing minorities ahead of its large populace. This is discrimination of everyone else that doesn't meet a specific criteria based upon race. So clearly a racist program.</p> <p>STRATEGIC DIRECTION 1: Fails to include the rest of the rate payers as part of the consultation, we should never be singling out a cohort above others based upon skin colour. This SD is forcing the 98% of the population to convert to Aboriginal spiritualism with dual street names which have no to the majority of the population. Again, wasting more money when the council is so indebted.</p> <p>STRATEGIC DIRECTION 2: More waste of funds for no value delivered to the community.</p>
CC15	Yes	I support the pedestrianisation of Willoughby Rd along with a new open precinct around Holtermann Car Park and community Centre
CC16	Yes	Very supportive. Especially 3.9, 4.11, 4.12
CC17	Yes	<p>I would love to see a North Shore Aboriginal Creativity and Cultural Hub located in one of the Quarantine Depo buildings in Waverton.</p> <p>I believe that grant and corporate funding can play a big role in creating opportunities for growth in the creativity and culture space.</p> <p>There are many routes to capitalizing on events already coming to the area, or ones that could be enticed to be, to bring this LGA on par with other local areas quickly and easily, providing recognised opportunities: e.g. Vivid, Sydney Festival, Sydney Biennale, New Years Eve, comedy and music collaborations etc</p>
CC18	Yes	<p>We welcome the opportunity to provide a Have Your Say submission to North Sydney Council in response to the proposal for council to develop its first Culture and Creative Strategy to help to support and grow the creative sector in North Sydney, particularly as our Sub Base Platypus site is within the LGA.</p> <p>The Sydney Harbour Federation Trust (Harbour Trust) is a Commonwealth Agency that manages nine heritage sites including the UNESCO World Heritage Listed Cockatoo Island / Wareamah, and in 2023-24 had more than two million visits. We aim to enhance the appreciation and understanding of the natural and cultural values of Sydney Harbour, and its contribution to the national story and world's heritage for Australians and international visitors. Partnerships and collaborations are our preferred way of working to enliven our sites, and to make them accessible to all.</p>

	<p>The North Sydney Council Culture and Creative Strategy is an important and significant step in enabling community and social cohesion, driving economic development and supporting civic identity. The Harbour Trust was pleased to participate in the sector engagement workshop in 2024 and is now pleased to submit our letter of support as part of the Have Your Say survey. We are very supportive of the Strategy as a whole, with particular reference to:</p> <p>Strategic Direction 4: Increase the number of places and spaces that are available for cultural and creative participation and production:</p> <ul style="list-style-type: none"> • 4.15 Advocate for increased community use of Sub Base Platypus <p>The timing of your consultation coincides with our own thinking about how thoughtful investment in arts and culture contributes to renewing and activating heritage spaces, building audiences, and telling the layered and often complex stories of our places. Our current Events & Activation Strategy articulates how we will grow our cultural, creative and community programming at Sub Base Platypus.</p> <p>We are pleased to have started work on this strategy and have executed several programming initiatives over the last year including a partnership with Sydney Fringe Festival, the regular berthing of Young Endeavour, Earth Day Swap and Save activity and a community cinema among other community-based initiatives. We also hosted a successful North Sydney Council citizenship ceremony and look forward to the opportunity to host more in future.</p> <p>The Harbour Trust believes that there are further opportunities for established Sydney based cultural festivals to grow from the Sydney CBD to Northern Sydney and we would welcome collaborating with North Sydney Council on how we might attract more of these festivals and cultural organisations to our places.</p> <p>Thank you for the opportunity to contribute and we look forward to hearing more about the development of the Strategy.</p>
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Email 1

10 January 2025

Ms Therese Cole
CEO
North Sydney Council
PO Box 12
North Sydney NSW 2059

Dear Ms Cole,

Informing Strategies and Asset Management Plan

North Sydney Community Service Ltd, trading as Crows Nest Centre, is a not-for-profit company limited by guarantee and a registered charity. Founded by Alderman Joan Pilone, in 1967, we have engaged in a long-term strategic partnership with North Sydney Council. Our staff and 200 volunteers support older people, people with a disability, migrants, parents and people who are homeless or at risk.

In 2024 we actively participated in a variety of forums, online consultations and workshops and responded to a range of surveys to inform Council's next 10 years. We appreciate the time and effort that went into these processes as well as a further opportunity to comment on Councils' draft informing strategies. Specific comments in relation to each of the draft strategies follows:

Social Inclusion Strategy

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

- 1.2 Some intergenerational activities already take place in community centres (e.g. for many years Cammeray Public School's Jazz Band have performed Christmas carols at the Crows Nest Centre). We are interested in furthering our intergenerational connections.
- 1.3 Supported by the Australian Government and Council, the Crows Nest Centre offers a wide array of in-home (meals on wheels, linen service, assisted shopping, friendly home visiting) and Centre based services (community restaurant). We also offer a variety of social activities for older people (e.g. knit and natter, indoor bowling, bingo and trivia, bus and movie outings,



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Managed by North Sydney Community Service Ltd ABN 83 002 567 875

what's in the news discussion, dementia café, fun 'n games day, armchair travel, musical entertainment, brain games and puzzles, guest speakers, hatha yoga, Feldenkrais and a Computer Club).

- 1.4 Our community centre regularly hosts special events (e.g. Australia Day, Chinese New Year, Seniors Festival, St Patrick's Day, Harmony Day, Easter, Biggest Morning Tea, NAIDOC Week, Xmas in July, Melbourne Cup, Diwali, and an array of Christmas activities).
- 1.5 In addition to Chinese Seniors and Bollywood Music for older Indian people, the Crows Centre has long established multicultural activities (English conversation, homework help, employability workshops, Japanese and Spanish speaking parent groups). Our community connections often see us hosting events for the Lower North Shore Multicultural Network (e.g. Harmony Day, Refugee Week, a variety of workshops) as well as our own events (e.g. Chinese New Year, Diwali). It is important to note that we do not receive any specific funding to support the Centre's multicultural endeavours.

While we welcome Council's interest in multicultural festivals, social inclusion is more than just festivals. Given the high proportion of overseas born residents and people for whom English is a second language, there is a need for Council to develop its own Multicultural Strategy, informed by the lived experience of migrants, workers and community organisations associated with the local community. Such a strategy should prioritise training for Council's frontline staff and communication with residents for non-English speaking backgrounds.

- 1.8 While we welcome the trialling of digital community information screens we note the importance of also retaining physical communication methods for older people, many of whom do not have smart phones or access the internet.

At present a significant number of enquiries for our employability workshops for skilled migrants come from people who have seen flyers on the noticeboard in Civic Park.

- 1.9 Regrettably a reduction in Crows Nest Shopping Area and Streetscape meetings has reduced communication between Council and local businesses at a time when the Transport Oriented development scheme has been actioned by the NSW Government in Crows Nest St Leonards. Previously these meetings facilitated interaction between the business community and our community centre, and this was advantageous.

Strategic Direction 2: Provide new and improved public and community spaces for people to meet and connect

- 2.1 The Crows Nest Centre welcomes the opportunity for development of 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 car park, Crows Nest Community Centre and Ernest Place.

We note that the commercial premises on the corner of Hospital Lane and Holtermann St is currently for sale and if Council was to purchase these premises this would permit project expansion.

We believe there to be merit in Council exploring a potential partnership with Northside Baptist, who for some time have shown interest in demolishing their church hall (including their own office accommodation, as well as sublet retail spaces fronting Willoughby Rd).

Both the Crows Nest Centre and Northside Baptist desire similar facility outcomes: office accommodation, flexible spaces including at least one main auditorium, and a variety of other sized rooms that could be reconfigured to suit a wide range of activities and onsite parking (in the case of the Crows Nest Centre spaces for staff and volunteers making deliveries and visiting older people at home).

- 2.2 Pedestrianisation of Willoughby Rd incorporating Holtermann Street car park is attractive to the Crows Nest Centre, mindful that easy access bus connections are still important to local older people, many of whom are mobility impaired, and in need of easy access to our community centre.

While the advent of the Metro has been welcomed this has seen a reduction in some local bus routes and rerouting of others that has made it more difficult for some older people to access the Crows Nest Centre.

- 2.7 and 2.8 The Crows Nest Centre works cooperatively with other community centres. It is important that any expansion or new activations take into account capacity to meet recurrent costs associated with venue supervision, program activation, insurance, utilities and cleaning. Our experience managing a four storey building shows these costs are appreciable.

It is also vital that existing community centres are able to maintain their current operations, and expansion and activation of new centres is not done at the expense of existing community centres, which at times can find it difficult to make ends meet.

- 2.14 The Crows Nest Centre would welcome the opportunity to discuss inclusion of a satellite library within a redeveloped

Community Centre. Each week people come to our reception and ask, "Where is the library?"

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

- 3.1 It is difficult to fully interpret the intention of "Reviewing Council's communication approach to improve accessibility". Is this solely aimed at reaching particular target groups (e.g. people with a disability, older people, people from culturally and linguistically diverse backgrounds)? It is important to realise that many older people do not have smart phones or access the internet. Increasing digitisation can be marginalising. A variety of communication methods including large print remains vital, as does free and easy access to interpreters for people who speak a language other than English.
- 3.5 We welcome the decision to work with First Nations people and develop a Council Advisory Committee. In the last twelve months the Crows Nest Centre has partnered with the Northern Sydney Alliance for the Uluru Statement and the Constant Reader bookshop, hosting Professor John Maynard speaking about 100 years of Aboriginal Political Activism, and also Thomas Mayo, discussing his recent book, *Always Was, Always Will Be*, a year on from the failed Voice referendum.
- 3.7 The Crows Nest Centre currently has 200 active volunteers delivering services and activities in our local community. Our website has a dedicated volunteer page and an online enquiry form. We employ a Volunteer Coordinator who recruits volunteers, matches people to appropriate opportunities and completes a range of pre-engagement checks (e.g. criminal record history, referees). All our volunteers are supervised by dedicated staff.
- 3.9 The Crows Nest Centre is a foundation member of the Crows Nest Safe Village project and has hosted a number of forums for the Lower North Shore Domestic Violence Network.
- 3.10 The Crows Nest Centre offers a free shower and a hot meal for people who are homeless or at risk, under a memorandum of understanding (MOU) with Council. It is some time since this has been reviewed and we would welcome the opportunity for this to be refreshed.
- Services - It would be good to see community centres specifically listed e.g. Build on Council's strategic partnerships with community centres to foster socially inclusive communities.

Asset Management Strategy 2025-35

- Strategic Direction 2: Provide new and improved public and community spaces for people to meet and connect, in the Draft

Social Inclusion Strategy, largely concerns community asset planning and management. However, this is not referenced in in the Draft Asset Management Strategy 2025-35.

- Over the last decade maintenance of community centres has largely been reactive, rather than proactive. It would be good to see community centres listed as a specific asset sub-category, with a closer look taken at the current and future maintenance issues facing each of the existing community centres, all of which are older than 25 years. Review could be usefully conducted with Community Centre Managers, all of whom have a practical understanding of the maintenance issues associated with their centres.

A multiyear asset management plan used to be presented to Council as part of the annual review of the Joint Strategic Plans for each centre, for no apparent reason this practice ceased several years ago. It would be good to see this reinstated.

Integrated Transport Strategy

- 1.4 The Crows Nest Centre is interested in wayfinding signage and accessible pathways between the Crows Nest Metro Station and Crows Nest Community Centre.
- 2.7 As mentioned in our response to the Draft Social Inclusion Strategy, a reduction in some local bus routes and rerouting of others has made it more difficult for some older people to access the Crows Nest Centre.
- 2.9 Hop on hop off access to each of the community centres would assist access by older people and people with a disability.
- 3.1 While the Crows Nest Centre is in favour of pedestrianisation of Crows Nest, location of bus stops proximate to the Crows Nest Centre is a priority for older people and people with a disability.
- 3.6 Dedicated Disability Parking proximate to the Crows Nest Centre and within the Holtermann Street carpark is important to older people and people with a disability who access the Crows Nest Centre.
- 3.10 Recently installed parking meters present a challenge for many older drivers who do not have a smart phone or mobile internet access.
- The Integrated Transport Strategy makes no reference to Community Connect: Lower North Shore Community Transport, an important resource, supported by North Sydney Council, for older people and people with a disability. This is a vital service for our community centre.

Culture and Creativity Strategy

- 1.4 and 1.5 The Crows Nest Centre is interested in partnering with Council to participate in First Nations programming and incorporate public art in our community centre.
- 3.1 The Crows Nest Centre actively supports Carols in Ernest Place, coordinated by Northside Baptist and Crows Nest Mainstreet.
- 3.2 As mentioned in our response to the Social Inclusion Strategy the Crows Nest Centre regularly hosts special events (e.g. Australia Day, Chinese New Year, Seniors Festival, St Patrick's Day, Harmony Day, Easter, Biggest Morning Tea, NAIDOC Week, Xmas in July, Melbourne Cup, Diwali, and an array of Christmas activities).

Our multicultural community connections often see us hosting events for the Lower North Shore Multicultural Network (e.g. Harmony Day, Refugee Week, a variety of workshops). It is important to note that we do not receive any specific funding to support the Centre's multicultural endeavours.

- 3.3 The Crows Nest Centre actively supports Crows Nest Mainstreet's delivery of the Crows Nest Festival.
- 3.5 As part of Council's Disability Inclusion Action Plan the Crows Nest Centre advocated for a disability mural to be added to the stairwell "spine" of the Crows Nest Community Centre and we understand this is to occur in Year 3 of the Plan.
- 3.7 Based on the success of similar works in the City of Sydney the Crows Nest Centre recommends partnering with Studio A for creative hoardings.
- 3.8 Crows Nest has a myriad of laneways including Zig Zag and Willoughby Lanes that lend themselves to activation.
- 3.10 We are supportive of Crows Nest Mainstreet and Council exploring Special Entertainment Precincts in Crows Nest.
- 4.1 The former KidsNest Occasional Childcare Centre, fronting Ernest Place, on the edge of the Crows Nest Community Centre, would make an excellent artists in residence studio, although considerable remediation of this site is required prior to occupation. Our Centre would be very interested in partnering with participating artists.
- 4.6 As mentioned in response to the Draft Social Inclusion Strategy as part of a redeveloped Crows Nest Community Centre there is an opportunity to become a satellite library site.
- 4.11 As mentioned in our response to the Draft Social Inclusion we welcome the opportunity for development of 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 car park, Crows Nest Community Centre and Ernest Place.

- 4.12 As mentioned in our response to the Draft Social Inclusion we support increased pedestrianisation of Willoughby Rd incorporating Holtermann Street car park we are mindful that easy access bus connections are important to local older people, seeking easy access to our community centre.

Economic Development Strategy

- 2.6 and 3.1 As mentioned in our response to the Draft Social Inclusion Strategy we are interested in exploring opportunities for a state of the art auditorium for both community and commercial use, potentially shared with Northside Baptist, within a redeveloped Crows Nest Community Centre.
- 3.2 As mentioned in our response to the Draft Social Inclusion we support increased pedestrianisation of Willoughby Rd incorporating Holtermann Street car park we are mindful that easy access bus connections are important to local older people, seeking easy access to our community centre.
- 4.9 The Crows Nest Centre actively supports Crows Nest Mainstreet's delivery of the Crows Nest Festival.
- 4.10 As mentioned in our response to the Social Inclusion Strategy the Crows Nest Centre regularly hosts special events (e.g. Australia Day, Chinese New Year, Seniors Festival, St Patrick's Day, Harmony Day, Easter, Biggest Morning Tea, NAIDOC Week, Xmas in July, Melbourne Cup, Diwali, and an array of Christmas activities).

Our multicultural community connections often see us hosting events for the Lower North Shore Multicultural Network (e.g. Harmony Day, Refugee Week, a variety of workshops). It is important to note that we do not receive any specific funding to support the Centre's multicultural endeavours.

- 4.14 We are supportive of Crows Nest Mainstreet and Council exploring Special Entertainment Precincts in Crows Nest.

Open Space and Recreation Strategy

- 1.1 As mentioned in our response to the Draft Social Inclusion Strategy we are interested in exploring opportunities for a new recreation area of open space, adjoining a redeveloped Crows Nest Community Centre and Ernest Place.

The Crows Nest Centre is interested in exploring whether a seniors gym could be incorporated into a new Crows Nest Community Centre.

- 1.3 As mentioned in our response to the Draft Social Inclusion we support increased pedestrianisation of Willoughby Rd incorporating Holtermann Street car park we are mindful that easy access bus connections are important to local older people, seeking easy access to our community centre.
- 1.13 We are fully supportive of Council using the planning framework to seek contributions from private developers to expand and develop new public spaces, including a new Crows Nest Community Centre.
- 3.19 The Crows Nest Centre is interested in opportunities for adding outdoor fitness equipment, suitable for seniors, into a new recreation area of open space, adjoining a redeveloped Crows Nest Community Centre and Ernest Place.

Governance Strategy

- 1.5 The Crows Nest Centre would welcome a regular schedule for review of its Joint Strategic Plan with Council. As mentioned in our response to the Draft Asset Management Plan 2025-2035 we would also be pleased to see reinstatement of a multi-year asset management plan for Crows Nest Community Centre, as part of the review.
- 2.5 The Crows Nest Centre looks forward to continuing a long standing strategic partnership that achieves both Council and the community centre's strategic objectives.
- 3.4 As mentioned in our response to the Social Inclusion Strategy the Crows Nest Centre believes there is a need for Council to develop a Multicultural Strategy, informed by the lived experience of migrants, workers and community organisations associated with the local community.

We greatly appreciate the opportunity to comment on Council's draft strategies. If you require any further information please feel free to contact me either by phone: [REDACTED]

[REDACTED]

[REDACTED]

Executive Officer

Email 2

Access and Inclusion Committee 10 Year Strategic Plan Feedback

Introduction

The following document has been developed by the North Sydney Council Access and Inclusion Committee (AIC) to provide input and feedback on the 8 North Sydney Council Strategic Plans currently being exhibited. These plans include:

- Open Space and Recreation
- Integrated Transport
- Environment
- Economic Development
- Culture and Creativity
- Social Inclusion
- Governance
- Housing Supplement

General Feedback

The following items have been identified by the AIC as being relevant to all 8 exhibited plans:

1. All plans should include a statement clearly outlining Council's desire to become an exemplar for access and inclusion for all residents and visitors within the relevant domain of each plan.
2. All plans should make explicit reference to the rights of people with disability to fully participate in all aspects of life
3. All actions and strategies outlined in each plan should assume that people with disabilities will be fully participating in every aspect of life- people with disabilities tend to be assumed to be only consumers of a given service but they are also leaders, business owners, contractors, consultants, parents, students, etc. Financial participation is a right at all levels.
4. Access and Inclusion should be considered in all aspects of Council's operations, not just built form. It also pertains to the digital environment, community and workplace attitudes and culture, service provision, events, and many other realms

5. To ensure that access and inclusion is appropriately considered in all aspects of Council's operations, the following measures need to be implemented:
 - People with lived experience must be engaged with from concept and design stages through to the implementation and monitoring for activities and initiatives stemming from these strategic plans
 - Where a specialist consultant is required to support an action, Council should ensure the use of a qualified access consultant within that particular domain. This is particularly relevant for accessibility of both built and digital spaces.
 - Council staff must continue to be educated and empowered to be strong allies of people with disability and to ensure that access and inclusion is a core principle in all work Council undertakes
6. Council should consider implementing rewards or recognition for businesses, community organisations and individuals who have significantly contributed to improving access and inclusion.
7. Council must ensure that all significant plans, policies, actions and changes are communicated effectively and in an accessible format to ensure that they can be accessed and utilized by everyone in the community.

Specific Feedback

The following sections will contain specific feedback on each of the eight strategic plans.

Open Space and Recreation

- **In relation to Mayors Message and Introduction:** Suggest more emphasis on the how our parks and open spaces draw visitors to the area. This has a positive economic and reputational impact for the area. It also exacerbates the open space deficit. In some ways, our Community is the caretaker for this area for all to enjoy.
- **In relation to item 2.4:** Suggest changing the language to 'flexibility and accessibility'
- **In relation to items 3.2, 3.7 and 3.8:** These items all have implications for public toilets. All parks should include nearby accessible toilets, with a continuous accessible path of travel between critical elements.

Currently North Sydney Council **does not have any** Adult Change Facilities. An Accessible Adult Change Facility is a toilet and change facility that caters for users with high support needs and their carers where they require additional space, assistance and specialised equipment to allow them to use toilets safely and comfortably.

The DIAP includes a commitment to upgrade some of the public amenities in parks and build an Accessible Adult Change Facility in the Bradfield Park vicinity,

as many visitors with disability visit that area to use the pool (when finished) and walk/wheel over the now accessible bridge.

- **In relation to item 3.9:** This equipment should consider the range of abilities: older people, children, people with disability.
- **General Comment:** Suggest that the needs of workers/working parents be considered when designing and upgrading parks. Eg Access to power and connections for computers where people can also supervise their children on play equipment. Some people also take their telehealth appointments in the parks, away from their workplaces for privacy.
- **General Comment:** In providing gym and fitness equipment, consider equipment that would be suitable for wheelchair users.

Integrated Transport

- **General Comment:** Prioritise keeping pathways and footpaths clear to allow for confident navigation for everyone, for example ensuring that cafe tables and signs are not placed in a central space along which people are travelling.
- **General Comment:** Utilise the services of an access consultant who is fluent in disability access issues in establishing a thorough framework for the establishment and implementation of effective Wayfinding.
- **General Comment:** Ensure that any future cycle lanes do not interfere with safe navigation of walkers and drivers, the current placement on Ridge Street highlights is problematic as it allows for parked vehicles to strike cyclists with their opening car doors.

Environment

- **General Comment:** Prioritise accessibility where possible when upgrading bushland walking tracks
- **General Comment:** Ensure that all signage to key points of interest is as accessible
- **General Comment:** Ensure that all sustainability measures being implemented (e.g. waste management services or electric vehicle charging) adequately consider accessibility in their design. For example, many people find it challenging to effectively utilise waste and recycling services (e.g. bins or bulky items)- how can Council make these services more accessible?
- **General Comment:** Take measures to ensure that Streets Alive, HarbourCare and Community Garden programs are accessible for people of all abilities.

Economic Development

- **General Comment:** Ensure the use of Qualified Access Consultants in the design of new, AND refurbishment of older, spaces.

- **General Comment:** Ensure that people with lived experience with disability are engaged with from initial concept to final designs for all spaces – Building Code compliance is NOT ENOUGH
- **General Comment:** Build partnerships with disability organisations, advocacy groups and service providers to explore economic opportunities and gather nuanced feedback.
- **General Comment:** Ensure state government facilities such as public transport align with Council strategies.
- **General Comment:** Ensure effective emergency response procedures and evacuation standards for people with disability in all Council spaces
- **General Comment:** Ensure the Council as an organisation is a role model for A&I through physical access, recruitment and advancement of people with disabilities and other equity groups, representation and occupational distribution, pay equity etc
- **General Comment:** Ensure fair resource allocation for A&I, including a buffer for unforeseen remediation works (responses to grievances / potential litigation etc)
- **General Comment:** Ensure excellent way finding and ease of access in terms of physical accessibility (mobility, vision impaired, hearing impaired, pushers, prams etc.). Look at ways to ensure access to businesses from public spaces (where the Council remit ends and the private ownership begins)
- **General Comment:** Ensure effective signage in various forms PLUS use signage for “Racism not welcome” and LGBT rainbow
- **General Comment:** Implement adequate rest areas and seating in public spaces (resting planks, seating with and without armrests, wheelchair seating space on shared tables). Tactile markings, hearing loops, contrast markings.
- **General Comment:** Develop and implement effective digital assets for people to download to accompany these spaces.
- **General Comment:** Assume population growth and allow MORE of facilities like accessible parking and toilets
- **General Comment:** Ensure adequate number of toilets, gender neutral toilets, parenting rooms, baby change facilities, accessible toilets). Up to date signage .
- **General Comment:** Ensure accessible toilets also include changing facilities for larger children / teens / adults – [see ‘changing spaces’ recommendations](#) and LGA funding.
- **In relation to the preamble:** Use more inclusive language which overtly speaks to AIC matters for PWD... for example
 - The following language changes are also recommended:
 - To achieve this outcome, we will focus on four key strategic directions:
 1. Revitalise and grow the North Sydney CBD as **an accessible**, high-amenity top-tier office precinct
 2. Cultivate a diverse, **inclusive**, connected and resilient business environment
 3. Create vibrant villages and local centres that attract and retain visitors
 4. Promote North Sydney as a destination of choice

Culture and Creativity

- **In relation to the Strategic Direction:** "provide and promote a diverse range of affordable and accessible cultural and creative events, experiences and production.". The AIC supports this strategic direction and believes it is an extremely important one. Often due to the increased costs associated with having a disability people are financially excluded regardless of accessibility issues.
- **In relation to item 2.1:** This needs to be undertaken with an accessible and inclusive perspective - some key local sits will have variable accessibility. Community is "all" community. **In relation to item 2.3:** It's important that digitisation and digital storytelling is designed to be accessible to people of all abilities.
- **In relation to 3.1:** For this point it's important that the strategic direction from pg 6 is referenced - provide and promote a diverse range of affordable and accessible cultural and creative events, experiences and production. Once again affordability is a key consideration for many people with disability in participating in council events. Ideally AIC need to be part of the review process.
- **In relation to 3.5, 3.6, 3.7, 3.8 and 3.9:** Encourage council to engage artists with disabilities as members of the suite of artists involved in these projects. As documented in the recent ABC series Headliners - artists and musicians with disabilities are underrepresented and often unconsciously excluded.
- **In relation to 3.11:** "Enhance councils website to provide an accessible central list" Ensure that this list is accessible to all local community members regardless of ability. It would also be good to ensure the list include any accessibility information related to the event, program.
- **In relation to 4.1:** Recommend that the AIC community is consulted as part of this study.
- **In relation to Strategic Direction 4 (specifically items 4.4, 4.6, 4.8, 4.9, 4.10, 4.11, 4.13 and 4.15):** The Access and Inclusion Committee should be asked to contribute or comment.

Social Inclusion

- **In relation to the Mayor's Message:** Appreciate the Mayor's inclusion and acknowledgement of people living with a disability on page 5. Although people with disability should be considered throughout the paper.
 - E.g. 1.4 "Review and refresh Council's program of events and activations to ensure they are responsive **AND ACCESSIBLE** to community needs and leverage key assets."
- **General Comment:** Add a '11.1 Create a resource tool/list of accessibility options in Council area e.g., vision resources available at Stanton Library'.
- **In relation to Strategic Direction 2:** Incorporate accessible language and options as part of the implied need and delivery of new/renovated spaces.
- **General Comment:** Strongly support the suggestion of a Citizen's Jury

Governance

- **In relation to item 1.5:** Accessible / inclusive design need to be a key driver of determining priority.
- **In relation to item 2.1:** The consultation and development process must be accessible starting with accessible information available so everyone has the opportunity to participate in shaping the strategy. Determined strategy must be implements in a manner which is accessible noting some existing barriers to digital accessibility but also the preferences for communication and engagement methods.
- **In relation to item 3.2:** The AIC supports the idea of a Citizen's Jury, however this must be a working group that has breadth of experience and is empowered to seek additional views / expert review where appropriate. Develop a process that is through yet efficient so as not to unreasonably delay progress.
 - **In relation to item 4.10:** Ensure disability confidence and other appropriate diversity competencies are attended and regularly reviewed for all staff.
 - **In relation to item 5.4:** Upskill planning assessment staff and leadership on the benefits of and legalities relating to accessible and inclusive development. Mandatory for all public spaces, encouraged for private developments also with consideration of suitability for new and renovated dwellings to accommodate people with disability, ageing population etc.
 - **In relation to item 6.1:** Prioritise accessibility of the chosen platform for all current and future employees and other can access and utilise the platform. May require additional advocacy / leadership to encourage software upgrade / improvement from intended developers / providers.
 - **In relation to item 7.8:** Ensure the survey platform and process is accessible and inclusive.
 - **General Comment:** Council should set concrete targets to increase the number of people with a disability employed across all Council business units and as our collective education and engagement continues, all NSC Staff will become strong allies of the disability community, ensuring accessibility and inclusion are core principles in all Council undertakes.
 - **General Comment:** From a Governance perspective, the proposed actions within the draft are necessary and welcome, reflecting the goal Mayor Zoe Baker outlines in her introduction to achieve evidence-based decision-making and transparent, accountable governance. In keeping with NSC DIAP commitments and the aim of greater inclusion and accessibility, the AIC would like to see the following addition of inclusive to Zoe's intro – possibly through inserting here:
 - 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 **that is accessible and inclusive for all.**
 - **General Comment:** In addition to legislative, legal and other compliance and regulatory requirements, the proposed rollout of the Customer Experience Strategy, ensuring a clear focus on inclusion and diverse

representation of members on the 'Citizen Jury' will go a long way to achieve greater transparency and community confidence.

- **General Comment:** Page 7 of the strategy speaks to "A program of work is already underway, with the following key initiatives having been undertaken to date". I don't see reference to NSC's Disability Inclusion Action Plan as an integral piece of work that has driven better oversight of accessible design, formation of the AIC etc?

Housing Supplement

- **In relation to item 1.6:** Add in accessible/inclusive to diverse and affordable in this item
- **In relation to item 2.1:** Need to include lack of accessible housing – often an intersectional barrier with affordable housing.
- **In relation to item 3.4:** Encourage accessibility of housing and infrastructure design within the Control Plan. Also consider setbacks of buildings – green space – important for service dogs + environmental / cooling benefits of tree canopies and greenery.

Environment Strategy – Submissions and Responses

No.	Does respondent support the Strategy?	Submission *Long submissions have been summarised. A list of all submissions (verbatim) is provided at the end of this attachment.	Response
E1	Yes	I would like to see expanded initiatives and pilot programs for access to kerbside EV charging (public and private use) to assist households without off street parking.	<p>Council is currently developing its electric vehicle (EV) policy for charging infrastructure on public land which will seek to facilitate kerbside charging infrastructure.</p> <p>Action 3.4 in the strategy has also been updated to acknowledge council's role in facilitating installation of third-party charging infrastructure in the LGA.</p>
E2	Yes	<p>A comprehensive submission was made regarding the Environment Strategy and the following key areas were identified for improvement:</p> <ol style="list-style-type: none"> 1. Biophilia: The strategy should emphasize a two-way interaction between people and the environment. Consider renaming Strategic Direction 1 to reflect this relationship. 2. Tunks Park: As one of the largest parklands in North Sydney, it would benefit from clearer objectives that integrate ecology and recreation. 3. Walking & Recreation: This is the primary form of recreation; there is significant potential to expand its inclusion in the strategy. 4. Bushland Integration: The role of bushland should be more prominent in the open space and recreation strategy* 	<ol style="list-style-type: none"> 1. Less than 5% of the North Sydney LGA contains remnant bushland and estuarine environments. Council's key management objective for these areas is conservation and rehabilitation. Human interaction with the natural environment is important and encouraged through a comprehensive education/engagement program (Bushcare), as well as through ~3km of formalised bushland tracks and pathways located within the middle harbour catchment. 2. Tunks Park is a "biodiversity hotspot", supporting higher species diversity than any other reserve in the North Sydney LGA, including threatened species and locally significant fauna. This is partially due to the connectivity of Tunks Park with more extensive bushland in the Willoughby Council LGA, as well as the topography; habitat variability and relative isolation of core bushland from "human" impacts such as those associated with formalised access. Regarding the Bay Precinct priorities for works in and around Tunk Park,, an additional action (4.14) has been included in the strategy to address this feedback: <i>4.14 Review and progressively implement an updated masterplan for Tunks Park</i> 3. Noted. When the new 'North Sydney Walking Action Plan' is developed, community input on specific routes and priorities will be sought. Where new walking tracks are proposed for bushland-zoned reserves, the community benefit will need to

No.	Does respondent support the Strategy?	Submission *Long submissions have been summarised. A list of all submissions (verbatim) is provided at the end of this attachment.	Response
			<p>consider potential ecological impacts (including to threatened species habitats); protection of Aboriginal cultural sites and the inherent landscape constraints of Tunks Park (which influence the cost of construction etc).</p> <p>4. Council's bushland reserves cater for a range of ecologically sensitive passive recreation opportunities balanced against the overriding objective of conservation and rehabilitation. The proposal for new walking tracks through Tunks Park and Mortlock Reserve have been considered previously by Council and deemed to pose an unacceptable ecological impact in these significant natural areas, as well as risking the protection of known Aboriginal heritage sites located within these reserves.</p> <p>Other opportunities for improved walking links in the Cammeray area can be proposed and considered as part of the new North Sydney Walking Action Plan community consultation.</p> <p>Improving green linkages through the development of a Green Corridor Plan is identified on p12 (Strategic Direction 1.1) of the draft Environment Strategy. Strategic Direction 1.2 identifies planned bushland walking track upgrades and improvements in the middle harbour catchment reserves of Primrose Park; Brightmore Reserve and Tunks Park.</p>
E3	Yes	No comment provided.	Survey response noted.
E4	Yes	This is the area where North Sydney councils have always been a cut above the others. Well done and thank you so much for your continued good work. Please don't let those horrible hire bikes and scooters in to litter our streets like the Sydney council has done.	Noted.
E5	Yes	Bushland in North Sydney LGA is valuable and needs strong protection and regeneration	Noted.

No.	Does respondent support the Strategy?	Submission *Long submissions have been summarised. A list of all submissions (verbatim) is provided at the end of this attachment.	Response
E6	Yes	Looking after our environment and the health benefits are becoming increasingly more important as increasing population and development encroach on natural parklands and green spaces.	Noted.
E7	Yes	Provide more benefits to non-private vehicle owners, should reduce the amount of on street parking and decrease the speed limit.	The Integrated Transport Strategy addresses these matters and includes a number of specific actions under strategic direction 2 to encourage a reduction in private vehicle ownership.
E8	Yes	<ol style="list-style-type: none"> 1. Eucalyptus and other natives trees that drop leaves endlessly make poor street trees. Consistent rows of plane trees, like in Paris, would provide shade and improve aesthetics, unlike the mismatched trees on Military Rd. 2. I would love to see NSC implement a food waste recycling and if at all possible, a soft plastic recycling system. 3. Could we have an education program to encourage people not to litter? It seems to be an unpleasant part of our culture now.* 	<ol style="list-style-type: none"> 1. Native and exotic trees are all important and provide great benefits for our environment. Tree species are chosen as suitable to the planting site conditions and to the streetscape. 2. Noted. The EPA has mandated FOGO recycling by 2030 and Council is required to implement a food recycling service by this time. Council's Recycle Smart program currently accepts soft plastics for recycling. 3. Yes – this will be addressed as part of catchment education programs.
E9	Yes	The strategy is sound in terms of development of corridors and protection of existing small patches of bushland but I do have concerns about the impacts on these areas by increase in usage that will follow from new high density development areas. More people, same amount of bushland and green space. Developers should be made to include sufficiently large ground level green (not concrete) areas for recreation of new residents in their plans.	<p>Noted. Open/green space requirements for new developments will be considered in the comprehensive review of the North Sydney Development Control Plan (DCP).</p> <p>Improving green linkages through the development of a Green Corridor Plan is identified on p12 (Strategic Direction 1.1) of the draft Environment Strategy.</p>

No.	Does respondent support the Strategy?	Submission *Long submissions have been summarised. A list of all submissions (verbatim) is provided at the end of this attachment.	Response
E10	Yes	<p>Additional measures could include:</p> <ol style="list-style-type: none"> 1. Work with neighbouring councils to expand the services of the Community Recycling Centre (CRC). e.g. more space, to accept a greater diversity and volume of items, incorporate a 'tip shop' or re-use centre. 2. Where possible, require light-coloured materials for new construction, especially rooftops, to offset the urban heat island effect. Alternatively, promote installation of rooftop gardens. 3. Continue rebates for installation of energy efficiency infrastructure, e.g. solar for apartments, efficient lighting etc 4. Require high energy efficiency standards for new construction, employing passive design strategies, high-performance insulation, ventilation control and draught minimisation, double-glazing etc. Energy supply electric only, no gas. 5. Incentives for commercial premises to install EV charging bays that are publicly available, e.g. at shopping centre car parks. 6. Increase penalties for tree vandalism.* 	<ol style="list-style-type: none"> 1. The CRC is always looking for opportunities to expand items for collection, however space constraints and limited recycling options within the industry currently pose challenges. 2. Action 3.1 in the strategy has been updated to include consideration of planning controls to reduce urban heat island effects in the review of the DCP. 3. The current Sustainability Rebates Program will continue. 4. These items are inherent in a lower embodied carbon building footprint, which is what the DCP review will aim to incorporate (refer to action 3.1). 5. Installation of EV charging infrastructure by and in commercial premises makes good business sense. Council currently facilitates these opportunities. Action 3.4 in the strategy has been updated to acknowledge council's role in facilitating installation of third-party charging infrastructure in the LGA. 6. Standard fines are in place for tree breaches, and the Land and Environment Court determine maximum fines up to \$1.1M
E11	Yes	Environment is the future of the planet and must be managed thoughtfully	Noted.
E12	Yes	The strategy looks well thought out and comprehensive.	Noted.
E13	Yes	No comment provided.	Survey response noted.
Email 2	N/A (YourSay survey was not completed)	<ul style="list-style-type: none"> • Prioritise accessibility where possible when upgrading bushland walking tracks • Ensure that all signage to key points of interest is accessible • Ensure that all sustainability measures being implemented (e.g. waste management services or electric vehicle charging) adequately consider accessibility in their design. For example, many people find it challenging to effectively utilise waste and recycling services (e.g. bins or bulky items)- how can Council make these services more accessible? • Take measures to ensure that Streets Alive, HarbourCare and Community Garden programs are accessible for people of all abilities. 	<p>Feedback on accessibility improvements for sustainability programs are noted and will be considered in project planning, design and implementation.</p> <p>Council's Disability Inclusion Action Plan prioritises improved signage, developing a wayfinding strategy and continuous accessible paths of travel.</p>

No.	Does respondent support the Strategy?	Submission *Long submissions have been summarised. A list of all submissions (verbatim) is provided at the end of this attachment.	Response
		<i>Note: The above text is a summary of the key points from the AIC submission that specifically relate to the Environment.</i>	
Email 8	N/A (YourSay survey was not completed)	<p>The Declaration of the Climate Emergency in 2019 by Council has not been followed through with actions that drive carbon neutrality, mitigate heat island effects and improve biodiversity in a timely manner. The Environmental Strategy delays the 2030 Strategy outcome of 35% green cover until 2035. This is unacceptable when our local population will continue to increase, and we face heat island effects that impact the health of our residents.</p> <p>Linking critical environmental outcomes to the Special Rate Variation further highlights the mismanagement of funding for strategic projects over a long period of time. Green infrastructure needs to be considered as an asset class and matched with funding to implement, manage and maintain our environment. The maintenance of the “soft” landscape components (soil networks, trees, shrubs, grass) of our streets, parks, waterways and foreshores requires additional funding through a separate line item in the long-term financial plan. Population increases and the pressure on our recreational and natural areas requires the alignment of new tree planting with a comprehensive Street Tree, Canopy cover and Biodiversity Masterplan where all trees are mapped and assessed for their contribution to the environment. Aging trees need to be monitored and planned succession needs to occur.</p>	<p>Council recognises trees as an important asset, and we seek to protect and preserve our Urban Forest, through the Urban Forest Strategy (UFS) 2019 and Street Tree Strategy (STS) 2016, both of which are currently being reviewed.</p> <p>Noting the challenges of rapidly increasing urbanisation resulting from significant increases in new dwelling targets by the NSW Government, major infrastructure projects and general trends of smaller yards and high density living, the public domain capacity to provide canopy cover and biodiversity is reducing. Notwithstanding this, Council remains committed to achieving the target of 34.4% canopy cover, however, the timeframe for doing so has been delayed.</p> <p>The most recent flyover in February 2024 showed the first increase of canopy cover area since 2008 (27.4%), due to favourable weather conditions in recent years and the continuous planting and maintenance of new trees and replacement of trees in decline.</p> <p>Ecological surveys conducted in 2023 recorded 371 native flora species and 196 native terrestrial vertebrate species occurring in the North Sydney LGA. Previous surveys conducted in 2010 recorded these figures at 347 and 191 respectively showing an improvement in a relatively short time frame.</p> <p>It should also be noted that Council's efforts have resulted in 100% of its electricity needs being now met by renewable energy sources and Council is tracking at 65% towards achieving the target of 100% carbon neutrality.</p>

Environment Strategy – Submissions verbatim

No.	Do you support the strategy?	Why? Comments or feedback on the Culture and Creativity Strategy
E1	Yes	I would like to see expanded initiatives and pilot programs for access to kerbside EV charging (public and private use) to assist households without off street parking.
E2	Yes	<p>North Sydney Environment Strategy:</p> <p>We are glad that the council is setting out objectives. We are very glad to provide feedback on this draft. https://yoursay.northsydney.nsw.gov.au/</p> <p>The plan could be improved if it addressed the following:</p> <ol style="list-style-type: none"> 1. Biophilia – people protect what they love. However, the strategy lacks objectives for people's 2-way interaction with the biome—perhaps rename Strategic Direction 1 to reflect the relationship. 2. Tunks Park - one of the biggest and most significant parklands in North Sydney. It would be great to see a more targeted indication of how ecology and recreation can come together here. 3. Walking & recreation - Number one form of recreation. Good potential to expand this in the draft strategy. 4. Bushland has a role as part of the open space and recreation strategy. Good potential to expand this Draft Strategy. <p>1. Biophilia North Sydney has exceptionally beautiful gullies, and foreshores. These places are where our kids could be discovering and growing up. However, it has a very weak system of paths and access to these places. Access is quite good in the south along Sydney Harbour. But weak in the north along Middle Harbour, Tunks & Flat Rock Creek South Arm. The zoning of our bushland separates it from our green space, yet it should be well-integrated.</p> <p>The title of Direction 1 currently uses the term “Protect” to describe a 1-way relationship between people and place. The title would be improved if it succinctly reflects the two-way relationship between people and the biome.</p> <p>Strategic Direction 1 has good points. We note and support that education is identified. Additional points should be added to the direction as set out in points 2 to 4 below.</p> <p>Great work has been done by our land care groups, and weed management is improving. It would be a terrible shame if the spaces were locked up and our kids and our neighbours didn't come to know these places. Please revise the strategy to bring people into the picture with nature. If they come to know it, they will love it. It will be good for them. It will be good for the bush.</p> <p>2. Tunks Park We applaud the inclusion of Tunks Park under Direction 1 1.2</p>

	<p>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.</p> <p>The Bay Precinct Committee has put forward a set of priorities for improvements in and around Tunks Park. Some of these correspond to items in the Plan of Management. Some are new. We propose the Environment and Open Space Strategy. Should include the eight priorities Link: https://www.dropbox.com/scl/fi/rz5omidqjjrrlggazuyz4/241125-Tunks-Park-Priorities-August-2023-62-1.pdf?rlkey=y0mr3r81hnmr7gq4lps8ga8f9&dl=0</p> <p>3. Walking and Recreation</p> <p>Walking is the single most important form of recreation in Australia. It far exceeds any other type of physical activity. Tunks Park is a major multi-purpose recreation area for local and regional users. This is made clear when access to which is choked by traffic every weekend. We note that Tunks Park could be supported as a walking destination. More people could enjoy it without the traffic impacts. For walking links to Tunks Park Refer to Bay Precinct Tunks Park Priorities List – Items C, D, E, G. For walking recreation initiatives inside Tunks Parkland refer to priority Items: A, B, D.</p> <p>The Open Space and Recreation Strategy refers to walking in 1.2</p> <p>This is good. However, it would be better to expand or add points about connections between the urban (footpath) walking network, parkland and bushland green links. Reference should be made to the NSW government's Green Grid framework. This includes links in the northern parts of North Sydney. E.g. connecting Middle Harbour, Long Bay, Primrose Park, Cammeray Park & St Leonards Park.</p> <p>There is an important missing piece in the Council's logic and policy about walking. We note the absence of any link between this Environment Strategy and the North Sydney Walking Action Plan. Draft North Sydney Walking Strategy.pdf (4.69 MB) (pdf). This is a good document for walking as access to transit and urban infrastructure along major traffic routes. However, the Action Plan misses the significance of recreation space as a destination, walking as a recreation, and linked foreshore, parkland and bushland walking.</p> <p>A review of the North Sydney Walking Strategy reveals some missing elements that should be added to the new Strategy: The frequency of occurrences of terms in the Walking Strategy:</p> <ul style="list-style-type: none"> • "Tunks" - zero (0) • "Recreation" – zero (0) • "Bush", "Bushland", "Track" – zero (0) • "Foreshore"- zero (0) <p>As identified above, the walking Action Plan is not a recreation-focused study. Therefore, it is not adequate for informing the Environmental Strategy or the Open Space and Recreation Strategy. Therefore, the North Sydney and Environment Strategy and Open Space & Recreation Strategy must address this vital but missing component of any such strategy. Points 2, 3 and 4</p>
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	<p>in this document will help address this shortcoming.</p> <p>4. Bushland and Recreation. A well-integrated Strategy will seek a holistic approach to managing public recreation and bushland. This should encourage environmental initiatives in 'recreation zoned' land and recreation on 'environment zoned'. This is especially important since North Sydney has exceptional places where both can co-exist. Such as Primrose Park, Tunks Park, Berry Island and Cremorne Point.</p> <p>We note and support the link between Environment, Open Space and recreation represented by the term "Bushland" in the Draft Open Space and Recreation Strategy document:</p> <p>P. 18 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, and managing the community nursery.</p> <p>We strongly support the council's intention of "maintaining and providing new tracks and signage". This should be done as part of an integrated strategy to integrate North Sydney's open space and to broaden the opportunities for Recreation. Especially walking,</p> <p>However, the Draft Open Space and Recreation Strategy contains:</p> <ul style="list-style-type: none"> • No reference to bushland and green links: • No Concept of Linked Green Space • One reference to linked foreshore walks on Sydney Harbour – but none on Middle Harbour. <p>A set of existing and possible parkland and bushland walking links are captured in the diagram here: https://www.dropbox.com/scl/fi/6ycmv7yg7le4m0z9x8jwp/North_sydney_Missing-Links-PW-Bay-Precinct-August-2023.pdf?rlkey=7dkibxl428kyjvwaai25uud&dl=0</p> <p>We note that the extend and quality of the bushland paths and tracks in the southern part of North Sydney are far superior to those in the north. Furthermore, we note that the Open Space and Recreation Strategy proposes six upgrades in the next ten years.</p> <p>P 17. 4.11 Deliver the following park/reserve upgrades in accordance with the Foreshore Parks & Reserves Plan of Management 2023:</p> <ul style="list-style-type: none"> • Blues Point Reserve landscape and lighting upgrade – Waverton • 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 - Mc Mahons Point • Lady Gowie Lookout restoration works
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		<p>All six (6) upgrades are located in the southern part of the local government area. The number proposed in the northern part of the local government area is zero (0). A more balanced approach would include some upgrades in the north.</p> <p>Priorities Should include:</p> <ol style="list-style-type: none"> 1. New bushland stairs connecting Miller Street Bus Stops to Tunks Park (below the Long Bridge abutment) 2. Paths and stairs to join Vernon Street to Mortlock Reserve 3. Bush Tracks along Flat Rock Creek South Arm from Tunks Park to West Street
E3	Yes	
E4	Yes	This is the area where North Sydney councils have always been a cut above the others. Well done and thank you so much for your continued good work. Please don't let those horrible hire bikes and scooters in to litter our streets like the Sydney council has done.
E5	Yes	Bushland in North Sydney LGA is valuable and needs strong protection and regeneration
E6	Yes	Looking after our environment and the health benefits are becoming increasingly more important as increasing population and development encroach on natural parklands and green spaces.
E7	Yes	Provide more benefits to non-private vehicle owners, should reduce the amount of onstreet parking and decrease the speed limit
E8	Yes	<p>Eucalyptus trees do not make good street trees, nor do other natives that drop leaves endlessly, so footpaths always look messy and slippery when wet. I would love to see plane trees planted in long drifts, for shade. Paris is so beautiful because they use the same tree in long lines. Here we have a messy teatree, then a palm tree, then a gum tree - just look at Military Rd between Murdoch and the NB shops! UGLY!</p> <p>I would love to see NSC implement a food waste recycling and if at all possible, a soft plastic recycling system.</p> <p>I have recently been to Japan where residents would not dream of dropping litter in the street, could we have an education program to encourage people not to litter? It seems to be an unpleasant part of our culture now. We need to take pride in our suburbs and keep them clean. Our waterways will thank us!</p>
E9	Yes	<p>The strategy is sound in terms of development of corridors and protection of existing small patches of bushland but I do have concerns about the impacts on these areas by increase in usage that will follow from new high density development areas. More people, same amount of bushland and green space. Developers should be made to include sufficiently large ground level green (not concrete) areas for recreation of new residents in their plans.</p>
E10	Yes	<p>Additional measures could include:</p> <ol style="list-style-type: none"> 1. Work with neighbouring councils to expand the services of the CRC. e.g. more space, to accept a greater diversity and volume of items, incorporate a 'tip shop' or re-use centre. 2. Where possible, require light-coloured materials for new construction, especially rooftops, to offset the urban heat island effect. Alternatively, promote installation of rooftop gardens. 3. Continue rebates for installation of energy efficiency infrastructure, e.g. solar for apartments, efficient lighting etc 4. Require high energy efficiency standards for new construction, employing passive design strategies, high-performance insulation, ventilation control and draught minimisation, double-glazing etc. Energy supply electric only, no gas. 5. Incentives for commercial premises to install EV charging bays that are publically available, e.g. at shopping centre car parks. 6. Increase penalties for tree vandalism.

E11	Yes	Environment is the future of the planet and must be managed thoughtfully
E12	Yes	The strategy looks well thought out and comprehensive.
E13	Yes	

Email 2

Access and Inclusion Committee 10 Year Strategic Plan Feedback

Introduction

The following document has been developed by the North Sydney Council Access and Inclusion Committee (AIC) to provide input and feedback on the 8 North Sydney Council Strategic Plans currently being exhibited. These plans include:

- Open Space and Recreation
- Integrated Transport
- Environment
- Economic Development
- Culture and Creativity
- Social Inclusion
- Governance
- Housing Supplement

General Feedback

The following items have been identified by the AIC as being relevant to all 8 exhibited plans:

1. All plans should include a statement clearly outlining Council's desire to become an exemplar for access and inclusion for all residents and visitors within the relevant domain of each plan.
2. All plans should make explicit reference to the rights of people with disability to fully participate in all aspects of life
3. All actions and strategies outlined in each plan should assume that people with disabilities will be fully participating in every aspect of life- people with disabilities tend to be assumed to be only consumers of a given service but they are also leaders, business owners, contractors, consultants, parents, students, etc. Financial participation is a right at all levels.
4. Access and Inclusion should be considered in all aspects of Council's operations, not just built form. It also pertains to the digital environment, community and workplace attitudes and culture, service provision, events, and many other realms

5. To ensure that access and inclusion is appropriately considered in all aspects of Council's operations, the following measures need to be implemented:
 - People with lived experience must be engaged with from concept and design stages through to the implementation and monitoring for activities and initiatives stemming from these strategic plans
 - Where a specialist consultant is required to support an action, Council should ensure the use of a qualified access consultant within that particular domain. This is particularly relevant for accessibility of both built and digital spaces.
 - Council staff must continue to be educated and empowered to be strong allies of people with disability and to ensure that access and inclusion is a core principle in all work Council undertakes
6. Council should consider implementing rewards or recognition for businesses, community organisations and individuals who have significantly contributed to improving access and inclusion.
7. Council must ensure that all significant plans, policies, actions and changes are communicated effectively and in an accessible format to ensure that they can be accessed and utilized by everyone in the community.

Specific Feedback

The following sections will contain specific feedback on each of the eight strategic plans.

Open Space and Recreation

- **In relation to Mayors Message and Introduction:** Suggest more emphasis on the how our parks and open spaces draw visitors to the area. This has a positive economic and reputational impact for the area. It also exacerbates the open space deficit. In some ways, our Community is the caretaker for this area for all to enjoy.
- **In relation to item 2.4:** Suggest changing the language to 'flexibility and accessibility'
- **In relation to items 3.2, 3.7 and 3.8:** These items all have implications for public toilets. All parks should include nearby accessible toilets, with a continuous accessible path of travel between critical elements.

Currently North Sydney Council **does not have any** Adult Change Facilities. An Accessible Adult Change Facility is a toilet and change facility that caters for users with high support needs and their carers where they require additional space, assistance and specialised equipment to allow them to use toilets safely and comfortably.

The DIAP includes a commitment to upgrade some of the public amenities in parks and build an Accessible Adult Change Facility in the Bradfield Park vicinity,

as many visitors with disability visit that area to use the pool (when finished) and walk/wheel over the now accessible bridge.

- **In relation to item 3.9:** This equipment should consider the range of abilities: older people, children, people with disability.
- **General Comment:** Suggest that the needs of workers/working parents be considered when designing and upgrading parks. Eg Access to power and connections for computers where people can also supervise their children on play equipment. Some people also take their telehealth appointments in the parks, away from their workplaces for privacy.
- **General Comment:** In providing gym and fitness equipment, consider equipment that would be suitable for wheelchair users.

Integrated Transport

- **General Comment:** Prioritise keeping pathways and footpaths clear to allow for confident navigation for everyone, for example ensuring that cafe tables and signs are not placed in a central space along which people are travelling.
- **General Comment:** Utilise the services of an access consultant who is fluent in disability access issues in establishing a thorough framework for the establishment and implementation of effective Wayfinding.
- **General Comment:** Ensure that any future cycle lanes do not interfere with safe navigation of walkers and drivers, the current placement on Ridge Street highlights is problematic as it allows for parked vehicles to strike cyclists with their opening car doors.

Environment

- **General Comment:** Prioritise accessibility where possible when upgrading bushland walking tracks
- **General Comment:** Ensure that all signage to key points of interest is as accessible
- **General Comment:** Ensure that all sustainability measures being implemented (e.g. waste management services or electric vehicle charging) adequately consider accessibility in their design. For example, many people find it challenging to effectively utilise waste and recycling services (e.g. bins or bulky items)- how can Council make these services more accessible?
- **General Comment:** Take measures to ensure that Streets Alive, HarbourCare and Community Garden programs are accessible for people of all abilities.

Economic Development

- **General Comment:** Ensure the use of Qualified Access Consultants in the design of new, AND refurbishment of older, spaces.

- **General Comment:** Ensure that people with lived experience with disability are engaged with from initial concept to final designs for all spaces – Building Code compliance is NOT ENOUGH
- **General Comment:** Build partnerships with disability organisations, advocacy groups and service providers to explore economic opportunities and gather nuanced feedback.
- **General Comment:** Ensure state government facilities such as public transport align with Council strategies.
- **General Comment:** Ensure effective emergency response procedures and evacuation standards for people with disability in all Council spaces
- **General Comment:** Ensure the Council as an organisation is a role model for A&I through physical access, recruitment and advancement of people with disabilities and other equity groups, representation and occupational distribution, pay equity etc
- **General Comment:** Ensure fair resource allocation for A&I, including a buffer for unforeseen remediation works (responses to grievances / potential litigation etc)
- **General Comment:** Ensure excellent way finding and ease of access in terms of physical accessibility (mobility, vision impaired, hearing impaired, pushers, prams etc.). Look at ways to ensure access to businesses from public spaces (where the Council remit ends and the private ownership begins)
- **General Comment:** Ensure effective signage in various forms PLUS use signage for “Racism not welcome” and LGBT rainbow
- **General Comment:** Implement adequate rest areas and seating in public spaces (resting planks, seating with and without armrests, wheelchair seating space on shared tables). Tactile markings, hearing loops, contrast markings.
- **General Comment:** Develop and implement effective digital assets for people to download to accompany these spaces.
- **General Comment:** Assume population growth and allow MORE of facilities like accessible parking and toilets
- **General Comment:** Ensure adequate number of toilets, gender neutral toilets, parenting rooms, baby change facilities, accessible toilets). Up to date signage .
- **General Comment:** Ensure accessible toilets also include changing facilities for larger children / teens / adults – [see ‘changing spaces’ recommendations](#) and LGA funding.
- **In relation to the preamble:** Use more inclusive language which overtly speaks to AIC matters for PWD... for example
 - The following language changes are also recommended:
 - To achieve this outcome, we will focus on four key strategic directions:
 1. Revitalise and grow the North Sydney CBD as **an accessible**, high-amenity top-tier office precinct
 2. Cultivate a diverse, **inclusive**, connected and resilient business environment
 3. Create vibrant villages and local centres that attract and retain visitors
 4. Promote North Sydney as a destination of choice

Culture and Creativity

- **In relation to the Strategic Direction:** "provide and promote a diverse range of affordable and accessible cultural and creative events, experiences and production.". The AIC supports this strategic direction and believes it is an extremely important one. Often due to the increased costs associated with having a disability people are financially excluded regardless of accessibility issues.
- **In relation to item 2.1:** This needs to be undertaken with an accessible and inclusive perspective - some key local sits will have variable accessibility. Community is "all" community. **In relation to item 2.3:** It's important that digitisation and digital storytelling is designed to be accessible to people of all abilities.
- **In relation to 3.1:** For this point it's important that the strategic direction from pg 6 is referenced - provide and promote a diverse range of affordable and accessible cultural and creative events, experiences and production. Once again affordability is a key consideration for many people with disability in participating in council events. Ideally AIC need to be part of the review process.
- **In relation to 3.5, 3.6, 3.7, 3.8 and 3.9:** Encourage council to engage artists with disabilities as members of the suite of artists involved in these projects. As documented in the recent ABC series Headliners - artists and musicians with disabilities are underrepresented and often unconsciously excluded.
- **In relation to 3.11:** "Enhance councils website to provide an accessible central list" Ensure that this list is accessible to all local community members regardless of ability. It would also be good to ensure the list include any accessibility information related to the event, program.
- **In relation to 4.1:** Recommend that the AIC community is consulted as part of this study.
- **In relation to Strategic Direction 4 (specifically items 4.4, 4.6, 4.8, 4.9, 4.10, 4.11, 4.13 and 4.15):** The Access and Inclusion Committee should be asked to contribute or comment.

Social Inclusion

- **In relation to the Mayor's Message:** Appreciate the Mayor's inclusion and acknowledgement of people living with a disability on page 5. Although people with disability should be considered throughout the paper.
 - E.g. 1.4 "Review and refresh Council's program of events and activations to ensure they are responsive **AND ACCESSIBLE** to community needs and leverage key assets."
- **General Comment:** Add a '11.1 Create a resource tool/list of accessibility options in Council area e.g., vision resources available at Stanton Library'.
- **In relation to Strategic Direction 2:** Incorporate accessible language and options as part of the implied need and delivery of new/renovated spaces.
- **General Comment:** Strongly support the suggestion of a Citizen's Jury

Governance

- **In relation to item 1.5:** Accessible / inclusive design need to be a key driver of determining priority.
- **In relation to item 2.1:** The consultation and development process must be accessible starting with accessible information available so everyone has the opportunity to participate in shaping the strategy. Determined strategy must be implemented in a manner which is accessible noting some existing barriers to digital accessibility but also the preferences for communication and engagement methods.
- **In relation to item 3.2:** The AIC supports the idea of a Citizen's Jury, however this must be a working group that has breadth of experience and is empowered to seek additional views / expert review where appropriate. Develop a process that is thorough yet efficient so as not to unreasonably delay progress.
 - **In relation to item 4.10:** Ensure disability confidence and other appropriate diversity competencies are attended and regularly reviewed for all staff.
 - **In relation to item 5.4:** Upskill planning assessment staff and leadership on the benefits of and legalities relating to accessible and inclusive development. Mandatory for all public spaces, encouraged for private developments also with consideration of suitability for new and renovated dwellings to accommodate people with disability, ageing population etc.
 - **In relation to item 6.1:** Prioritise accessibility of the chosen platform for all current and future employees and other can access and utilise the platform. May require additional advocacy / leadership to encourage software upgrade / improvement from intended developers / providers.
 - **In relation to item 7.8:** Ensure the survey platform and process is accessible and inclusive.
 - **General Comment:** Council should set concrete targets to increase the number of people with a disability employed across all Council business units and as our collective education and engagement continues, all NSC Staff will become strong allies of the disability community, ensuring accessibility and inclusion are core principles in all Council undertakes.
 - **General Comment:** From a Governance perspective, the proposed actions within the draft are necessary and welcome, reflecting the goal Mayor Zoe Baker outlines in her introduction to achieve evidence-based decision-making and transparent, accountable governance. In keeping with NSC DIAP commitments and the aim of greater inclusion and accessibility, the AIC would like to see the following addition of inclusive to Zoe's intro – possibly through inserting here:
 - 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 **that is accessible and inclusive for all.**
 - **General Comment:** In addition to legislative, legal and other compliance and regulatory requirements, the proposed rollout of the Customer Experience Strategy, ensuring a clear focus on inclusion and diverse

representation of members on the 'Citizen Jury' will go a long way to achieve greater transparency and community confidence.

- **General Comment:** Page 7 of the strategy speaks to "A program of work is already underway, with the following key initiatives having been undertaken to date". I don't see reference to NSC's Disability Inclusion Action Plan as an integral piece of work that has driven better oversight of accessible design, formation of the AIC etc?

Housing Supplement

- **In relation to item 1.6:** Add in accessible/inclusive to diverse and affordable in this item
- **In relation to item 2.1:** Need to include lack of accessible housing – often an intersectional barrier with affordable housing.
- **In relation to item 3.4:** Encourage accessibility of housing and infrastructure design within the Control Plan. Also consider setbacks of buildings – green space – important for service dogs + environmental / cooling benefits of tree canopies and greenery.

Ms Therese Manns
General Manager
North Sydney Council
Miller Street, North Sydney

Dear Ms Manns

**Re: Proposal for a Special Variation to rates
North Sydney Council Special Rate Variation (SRV) and draft Strategic Plans**

North Sydney Council has a vital role to play in the development of density done well and the overall growth and economic success of North Sydney. This letter seeks to clarify some very serious and concerning actions by current members of Council and the integrity of the process for the SRV.

Communities expect their council to be operating with the highest level of integrity and in their best interests. It has become clear that is not the case at North Sydney Council and there has been major dysfunction across the entire organisation for several years. This is reflected in the decision-making processes that have occurred around the development of the Olympic Pool, lack of transparency and in fighting that is regularly reported in the media.

These issues have impacted Council's ability to deliver for its community, and they must be urgently addressed. An inquiry is necessary to understand all the issues and start the journey of restoring confidence in North Sydney Council.

The Minister for Local Government should oversee an independent inquiry in the public interest to review in more detail the background of the processes that has led to the intended rate rise before an application to the Independent Pricing and Regulatory Tribunal (IPART).

Key issues to be investigated:

Long Term Financial Plan

Lack of transparency in informing the community prior to the last election in September 2024. Linking the rate increase to the provision of strategic and essential outcomes is not acceptable when the problems have been created by the mismanagement of the financial accounts of North Sydney Council. Consequently, asset upgrades and investments in key areas have been unnecessarily delayed.

Public engagement during major holiday period

Seeking public engagement during the Christmas/January major holidays is unacceptable and against common practice when engaging at Local Government level. It does not provide the broader community an opportunity to review all the material associated with the Community Strategy. There are over 8 significant documents that require consideration.

The number of frequently asked questions being added to the consultation page of the survey indicates the engagement strategy has not been thoroughly actioned to provide sufficient answers to complicated fiscal actions.

Accountability of returning Councillors knowing the financial situation

The returning Councillors do not demonstrate good fiscal management. To effectively lead and drive performance, we require a strong culture that aligns with shared values. A few returning councillors are long-term serving members and have not acted in the best interests of the community during a period of poor governance acknowledged in the strategy.

Need for investigation

We cannot continue to have the same people lead and manage our LGA, hoping that good governance will be achieved. Therefore, an investigation into the failures of returning Councillors including the Mayor's actions / inaction should be undertaken and why the community was not advised on the serious financial situation before the last election. The high turnover of senior management should also be investigated, as this has impacted the continuance of local area and governance knowledge.

Additional comments on the Strategies and the Surveys.

The surveys are not explicit enough to achieve vital input and in answering the survey, the SRV is endorsed which may not be the intent for those participating.

General

Strategic objectives range from the broad to the specific and should be commended. However, the objectives are not measurable over the 10-year period. What does success look like, what are short and medium outcomes considering the financial issues the Council currently faces? Some identified projects will not be achieved without considerable capital input and how have these projects been costed. Many initiatives are identified to be subject to funding which is not providing the community with achievable outcomes. The slippage of previous strategies due to lack of funding is not acceptable into the future.

Environmental Strategy

The *Declaration of the Climate Emergency* in 2019 by Council has not been followed through with actions that drive carbon neutrality, mitigate heat island effects and improve biodiversity in a timely manner. The Environmental Strategy delays the 2030 Strategy outcome of 35% green cover until 2035. This is unacceptable when our local population will continue to increase, and we face heat island effects that impact the health of our residents.

Linking critical environmental outcomes to the Special Rate Variation further highlights the mismanagement of funding for strategic projects over a long period of time. Green infrastructure needs to be considered as an asset class and matched with funding to implement, manage and maintain our environment. The maintenance of the "soft" landscape components (soil networks, trees, shrubs, grass) of our streets, parks, waterways and foreshores requires additional funding through a separate line item in the long-term financial plan. Population increases and the pressure on our recreational and natural areas requires the alignment of new tree planting with a comprehensive *Street Tree, Canopy cover and Biodiversity Masterplan* where all trees are mapped and assessed for their contribution to the environment. Aging trees need to be monitored and planned succession needs to occur.

Governance Strategy

Lacks measurable outcomes over a short medium and long term. What does satisfaction for the community mean, an increase of 4% is not a high benchmark over a 10-year period.

Open Space and Recreation Strategy

This strategy needs stronger alignment with the *Environmental Strategy*, so they are considered holistically. The blue and green networked systems that transverse individual sites connecting with active transport links, road networks with tree canopies, as well as the reserves associated with waterways should be captured within a detailed Green Grid for the LGA.

In concluding, I do not have an objection to a rate rise. What I do object to is the process in how this rate rise is being communicated and I am concerned the objectives and service outcomes outlined in the strategies will not be achieved as they have not been assessed/costed in a detailed manner to reflect the current economic climate.

I look forward to future opportunities to contribute to the development of the Community Strategic Plan.

Your faithfully



Fellow of the Institute of Landscape Architects

Economic Development Strategy – Submissions and Responses

No.	Does respondent support the Strategy?	Submission *Long submissions have been summarised. A list of all submissions (verbatim) is provided at the end of this attachment.	Response
ED1	No	As with everything else if you can't afford it don't do it or find other ways e.g. Get property developers to agree to pay for it as a part of their projects	<p>The strategies set the priorities for how resources are to be used. Not all of the actions in the strategies require further funding.</p> <p>Council will consider all available funding models when making decisions on implementation of the strategies, including grants and developer contributions.</p>
ED2	Yes	The main concern with increased housing density and business development in the area is that higher buildings will overshadow public spaces and the café, restaurant, bar zone of Willoughby Rd and Alexander Streets. Up until COVID Crows Nest had been the "Eat Street" destination of the Lower North Shore for many, many decades and we'd like to stay that way. Suburbia is boring. Also, putting a few benches and pot plants, a metal kids' playground on a concrete slab at the bottom of a high-rise building is not a "park", or even a "green space", by anyone's standards, even with an aboriginal name.	The strategies aim to balance the needs of existing residents and businesses, and new residents and businesses. strategic direction 3 in Council's Housing Strategy Supplement is to protect the amenity of our LGA through design excellence and provision of appropriate infrastructure in growth areas. The actions in this direction should help addresses these concerns.
ED3	Yes	Absolutely essential you improve your ability to forecast costs more accurately. The cost blowouts in the North Sydney Baths are disgraceful. Who is responsible for this?	<p>An independent review was commissioned to better understand the root cause of the challenges associated with the North Sydney Olympic Pool project. This report is available here:</p> <p>https://northsydneycouncilcreatesend1.com/t/j-l-gtjihdk-l-r/</p>
ED4	Yes		Support noted.
ED5	Yes	Provide more benefits to non-private vehicle owners, should reduce the amount of on street parking and decrease the speed limit	The Integrated Transport Strategy addresses these matters and includes a number of specific actions under strategic direction 2 to encourage a reduction in private vehicle ownership.
ED6	Yes	<p>Neutral Bay is so close to being completely destroyed by Colesworth and now a new proposal by a private developer. It breaks my heart as the lovely village will soon be just another ugly, wind tunnel with no sunlight.</p> <p>NSC needs to develop a solid strategy to stop developers and big business dictating to us, the residents, how our suburbs will look.</p>	Council adopted the Neutral Bay Village Planning Study to guide future development in the precinct as well as seek to improve the public domain. All planning proposals lodged by private interests must be legally accepted and considered by Council and the Planning Study provides a sound basis to assess the merits of such proposals against the adopted vision of Council.

No.	Does respondent support the Strategy?	Submission *Long submissions have been summarised. A list of all submissions (verbatim) is provided at the end of this attachment.	Response
ED7	No	The financial/programmes that support Political, Religious and social minorities are, in my opinion contrary to the real and effective job that you council should undertake, Namely, roads, town planning/ construction certification, maintenance of LGA and community property and management of community buildings. Clearly too much is spent on tasks outside the core needs. As such, I believe too much money is wasted and effort also wasted. I do not support any increase rates or taxes or special levy. We, in the real world have to live with fixed earnings, we cannot raise our income at will, as you are intending to do.	The strategies set the priorities for how resources are to be used. Not all of the actions in the strategies require further funding. Council will consider all available funding models when making decisions on implementation of the strategies, including grants and developer contributions.
ED8	Yes	vital for Australia	Support noted.
ED9	Unsure	I agree with the goals but feel the "strategy directions and actions" and related costs and tax impact are incomplete. For example, turning the Heritage Wall that supports the rail and road access to the Harbour Bridge into a dynamic visual display of indigenous art would bring alive several of the strategies outlined on this web site on the main commercial street of Kirribilli. The strategy needs a time phased priority list of the proposed projects with a ten to twenty year capital plan and source of revenue i.e. impact on tax rates.	The strategies will inform the development of Council's new 10 year Community Strategic Plan. The 10 year Community Strategic Plan is then used to develop a 4 year Delivery Program and a 1 year Operational Plan and Budget. These plans will provide further detail on the initiatives. The estimated cost and proposed funding sources for the capital projects included in the strategies is provided in the appendix to Council's 2025-35 Long Term Financial Plan.
ED10	No	We pay enough rates. If we cannot afford change then we should go without unless the Council can do some cost cutting to implement the change.	The strategies set the priorities for how resources are to be used. Not all of the actions in the strategies require further funding. Council will consider all available funding models when making decisions on implementation of the strategies, including grants and developer contributions.
ED11	No	The submission expresses strong opposition to North Sydney Council's plans for a significant rate increase, criticising the Council for its poor financial oversight and mismanagement of the North Sydney Pool upgrade, which led to substantial cost overruns. The author argues that such overruns are the Council's responsibility and suggests halting the project, such as leaving the indoor pool unfinished, to mitigate financial strain. They highlight the inequity of imposing higher rates on all ratepayers for a facility used by a	This matter relates to the proposed Special Rate Variation and is addressed in a separate report.

No.	Does respondent support the Strategy?	Submission *Long submissions have been summarised. A list of all submissions (verbatim) is provided at the end of this attachment.	Response
		minority, emphasising that more critical issues should take precedence. Concerns are also raised about the Council's lack of transparency in redefining infrastructure repair categories, which has inflated projected repair costs. The submission advocates for alternative funding solutions, such as asset sales, and proposes a modest, temporary rate increase capped at 10% (including CPI) as the maximum acceptable adjustment.*	
ED12	No	<p>The details are actually not thought through and do not provide a realistic overall view or appropriate "town planning" to provide for the number of people in the LGA.</p> <p>The rate increase is totally unacceptable at time of inflation where cost of living is extremely high and citizens are struggling to meet their financial requirements.</p> <p>The lack of economical planning and debt the North Sydney council put itself into shouldn't be compensated by its citizens.</p> <p>An independent government investigation into the misbehaviour and poor planning of the North Sydney council is currently being demanded and organised by different MPs.</p> <p>Increasing the rates will also be negative in the long term for properties, either selling or buying, where people won't be attracted to our LGA due to high rates.</p>	This matter relates to the proposed Special Rate Variation and is addressed in a separate report.
Email 1	N/A (YourSay survey was not completed)	The Crows Nest Centre supports plans for a state-of-the-art auditorium in a redeveloped community centre, increased pedestrianisation of Willoughby Road, and Special Entertainment Precincts. It actively participates in events like the Crows Nest Festival and multicultural celebrations but highlights the lack of specific funding for its multicultural initiatives.*	Response noted. Council welcomes continued collaboration with the community centre.
Email 2	N/A (YourSay survey was not completed)	<p>The Access and Inclusion Committee (AIC) provided the following key comments regarding the Economic Development Strategy:</p> <p>Inclusive Design: Use qualified access consultants and engage people with disabilities throughout design processes; Building Code compliance is insufficient.</p>	<p>Response noted. Council's Access and Inclusion Committee will be involved in the planning and development of initiatives when required.</p> <p>Strategic directions 1 and 2 have been updated to incorporate accessible language as per AIC suggestions:</p>

No.	Does respondent support the Strategy?	Submission *Long submissions have been summarised. A list of all submissions (verbatim) is provided at the end of this attachment.	Response
		<p>Partnerships and Feedback: Collaborate with disability organizations and advocacy groups to identify economic opportunities and gather insights.</p> <p>Accessibility and Resources: Align public facilities, including transport, with Council strategies; improve physical access, signage, wayfinding, rest areas, and digital resources; and expand accessible facilities (toilets, parking, seating) to accommodate growth.</p> <p>Leadership and Equity: Position the Council as an A&I role model, ensuring equitable recruitment, pay, and resource allocation.</p> <p>Inclusive Messaging: Use inclusive language and emphasize accessibility and inclusion (A&I) in all initiatives.*</p>	<ol style="list-style-type: none"> 1. Revitalise and grow the North Sydney CBD as an accessible, high-amenity top-tier office precinct 2. Cultivate a diverse, inclusive, connected and resilient business environment

Economic Development Strategy – Submissions verbatim

No.	Do you support the strategy?	Why? Comments or feedback on the Integrated Transport Strategy
ED1	No	As with everything else if you can't afford it don't do it or find other ways eg. Get property developers to agree to pay for it as a part of their projects
ED2	Yes	The main concern with increased housing density and business development in the area is that higher buildings will overshadow public spaces and the café, restaurant, bar zone of Willoughby Rd and Alexander Streets. Up until COVID Crows Nest had been the "Eat Street" destination of the Lower North Shore for many, many decades and we'd like to stay that way. Suburbia is boring. Also, putting a few benches and pot plants, a metal kids' playground on a concrete slab at the bottom of a high-rise building is not a "park", or even a "green space", by anyone's standards, even with an aboriginal name.
ED3	Yes	Absolutely essential you improve your ability to forecast costs more accurately. The cost blowouts in the North Sydney Baths are disgraceful. Who is responsible for this?
ED4	Yes	
ED5	Yes	Provide more benefits to non-private vehicle owners, should reduce the amount of onstreet parking and decrease the speed limit
ED6	Yes	Neutral Bay is so close to being completely destroyed by Colesworth and now a new proposal by a private developer. It breaks my heart as the lovely village will soon be just another ugly, wind tunnel with no sunlight. NSC needs to develop a solid strategy to stop developers and big business dictating to us, the residents, how our suburbs will look.
ED7	No	The financial/programmes that support Political, Religious and social minorities are, in my opinion contrary to the real and effective job that you council should undertake, Namely, roads, town planning/ construction certification, maintenance of LGA and community property and management of community buildings. Clearly too much is spent on tasks outside the core needs. As such, I believe too much money is wasted and effort also wasted. I do not support any increase rates or taxes or special levy. We, in the real world have to live with fixed earnings, we cannot raise our income at will, as you are intending to do.
ED8	Yes	vital fort Australia
ED9	Unsure	I agree with the goals but feel the "strategy directions and actions" and related costs and tax impact are incomplete. For example, turning the Heritage Wall that supports the rail and road access to the Harbour Bridge into a dynamic visual display of indigenous art would bring alive several of the strategies outlined on this web site on the main commercial street of Kirribilli. The strategy needs a time phased priority list of the proposed projects with a ten to twenty year capital plan and source of revenue i.e. impact on tax rates.
ED10	No	We pay enough rates. If we cannot afford change then we should go without unless the Council can do some cost cutting to implement the change.
ED11	No	I am using this 'survey' to voice my rejection of North Sydney Council's plans to increase the rates (I have done that survey too - but it doesn't provide a no-increase or just CPI-increase option). It is my view that it is the Council's fault that the risk of the North Sydney Pool upgrades were insufficiently evaluated and thus underestimated. The Council was way too keen to use 'Regional Funds' money when it became available and neglected proper financial oversight. My view is plain and simple: if there are cost overruns (doubling of the cost or more) then we cannot afford it. So do what every private builder would have to do: stop building! e.g. just finish the open-air pool and leave the indoor pool for a few years unfinished. That is a disappointment, but it would display to every ratepayer and visitor the ineptitude of the Council. I

		<p>- like the vast majority of North Sydney ratepayers - are NOT users of the pool. It is not essential, like the chambers or traffic management or parks. So why would every ratepayer have to suffer for the Council's mistake when only very few benefit? There are more important issues to tackle.</p> <p>And even IF there would be a rate increase inevitable to fix the holes in the Council's finances due to the pool, the increase should be temporary, e.g. for 2 years, and the rates must return nearly to the old levels, plus some CPI increases of course.</p> <p>Secondly, the Council changed the definition of assets that need repair by including not only category 5 but also now category 4. Hence \$100m more are needed to repair infrastructure. Hey, there may be some justifiable rationale behind it and some category 4 assets really need repair, but this change has been largely hidden from the public; the Council was not transparent on this. And now the future required funds to fix the assets are being used to justify the rate increase. Very deceiving. The Council must try harder to find alternative sources of money, e.g. by selling some assets.</p> <p>I object that the ratepayer has to pay significantly higher rates. Instead, there should be a way to find a CPI-Plus solution, e.g. increase by 3% CPI plus another 7%, a total increase of 10% should be the maximum.</p>
ED12	No	<p>The details are actually not thought through and do not provide a realistic overall view or appropriate "town planning" to provide for the number of people in the LGA.</p> <p>The rate increase is totally unacceptable at time of inflation where cost of living is extremely high and citizens are struggling to meet their financial requirements.</p> <p>The lack of economical planning and debt the North Sydney council put itself into shouldn't be compensated by its citizens. An independent government investigation into the misbehaviour and poor planning of the North Sydney council is currently being demanded and organised by different MPs.</p> <p>Increasing the rates will also be negative in the long term for properties, either selling or buying, where people won't be attracted to our LGA due to high rates.</p>



Email 1

10 January 2025

Ms Therese Cole
CEO
North Sydney Council
PO Box 12
North Sydney NSW 2059

Dear Ms Cole,

Informing Strategies and Asset Management Plan

North Sydney Community Service Ltd, trading as Crows Nest Centre, is a not-for-profit company limited by guarantee and a registered charity. Founded by Alderman Joan Pilone, in 1967, we have engaged in a long-term strategic partnership with North Sydney Council. Our staff and 200 volunteers support older people, people with a disability, migrants, parents and people who are homeless or at risk.

In 2024 we actively participated in a variety of forums, online consultations and workshops and responded to a range of surveys to inform Council's next 10 years. We appreciate the time and effort that went into these processes as well as a further opportunity to comment on Councils' draft informing strategies. Specific comments in relation to each of the draft strategies follows:

Social Inclusion Strategy

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

- 1.2 Some intergenerational activities already take place in community centres (e.g. for many years Cammeray Public School's Jazz Band have performed Christmas carols at the Crows Nest Centre). We are interested in furthering our intergenerational connections.
- 1.3 Supported by the Australian Government and Council, the Crows Nest Centre offers a wide array of in-home (meals on wheels, linen service, assisted shopping, friendly home visiting) and Centre based services (community restaurant). We also offer a variety of social activities for older people (e.g. knit and natter, indoor bowling, bingo and trivia, bus and movie outings,



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what's in the news discussion, dementia café, fun 'n games day, armchair travel, musical entertainment, brain games and puzzles, guest speakers, hatha yoga, Feldenkrais and a Computer Club).

- 1.4 Our community centre regularly hosts special events (e.g. Australia Day, Chinese New Year, Seniors Festival, St Patrick's Day, Harmony Day, Easter, Biggest Morning Tea, NAIDOC Week, Xmas in July, Melbourne Cup, Diwali, and an array of Christmas activities).
- 1.5 In addition to Chinese Seniors and Bollywood Music for older Indian people, the Crows Centre has long established multicultural activities (English conversation, homework help, employability workshops, Japanese and Spanish speaking parent groups). Our community connections often see us hosting events for the Lower North Shore Multicultural Network (e.g. Harmony Day, Refugee Week, a variety of workshops) as well as our own events (e.g. Chinese New Year, Diwali). It is important to note that we do not receive any specific funding to support the Centre's multicultural endeavours.

While we welcome Council's interest in multicultural festivals, social inclusion is more than just festivals. Given the high proportion of overseas born residents and people for whom English is a second language, there is a need for Council to develop its own Multicultural Strategy, informed by the lived experience of migrants, workers and community organisations associated with the local community. Such a strategy should prioritise training for Council's frontline staff and communication with residents for non-English speaking backgrounds.

- 1.8 While we welcome the trialling of digital community information screens we note the importance of also retaining physical communication methods for older people, many of whom do not have smart phones or access the internet.

At present a significant number of enquiries for our employability workshops for skilled migrants come from people who have seen flyers on the noticeboard in Civic Park.

- 1.9 Regrettably a reduction in Crows Nest Shopping Area and Streetscape meetings has reduced communication between Council and local businesses at a time when the Transport Oriented development scheme has been actioned by the NSW Government in Crows Nest St Leonards. Previously these meetings facilitated interaction between the business community and our community centre, and this was advantageous.

Strategic Direction 2: Provide new and improved public and community spaces for people to meet and connect

- 2.1 The Crows Nest Centre welcomes the opportunity for development of 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 car park, Crows Nest Community Centre and Ernest Place.

We note that the commercial premises on the corner of Hospital Lane and Holtermann St is currently for sale and if Council was to purchase these premises this would permit project expansion.

We believe there to be merit in Council exploring a potential partnership with Northside Baptist, who for some time have shown interest in demolishing their church hall (including their own office accommodation, as well as sublet retail spaces fronting Willoughby Rd).

Both the Crows Nest Centre and Northside Baptist desire similar facility outcomes: office accommodation, flexible spaces including at least one main auditorium, and a variety of other sized rooms that could be reconfigured to suit a wide range of activities and onsite parking (in the case of the Crows Nest Centre spaces for staff and volunteers making deliveries and visiting older people at home).

- 2.2 Pedestrianisation of Willoughby Rd incorporating Holtermann Street car park is attractive to the Crows Nest Centre, mindful that easy access bus connections are still important to local older people, many of whom are mobility impaired, and in need of easy access to our community centre.

While the advent of the Metro has been welcomed this has seen a reduction in some local bus routes and rerouting of others that has made it more difficult for some older people to access the Crows Nest Centre.

- 2.7 and 2.8 The Crows Nest Centre works cooperatively with other community centres. It is important that any expansion or new activations take into account capacity to meet recurrent costs associated with venue supervision, program activation, insurance, utilities and cleaning. Our experience managing a four storey building shows these costs are appreciable.

It is also vital that existing community centres are able to maintain their current operations, and expansion and activation of new centres is not done at the expense of existing community centres, which at times can find it difficult to make ends meet.

- 2.14 The Crows Nest Centre would welcome the opportunity to discuss inclusion of a satellite library within a redeveloped

Community Centre. Each week people come to our reception and ask, "Where is the library?"

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

- 3.1 It is difficult to fully interpret the intention of "Reviewing Council's communication approach to improve accessibility". Is this solely aimed at reaching particular target groups (e.g. people with a disability, older people, people from culturally and linguistically diverse backgrounds)? It is important to realise that many older people do not have smart phones or access the internet. Increasing digitisation can be marginalising. A variety of communication methods including large print remains vital, as does free and easy access to interpreters for people who speak a language other than English.
- 3.5 We welcome the decision to work with First Nations people and develop a Council Advisory Committee. In the last twelve months the Crows Nest Centre has partnered with the Northern Sydney Alliance for the Uluru Statement and the Constant Reader bookshop, hosting Professor John Maynard speaking about 100 years of Aboriginal Political Activism, and also Thomas Mayo, discussing his recent book, *Always Was, Always Will Be*, a year on from the failed Voice referendum.
- 3.7 The Crows Nest Centre currently has 200 active volunteers delivering services and activities in our local community. Our website has a dedicated volunteer page and an online enquiry form. We employ a Volunteer Coordinator who recruits volunteers, matches people to appropriate opportunities and completes a range of pre-engagement checks (e.g. criminal record history, referees). All our volunteers are supervised by dedicated staff.
- 3.9 The Crows Nest Centre is a foundation member of the Crows Nest Safe Village project and has hosted a number of forums for the Lower North Shore Domestic Violence Network.
- 3.10 The Crows Nest Centre offers a free shower and a hot meal for people who are homeless or at risk, under a memorandum of understanding (MOU) with Council. It is some time since this has been reviewed and we would welcome the opportunity for this to be refreshed.
- Services - It would be good to see community centres specifically listed e.g. Build on Council's strategic partnerships with community centres to foster socially inclusive communities.

Asset Management Strategy 2025-35

- Strategic Direction 2: Provide new and improved public and community spaces for people to meet and connect, in the Draft

Social Inclusion Strategy, largely concerns community asset planning and management. However, this is not referenced in in the Draft Asset Management Strategy 2025-35.

- Over the last decade maintenance of community centres has largely been reactive, rather than proactive. It would be good to see community centres listed as a specific asset sub-category, with a closer look taken at the current and future maintenance issues facing each of the existing community centres, all of which are older than 25 years. Review could be usefully conducted with Community Centre Managers, all of whom have a practical understanding of the maintenance issues associated with their centres.

A multiyear asset management plan used to be presented to Council as part of the annual review of the Joint Strategic Plans for each centre, for no apparent reason this practice ceased several years ago. It would be good to see this reinstated.

Integrated Transport Strategy

- 1.4 The Crows Nest Centre is interested in wayfinding signage and accessible pathways between the Crows Nest Metro Station and Crows Nest Community Centre.
- 2.7 As mentioned in our response to the Draft Social Inclusion Strategy, a reduction in some local bus routes and rerouting of others has made it more difficult for some older people to access the Crows Nest Centre.
- 2.9 Hop on hop off access to each of the community centres would assist access by older people and people with a disability.
- 3.1 While the Crows Nest Centre is in favour of pedestrianisation of Crows Nest, location of bus stops proximate to the Crows Nest Centre is a priority for older people and people with a disability.
- 3.6 Dedicated Disability Parking proximate to the Crows Nest Centre and within the Holtermann Street carpark is important to older people and people with a disability who access the Crows Nest Centre.
- 3.10 Recently installed parking meters present a challenge for many older drivers who do not have a smart phone or mobile internet access.
- The Integrated Transport Strategy makes no reference to Community Connect: Lower North Shore Community Transport, an important resource, supported by North Sydney Council, for older people and people with a disability. This is a vital service for our community centre.

Culture and Creativity Strategy

- 1.4 and 1.5 The Crows Nest Centre is interested in partnering with Council to participate in First Nations programming and incorporate public art in our community centre.
- 3.1 The Crows Nest Centre actively supports Carols in Ernest Place, coordinated by Northside Baptist and Crows Nest Mainstreet.
- 3.2 As mentioned in our response to the Social Inclusion Strategy the Crows Nest Centre regularly hosts special events (e.g. Australia Day, Chinese New Year, Seniors Festival, St Patrick's Day, Harmony Day, Easter, Biggest Morning Tea, NAIDOC Week, Xmas in July, Melbourne Cup, Diwali, and an array of Christmas activities).

Our multicultural community connections often see us hosting events for the Lower North Shore Multicultural Network (e.g. Harmony Day, Refugee Week, a variety of workshops). It is important to note that we do not receive any specific funding to support the Centre's multicultural endeavours.

- 3.3 The Crows Nest Centre actively supports Crows Nest Mainstreet's delivery of the Crows Nest Festival.
- 3.5 As part of Council's Disability Inclusion Action Plan the Crows Nest Centre advocated for a disability mural to be added to the stairwell "spine" of the Crows Nest Community Centre and we understand this is to occur in Year 3 of the Plan.
- 3.7 Based on the success of similar works in the City of Sydney the Crows Nest Centre recommends partnering with Studio A for creative hoardings.
- 3.8 Crows Nest has a myriad of laneways including Zig Zag and Willoughby Lanes that lend themselves to activation.
- 3.10 We are supportive of Crows Nest Mainstreet and Council exploring Special Entertainment Precincts in Crows Nest.
- 4.1 The former KidsNest Occasional Childcare Centre, fronting Ernest Place, on the edge of the Crows Nest Community Centre, would make an excellent artists in residence studio, although considerable remediation of this site is required prior to occupation. Our Centre would be very interested in partnering with participating artists.
- 4.6 As mentioned in response to the Draft Social Inclusion Strategy as part of a redeveloped Crows Nest Community Centre there is an opportunity to become a satellite library site.
- 4.11 As mentioned in our response to the Draft Social Inclusion we welcome the opportunity for development of 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 car park, Crows Nest Community Centre and Ernest Place.

- 4.12 As mentioned in our response to the Draft Social Inclusion we support increased pedestrianisation of Willoughby Rd incorporating Holtermann Street car park we are mindful that easy access bus connections are important to local older people, seeking easy access to our community centre.

Economic Development Strategy

- 2.6 and 3.1 As mentioned in our response to the Draft Social Inclusion Strategy we are interested in exploring opportunities for a state of the art auditorium for both community and commercial use, potentially shared with Northside Baptist, within a redeveloped Crows Nest Community Centre.
- 3.2 As mentioned in our response to the Draft Social Inclusion we support increased pedestrianisation of Willoughby Rd incorporating Holtermann Street car park we are mindful that easy access bus connections are important to local older people, seeking easy access to our community centre.
- 4.9 The Crows Nest Centre actively supports Crows Nest Mainstreet's delivery of the Crows Nest Festival.
- 4.10 As mentioned in our response to the Social Inclusion Strategy the Crows Nest Centre regularly hosts special events (e.g. Australia Day, Chinese New Year, Seniors Festival, St Patrick's Day, Harmony Day, Easter, Biggest Morning Tea, NAIDOC Week, Xmas in July, Melbourne Cup, Diwali, and an array of Christmas activities).

Our multicultural community connections often see us hosting events for the Lower North Shore Multicultural Network (e.g. Harmony Day, Refugee Week, a variety of workshops). It is important to note that we do not receive any specific funding to support the Centre's multicultural endeavours.

- 4.14 We are supportive of Crows Nest Mainstreet and Council exploring Special Entertainment Precincts in Crows Nest.

Open Space and Recreation Strategy

- 1.1 As mentioned in our response to the Draft Social Inclusion Strategy we are interested in exploring opportunities for a new recreation area of open space, adjoining a redeveloped Crows Nest Community Centre and Ernest Place.

The Crows Nest Centre is interested in exploring whether a seniors gym could be incorporated into a new Crows Nest Community Centre.

- 1.3 As mentioned in our response to the Draft Social Inclusion we support increased pedestrianisation of Willoughby Rd incorporating Holtermann Street car park we are mindful that easy access bus connections are important to local older people, seeking easy access to our community centre.
- 1.13 We are fully supportive of Council using the planning framework to seek contributions from private developers to expand and develop new public spaces, including a new Crows Nest Community Centre.
- 3.19 The Crows Nest Centre is interested in opportunities for adding outdoor fitness equipment, suitable for seniors, into a new recreation area of open space, adjoining a redeveloped Crows Nest Community Centre and Ernest Place.

Governance Strategy

- 1.5 The Crows Nest Centre would welcome a regular schedule for review of its Joint Strategic Plan with Council. As mentioned in our response to the Draft Asset Management Plan 2025-2035 we would also be pleased to see reinstatement of a multi-year asset management plan for Crows Nest Community Centre, as part of the review.
- 2.5 The Crows Nest Centre looks forward to continuing a long standing strategic partnership that achieves both Council and the community centre's strategic objectives.
- 3.4 As mentioned in our response to the Social Inclusion Strategy the Crows Nest Centre believes there is a need for Council to develop a Multicultural Strategy, informed by the lived experience of migrants, workers and community organisations associated with the local community.

We greatly appreciate the opportunity to comment on Council's draft strategies. If you require any further information please feel free to contact me either by phone: [REDACTED]

[REDACTED]

[REDACTED]

Executive Officer

Email 2

Access and Inclusion Committee 10 Year Strategic Plan Feedback

Introduction

The following document has been developed by the North Sydney Council Access and Inclusion Committee (AIC) to provide input and feedback on the 8 North Sydney Council Strategic Plans currently being exhibited. These plans include:

- Open Space and Recreation
- Integrated Transport
- Environment
- Economic Development
- Culture and Creativity
- Social Inclusion
- Governance
- Housing Supplement

General Feedback

The following items have been identified by the AIC as being relevant to all 8 exhibited plans:

1. All plans should include a statement clearly outlining Council's desire to become an exemplar for access and inclusion for all residents and visitors within the relevant domain of each plan.
2. All plans should make explicit reference to the rights of people with disability to fully participate in all aspects of life
3. All actions and strategies outlined in each plan should assume that people with disabilities will be fully participating in every aspect of life- people with disabilities tend to be assumed to be only consumers of a given service but they are also leaders, business owners, contractors, consultants, parents, students, etc. Financial participation is a right at all levels.
4. Access and Inclusion should be considered in all aspects of Council's operations, not just built form. It also pertains to the digital environment, community and workplace attitudes and culture, service provision, events, and many other realms

5. To ensure that access and inclusion is appropriately considered in all aspects of Council's operations, the following measures need to be implemented:
 - People with lived experience must be engaged with from concept and design stages through to the implementation and monitoring for activities and initiatives stemming from these strategic plans
 - Where a specialist consultant is required to support an action, Council should ensure the use of a qualified access consultant within that particular domain. This is particularly relevant for accessibility of both built and digital spaces.
 - Council staff must continue to be educated and empowered to be strong allies of people with disability and to ensure that access and inclusion is a core principle in all work Council undertakes
6. Council should consider implementing rewards or recognition for businesses, community organisations and individuals who have significantly contributed to improving access and inclusion.
7. Council must ensure that all significant plans, policies, actions and changes are communicated effectively and in an accessible format to ensure that they can be accessed and utilized by everyone in the community.

Specific Feedback

The following sections will contain specific feedback on each of the eight strategic plans.

Open Space and Recreation

- **In relation to Mayors Message and Introduction:** Suggest more emphasis on the how our parks and open spaces draw visitors to the area. This has a positive economic and reputational impact for the area. It also exacerbates the open space deficit. In some ways, our Community is the caretaker for this area for all to enjoy.
- **In relation to item 2.4:** Suggest changing the language to 'flexibility and accessibility'
- **In relation to items 3.2, 3.7 and 3.8:** These items all have implications for public toilets. All parks should include nearby accessible toilets, with a continuous accessible path of travel between critical elements.

Currently North Sydney Council **does not have any** Adult Change Facilities. An Accessible Adult Change Facility is a toilet and change facility that caters for users with high support needs and their carers where they require additional space, assistance and specialised equipment to allow them to use toilets safely and comfortably.

The DIAP includes a commitment to upgrade some of the public amenities in parks and build an Accessible Adult Change Facility in the Bradfield Park vicinity,

as many visitors with disability visit that area to use the pool (when finished) and walk/wheel over the now accessible bridge.

- **In relation to item 3.9:** This equipment should consider the range of abilities: older people, children, people with disability.
- **General Comment:** Suggest that the needs of workers/working parents be considered when designing and upgrading parks. Eg Access to power and connections for computers where people can also supervise their children on play equipment. Some people also take their telehealth appointments in the parks, away from their workplaces for privacy.
- **General Comment:** In providing gym and fitness equipment, consider equipment that would be suitable for wheelchair users.

Integrated Transport

- **General Comment:** Prioritise keeping pathways and footpaths clear to allow for confident navigation for everyone, for example ensuring that cafe tables and signs are not placed in a central space along which people are travelling.
- **General Comment:** Utilise the services of an access consultant who is fluent in disability access issues in establishing a thorough framework for the establishment and implementation of effective Wayfinding.
- **General Comment:** Ensure that any future cycle lanes do not interfere with safe navigation of walkers and drivers, the current placement on Ridge Street highlights is problematic as it allows for parked vehicles to strike cyclists with their opening car doors.

Environment

- **General Comment:** Prioritise accessibility where possible when upgrading bushland walking tracks
- **General Comment:** Ensure that all signage to key points of interest is as accessible
- **General Comment:** Ensure that all sustainability measures being implemented (e.g. waste management services or electric vehicle charging) adequately consider accessibility in their design. For example, many people find it challenging to effectively utilise waste and recycling services (e.g. bins or bulky items)- how can Council make these services more accessible?
- **General Comment:** Take measures to ensure that Streets Alive, HarbourCare and Community Garden programs are accessible for people of all abilities.

Economic Development

- **General Comment:** Ensure the use of Qualified Access Consultants in the design of new, AND refurbishment of older, spaces.

- **General Comment:** Ensure that people with lived experience with disability are engaged with from initial concept to final designs for all spaces – Building Code compliance is NOT ENOUGH
- **General Comment:** Build partnerships with disability organisations, advocacy groups and service providers to explore economic opportunities and gather nuanced feedback.
- **General Comment:** Ensure state government facilities such as public transport align with Council strategies.
- **General Comment:** Ensure effective emergency response procedures and evacuation standards for people with disability in all Council spaces
- **General Comment:** Ensure the Council as an organisation is a role model for A&I through physical access, recruitment and advancement of people with disabilities and other equity groups, representation and occupational distribution, pay equity etc
- **General Comment:** Ensure fair resource allocation for A&I, including a buffer for unforeseen remediation works (responses to grievances / potential litigation etc)
- **General Comment:** Ensure excellent way finding and ease of access in terms of physical accessibility (mobility, vision impaired, hearing impaired, pushers, prams etc.). Look at ways to ensure access to businesses from public spaces (where the Council remit ends and the private ownership begins)
- **General Comment:** Ensure effective signage in various forms PLUS use signage for “Racism not welcome” and LGBT rainbow
- **General Comment:** Implement adequate rest areas and seating in public spaces (resting planks, seating with and without armrests, wheelchair seating space on shared tables). Tactile markings, hearing loops, contrast markings.
- **General Comment:** Develop and implement effective digital assets for people to download to accompany these spaces.
- **General Comment:** Assume population growth and allow MORE of facilities like accessible parking and toilets
- **General Comment:** Ensure adequate number of toilets, gender neutral toilets, parenting rooms, baby change facilities, accessible toilets). Up to date signage .
- **General Comment:** Ensure accessible toilets also include changing facilities for larger children / teens / adults – [see ‘changing spaces’ recommendations](#) and LGA funding.
- **In relation to the preamble:** Use more inclusive language which overtly speaks to AIC matters for PWD... for example
 - The following language changes are also recommended:
 - To achieve this outcome, we will focus on four key strategic directions:
 1. Revitalise and grow the North Sydney CBD as **an accessible**, high-amenity top-tier office precinct
 2. Cultivate a diverse, **inclusive**, connected and resilient business environment
 3. Create vibrant villages and local centres that attract and retain visitors
 4. Promote North Sydney as a destination of choice

Culture and Creativity

- **In relation to the Strategic Direction:** "provide and promote a diverse range of affordable and accessible cultural and creative events, experiences and production.". The AIC supports this strategic direction and believes it is an extremely important one. Often due to the increased costs associated with having a disability people are financially excluded regardless of accessibility issues.
- **In relation to item 2.1:** This needs to be undertaken with an accessible and inclusive perspective - some key local sits will have variable accessibility. Community is "all" community. **In relation to item 2.3:** It's important that digitisation and digital storytelling is designed to be accessible to people of all abilities.
- **In relation to 3.1:** For this point it's important that the strategic direction from pg 6 is referenced - provide and promote a diverse range of affordable and accessible cultural and creative events, experiences and production. Once again affordability is a key consideration for many people with disability in participating in council events. Ideally AIC need to be part of the review process.
- **In relation to 3.5, 3.6, 3.7, 3.8 and 3.9:** Encourage council to engage artists with disabilities as members of the suite of artists involved in these projects. As documented in the recent ABC series Headliners - artists and musicians with disabilities are underrepresented and often unconsciously excluded.
- **In relation to 3.11:** "Enhance councils website to provide an accessible central list" Ensure that this list is accessible to all local community members regardless of ability. It would also be good to ensure the list include any accessibility information related to the event, program.
- **In relation to 4.1:** Recommend that the AIC community is consulted as part of this study.
- **In relation to Strategic Direction 4 (specifically items 4.4, 4.6, 4.8, 4.9, 4.10, 4.11, 4.13 and 4.15):** The Access and Inclusion Committee should be asked to contribute or comment.

Social Inclusion

- **In relation to the Mayor's Message:** Appreciate the Mayor's inclusion and acknowledgement of people living with a disability on page 5. Although people with disability should be considered throughout the paper.
 - E.g. 1.4 "Review and refresh Council's program of events and activations to ensure they are responsive **AND ACCESSIBLE** to community needs and leverage key assets."
- **General Comment:** Add a '11.1 Create a resource tool/list of accessibility options in Council area e.g., vision resources available at Stanton Library'.
- **In relation to Strategic Direction 2:** Incorporate accessible language and options as part of the implied need and delivery of new/renovated spaces.
- **General Comment:** Strongly support the suggestion of a Citizen's Jury

Governance

- **In relation to item 1.5:** Accessible / inclusive design need to be a key driver of determining priority.
- **In relation to item 2.1:** The consultation and development process must be accessible starting with accessible information available so everyone has the opportunity to participate in shaping the strategy. Determined strategy must be implemented in a manner which is accessible noting some existing barriers to digital accessibility but also the preferences for communication and engagement methods.
- **In relation to item 3.2:** The AIC supports the idea of a Citizen's Jury, however this must be a working group that has breadth of experience and is empowered to seek additional views / expert review where appropriate. Develop a process that is thorough yet efficient so as not to unreasonably delay progress.
 - **In relation to item 4.10:** Ensure disability confidence and other appropriate diversity competencies are attended and regularly reviewed for all staff.
 - **In relation to item 5.4:** Upskill planning assessment staff and leadership on the benefits of and legalities relating to accessible and inclusive development. Mandatory for all public spaces, encouraged for private developments also with consideration of suitability for new and renovated dwellings to accommodate people with disability, ageing population etc.
 - **In relation to item 6.1:** Prioritise accessibility of the chosen platform for all current and future employees and other can access and utilise the platform. May require additional advocacy / leadership to encourage software upgrade / improvement from intended developers / providers.
 - **In relation to item 7.8:** Ensure the survey platform and process is accessible and inclusive.
 - **General Comment:** Council should set concrete targets to increase the number of people with a disability employed across all Council business units and as our collective education and engagement continues, all NSC Staff will become strong allies of the disability community, ensuring accessibility and inclusion are core principles in all Council undertakes.
 - **General Comment:** From a Governance perspective, the proposed actions within the draft are necessary and welcome, reflecting the goal Mayor Zoe Baker outlines in her introduction to achieve evidence-based decision-making and transparent, accountable governance. In keeping with NSC DIAP commitments and the aim of greater inclusion and accessibility, the AIC would like to see the following addition of inclusive to Zoe's intro – possibly through inserting here:
 - 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 **that is accessible and inclusive for all.**
 - **General Comment:** In addition to legislative, legal and other compliance and regulatory requirements, the proposed rollout of the Customer Experience Strategy, ensuring a clear focus on inclusion and diverse

representation of members on the 'Citizen Jury' will go a long way to achieve greater transparency and community confidence.

- **General Comment:** Page 7 of the strategy speaks to "A program of work is already underway, with the following key initiatives having been undertaken to date". I don't see reference to NSC's Disability Inclusion Action Plan as an integral piece of work that has driven better oversight of accessible design, formation of the AIC etc?

Housing Supplement

- **In relation to item 1.6:** Add in accessible/inclusive to diverse and affordable in this item
- **In relation to item 2.1:** Need to include lack of accessible housing – often an intersectional barrier with affordable housing.
- **In relation to item 3.4:** Encourage accessibility of housing and infrastructure design within the Control Plan. Also consider setbacks of buildings – green space – important for service dogs + environmental / cooling benefits of tree canopies and greenery.

Governance Strategy – Submissions and Responses

No.	Does respondent support the Strategy?	Submission *Long submissions have been summarised. A list of all submissions (verbatim) is provided at the end of this attachment.	Response
G1	Yes	Supportive, however concerned about cost.*	<p>Over the past two years, Council has actively reviewed its operations to identify opportunities for improvement. While progress has been made, Council's ability to generate efficiencies is constrained by its outdated suite of information systems and technology. These systems are not integrated, require excessive manual intervention, and lack the sophistication needed to support timely decision-making. The inefficiencies caused by these systems are a major source of frustration for the workforce and, indirectly, for residents and customers, negatively impacting the overall customer experience.</p> <p>Unfortunately, the cost of replacing our outdated systems and technology is significant.</p>
G2	Yes	There seems to be no analysis of options to drastically reduce services that Council provides and bring about fundamental structural changes that can lower the costs of governance.	<p>Over the past two years, Council has embarked on a considerable review and organisational improvement path with a view to increasing overall efficiency and reducing costs.</p> <p>Council is working through a program of process and service reviews aimed at identifying opportunities to change the way services are delivered. In some instances, this may include reductions in service levels, however this will involve further consultation with the community.</p> <p>History has demonstrated that when Council makes a quick and reactive decision to reduce services to reduce cost, once the impact is felt by the community, these decisions have been reversed. Overall, while well intended and with cost reduction in mind, these changes often result in additional time and cost when a more considered approach is not taken. All decisions must be balanced.</p> <p>To improve operational efficiency, Council is also considering the opportunity to implement better systems and technology.</p>

No.	Does respondent support the Strategy?	Submission *Long submissions have been summarised. A list of all submissions (verbatim) is provided at the end of this attachment.	Response
G3	Yes	The integrity of council processes is paramount to service to its community	Support noted.
G4	Yes	Supportive, specifically regarding public dashboard, citizen jury and opportunities for young people to participate in decision making.*	Support noted.
G5	Yes	Without governance, nothing works	Support noted.
G6	Yes	I am very supportive of the Mayor's statement of the need for "transparency, accountability and financial sustainability". I have one suggestion. My work with the Kirribilli Village Community group the past three years has made me keenly aware of the need for a "Collaborative Communication Model" that is supported by NSW, NSC, each Precinct and the various State and Local groups that impact the design and implementation related to the many initiatives outlined in this document. Without the support of several key State Departments and the active involvement at the Precinct level, it will be difficult to achieve the principles outlined in this document.	<p>Council aims to enhance community participation and engagement in decision-making through this strategy.</p> <p>By reviewing of the Community Engagement Strategy, using demographically selected working groups, creating opportunities for young people to contribute, and revising the advisory committee framework, council seeks to strengthen community involvement. Additionally, through its advocacy framework, council will explore opportunities to secure support for delivering strategic priorities, potentially involving various stakeholder groups as you have outlined.</p>
G7	No	The submission criticises council and the strategy for lacking transparency, community engagement, and financial responsibility. It highlights concerns over costly projects like the pool and parking meters, accuses the Council of prioritising revenue over resident needs, and calls for better governance, fiscal responsibility, and alignment with community priorities.*	<p>The actions outlined in the governance strategy aim to address these concerns:</p> <ul style="list-style-type: none"> - Strategic Direction 1 focuses on accountability. It emphasises the importance of having clear goals, effective delivery plans, and tracking progress with transparency and honesty. - Strategic Direction 3 is about engaging with our community. Through a review of the Community Engagement Strategy, using demographically selected working groups, creating opportunities for young people to contribute, and revising the advisory committee framework, the Council seeks to strengthen community involvement. - Strategic Direction 8 is about fiscal responsibility. It details how we will manage finances through robust long-term planning and ongoing financial oversight.
Email 1	N/A (YourSay survey was not completed)	<p>The Crows Nest Centre suggests:</p> <ul style="list-style-type: none"> - Establishing a regular review schedule for its Joint Strategic Plan with Council and reinstating a multi-year asset management plan for the community centre. - Continuing its strategic partnership with Council to achieve shared 	Council is looking to increase the participation and engagement of the community in decision-making through this strategy and welcomes the involvement of the Crows Nest Community Centre. We look to continue that partnership through review of our Joint

No.	Does respondent support the Strategy?	Submission *Long submissions have been summarised. A list of all submissions (verbatim) is provided at the end of this attachment.	Response
		objectives. - Developing a Multicultural Strategy informed by the lived experiences of local migrants, workers, and community organisations, as highlighted in its response to the Social Inclusion Strategy.*	Strategic Plans. Council notes the suggestion for further initiatives such as the preparation of a Multicultural Strategy, and to recognise and support the diverse multicultural population in the area, however, it should be noted that Council is already active in this space. Council actively participates in the Lower North Shore Multi Cultural Network and advocates on related issues as required. This will be recognised in the existing service provided under Strategic Direction 3 in the Social Inclusion Strategy.
Email 2	N/A (YourSay survey was not completed)	The submission from the Access and Inclusion Committee (AIC) highlights the importance of accessibility and inclusion in Council initiatives. Comments included: - Make accessible design and inclusive engagement top priorities. - Support a diverse, expert Citizen's Jury with efficient processes. - Train staff regularly on disability confidence and diversity. - Mandate accessible public spaces and encourage inclusive private developments. - Ensure digital platforms and survey methods are fully accessible. - Set employment targets to increase disability representation Emphasize evidence-based, transparent governance, incorporating the Disability Inclusion Action Plan's contributions.* <i>Note: The above text is a summary of the key points from the AIC submission that specifically relate to Governance.</i>	Council welcomes the feedback from the Access and Inclusion Committee and is committed to ensuring that accessibility is a key consideration in all of its operations, including design, planning assessments, and engagement. This includes incorporating best practice accessibility standards in the review of our systems and communication tools.
Email 8	N/A (YourSay survey was not completed)	Lacks measurable outcomes over a short medium and long term. What does satisfaction for the community mean, an increase of 4% is not a high benchmark over a 10-year period.	Once the informing strategies are adopted, council will prepare the related Delivery Program and Operational Plan, which will outline more detailed success measures. These will be reported regularly to the community through our Integrated Planning and Reporting framework, with most measures being reported on a quarterly basis. Regarding your comments on community satisfaction, council conducts a community satisfaction survey every two years. The satisfaction targets set in the strategy are based on benchmarking against other council's and historical trends.

Governance Strategy – Submissions verbatim

No.	Do you support the strategy?	Why? Comments or feedback on the Culture and Creativity Strategy
G1	Yes	Support but costs of doing so seem excessive North Sydney Council management and councillors have performed very poorly in recent years especially in relation to the North Sydney Pool. I was also disgusted at the behaviour of the last council. Especially when ratepayers had to bear the costs of council bringing in external consultant to sort out childless behaviour by various councillors
G2	Yes	There seems to be no analysis of options to drastically reduce services that Council provides and bring about fundamental structural changes that can lower the costs of governance.
G3	Yes	The integrity of council processes are paramount to service to its community
G4	Yes	As a layperson, I was impressed by this document. I found the following items of particular interest. 1. Develop a public dashboard for reporting the Council's performance against the Delivery Program and Operational Plan. Making the facts freely available in an easy-to-understand manner can't be underestimated. 2. I support trialling 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. I participated in lots of the Council's market research this year and was impressed with the group outcomes. There is a lot of talent and caring in North Sydney. I was impressed with the outcomes Kylea Tink achieved using this model. 3. Developing and implementing opportunities for young people in the community to have input into the Council's decision-making processes, including through formal consultations, social media and surveys. I fully endorse engaging young people in the civic process.
G5	Yes	Without governance, nothing works
G6	Yes	I am very supportive of the Mayor's statement of the need for "transparency, accountability and financial sustainability". I have one suggestion. My work with the Kirribilli Village Community group the past three years has made me keenly aware of the need for a "Collaborative Communication Model" that is supported by NSW, NSC, each Precinct and the various State and Local groups that impact the design and implementation related to the many initiatives outlined in this document. Without the support of several key State Departments and the active involvement at the Precinct level, it will be difficult to achieve the principles outlined in this document.
G7	No	This strategy misses the point entirely and the council should be removed by the LGA and [prosecuted by the ICAC. The strategy has failed to allow for any inclusion by rate payers and for council actions to be halted, eg: the \$120m pool and the expensive parking meters. If proper transparency, policy and procedures were in place, the council would not be seeking to raise rates by 100%. This strategy is more about making the council look good rather than delivering outcomes and achieve better financial stability through better planning than adherence to governance rules. All the plans I have seen so far including comments on other Have Your Say items, show a clear lack of alignment to community needs and what council wants. I saw two parking proposals which were more in alignment to raising revenue rather than for

		<p>people who live and work in the community. If these two are an example of stupidity and disconnection between council and the community, then this strategy is just a smoke screen and will be ignored.</p> <p>The council should focus on fixing it house first and be fiscally responsible, remove un necessary programs and delay to another day when the environment is better rather than put in a program that the council will be ignoring.</p>
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Email 1

10 January 2025

Ms Therese Cole
CEO
North Sydney Council
PO Box 12
North Sydney NSW 2059

Dear Ms Cole,

Informing Strategies and Asset Management Plan

North Sydney Community Service Ltd, trading as Crows Nest Centre, is a not-for-profit company limited by guarantee and a registered charity. Founded by Alderman Joan Pilone, in 1967, we have engaged in a long-term strategic partnership with North Sydney Council. Our staff and 200 volunteers support older people, people with a disability, migrants, parents and people who are homeless or at risk.

In 2024 we actively participated in a variety of forums, online consultations and workshops and responded to a range of surveys to inform Council's next 10 years. We appreciate the time and effort that went into these processes as well as a further opportunity to comment on Councils' draft informing strategies. Specific comments in relation to each of the draft strategies follows:

Social Inclusion Strategy

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

- 1.2 Some intergenerational activities already take place in community centres (e.g. for many years Cammeray Public School's Jazz Band have performed Christmas carols at the Crows Nest Centre). We are interested in furthering our intergenerational connections.
- 1.3 Supported by the Australian Government and Council, the Crows Nest Centre offers a wide array of in-home (meals on wheels, linen service, assisted shopping, friendly home visiting) and Centre based services (community restaurant). We also offer a variety of social activities for older people (e.g. knit and natter, indoor bowling, bingo and trivia, bus and movie outings,



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Managed by North Sydney Community Service Ltd ABN 83 002 567 875

what's in the news discussion, dementia café, fun 'n games day, armchair travel, musical entertainment, brain games and puzzles, guest speakers, hatha yoga, Feldenkrais and a Computer Club).

- 1.4 Our community centre regularly hosts special events (e.g. Australia Day, Chinese New Year, Seniors Festival, St Patrick's Day, Harmony Day, Easter, Biggest Morning Tea, NAIDOC Week, Xmas in July, Melbourne Cup, Diwali, and an array of Christmas activities).
- 1.5 In addition to Chinese Seniors and Bollywood Music for older Indian people, the Crows Centre has long established multicultural activities (English conversation, homework help, employability workshops, Japanese and Spanish speaking parent groups). Our community connections often see us hosting events for the Lower North Shore Multicultural Network (e.g. Harmony Day, Refugee Week, a variety of workshops) as well as our own events (e.g. Chinese New Year, Diwali). It is important to note that we do not receive any specific funding to support the Centre's multicultural endeavours.

While we welcome Council's interest in multicultural festivals, social inclusion is more than just festivals. Given the high proportion of overseas born residents and people for whom English is a second language, there is a need for Council to develop its own Multicultural Strategy, informed by the lived experience of migrants, workers and community organisations associated with the local community. Such a strategy should prioritise training for Council's frontline staff and communication with residents for non-English speaking backgrounds.

- 1.8 While we welcome the trialling of digital community information screens we note the importance of also retaining physical communication methods for older people, many of whom do not have smart phones or access the internet.

At present a significant number of enquiries for our employability workshops for skilled migrants come from people who have seen flyers on the noticeboard in Civic Park.

- 1.9 Regrettably a reduction in Crows Nest Shopping Area and Streetscape meetings has reduced communication between Council and local businesses at a time when the Transport Oriented development scheme has been actioned by the NSW Government in Crows Nest St Leonards. Previously these meetings facilitated interaction between the business community and our community centre, and this was advantageous.

Strategic Direction 2: Provide new and improved public and community spaces for people to meet and connect

- 2.1 The Crows Nest Centre welcomes the opportunity for development of 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 car park, Crows Nest Community Centre and Ernest Place.

We note that the commercial premises on the corner of Hospital Lane and Holtermann St is currently for sale and if Council was to purchase these premises this would permit project expansion.

We believe there to be merit in Council exploring a potential partnership with Northside Baptist, who for some time have shown interest in demolishing their church hall (including their own office accommodation, as well as sublet retail spaces fronting Willoughby Rd).

Both the Crows Nest Centre and Northside Baptist desire similar facility outcomes: office accommodation, flexible spaces including at least one main auditorium, and a variety of other sized rooms that could be reconfigured to suit a wide range of activities and onsite parking (in the case of the Crows Nest Centre spaces for staff and volunteers making deliveries and visiting older people at home).

- 2.2 Pedestrianisation of Willoughby Rd incorporating Holtermann Street car park is attractive to the Crows Nest Centre, mindful that easy access bus connections are still important to local older people, many of whom are mobility impaired, and in need of easy access to our community centre.

While the advent of the Metro has been welcomed this has seen a reduction in some local bus routes and rerouting of others that has made it more difficult for some older people to access the Crows Nest Centre.

- 2.7 and 2.8 The Crows Nest Centre works cooperatively with other community centres. It is important that any expansion or new activations take into account capacity to meet recurrent costs associated with venue supervision, program activation, insurance, utilities and cleaning. Our experience managing a four storey building shows these costs are appreciable.

It is also vital that existing community centres are able to maintain their current operations, and expansion and activation of new centres is not done at the expense of existing community centres, which at times can find it difficult to make ends meet.

- 2.14 The Crows Nest Centre would welcome the opportunity to discuss inclusion of a satellite library within a redeveloped

Community Centre. Each week people come to our reception and ask, "Where is the library?"

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

- 3.1 It is difficult to fully interpret the intention of "Reviewing Council's communication approach to improve accessibility". Is this solely aimed at reaching particular target groups (e.g. people with a disability, older people, people from culturally and linguistically diverse backgrounds)? It is important to realise that many older people do not have smart phones or access the internet. Increasing digitisation can be marginalising. A variety of communication methods including large print remains vital, as does free and easy access to interpreters for people who speak a language other than English.
- 3.5 We welcome the decision to work with First Nations people and develop a Council Advisory Committee. In the last twelve months the Crows Nest Centre has partnered with the Northern Sydney Alliance for the Uluru Statement and the Constant Reader bookshop, hosting Professor John Maynard speaking about 100 years of Aboriginal Political Activism, and also Thomas Mayo, discussing his recent book, *Always Was, Always Will Be*, a year on from the failed Voice referendum.
- 3.7 The Crows Nest Centre currently has 200 active volunteers delivering services and activities in our local community. Our website has a dedicated volunteer page and an online enquiry form. We employ a Volunteer Coordinator who recruits volunteers, matches people to appropriate opportunities and completes a range of pre-engagement checks (e.g. criminal record history, referees). All our volunteers are supervised by dedicated staff.
- 3.9 The Crows Nest Centre is a foundation member of the Crows Nest Safe Village project and has hosted a number of forums for the Lower North Shore Domestic Violence Network.
- 3.10 The Crows Nest Centre offers a free shower and a hot meal for people who are homeless or at risk, under a memorandum of understanding (MOU) with Council. It is some time since this has been reviewed and we would welcome the opportunity for this to be refreshed.
- Services - It would be good to see community centres specifically listed e.g. Build on Council's strategic partnerships with community centres to foster socially inclusive communities.

Asset Management Strategy 2025-35

- Strategic Direction 2: Provide new and improved public and community spaces for people to meet and connect, in the Draft

Social Inclusion Strategy, largely concerns community asset planning and management. However, this is not referenced in in the Draft Asset Management Strategy 2025-35.

- Over the last decade maintenance of community centres has largely been reactive, rather than proactive. It would be good to see community centres listed as a specific asset sub-category, with a closer look taken at the current and future maintenance issues facing each of the existing community centres, all of which are older than 25 years. Review could be usefully conducted with Community Centre Managers, all of whom have a practical understanding of the maintenance issues associated with their centres.

A multiyear asset management plan used to be presented to Council as part of the annual review of the Joint Strategic Plans for each centre, for no apparent reason this practice ceased several years ago. It would be good to see this reinstated.

Integrated Transport Strategy

- 1.4 The Crows Nest Centre is interested in wayfinding signage and accessible pathways between the Crows Nest Metro Station and Crows Nest Community Centre.
- 2.7 As mentioned in our response to the Draft Social Inclusion Strategy, a reduction in some local bus routes and rerouting of others has made it more difficult for some older people to access the Crows Nest Centre.
- 2.9 Hop on hop off access to each of the community centres would assist access by older people and people with a disability.
- 3.1 While the Crows Nest Centre is in favour of pedestrianisation of Crows Nest, location of bus stops proximate to the Crows Nest Centre is a priority for older people and people with a disability.
- 3.6 Dedicated Disability Parking proximate to the Crows Nest Centre and within the Holtermann Street carpark is important to older people and people with a disability who access the Crows Nest Centre.
- 3.10 Recently installed parking meters present a challenge for many older drivers who do not have a smart phone or mobile internet access.
- The Integrated Transport Strategy makes no reference to Community Connect: Lower North Shore Community Transport, an important resource, supported by North Sydney Council, for older people and people with a disability. This is a vital service for our community centre.

Culture and Creativity Strategy

- 1.4 and 1.5 The Crows Nest Centre is interested in partnering with Council to participate in First Nations programming and incorporate public art in our community centre.
- 3.1 The Crows Nest Centre actively supports Carols in Ernest Place, coordinated by Northside Baptist and Crows Nest Mainstreet.
- 3.2 As mentioned in our response to the Social Inclusion Strategy the Crows Nest Centre regularly hosts special events (e.g. Australia Day, Chinese New Year, Seniors Festival, St Patrick's Day, Harmony Day, Easter, Biggest Morning Tea, NAIDOC Week, Xmas in July, Melbourne Cup, Diwali, and an array of Christmas activities).

Our multicultural community connections often see us hosting events for the Lower North Shore Multicultural Network (e.g. Harmony Day, Refugee Week, a variety of workshops). It is important to note that we do not receive any specific funding to support the Centre's multicultural endeavours.

- 3.3 The Crows Nest Centre actively supports Crows Nest Mainstreet's delivery of the Crows Nest Festival.
- 3.5 As part of Council's Disability Inclusion Action Plan the Crows Nest Centre advocated for a disability mural to be added to the stairwell "spine" of the Crows Nest Community Centre and we understand this is to occur in Year 3 of the Plan.
- 3.7 Based on the success of similar works in the City of Sydney the Crows Nest Centre recommends partnering with Studio A for creative hoardings.
- 3.8 Crows Nest has a myriad of laneways including Zig Zag and Willoughby Lanes that lend themselves to activation.
- 3.10 We are supportive of Crows Nest Mainstreet and Council exploring Special Entertainment Precincts in Crows Nest.
- 4.1 The former KidsNest Occasional Childcare Centre, fronting Ernest Place, on the edge of the Crows Nest Community Centre, would make an excellent artists in residence studio, although considerable remediation of this site is required prior to occupation. Our Centre would be very interested in partnering with participating artists.
- 4.6 As mentioned in response to the Draft Social Inclusion Strategy as part of a redeveloped Crows Nest Community Centre there is an opportunity to become a satellite library site.
- 4.11 As mentioned in our response to the Draft Social Inclusion we welcome the opportunity for development of 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 car park, Crows Nest Community Centre and Ernest Place.

- 4.12 As mentioned in our response to the Draft Social Inclusion we support increased pedestrianisation of Willoughby Rd incorporating Holtermann Street car park we are mindful that easy access bus connections are important to local older people, seeking easy access to our community centre.

Economic Development Strategy

- 2.6 and 3.1 As mentioned in our response to the Draft Social Inclusion Strategy we are interested in exploring opportunities for a state of the art auditorium for both community and commercial use, potentially shared with Northside Baptist, within a redeveloped Crows Nest Community Centre.
- 3.2 As mentioned in our response to the Draft Social Inclusion we support increased pedestrianisation of Willoughby Rd incorporating Holtermann Street car park we are mindful that easy access bus connections are important to local older people, seeking easy access to our community centre.
- 4.9 The Crows Nest Centre actively supports Crows Nest Mainstreet's delivery of the Crows Nest Festival.
- 4.10 As mentioned in our response to the Social Inclusion Strategy the Crows Nest Centre regularly hosts special events (e.g. Australia Day, Chinese New Year, Seniors Festival, St Patrick's Day, Harmony Day, Easter, Biggest Morning Tea, NAIDOC Week, Xmas in July, Melbourne Cup, Diwali, and an array of Christmas activities).

Our multicultural community connections often see us hosting events for the Lower North Shore Multicultural Network (e.g. Harmony Day, Refugee Week, a variety of workshops). It is important to note that we do not receive any specific funding to support the Centre's multicultural endeavours.

- 4.14 We are supportive of Crows Nest Mainstreet and Council exploring Special Entertainment Precincts in Crows Nest.

Open Space and Recreation Strategy

- 1.1 As mentioned in our response to the Draft Social Inclusion Strategy we are interested in exploring opportunities for a new recreation area of open space, adjoining a redeveloped Crows Nest Community Centre and Ernest Place.

The Crows Nest Centre is interested in exploring whether a seniors gym could be incorporated into a new Crows Nest Community Centre.

- 1.3 As mentioned in our response to the Draft Social Inclusion we support increased pedestrianisation of Willoughby Rd incorporating Holtermann Street car park we are mindful that easy access bus connections are important to local older people, seeking easy access to our community centre.
- 1.13 We are fully supportive of Council using the planning framework to seek contributions from private developers to expand and develop new public spaces, including a new Crows Nest Community Centre.
- 3.19 The Crows Nest Centre is interested in opportunities for adding outdoor fitness equipment, suitable for seniors, into a new recreation area of open space, adjoining a redeveloped Crows Nest Community Centre and Ernest Place.

Governance Strategy

- 1.5 The Crows Nest Centre would welcome a regular schedule for review of its Joint Strategic Plan with Council. As mentioned in our response to the Draft Asset Management Plan 2025-2035 we would also be pleased to see reinstatement of a multi-year asset management plan for Crows Nest Community Centre, as part of the review.
- 2.5 The Crows Nest Centre looks forward to continuing a long standing strategic partnership that achieves both Council and the community centre's strategic objectives.
- 3.4 As mentioned in our response to the Social Inclusion Strategy the Crows Nest Centre believes there is a need for Council to develop a Multicultural Strategy, informed by the lived experience of migrants, workers and community organisations associated with the local community.

We greatly appreciate the opportunity to comment on Council's draft strategies. If you require any further information please feel free to contact me either by phone: [REDACTED]

[REDACTED]

[REDACTED]

Executive Officer

Email 2

Access and Inclusion Committee 10 Year Strategic Plan Feedback

Introduction

The following document has been developed by the North Sydney Council Access and Inclusion Committee (AIC) to provide input and feedback on the 8 North Sydney Council Strategic Plans currently being exhibited. These plans include:

- Open Space and Recreation
- Integrated Transport
- Environment
- Economic Development
- Culture and Creativity
- Social Inclusion
- Governance
- Housing Supplement

General Feedback

The following items have been identified by the AIC as being relevant to all 8 exhibited plans:

1. All plans should include a statement clearly outlining Council's desire to become an exemplar for access and inclusion for all residents and visitors within the relevant domain of each plan.
2. All plans should make explicit reference to the rights of people with disability to fully participate in all aspects of life
3. All actions and strategies outlined in each plan should assume that people with disabilities will be fully participating in every aspect of life- people with disabilities tend to be assumed to be only consumers of a given service but they are also leaders, business owners, contractors, consultants, parents, students, etc. Financial participation is a right at all levels.
4. Access and Inclusion should be considered in all aspects of Council's operations, not just built form. It also pertains to the digital environment, community and workplace attitudes and culture, service provision, events, and many other realms

5. To ensure that access and inclusion is appropriately considered in all aspects of Council's operations, the following measures need to be implemented:
 - People with lived experience must be engaged with from concept and design stages through to the implementation and monitoring for activities and initiatives stemming from these strategic plans
 - Where a specialist consultant is required to support an action, Council should ensure the use of a qualified access consultant within that particular domain. This is particularly relevant for accessibility of both built and digital spaces.
 - Council staff must continue to be educated and empowered to be strong allies of people with disability and to ensure that access and inclusion is a core principle in all work Council undertakes
6. Council should consider implementing rewards or recognition for businesses, community organisations and individuals who have significantly contributed to improving access and inclusion.
7. Council must ensure that all significant plans, policies, actions and changes are communicated effectively and in an accessible format to ensure that they can be accessed and utilized by everyone in the community.

Specific Feedback

The following sections will contain specific feedback on each of the eight strategic plans.

Open Space and Recreation

- **In relation to Mayors Message and Introduction:** Suggest more emphasis on the how our parks and open spaces draw visitors to the area. This has a positive economic and reputational impact for the area. It also exacerbates the open space deficit. In some ways, our Community is the caretaker for this area for all to enjoy.
- **In relation to item 2.4:** Suggest changing the language to 'flexibility and accessibility'
- **In relation to items 3.2, 3.7 and 3.8:** These items all have implications for public toilets. All parks should include nearby accessible toilets, with a continuous accessible path of travel between critical elements.

Currently North Sydney Council **does not have any** Adult Change Facilities. An Accessible Adult Change Facility is a toilet and change facility that caters for users with high support needs and their carers where they require additional space, assistance and specialised equipment to allow them to use toilets safely and comfortably.

The DIAP includes a commitment to upgrade some of the public amenities in parks and build an Accessible Adult Change Facility in the Bradfield Park vicinity,

as many visitors with disability visit that area to use the pool (when finished) and walk/wheel over the now accessible bridge.

- **In relation to item 3.9:** This equipment should consider the range of abilities: older people, children, people with disability.
- **General Comment:** Suggest that the needs of workers/working parents be considered when designing and upgrading parks. Eg Access to power and connections for computers where people can also supervise their children on play equipment. Some people also take their telehealth appointments in the parks, away from their workplaces for privacy.
- **General Comment:** In providing gym and fitness equipment, consider equipment that would be suitable for wheelchair users.

Integrated Transport

- **General Comment:** Prioritise keeping pathways and footpaths clear to allow for confident navigation for everyone, for example ensuring that cafe tables and signs are not placed in a central space along which people are travelling.
- **General Comment:** Utilise the services of an access consultant who is fluent in disability access issues in establishing a thorough framework for the establishment and implementation of effective Wayfinding.
- **General Comment:** Ensure that any future cycle lanes do not interfere with safe navigation of walkers and drivers, the current placement on Ridge Street highlights is problematic as it allows for parked vehicles to strike cyclists with their opening car doors.

Environment

- **General Comment:** Prioritise accessibility where possible when upgrading bushland walking tracks
- **General Comment:** Ensure that all signage to key points of interest is as accessible
- **General Comment:** Ensure that all sustainability measures being implemented (e.g. waste management services or electric vehicle charging) adequately consider accessibility in their design. For example, many people find it challenging to effectively utilise waste and recycling services (e.g. bins or bulky items)- how can Council make these services more accessible?
- **General Comment:** Take measures to ensure that Streets Alive, HarbourCare and Community Garden programs are accessible for people of all abilities.

Economic Development

- **General Comment:** Ensure the use of Qualified Access Consultants in the design of new, AND refurbishment of older, spaces.

- **General Comment:** Ensure that people with lived experience with disability are engaged with from initial concept to final designs for all spaces – Building Code compliance is NOT ENOUGH
- **General Comment:** Build partnerships with disability organisations, advocacy groups and service providers to explore economic opportunities and gather nuanced feedback.
- **General Comment:** Ensure state government facilities such as public transport align with Council strategies.
- **General Comment:** Ensure effective emergency response procedures and evacuation standards for people with disability in all Council spaces
- **General Comment:** Ensure the Council as an organisation is a role model for A&I through physical access, recruitment and advancement of people with disabilities and other equity groups, representation and occupational distribution, pay equity etc
- **General Comment:** Ensure fair resource allocation for A&I, including a buffer for unforeseen remediation works (responses to grievances / potential litigation etc)
- **General Comment:** Ensure excellent way finding and ease of access in terms of physical accessibility (mobility, vision impaired, hearing impaired, pushers, prams etc.). Look at ways to ensure access to businesses from public spaces (where the Council remit ends and the private ownership begins)
- **General Comment:** Ensure effective signage in various forms PLUS use signage for “Racism not welcome” and LGBT rainbow
- **General Comment:** Implement adequate rest areas and seating in public spaces (resting planks, seating with and without armrests, wheelchair seating space on shared tables). Tactile markings, hearing loops, contrast markings.
- **General Comment:** Develop and implement effective digital assets for people to download to accompany these spaces.
- **General Comment:** Assume population growth and allow MORE of facilities like accessible parking and toilets
- **General Comment:** Ensure adequate number of toilets, gender neutral toilets, parenting rooms, baby change facilities, accessible toilets). Up to date signage .
- **General Comment:** Ensure accessible toilets also include changing facilities for larger children / teens / adults – [see ‘changing spaces’ recommendations](#) and LGA funding.
- **In relation to the preamble:** Use more inclusive language which overtly speaks to AIC matters for PWD... for example
 - The following language changes are also recommended:
 - To achieve this outcome, we will focus on four key strategic directions:
 1. Revitalise and grow the North Sydney CBD as **an accessible**, high-amenity top-tier office precinct
 2. Cultivate a diverse, **inclusive**, connected and resilient business environment
 3. Create vibrant villages and local centres that attract and retain visitors
 4. Promote North Sydney as a destination of choice

Culture and Creativity

- **In relation to the Strategic Direction:** "provide and promote a diverse range of affordable and accessible cultural and creative events, experiences and production.". The AIC supports this strategic direction and believes it is an extremely important one. Often due to the increased costs associated with having a disability people are financially excluded regardless of accessibility issues.
- **In relation to item 2.1:** This needs to be undertaken with an accessible and inclusive perspective - some key local sits will have variable accessibility. Community is "all" community. **In relation to item 2.3:** It's important that digitisation and digital storytelling is designed to be accessible to people of all abilities.
- **In relation to 3.1:** For this point it's important that the strategic direction from pg 6 is referenced - provide and promote a diverse range of affordable and accessible cultural and creative events, experiences and production. Once again affordability is a key consideration for many people with disability in participating in council events. Ideally AIC need to be part of the review process.
- **In relation to 3.5, 3.6, 3.7, 3.8 and 3.9:** Encourage council to engage artists with disabilities as members of the suite of artists involved in these projects. As documented in the recent ABC series Headliners - artists and musicians with disabilities are underrepresented and often unconsciously excluded.
- **In relation to 3.11:** "Enhance councils website to provide an accessible central list" Ensure that this list is accessible to all local community members regardless of ability. It would also be good to ensure the list include any accessibility information related to the event, program.
- **In relation to 4.1:** Recommend that the AIC community is consulted as part of this study.
- **In relation to Strategic Direction 4 (specifically items 4.4, 4.6, 4.8, 4.9, 4.10, 4.11, 4.13 and 4.15):** The Access and Inclusion Committee should be asked to contribute or comment.

Social Inclusion

- **In relation to the Mayor's Message:** Appreciate the Mayor's inclusion and acknowledgement of people living with a disability on page 5. Although people with disability should be considered throughout the paper.
 - E.g. 1.4 "Review and refresh Council's program of events and activations to ensure they are responsive **AND ACCESSIBLE** to community needs and leverage key assets."
- **General Comment:** Add a '11.1 Create a resource tool/list of accessibility options in Council area e.g., vision resources available at Stanton Library'.
- **In relation to Strategic Direction 2:** Incorporate accessible language and options as part of the implied need and delivery of new/renovated spaces.
- **General Comment:** Strongly support the suggestion of a Citizen's Jury

Governance

- **In relation to item 1.5:** Accessible / inclusive design need to be a key driver of determining priority.
- **In relation to item 2.1:** The consultation and development process must be accessible starting with accessible information available so everyone has the opportunity to participate in shaping the strategy. Determined strategy must be implemented in a manner which is accessible noting some existing barriers to digital accessibility but also the preferences for communication and engagement methods.
- **In relation to item 3.2:** The AIC supports the idea of a Citizen's Jury, however this must be a working group that has breadth of experience and is empowered to seek additional views / expert review where appropriate. Develop a process that is thorough yet efficient so as not to unreasonably delay progress.
 - **In relation to item 4.10:** Ensure disability confidence and other appropriate diversity competencies are attended and regularly reviewed for all staff.
 - **In relation to item 5.4:** Upskill planning assessment staff and leadership on the benefits of and legalities relating to accessible and inclusive development. Mandatory for all public spaces, encouraged for private developments also with consideration of suitability for new and renovated dwellings to accommodate people with disability, ageing population etc.
 - **In relation to item 6.1:** Prioritise accessibility of the chosen platform for all current and future employees and other can access and utilise the platform. May require additional advocacy / leadership to encourage software upgrade / improvement from intended developers / providers.
 - **In relation to item 7.8:** Ensure the survey platform and process is accessible and inclusive.
 - **General Comment:** Council should set concrete targets to increase the number of people with a disability employed across all Council business units and as our collective education and engagement continues, all NSC Staff will become strong allies of the disability community, ensuring accessibility and inclusion are core principles in all Council undertakes.
 - **General Comment:** From a Governance perspective, the proposed actions within the draft are necessary and welcome, reflecting the goal Mayor Zoe Baker outlines in her introduction to achieve evidence-based decision-making and transparent, accountable governance. In keeping with NSC DIAP commitments and the aim of greater inclusion and accessibility, the AIC would like to see the following addition of inclusive to Zoe's intro – possibly through inserting here:
 - 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 **that is accessible and inclusive for all.**
 - **General Comment:** In addition to legislative, legal and other compliance and regulatory requirements, the proposed rollout of the Customer Experience Strategy, ensuring a clear focus on inclusion and diverse

representation of members on the 'Citizen Jury' will go a long way to achieve greater transparency and community confidence.

- **General Comment:** Page 7 of the strategy speaks to "A program of work is already underway, with the following key initiatives having been undertaken to date". I don't see reference to NSC's Disability Inclusion Action Plan as an integral piece of work that has driven better oversight of accessible design, formation of the AIC etc?

Housing Supplement

- **In relation to item 1.6:** Add in accessible/inclusive to diverse and affordable in this item
- **In relation to item 2.1:** Need to include lack of accessible housing – often an intersectional barrier with affordable housing.
- **In relation to item 3.4:** Encourage accessibility of housing and infrastructure design within the Control Plan. Also consider setbacks of buildings – green space – important for service dogs + environmental / cooling benefits of tree canopies and greenery.

Ms Therese Manns
General Manager
North Sydney Council
Miller Street, North Sydney

Dear Ms Manns

**Re: Proposal for a Special Variation to rates
North Sydney Council Special Rate Variation (SRV) and draft Strategic Plans**

North Sydney Council has a vital role to play in the development of density done well and the overall growth and economic success of North Sydney. This letter seeks to clarify some very serious and concerning actions by current members of Council and the integrity of the process for the SRV.

Communities expect their council to be operating with the highest level of integrity and in their best interests. It has become clear that is not the case at North Sydney Council and there has been major dysfunction across the entire organisation for several years. This is reflected in the decision-making processes that have occurred around the development of the Olympic Pool, lack of transparency and in fighting that is regularly reported in the media.

These issues have impacted Council's ability to deliver for its community, and they must be urgently addressed. An inquiry is necessary to understand all the issues and start the journey of restoring confidence in North Sydney Council.

The Minister for Local Government should oversee an independent inquiry in the public interest to review in more detail the background of the processes that has led to the intended rate rise before an application to the Independent Pricing and Regulatory Tribunal (IPART).

Key issues to be investigated:

Long Term Financial Plan

Lack of transparency in informing the community prior to the last election in September 2024. Linking the rate increase to the provision of strategic and essential outcomes is not acceptable when the problems have been created by the mismanagement of the financial accounts of North Sydney Council. Consequently, asset upgrades and investments in key areas have been unnecessarily delayed.

Public engagement during major holiday period

Seeking public engagement during the Christmas/January major holidays is unacceptable and against common practice when engaging at Local Government level. It does not provide the broader community an opportunity to review all the material associated with the Community Strategy. There are over 8 significant documents that require consideration.

The number of frequently asked questions being added to the consultation page of the survey indicates the engagement strategy has not been thoroughly actioned to provide sufficient answers to complicated fiscal actions.

Accountability of returning Councillors knowing the financial situation

The returning Councillors do not demonstrate good fiscal management. To effectively lead and drive performance, we require a strong culture that aligns with shared values. A few returning councillors are long-term serving members and have not acted in the best interests of the community during a period of poor governance acknowledged in the strategy.

Need for investigation

We cannot continue to have the same people lead and manage our LGA, hoping that good governance will be achieved. Therefore, an investigation into the failures of returning Councillors including the Mayor's actions / inaction should be undertaken and why the community was not advised on the serious financial situation before the last election. The high turnover of senior management should also be investigated, as this has impacted the continuance of local area and governance knowledge.

Additional comments on the Strategies and the Surveys.

The surveys are not explicit enough to achieve vital input and in answering the survey, the SRV is endorsed which may not be the intent for those participating.

General

Strategic objectives range from the broad to the specific and should be commended. However, the objectives are not measurable over the 10-year period. What does success look like, what are short and medium outcomes considering the financial issues the Council currently faces? Some identified projects will not be achieved without considerable capital input and how have these projects been costed. Many initiatives are identified to be subject to funding which is not providing the community with achievable outcomes. The slippage of previous strategies due to lack of funding is not acceptable into the future.

Environmental Strategy

The *Declaration of the Climate Emergency* in 2019 by Council has not been followed through with actions that drive carbon neutrality, mitigate heat island effects and improve biodiversity in a timely manner. The Environmental Strategy delays the 2030 Strategy outcome of 35% green cover until 2035. This is unacceptable when our local population will continue to increase, and we face heat island effects that impact the health of our residents.

Linking critical environmental outcomes to the Special Rate Variation further highlights the mismanagement of funding for strategic projects over a long period of time. Green infrastructure needs to be considered as an asset class and matched with funding to implement, manage and maintain our environment. The maintenance of the "soft" landscape components (soil networks, trees, shrubs, grass) of our streets, parks, waterways and foreshores requires additional funding through a separate line item in the long-term financial plan. Population increases and the pressure on our recreational and natural areas requires the alignment of new tree planting with a comprehensive *Street Tree, Canopy cover and Biodiversity Masterplan* where all trees are mapped and assessed for their contribution to the environment. Aging trees need to be monitored and planned succession needs to occur.

Governance Strategy

Lacks measurable outcomes over a short medium and long term. What does satisfaction for the community mean, an increase of 4% is not a high benchmark over a 10-year period.

Open Space and Recreation Strategy

This strategy needs stronger alignment with the *Environmental Strategy*, so they are considered holistically. The blue and green networked systems that transverse individual sites connecting with active transport links, road networks with tree canopies, as well as the reserves associated with waterways should be captured within a detailed Green Grid for the LGA.

In concluding, I do not have an objection to a rate rise. What I do object to is the process in how this rate rise is being communicated and I am concerned the objectives and service outcomes outlined in the strategies will not be achieved as they have not been assessed/costed in a detailed manner to reflect the current economic climate.

I look forward to future opportunities to contribute to the development of the Community Strategic Plan.

Your faithfully



Fellow of the Institute of Landscape Architects