

10.4. Community Strategic Plan 2025-2035

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ATTACHMENTS	1. Community Strategic Plan 2025-2035 [10.4.1 - 52 pages] 2. Community Strategic Plan - submissions and responses [10.4.2 - 11 pages]
CSP LINK	5. Our Civic Leadership 5.1 Lead North Sydney's strategic direction

PURPOSE:

The purpose of this report is present to 2025-2035 Community Strategic plan to Council for endorsement.

EXECUTIVE SUMMARY:

- Over the past year, Council has conducted extensive research and broad community consultation to identify the key priorities and aspirations of the people who live and work in North Sydney.
- This research informed the development of eight informing strategies that articulate the community's aspirations and provide a roadmap for achieving them.
- The informing strategies were publicly exhibited from 27 November 2024 to 10 January 2025, updated to reflect community feedback, and formally adopted by Council on 10 February 2025.
- These eight strategies were combined to create the 2025–35 Community Strategic Plan (CSP). While the CSP was assembled by Council, it belongs to the community, with its content directly reflecting what the community have told us over the past year.
- The draft 2025–35 Community Strategic Plan (CSP) was presented to Council on 10 March 2025 and subsequently exhibited from 12 March to 9 April 2025.
- A total of 33 submissions were received in response to the exhibition of the draft CSP. This report provides a summary of key concerns raised and responses. The full list of submissions and responses is provided as an attachment.
- A number of small amendments have been made to the CSP to address feedback and make minor administrative changes. The updated CSP is now presented to Council for endorsement.
- The CSP is a high-level plan that sets the direction for how Council allocates its resources. Council's Delivery Program 2025–29 and Operational Plan 2025-26 (presented to Council

in a separate report) details the specific actions Council will take over the next four years to support delivery of the outcomes detailed in the CSP.

RECOMMENDATION:

- 1. THAT** the Community Strategic plan 2025-2035 be endorsed and come into effect on 1 July 2025.
- 2. THAT** the Chief Executive Officer be authorised to make minor corrections and administrative amendments to the Community Strategic Plan, if required.

Background

Under the Integrated Planning and Reporting (IP&R) guidelines, all councils in NSW are required to review or replace their Community Strategic Plan (CSP) before 30 June in the year following a local government election.

As detailed in figure 1 below, the CSP is the highest-level plan that Council prepares. It identifies the community's main priorities and aspirations for the future and provides strategic directions for achieving them. While Council has a custodial role in initiating, preparing, and maintaining the Community Strategic Plan on behalf of the community, the plan belongs to the community.

Further, Council is not wholly responsible for its implementation. Other partners, such as state agencies, non-government organisations, business and industry, joint organisations, and community groups, all play an important role in delivering the community's desired outcomes.

Council's commitment to supporting delivery of the CSP is articulated through the Delivery Program (DP), a four-year plan that outlines the strategic initiatives Council will undertake during its term. The Operational Plan (OP) then provides a detailed one-year schedule of activities, projects, and budgets, to implement the Delivery Program.

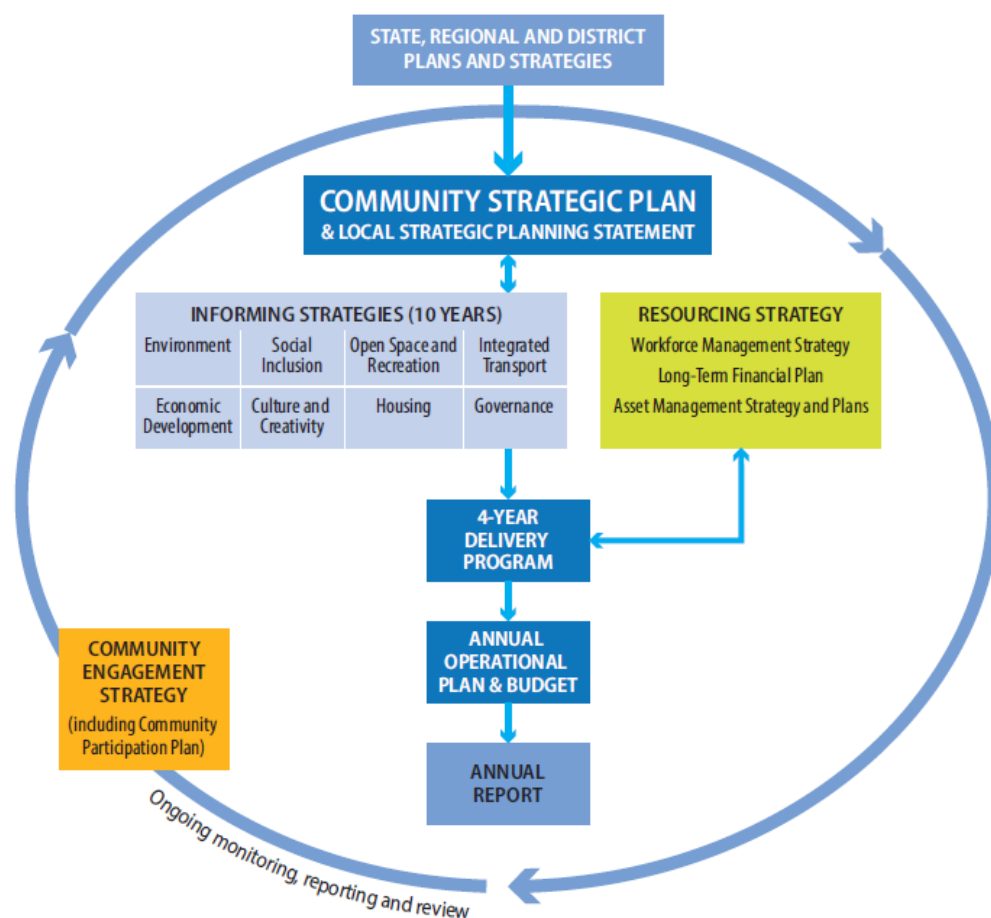


Figure 1: Integrated Planning and Reporting at North Sydney

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

To address this issue and to ensure that Council resources are focused on delivering the outcomes wanted and needed by our community, Council worked with the community over the past year to develop a suite of eight informing strategies (see figure 1 on the previous page) that bridge the gap between the Community Strategic Plan and Council's Delivery Program.

Developing the Informing Strategies

In 2024, North Sydney Council launched its most extensive consultation to date: the 'Have your say on North Sydney's next ten years' campaign. This campaign 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.

The valuable insights gathered through community engagement, along with extensive research, were used to develop our eight informing strategies that articulate community aspirations and provide a roadmap for delivering them.

These strategies were placed on public exhibition from 27 November 2024 to 10 January 2025, updated to incorporate community feedback, and subsequently adopted by Council on 10 February 2025.

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

Developing the CSP

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



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

About the Community Strategic Plan 2025-35

The community vision remains at the heart of this CSP and shapes our priorities for the next ten years:

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

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

The CSP articulates how the community vision will be delivered and is structured around answering the following four questions for each of the strategy areas:

1. Where are we now?
2. Where do we want to be in 10 years’ time (outcomes)?
3. How will we get there (strategic directions)?
4. How will we know we have arrived (objectives)?

There is one outcome for each strategy that details where we want to be, and multiple strategic directions outlining what we need to do to get there. There is at least one measurable objective for every strategic direction to measure success.

The eight outcomes that this plan seeks to deliver are:

Strategy	Outcome
Environment	A healthy environment with thriving ecosystems and strong climate resilience
Social Inclusion	A connected and socially inclusive community where everyone is valued
Open Space and Recreation	An active community with space for everyone to exercise and enjoy the outdoors
Integrated Transport	A connected LGA where safe, active, and sustainable travel is preferred
Economic Development	A thriving and resilient local economy
Culture and Creativity	A vibrant LGA where culture and creativity is enjoyed by all
Housing	Housing that meets the needs of a growing population
Governance	An effective, accountable, and sustainable Council that serves the community.

Community consultation

As detailed above, the content in the Community Strategic Plan 2025-2035 is taken directly from the Informing Strategies that were developed through extensive research and engagement.

In addition, the draft Community Strategic Plan 2025-2035 was placed on public exhibition from 12 March to 9 April 2025. A YourSay consultation page was developed, and the community was invited to provide their feedback.

A summary of engagement with these channels is provided below.

Council newsletters

- Council eNews, March 2025 - 1,947 reach, 65% (1,258) average opened, 132 clicks
- Council Grants – 1,943 reach, 61% (1,194) opened, 12 clicks
- Precinct eNews, 4 issues during period (weekly) - average 337 subscribers, 59% (199) average opened, 16 clicks total

Precinct Committee Flyers

- Willoughby Bay – 800 distributed
- Waverton – 850 distributed
- Harrison-Bennett – 3,000 distributed
- Brightmore – 1,600 distributed
- Wollstonecraft – 3,600 distributed

Social media

Instagram post 13 March 2025 – views 1,343; interactions - 15

Facebook post 13 March 2025 – views 2,359; interactions – 7; link clicks - 10

The following table summarises webpage visits and engagement responses through YourSay.

Visitor type	Description	Number
Aware	Visited the site at least once	503
Informed	Took an action on the page, such as downloading the plan	198
Engaged	Provided a submission.	23

The total number of submissions received via YourSay was 25 as one engaged visitor made three submissions.

An additional eight submissions were received via email/post.

Engagement outcomes

A complete list of all 33 submissions, together with responses, is attached to this report. Common themes in are discussed below.

Key concerns and questions:

1. Why was a new Community Strategic Plan developed?

Response: Under the Integrated Planning and Reporting (IP&R) guidelines, all NSW councils must review their Community Strategic Plan before 30 June in the year following an ordinary election of council. The council may endorse the existing plan or develop and endorse a new Community Strategic Plan (CSP).

North Sydney Council's new CSP not only fulfils this statutory requirement but also underscores our commitment to transparent governance, accountability, and the efficient allocation of public resources.

One significant challenge in local government planning is ensuring that community needs and aspirations are directly mirrored in Council actions. In the past, there has sometimes been a disconnect between what the community prioritises - as set out in the Community Strategic Plan - and the actual delivery of projects and services, which are managed through the Delivery Program and Operational Plan. To bridge this gap, Council undertook extensive research and engaged widely with the community in 2024 to capture the true priorities and emerging needs of North Sydney's residents.

The insights gathered from these efforts informed the development of eight evidence-based informing strategies. These strategies not only outline the community's priorities but also detail the specific actions that Council will take in response. Both the new Community Strategic Plan and the draft Delivery Program were developed directly from these informing strategies, ensuring Council's long-term planning and daily operations align with the genuine needs of the community.

Over the years, Council has developed numerous standalone plans outlining community-desired projects. However, many of these projects were neither funded nor incorporated into Council's Operational Plans, and as a result, were not delivered. As part of preparing the Informing Strategies, Council staff reviewed these past plans and identified a range of undelivered projects. Those that align with current priorities have been incorporated—now with cost estimates included. This process has resulted in a single, consolidated set of clear priorities for Council to implement.

To ensure accountability and effective project delivery, it's essential that both the community and Council staff have a clear understanding of what will be delivered. The new CSP and the draft Delivery Program and Operational Plan provide this clarity.

Simply extending the existing CSP for another four years would have been a “tick-a-box” exercise that merely deferred the necessary reforms. Experience has shown that insufficient and short-term planning frequently results in higher long-term costs. Robust planning is critical to achieving optimal performance and delivering meaningful community outcomes.

2. Council should deliver outstanding projects before new ones

Response: The Community Strategic Plan is a high-level plan that includes strategic directions for achieving outcomes rather than a comprehensive list of specific projects that Council will deliver. The specific projects proposed for delivery are included in the draft Delivery Program 2025-2029 and Operational Plan 2025-2026 (presented to Council in a separate report).

When the Informing Strategies were developed, careful consideration was given to projects and actions identified in previous plans and strategies of Council that have not been delivered. If identified projects remained relevant and were aligned with desired community outcomes, they were costed and included in the Informing Strategies. Council's draft Delivery Program 2025-2029, which was created by combining projects and services from the Informing Strategies, includes many of these outstanding projects.

Council encourages specific feedback on any projects that have been missed (and new projects that should be excluded) when the draft Delivery Program and Operational Plan are placed in public exhibition in May.

3. The CSP should not be endorsed before the SRV is determined

Response: The CSP defines North Sydney's ten-year goals and provides strategic directions outlining how Council will collaborate with the community, state agencies, non-government organisations, the private sector, and other stakeholders to achieve them. These directions are not driven by funding availability, rather they ensure that any available resources are used effectively.

The specific actions Council will take are detailed in the draft Delivery Program 2025–2029 and Operational Plan 2025–2026. This plan (presented to Council in a separate report) identifies projects that will be modified or removed if the SRV application is not approved in full.

4. The cost of the CSP is excessive

Response: As detailed above, the Community Strategic Plan is a high-level plan that includes strategic directions for achieving outcomes rather than a comprehensive list of specific projects that Council will deliver.

The specific projects proposed for delivery are included in the draft Delivery Program 2025-2029 and Operational Plan 2025-2026 (presented to Council in a separate report). The costs associated with delivering capital projects are provided and feedback on projects that should be removed to reduce cost will be sought when the Delivery Program and Operational Plan are exhibited.

5. The CSP been prepared without proper financial planning

Response: Council is not solely responsible for implementation of the CSP. Multiple stakeholders play an important role in delivering the community's desired outcomes. Therefore, council cannot prepare a comprehensive financial plan for delivery of the whole CSP.

However, Council has prepared a comprehensive revised Long Term Financial Plan 2025-2035 for the projects, services and initiatives that it will be responsible for delivering over the next 10 years. This financial plan was adopted with the Informing Strategies in February 2025 and forms part of Council's revised Resourcing Strategy (which is attached to the separate report seeking approval to exhibit the Delivery Program 2025-2029 and Operational Plan 2025-2026).

Further, the draft Operational Plan for 2025-26 includes a detailed budget for 2025-26.

6. The CSP has been developed without sufficient community input

Response: In 2024, North Sydney Council conducted its largest-ever community consultation, Have your say on North Sydney's next ten years, to gather input on long-term priorities.

Over six weeks, the campaign received more than 1,000 survey responses, engaged over 600 forum participants, and reached thousands through events.

Insights from this engagement, along with research, informed the development of eight key strategies, which were publicly exhibited, refined with community feedback, and adopted by Council on 10 February 2025.

The outcomes, strategic directions, and objectives in this CSP come straight from the Informing Strategies to ensure that they reflect community priorities.

7. The IPR framework diagram is not appropriate as it shows the Resourcing Strategy at a level below the Informing Strategies

Response: The Resourcing Strategy includes our 10-year Long Term Financial Plan, and it is agreed that this should be shown on the same level as the ten-year strategies. The IP&R diagram has been updated accordingly.

Proposed amendments to the draft CSP

The final Community Strategic Plan presented to Council for endorsement includes the following changes:

- In response to community feedback, the IP&R framework diagram on page 12 was updated to show the Resourcing Strategy, which includes Council's ten year Long Term Financial Plan, at the same level as the ten-year Informing Strategies.
- Population statistics on page 9 were rounded for consistency
- A typographical error on page 51 was corrected.
- A back cover was added, acknowledging those who contributed to the development of the Community Strategic Plan.

Consultation requirements

Items 1.6 and 1.7 of the legislated IP&R Guidelines state:

- 1.6 The council must place the draft Community Strategic Plan on public exhibition for a period of at least 28 days and comments from the community must be accepted and considered prior to the endorsement of the final Community Strategic Plan.
- 1.7 The exhibition of the Community Strategic Plan must be undertaken in accordance with the council's Community Engagement Strategy, as prescribed by section 402A of the Act

As detailed in this report and the attached CSP, extensive community engagement and research has been undertaken over the past year to inform the creation of this draft plan. These activities have been undertaken in accordance the Council's Community Engagement protocol.

The draft 2025-35 Community Strategic Plan was also exhibited from 12 March to 9 April 2025 in accordance with the legislative consultation requirements.

Financial/Resource Implications

The 2025-35 Long-Term Financial Plan adopted by Council in February 2025, considers the financial resources required to maintain financial sustainability, address the infrastructure backlog, and deliver the specific projects and services outlined in the eight informing strategies.

In accordance with the Council resolution of 10 February 2025, an application has been submitted to IPART for a special rate variation (SRV). If approved, together with grant funding, developer contributions, user charges, and fees and other income, this would support the delivery of identified projects and services.

While Council's ability to fully implement the projects and services outlined in the informing strategies depends on SRV funding, the adoption of the CSP does not.

The CSP defines North Sydney's ten-year goals and provides strategic directions outlining how Council will collaborate with the community, state agencies, non-government organisations, the private sector, and other stakeholders to achieve them.

Council's draft Delivery Program 2025–29 and Operational Plan 2025-26 (presented to Council in a separate report) detail the specific actions Council will take over the next four years to support delivery of the outcomes detailed in the CSP. They are accompanied by the Resourcing Strategy and 2025- 26 Budget.

Legislation

Section 402 of Local Government Act includes the following requirement:

The council must review the Community Strategic Plan before 30 June in the year following an ordinary election of council. The council may endorse the existing plan, or develop and endorse a new Community Strategic Plan, as appropriate, to ensure that the area has a Community Strategic Plan covering at least the next 10 years.

The draft 2025-35 Community Strategic Plan is presented to Council in accordance with this requirement.

DRAFT



Community Strategic Plan 2025-2035

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Acknowledgement





Recognition of the Cammeraygal People

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

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

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

In 1890, when North Sydney Council was formed through the merging of three boroughs, the word Cammeraygal was included on its coat of arms. Today it holds a central position in the Council's logo as a reminder of the long and ongoing Indigenous heritage of this place.

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

Mayor's message

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

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

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

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

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

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

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

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

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

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



Cr Zoë Baker, Mayor of North Sydney

Our elected representatives

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

ST LEONARDS WARD



Mayor
Cr Zoë Baker



Cr Nicole
Antonini



Cr Chris
Holding



Deputy Mayor
Cr Godfrey
Santer



Cr James
Spenceley

CAMMERAYGAL WARD



Cr MaryAnn
Beregi



Cr Efi Carr



Cr Angus
Hoy



Cr Jessica
Keen



Cr Shannon
Welch

Introduction

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

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

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

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

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

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

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

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

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

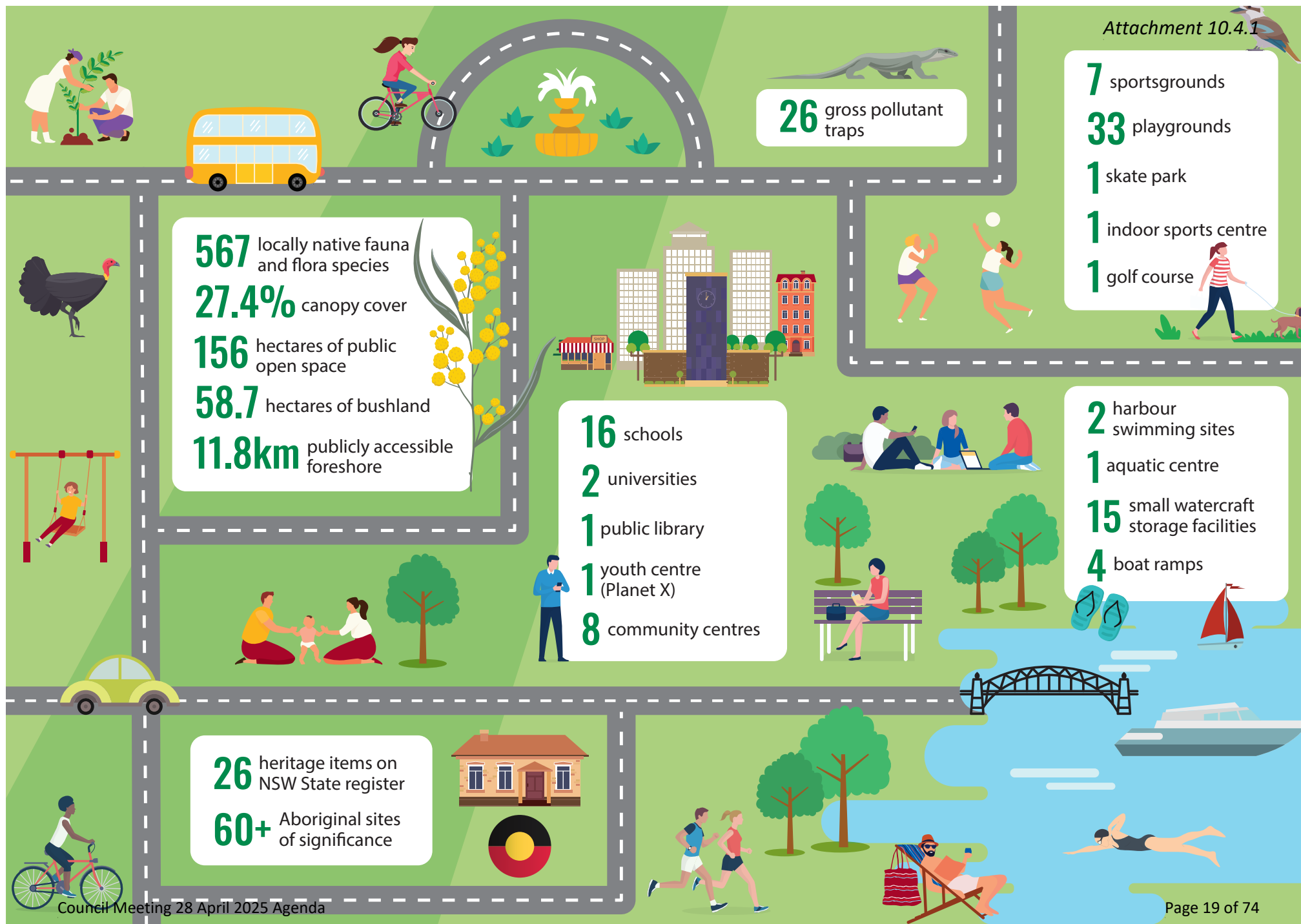


Part 1: About North Sydney

1.1 Place

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

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



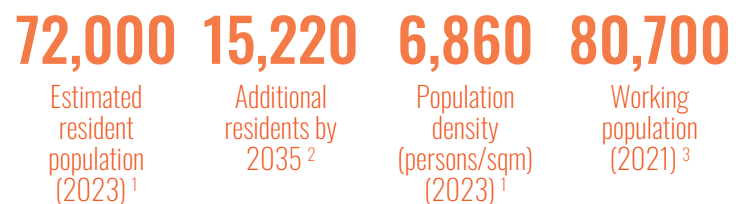
1.2 People

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

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

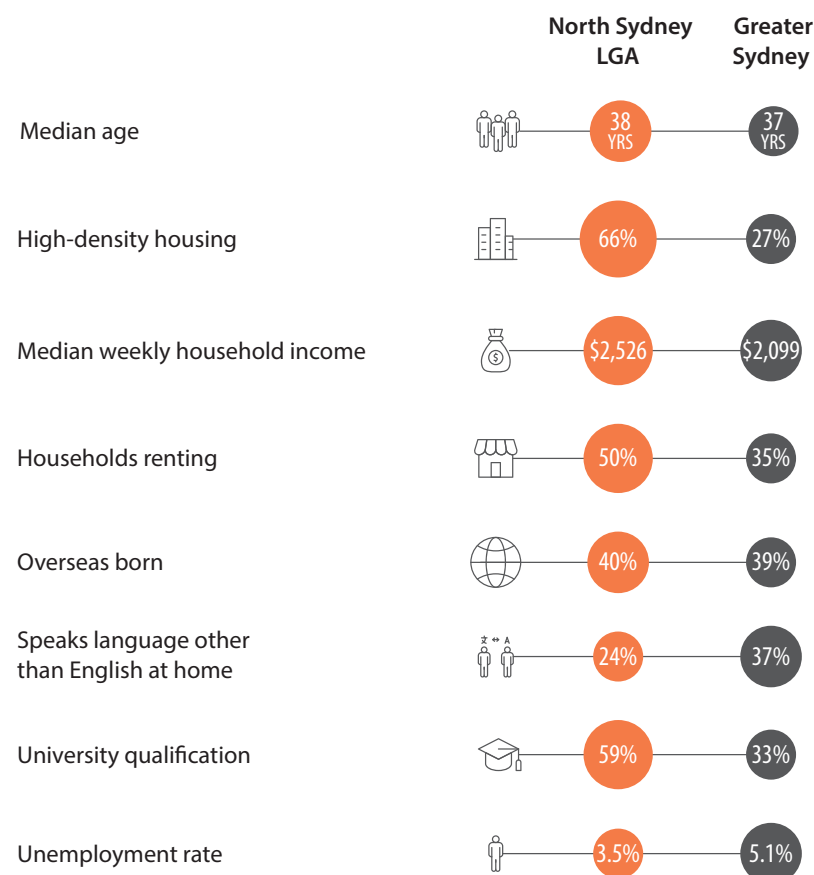
As a major commercial hub, North Sydney is home to leading companies and plays a vital role in Sydney's metropolitan economy. The area also offers excellent educational opportunities, with renowned public and private schools, as well as universities, supporting the development of younger generations.

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



Source:

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



1.3 Vision and values

Vision

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

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

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



Values



CONNECTED

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



ACTIVE

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



INCLUSIVE

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



CREATIVE

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



HEALTHY

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



VIBRANT

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

1.4 Integrated planning and reporting

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

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

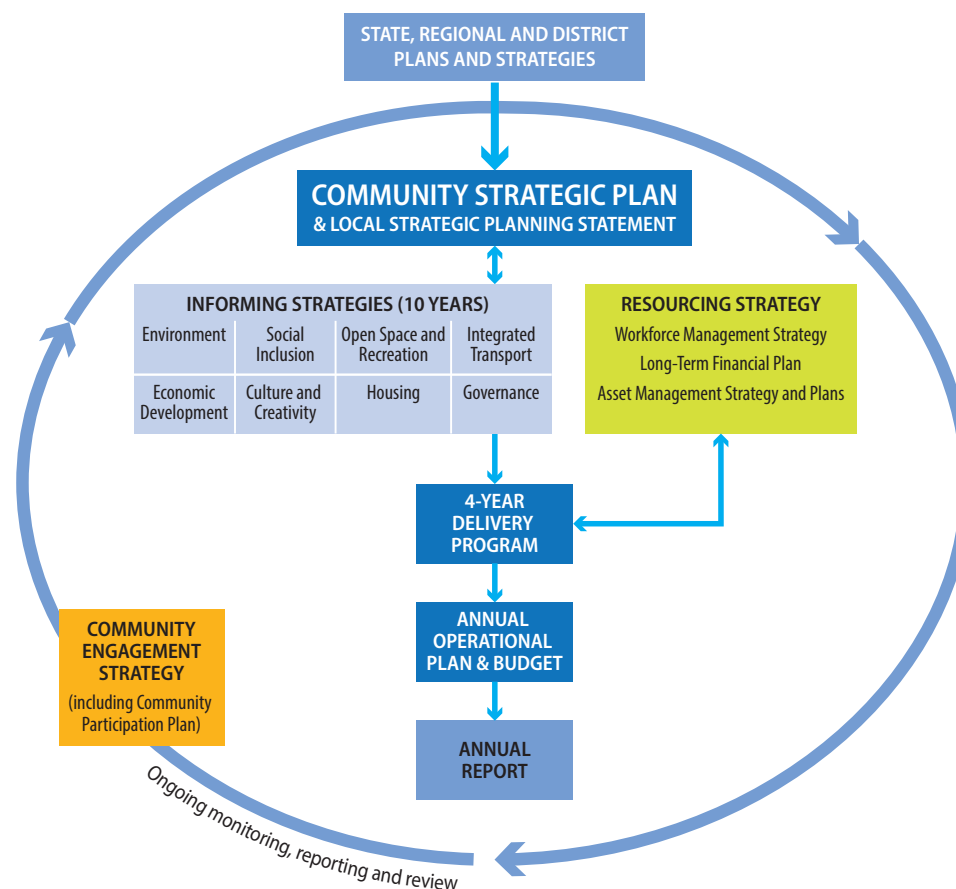


Figure 1: Integrated Planning and Reporting at North Sydney

Planning

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

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

Resourcing

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

Monitoring and Reporting

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

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

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



Part 2: About this plan



2.1 Community Engagement and Research

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

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

PHASE 1

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

1487 visits to YourSay website
457 responses received

PHASE 2

Voice of Youth workshop
(25 March 2024)

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

PHASE 3

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

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

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

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

60+ participants in Demographically Selected Workshops

First Nations Workshop hosted in partnership with Indigenous consultancy Murawin

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

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

Online survey completions

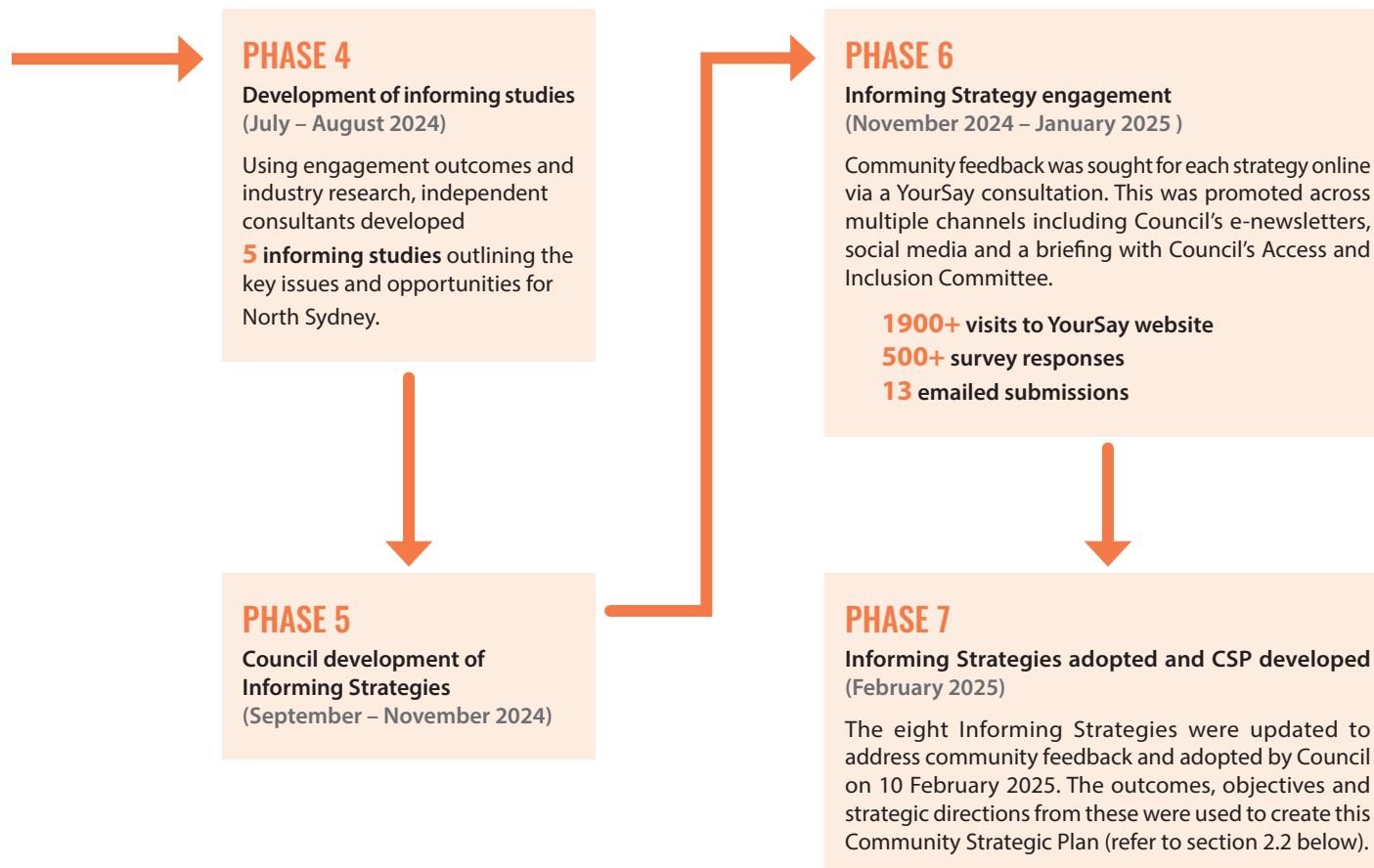
Social Inclusion: **110**

Open Space & Recreation: **240**

Economic Development: **117**

Integrated Transport: **310**

Culture & Creativity: **253**



YOUR SAY...

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

Arek, Crows Nest

Without governance, nothing works.

Alison, Cremorne Junction

My biggest concern is loss of any more green space.

Lisa, Cammeray

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

Mary, McMahon's Point

More prioritisation for public transport, walking and cycling.

Ernest, North Sydney

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

Rob, Milsons Point

Protect existing affordable housing in the area.

Alex, Waverton

Sharing opportunities to participate in inclusive activities.

Lieha, Cremorne

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

Ellen, North Sydney

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

Brendan, Crows Nest

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

Merel, Mosman

There is not enough open space.

Roger, Cremorne Point

More community festivals and events.

Mimi, North Sydney

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

Tracy, Wollstonecraft

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

Andrew, Neutral Bay

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

Deborah, Waverton

Make North Sydney CBD more attractive for socialising.

Rachel, Lavender Bay

2.2 How the CSP was prepared

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

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

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



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



2.3 Challenges and Opportunities

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

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



OPPORTUNITIES

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



CHALLENGES

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

2.4 Our guiding principles

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

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

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

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



2.5 State and regional priorities









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

State priorities

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

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

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

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

Regional and district priorities

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

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

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









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









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



Figure 3: Connection between regional, district and local planning









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

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

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

Other state and regional plans and strategies

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

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

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



2.6 How to read this plan

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



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

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

1 OUTCOME 1: A healthy environment with thriving ecosystems and strong climate resilience					QBL Link: Environment	
2 STRATEGIC DIRECTIONS How will we get there?	3 PARTNERS Who will help us get there?	4 OBJECTIVES (SUCCESS INDICATORS) How will we know we have arrived?		5 SOURCE ⁵		
Build climate resilience	<ul style="list-style-type: none"> Community Educational institutions Private sector Resilient Sydney Northern Sydney Regional Organisation of Councils Sydney Coastal Councils Group NSW Department of Climate Change, Energy, Environment and Water 	Reduce community greenhouse gas emissions by 65% by 2035 from a 2018 baseline of 973,984 tCO ₂ e	INFLUENCE	c		
		Achieve carbon neutrality for Council's operations by 2035	CONTROL			

1

Outcomes (where we want to be)

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

2

Strategic Directions (how we will get there)

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

3

Partners (who will help us get there)

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

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

4

Success Indicators (how we will know we have arrived)

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

CONTROL

Under the direct control of the Council.

INFLUENCE

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

5

Source

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

Part 3: 2025-2035 Community Strategic Plan







3.1 Environment

Where are we now?

75%

bushland in a good condition
(2023)

567

locally native fauna and flora
species (2023) ¹

27.4%

canopy cover (Feb 2024) ²

795,275 tCO2e

community greenhouse gas
emissions (2022/23) ³

37%

resource recovery rate for
residential wastes (2024)

315kg/person

annual waste generation (2023)

6,263,459kL

community potable water
consumption (2022/23) ³

26

gross pollutant traps (Feb 2025)

92%

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

89%

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

Sources:

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

Where do we want to be?

Environment

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

QBL Link: Environmental

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

Sources:

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

Where do we want to be?

Environment

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

QBL Link: Environmental

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

Sources:

1. c) Resilient Sydney Platform

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

e) Customer Satisfaction Survey, Micromex Research

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

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





3.2 Social Inclusion

Where are we now?

37%

lone person households (2021) ¹

40%

born overseas (2021) ¹

22%

aged over 60 (2021) ¹

2.5%

need help due to a disability
(2021) ¹

89%

medium and high-density
housing (2021) ¹

24%

use a language other than English
at home (2021) ¹

50%

households renting (2021) ¹

17%

engaged in voluntary work (2021) ¹

18

active precinct committees
(Feb 2025)

8

community centres (2024)

1

public library (Stanton Library)
(2024)

1

youth centre (Planet X) (2024)

64%

of residents agree that North
Sydney has a strong sense of
community (2023) ²

80%

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

96%

of residents at least somewhat
satisfied with events run by
Council (2023) ²

94%

of residents at least somewhat
satisfied with community centres
and halls (2023) ²

Sources:

1. Census of Population and Housing, Australian Bureau of Statistics (2021), via community.id. by .id (informed decisions)
2. Customer Satisfaction Survey, Micromex Research (2023)

Where do we want to be?

Social Inclusion

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

QBL Link: Social

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

Sources:

1. a) Customer Satisfaction Survey, Micromex Research
b) Census of Population and Housing, Australian Bureau of Statistics



3.3 Open Space and Recreation

Where are we now?

156 hectares

of public open space (2024) ¹

73 hectares

of core public open space
(2024) ¹

58.7 hectares

of bushland (2024) ¹

11.8km

publicly accessible foreshore
(2024) ¹

58.6 hectares

core open space deficit (2024) ¹

0.21ha

of land for organised sport per
1,000 residents (2021) ²

7

sportsgrounds (2024) ¹

19,469 hrs

sports field bookings (2023/24)

33

playgrounds (2024) ¹

1

skate park (2024) ¹

2

harbour swimming sites (2024) ¹

15

small watercraft storage facilities
(2024) ¹

1

aquatic centre (2024) ¹

1

indoor sports centre (2024) ¹

1

golf course (2024) ¹

4

boat ramps (2024) ¹

84%

of residents at least somewhat
satisfied with recreation facilities
and amenities (2023) ³

95%

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

Sources:

1. North Sydney Council Open Space and Recreation Needs Study, Ross Planning Pty Ltd (2024). Note: Core public open space excludes: space that is privately owned or operated and not freely available for public use; or space where recreational use is a secondary use. Deficit is based on a desired standard of service of 1.8ha/1,000 people.
2. Review of Supply and Demand for Sports Facilities in the NSROC Region, NSROC (2023)
3. Customer Satisfaction Survey, Micromex Research (2023)

Where do we want to be?

Open Space and Recreation

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

QBL Link: Environmental and Social

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

Sources:

1. a) Customer Satisfaction Survey, Micromex Research



3.4 Integrated Transport

Where are we now?

0.35 million

daily trips by residents (2022/23) ¹

49%

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

39%

of daily trips by walking (2022/23) ¹

9.5%

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

1.4%

of daily trips by cycling (2022/23) ²

29,347

residents travel outside the LGA
to work (2021) ³

69,945

workers travel into the LGA for
work (2021) ³

9

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

19%

0 car households (2021) ³

56%

1 car households (2021) ³

20%

2 car households (2021) ³

4%

3 or more car households (2021) ³

35,899

resident parking permits (Feb
2025)

77%

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

72%

of residents at least somewhat
satisfied with provision of parking
(2023) ⁵

Sources:

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

Where do we want to be?

Integrated Transport

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

QBL Link: Environmental, Social and Economic

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

Sources:

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



3.5 Economic Development

Where are we now?

\$23.37 billion

Gross Regional Product (2023) ¹

107,754

jobs located in North Sydney LGA (2023) ¹

56,600

jobs located in the North Sydney CBD ²

15,178

local businesses (2024) ³

\$484.7m

annual tourism spend (Sep 2023 - Aug 2024) ⁴

80,715

local workers in North Sydney LGA (2021) ⁵

2.4

economic diversity index (2021) ⁶

91%

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

93%

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

Sources:

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

Where do we want to be?

Economic Development

OUTCOME 5: A thriving and resilient local economy

QBL Link: Economic

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

Sources:

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



3.6 Culture and Creativity

Where are we now?

0.4%

Aboriginal and/or Torres Strait Islander (2021) ¹

40%

born overseas (2021) ¹

270

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

\$22.4m

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

500+

cultural and creative programs and events (2024) ³

15

creative community groups (2024) ³

26

heritage items on the NSW State Register (2024) ³

60+

Aboriginal sites of significance (2024) ³

58%

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

57%

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

87%

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

Sources:

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

Where do we want to be?

Culture and Creativity

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

QBL Link: Social and Economic

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

Sources:

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



3.7 Housing

Where are we now?

72,014

estimated resident population
(2023) ¹

15,220

estimated additional residents by
2035 ²

131

affordable housing units (2024)

37%

lone person households (2021) ³

38,990

total private dwellings (2021) ³

10%

separate houses (2021) ³

22%

medium-density housing (2021) ³

66%

high-density housing (2023) ³

25%

0-1 bedroom dwellings (2021) ³

40%

2 bedroom dwellings (2021) ³

24%

3 bedroom dwellings (2021) ³

11%

4 or more bedroom dwellings
(2021) ³

1.6%

households in social housing
(2021) ³

\$580

median weekly rent (2021) ³

48.6%

households renting privately
(2021) ³

68%

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

Sources:

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

Housing

QBL Link: Social

Where do we want to be?

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

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

Sources:

1. a) Customer Satisfaction Survey, Micromex Research



3.8 Governance

Where are we now?

409

Full Time Equivalent employees
(Feb 2025)

327

community engagements (2024)

2,630

submissions from community
engagements (2024)

57%

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

71%

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

87%

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

80%

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

84%

of residents at least somewhat
satisfied with Council's
communication with residents
(2023) ¹

0/4

constructive culture behaviours
achieved above the 50%
percentile (2023) ²

-0.02%

operating performance ratio
(2023/24)

99.07%

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

Sources:

a) Customer Satisfaction Survey, Micromex Research (2023)

b) 2023 Organisational Culture Survey, Human Synergistics International

Where do we want to be?

Governance

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

QBL Link: Civic Leadership

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

Sources:

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

ACKNOWLEDGEMENT

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

We would like to thank:

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

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

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

TRANSLATION SERVICE

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

CHINESE

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

HINDI

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

JAPANESE

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

PORTUGUESE

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

SPANISH

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

KOREAN

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

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



North Sydney Council,
200 Miller Street, North Sydney NSW 2060

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www.northsydney.nsw.gov.au

Endorsed:

Community Strategic Plan 2025-2035 – Submissions and Responses

Notes:

1. Submissions have been ordered so that similar submissions are grouped together at the start with shared responses
2. Six long submissions have been summarised. These submissions are provided in full at the end of this attachment

No.	Submission	Response
4	<p>Council already has a Strategic Plan which is operational until 2032. Its results were approved by residents in a recent survey. Therefore I do not see the reason for a new one, especially as the new one is costed at \$60 million. We were told that Council is in the midst of a financial crisis.</p> <p>In addition, the new plan goes against the wishes of the NSW Office of Local Government.</p> <p>The proposal is waste of money.</p> <p>Please refer to responses 1 and 4</p>	<p>1. Why was a new Community Strategic Plan developed?</p> <p>Under the Integrated Planning and Reporting (IP&R) guidelines, all NSW councils must review their Community Strategic Plan (CSP) and subsequently endorse the existing plan or a new CSP by 30 June following local government elections.</p> <p>A key challenge in local government planning is ensuring that Council's actions reflect the community's needs and aspirations. In the past, there has sometimes been a gap between the priorities outlined in the CSP and the services delivered through the Delivery Program and Operational Plan. To address this, Council undertook extensive research and broad community engagement in 2024 to better understand the evolving priorities of North Sydney's residents.</p> <p>These insights led to the development of eight evidence-based Informing Strategies. These strategies outline the community's key priorities and specify the actions Council will take in response. Both the new CSP and the draft Delivery Program were built directly from these strategies, ensuring Council's long-term planning and daily operations align with the genuine needs of the community. The Informing Strategies were prepared, exhibited and adopted by Council alongside the Long Term Financial Plan (LTFP) 2025-35 which is available to view on Council's website.</p> <p>Over the years, Council has developed numerous standalone plans outlining community-desired projects. However, many of these projects were neither funded nor incorporated into Council's Operational Plans, and as a result, were not delivered. As part of preparing the Informing Strategies, Council staff reviewed these past plans and identified a range of undelivered projects. Those that align with current priorities have been incorporated—now with cost estimates included. This process has resulted in a single, consolidated set of clear priorities for Council to implement.</p> <p>To ensure accountability and effective project delivery, it's essential that both the community and Council staff have a clear understanding of what will be delivered. The new CSP and the draft DP/OP provide this clarity.</p>
5	<p>I am writing to object to the proposed Community Strategic Plan 2025 - 2035. Following community consultation during 2021 and 2022, Council developed its Community Strategic Plan (CSP) entitled "North Sydney Vision 2040". This CSP is fully funded under Council's Long-Term Financial Plan and enjoys community support. Residents have expressed their clear preference that Council deliver existing outstanding projects before considering new initiatives.</p> <p>It is astonishing that Council should spend consultancy and organisational resources on developing a totally unnecessary new CSP.</p> <p>Furthermore, this CSP is dependent on an outrageous application by Council to increase rates by 87%. Council will not know the outcome of this application until May and yet it is asking the community to commit to a new CSP now.</p> <p>This is financially irresponsible and unacceptable.</p> <p>I recommend that Council focus on delivering the existing CSP "North Sydney Vision 2040".</p> <p>I do NOT support Council's new "Community Strategic Plan 2025 – 2035".</p> <p>Please refer to responses 1, 3, 4 and 5</p>	
6	<p>I thought we already had a Community Strategic Plan for the community. Looking at the eight Informing Strategies as you have listed them on the Councils website I think it is overlaid with TO MANY SAVE THE PLANET SOLUTIONS suggesting too much NIMBYISM. Council is already on the list of Councils that are way behind on approving development applications as well as managing their budgets better to cut out excessive spending.</p> <p>Please refer to responses 1 and 4</p>	

No.	Submission	Response
7	<p>Submission summary*: A submission was received from the Lavendar Bay Precinct questioning why the 2025-2035 Community Strategic Plan was developed and advising that the Precinct did not support proceeding with the Community Strategic Plan 2025-2035 until the IPART determination of the SRV was made. They also advised that the community must be actively involved in developing the CSP.</p> <p>Please refer to responses 1, 3, 4, 5 and 6</p>	<p>Simply extending the previous CSP for another four years would have been a “tick-a-box” approach, delaying much-needed reform. Past experience shows that limited, short-term planning often leads to higher long-term costs. Robust, strategic planning is crucial to achieving strong performance and real outcomes for the community.</p> <p>2. Council should deliver outstanding projects before new ones</p> <p>The Community Strategic Plan is a high-level plan that includes strategic directions for achieving outcomes rather than a comprehensive list of specific projects that Council will deliver. The specific projects proposed for delivery are included in the draft Delivery Program 2025-2029 and Operational Plan 2025-2026 which will be exhibited May.</p> <p>When the Informing Strategies were developed, careful consideration was given to projects and actions identified in previous plans and strategies of Council that have not been delivered. If identified projects remained relevant and were aligned with desired community outcomes, they were costed and included in the Informing Strategies. Council’s draft Delivery Program 2025-2029, which was created by combining projects and services from the Informing Strategies, includes many of these outstanding projects.</p>
8	<p>Submission summary*: The submission opposes the new CSP 2025–2035, arguing the existing "North Sydney Vision 2040" is compliant, funded, and supported by the community. The submission states the new plan was developed without proper community engagement or resourcing and is based on costly informing strategies the public has largely rejected. With no confirmed funding and an 87% rate rise still under review, proceeding is seen as premature and financially irresponsible. The submitter urges Council to retain the current CSP and focus on core services and fiscal responsibility.</p> <p>Please refer to responses 1, 2, 3, 4, 5 and 6</p>	
9	<p>Submitter has requested the details of their submission remain confidential.</p> <p>Please refer to responses 1, 4 and 5</p>	
10	<p>I am writing on this matter as a long term resident and as Council has nominated a community reply date of 9 April 2025 for submissions on this plan proposed. It is vitally important and a legal requirement that NSMC has a CSP approved by the Community and acts according to the CSP requirements.</p> <p>Why has Council dictated this CSP 2025-2035 when Council developed and approved a North Sydney Vision Plan 2040 and announced it in 2022?</p> <p>Council has to thoroughly examine its existing resources going forward, not impose a new CSP 2025-2035 nor apply to increase Council Rates by 87%!</p> <p>I therefore record my objection to the proposed CSP 2025-2035.</p> <p>Please refer to responses 1, 4 and 5</p>	<p>Council encourages specific feedback on any projects that that have been missed (and new projects that should be excluded) when the draft Delivery Program and Operational Plan are placed in public exhibition in May.</p> <p>3. The CSP should not be endorsed before the SRV is determined</p> <p>The CSP defines North Sydney’s ten-year goals and provides strategic directions outlining how Council will collaborate with the community, state agencies, non-government organisations, the private sector, and other stakeholders to achieve them. These directions are not driven by funding availability, rather they ensure that any available resources are used effectively.</p>
12	<p>Submission summary*: The submission raises a number of concerns including:</p> <ol style="list-style-type: none"> 1. Why is there no assessment of performance under the CSP adopted in 2022? This is a breach of legislative requirements. 2. Why is the current CSP being replaced rather than revised? 3. Why is the CSP presented for adoption without confirmed funding? 4. Why not delay revision of the CSP until after IPART determination? 5. IPR framework diagram is not appropriate as it shows the Resourcing Strategy at a level below the Informing Strategies <p>Please refer to responses 1, 3, 5, 6, 7 and 8</p>	<p>The specific actions Council will take are detailed in the draft Delivery Program 2025–2029 and Operational Plan 2025–2026. This plan, which will be exhibited in May, identifies projects that will be modified or removed if the SRV application is not approved in full.</p> <p>4. The cost of the new CSP is excessive</p> <p>As detailed above, the Community Strategic Plan is a high-level plan that includes strategic directions for achieving outcomes rather than a comprehensive list of specific projects that Council will deliver.</p>

No.	Submission	Response
15	<p>Submission summary*: The submitter opposes the adoption of North Sydney Council's draft Community Strategic Plan 2025–2035, arguing the current plan (Vision 2040) is effective and widely supported. They highlight the Council's financial crisis, question the justification for investing in costly new informing strategies, and note that community feedback shows strong resistance to funding them. The submission warns that proceeding without funding certainty (e.g., IPART approval) is risky, potentially non-compliant with legislation, and may divert focus from urgent priorities like financial recovery and infrastructure projects. They urge deferring the new plan until Council finances are stabilised.</p> <p>Please refer to responses 1, 3, 4, 5, and 6</p>	<p>The specific projects proposed for delivery are included in the draft Delivery Program 2025-2029 and Operational Plan 2025-2026, and the costs associated with delivering capital projects are provided in the plan. We encourage you to review the list when the Delivery Program and Operational Plan are exhibited in May and provide feedback on any projects that you believe should be removed to reduce cost.</p> <p>5. The CSP has been prepared without proper financial planning Council is not solely responsible for implementation of the CSP. Multiple stakeholders play an important role in delivering the community's desired outcomes. Therefore, council cannot prepare a comprehensive financial plan for delivery of the whole CSP.</p>
16	<p>A fully funded Community Strategic plan was launched by Mayor Baker in June 2022-for the period 2022-2032. That plan is fully funded through Council's existing long term Financial Plan. Community satisfaction survey indicates the community is satisfied with this CSP.</p> <p>We understand that North Sydney Council's new CSP has been developed without prioritising projects according to existing funding availability. it is not surprising that Council has now turned around and asked for an 87% rate increase over 2 years to fund this plan.</p> <p>Why has the 2022 fully funded CSP been ignored? I object to the new CSP and request that the 2022 plan launched in June 2022 be reinstated.</p> <p>Please refer to response 1</p>	<p>However, Council has prepared a comprehensive revised Long Term Financial Plan 2025-2035 for the projects, services and initiatives that it will be responsible for delivering over the next 10 years. This financial plan was adopted with the Informing Strategies in February 2025 and is available to view on Council's website</p> <p>The draft Operational Plan for 2025-26 (which will be exhibited in May) includes a detailed budget for 2025-26.</p> <p>6. The CSP has been developed without sufficient community input In 2024, North Sydney Council launched its most extensive consultation to date: the 'Have your say on North Sydney's next ten years' campaign. This campaign was designed to gather broad and meaningful input from the community on their needs and priorities over the next 10 years.</p>
17	<p>I understand Council has on exhibition a new CSP and the closing date for comment is today. I wish to object to it for the following reasons:</p> <ul style="list-style-type: none"> · There is already a CSP in place which has had community endorsement. · The proposed CSP is based on the informing strategies used to justify Council's latest application to IPART. These strategies have not been widely canvassed in the community. IPART has not ruled on Council's application. · The community has already signalled its disapproval of the IPART application and Council's proposed rate increases of 87%. It follows that the strategies used to underpin the IPART application are also rejected. · The latest eight informing strategies are based on a wish list – not sound and realistic economic planning. · It looks like Council is trying to slip the CSP through without satisfactory community buy-in. <p>Therefore, I advise Council NOT to proceed with the "Community Strategic Plan 2025-2035" until the IPART decision concerning the SRV is known and until the community has had a proper say in changing the existing CSP.</p>	<p>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.</p> <p>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.</p> <p>The valuable insights gathered through community engagement, along with extensive research, were used to develop our eight informing strategies that articulate community aspirations and provide a roadmap for delivering them.</p> <p>These strategies were placed on public exhibition from 27 November 2024 to 10</p>

No.	Submission	Response
	Please refer to responses 1, 3, 4, 5, and 6	January 2025, updated to incorporate community feedback, and subsequently adopted by Council on 10 February 2025.
18	<p>I am rather confused that the existing North Sydney Vision 2040 is being revised/replaced? by a Community Strategy Plan 2025-2035. Can you please clarify what was wrong with 2040 and what are the recommended changes, when were these considered and approved.</p> <p>Please refer to response 1</p>	<p>The outcomes, strategic directions, and objectives in this CSP come straight for the Informing Strategies to ensure that they reflect community priorities.</p> <p>7. The IPR framework diagram is not appropriate as it shows the Resourcing Strategy at a level below the Informing Strategies</p>
19	<p>I have become aware through the Lavender Bay Precinct, that the Council is committed to seeking an 87% Special Rate Variation to pursue a new unfunded Community Strategic Plan 2025-2035. I note that this plan has not been workshopped with the community and seems to represent a “wish list” of what would be “ideal”, rather than what is “critical” to residents and what can be afforded. There seems to be no strong rational behind why the Council want to depart from the previously agreed 2023 Community Strategic Plan, which was fully funded and reported as having 60% of the targeted KPI’s as being achieved by the Mayor in June 2024. I have been advised that the closing date for submissions is Wednesday 9 April (today). Not helpful, when I have only become aware of the proposal recently and it is coming up to Easter.</p> <p>To respond I went to the Council’s “yoursay.northsydney.nsw.gov.au/draft-csp2025/surveys/vision-2040”. This web address seems to be designed to dissuade a rate payer from lodging a submission. It is very structured to purposely limit responses and is difficult to follow. It may be easy for the Council to corral responses in a format that minimises work for the Council, but no thought was given to the ratepayer, who is the customer and pays the Councils wages.</p> <p>To put my views succinctly:</p> <ol style="list-style-type: none"> 1. No rational reason has been provided as to why there is a need for a new Community Strategic Plan. 2. It would seem, from my discussions with the community, that there is no strong community support for an 87% increase in rates for Council to embark upon a grandiose “empire building” exercise, which does not have wide community support. 3. I support the Lavender Bay Precinct resolution to Council NOT to proceed with the proposed “Community Strategic Plan 2025- 2035”, at least until the IPART decision concerning the SRV is known. 4. Councillors are elected by the ratepayers and expected to have the best interest of their ratepayers front of mind. If the current Councillors feel so strongly that this new Community Strategic Plan should proceed, then they should all stand down for a new council election, where rate payers can either support their views or replace them. The cost of an election would be far cheaper than proceeding with the proposed Community Strategic Plan. 	<p>The Resourcing Strategy includes our 10-year LTFP, and it is agreed that this should be shown on the same level as the ten-year strategies. The IP&R diagram has been updated accordingly.</p> <p>8. There is no assessment of performance under the CSP endorsed in 2022</p> <p>In accordance with legislative requirements, performance against the Community Strategic Plan endorsed in 2022 is through the State of the North Sydney Report 2024. A copy of the report is available to view on Council's website.</p>

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	<p>I expect to be ignored, but I can only hope that there remains some moral backbone in the Councillors, and they will listen to their ratepayers.</p> <p>Please refer to responses 1, 3, 4, 5, and 6</p>	
20	<p>Following extensive community consultation throughout 2021 and 2022, North Sydney Council, adopted a new CSP - the "North Sydney Vision 2040".</p> <p>Why during 2024 did council commence development of a new CSP without consultation with the community?</p> <p>Council has a CSP, fully funded and supported by the community. Why replace it?</p> <ol style="list-style-type: none"> 1. What has changed to justify a whole new plan? 2. What is fundamentally wrong with the current CSP? 3. If necessary, why not just revise/update it? 4. The community has advised it wishes council to complete outstanding projects before new projects are considered. Why is council ignoring the community? 5. Why spend council resources on a new CSP which appears premature and a misuse of council's resources. <p>Council should not proceed with the "Community Strategic Plan 2025- 2035" until the IPART decision concerning the SRV is known. When the decision on the SRV is known Council, if it then wishes to proceed with the "Community Strategic Plan 2025- 2035", actively involves the community in developing the plan, ensuring it reflects community needs and priorities.</p> <p>Concerned Crows Nest property owner.</p> <p>Please refer to responses 1, 2, 3 and 6</p>	
21	<p>Was the current Community Strategic Plan not completed not so long ago in 2022, and covered the period up to 2040? We are now in 2025. Is there a particular reason Council needs to refresh the document now and not closer to 2040? Would the time, money and effort spent conducting research groups, analysing feedback and preparing this report be better utilised elsewhere for example the infrastructure maintenance backlog Council has previously alluded to?</p> <p>Please refer to response 1</p>	
22	<p>Council previously announced a Community Strategic Plan (CSP), launched by Mayor Baker in June 2022, for the period 2022 – 2032. That Plan is fully funded through council's existing Long-Term Financial Plan. Community satisfaction survey indicates the community is satisfied with this CSP.</p> <p>Now, it is my understanding that North Sydney Council's new Community Strategic Plan has been developed without prioritising projects according to existing funding availability. So, it is not surprising that Council has now turned around and asked for an 87% rate increase over two years to fund this plan. Therefore, I object to the new CSP</p>	

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	<p>and express my desire that the plan launched by Mayor Baker in June 2022 is reinstated.</p> <p>Please refer to responses 1, 4 and 5</p>	
23	<p>I applaud the efforts of the Mayor and Council to develop a series of long-term strategies that are essential for the future well-being of the 14 communities that make up North Sydney. However, I have yet to see a financial plan that shows how projects will be allocated among the communities of North Sydney to achieve the objectives of the “informing strategies”. Without a clear plan of time phased projects with expected benefits in each community, it would seem financially irresponsible to add an additional \$60 million over the next three years to the NSC budget. Evidence of “best practices” in project planning and management must be shown to avoid another “pool” financial catastrophe.</p> <p>The good work that has been done staff and consultants to articulate the economic and social initiatives must be combined with comprehensive project planning, review of alternative implementation phases, and disciplined project management. Of greater concern is the lack of a financial plan that delivers revenue from the new Olympic pool facilities and other sources to provide a balance budget without the need for an excessive increase in rates.</p> <p>Any attempt to update a “Community Strategic Plan” covering even the next three years, yet alone a longer period, is fraught with danger without knowledge of the IPART decision related to the SRV application - which many precincts and residents have opposed.</p> <p>Best not to get the cart before the horse. Please do not let bureaucratic delays or commitment to the “Informing Strategies” get in the way of responsible financial management protocols.</p> <p>Please refer to response 5</p>	
24	<p>Please do not proceed with the CSP 2025-2035. Instead for prudent strategic and funding reasons stay with the 2024 CSP.</p> <p>The rates increase NSC has proposed against ratepayers wishes becomes mainly unnecessary by abandoning the ill conceived (on timing and lack of capacity to pay for it) the CSP 2025-2035.</p> <p>Please refer to responses 1, 4 and 5</p>	
25	<p>The Council should not proceed with its new "Strategic Plan" until rate payers are given the full funding costs for the plan and, therefore, understand (for the first time) the rate increases which will be necessary to pay for the new plan.</p> <p>It is quite unforgivable for the Council to ask for a 'wish list' of items to be done without first telling ratepayers the cost of so doing.</p>	

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	Please refer to response 5	
27	<p>1. I strongly request Council to stay with the current 2024 CSP.....it is already approved and is fully funded and it's working.</p> <p>2. I strongly urge Council that if it feels the 2024 CSP should be revisited, that Council not commence any action on the matter until the IPART decision on the SRV is known.</p> <p>Please refer to responses 1 and 3</p>	
29	<p>Full submission withheld by request: The submission opposes the Draft CSP 2025–2035, calling it premature and lacking proper governance. It supports waiting for the IPART decision and calls for genuine community involvement in any future planning.</p> <p>Please refer to responses 1, 3 and 6</p>	
32	<p>Submission summary*: The key concerns raised in the submission include:</p> <ol style="list-style-type: none"> 1. The new CSP is not required because the current CSP, North Sydney Vision 2040, is effective. 2. The new CSP cannot be supported because it is unfunded 3. The new IP&R framework diagram is not appropriate as it shows the Resourcing Strategy below the level of the Informing Strategies <p>Please refer to responses 1, 3, 5 and 7</p>	
33	<p>In regard to the new Community Plan 2025-2035:</p> <ul style="list-style-type: none"> • Along with other members of the community, I wish Council to complete outstanding projects before new projects are considered. • And I wish Council not to proceed with the Community Strategic Plan 2023-2035 until the IPART decision concerning the SRV is known. • After the decision on the SRV is known Council should involve the community in the developing the Strategic Plan so that it genuinely reflects community needs and priorities and is not a waste of the ratepayers' money. Apparently the proposed 87% increase in rates (now before IPART) is to cover the wish list in the Strategic Plan to the tune of \$500m. • Given the difficulties in world trade at the present moment, with a strong risk of a world recession, it is uncertain whether the ratepayers will be able to afford that 87% increase in rates if it is approved by IPART. It seems prudent that Council does not proceed with the Community Strategic Plan 2023-2035 under the present circumstances. <p>Please refer to responses 2, 3, 4 and 6</p>	
31	The community feedback with regards to the CSP is that it should not be progressed until a decision is made by IPART. I am of the view that any plans should be held off at	

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	<p>this stage.</p> <p>Please refer to responses 1 and 3</p>	
1	<p>As a comment in the Strategic Plan says, "without governance, nothing works" and this is so true of the disaster the Council has given us ratepayers over the proposed rates rise. The Council must have a proper financial, reporting and governance model to control all it's operations and expenditure.</p> <p>Why do we have a 10 year plan when the Council is looking at deficits and mismanagement of current projects e.g. the Olympic Pool ?</p> <p>How will the plan deal with the \$143 million backlog in infrastructure spend ?</p> <p>How will the plan deal with the NSW Government planning rules for town centres?</p>	<p>A key outcome of the CSP is to be 'An effective, accountable and sustainable Council that serves the community' and the underlying strategic directions outline how we will work towards delivering this outcome.</p> <p>The draft Delivery Program 2025-2029 and Operational Plan 2025-2026 (DP/OP) includes specific actions that Council will take to improve governance, reporting and financial management. The draft DP/OP will be exhibited in May and we encourage you to review this draft document and provide suggestions for any specific actions that should be added/removed.</p> <p>Council has also prepared a comprehensive Long Term Financial Plan (LTFP) for the projects, services and initiatives that it will be responsible for delivering over the next 10 years. This financial plan was adopted in February 2025 and is available to view on Council's website. The draft budget for 2025-26 will be placed on public exhibition with the DP/OP in May</p> <p>With regard to planning rules for our town centres, outcome 7 of the CSP is 'Housing that meets the needs of a growing population'. Under this outcome are three strategic directions:</p> <ol style="list-style-type: none"> 1. Support the delivery of affordable and diverse housing 2. Support the delivery of additional dwellings to meeting housing targets 3. Protect the amenity of our LGA through design excellence and provision of appropriate infrastructure in growth areas <p>Specific initiatives that will be undertaken by Council are included in the draft DP/OP that will be exhibited in May.</p>
2	<p>I am the owner of Unit 614168 Walker Street, and we are the southern owners of Unit Aure on the 6th floor. Since March 2024, when purchasing this property, I repeatedly confirmed with the developer that there would be no plans to demolish and rebuild 45, McLaren Street. However, it was only after receiving a letter from North Sydney Council on 3 March 2025, that we learned 45, McLaren Street's DA had been approved on 25 June 2024. We did not receive any letters from Council until 3 March 2025, when we received your letter regarding the adjustment of 45, McLaren Street's floor. We have no idea where you went wrong, which has left us, as owners of 6 floor 168, Walker Street completely in the dark. Their high-rise buildings completely block our view. If we had known about this DA at the time, we would not have purchased our current property. We feel deceived by the developer and believe there is an information asymmetry. We firmly oppose building a 14-story structure here, as it will cause</p>	<p>This matter relates to a specific development application and has been referred to the Manager Development Services.</p>

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	significant harm to the surrounding environment and traffic. North Sydney was once a beautiful place with excellent schools and a peaceful community, but it has now become a high-density apartment area with various buildings causing disturbances. We hope that Council will carefully consider the long-term living and cultural environment of this region and not approve this project.	
3	<p>I would to see more information about the supply and availability of accommodation for the homeless. See attached**</p> <p>**Attachment failed. Submitter contacted but no response received at time of preparing report</p>	<p>Outcome 2 of the Community Strategic Plan (CSP) is “A connected and socially inclusive community where everyone is valued.” The draft Delivery Program 2025–2029 and Operational Plan 2025–2026 (DP/OP) outlines the specific actions Council will undertake to support the delivery of the CSP outcomes.</p> <p>One such action is: S3.10 – Collaborate and explore partnerships with government agencies and not-for-profit organisations to raise awareness of, and advocate for, action to address homelessness.</p> <p>The draft DP/OP will be on public exhibition in May. We encourage you to review the document and provide feedback, including suggestions for any specific actions you believe should be added or removed.</p>
11	<p>See attached**</p> <p>**Attachment failed. Submitter contacted but no response received at time of preparing report</p>	NA
13	<p>Submission summary*: The submission from carshare details specific actions for Council to consider under the following two outcomes:</p> <ul style="list-style-type: none"> - Outcome 1: A healthy environment with thriving ecosystems and strong climate resilience; and - Outcome 4: A connected LGA where safe, active and sustainable travel is preferred 	<p>The CSP is a high level plan that defines North Sydney’s ten-year goals and provides strategic directions outlining how Council will collaborate with the community, state agencies, non-government organisations, the private sector, and other stakeholders to achieve them.</p> <p>The specific actions Council will take will be detailed in the Delivery Program 2025–2029 and Operational Plan 2025–2026 (DP/OP). The draft DP/OP will be exhibited in May, and we encourage you to review this draft document and provide suggestions for any specific actions at then.</p>
14	Page 41 - Increasing pressure should be placed on Transport for NSW to return construction areas in Cammeray Park for Community Use	Noted
26	I support the existing Strategic Plan	Noted
28	<p>1. I find this document very disappointing. In essence, it is a marketing exercise, a wish list quite devoid of substance, meaning any sort of action plan and costing thereof. Presently, I – like thousands of other ratepayers – are faced with rate rises with figures which seemed to have been plucked out of the sky. At page 51, the conclusion of the document, Council aspires to be 'an effective, accountable, and sustainable Council that serves the community.' We ratepayers have not been given a reasonable explanation as</p>	<p>1. The community’s concerns regarding the escalation in time and cost associated with the North Sydney Olympic Pool project are valid. These concerns were shared by Mayor Zoë Baker and Councillors during the 2021-2024 Council term, with the Mayor calling for an independent review into the project.</p>

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	<p>to why the North Sydney pool has gone so far over budget, and rumours abound as to possible reasons. The only way Council will regain trust is by looking short-term, sharing budget estimations with local people, and fixing all sorts of current problems, not floating pie in the sky ideas about the future.</p> <p>2. There is frequent mention of working with other agencies, particularly government. This week, updating at a precinct meeting advised variously; although the Northern Beaches tunnel will not proceed, two sheds which are related to that project will still be built on the Cammeray golf club course at significant expense. If this is true, is it yet another loss of green space, or just a waste of money. And, evidently all residents who live east of the freeway will have difficulty accessing the new tunnel under the harbour. Again if true, It appears that not only do we have to put up with this dreadful noise and traffic chaos, but we will be denied any benefits of the new work. The Council does not appear to have any sort of say in what's going on. The local member is not to be heard. The sooner we have an Independent in State Parliament, the more likely we will have someone who will represent us in more active style. With these things going on, this plan presently under scrutiny is fantasy. I hate to think what it cost...another waste of money? We need to get the Press in to investigate.</p>	<p>This review found that the North Sydney Olympic Pool project has exceeded its original budget due to a combination of internal and external factors. Key decisions made early in the project, including an expanded scope and contract signing before finalising design documentation or site investigations, introduced significant financial risk. Cost-control measures such as removing external project managers and reducing contingency funds unintentionally compounded these risks. Additionally, critical elements such as fit-outs, technology, and commissioning costs were not included in the original business case.</p> <p>The project was further impacted by unforeseen external pressures including the COVID-19 pandemic, prolonged wet weather events, and latent site conditions that could only be identified post-closure of the facility. Council has since taken steps to address these issues, including engaging external project managers and initiating legal action regarding potential contractual breaches. Lessons learned informed the development of Council's Governance Strategy to improve future infrastructure planning and risk management.</p> <p>2. The Northern Beaches Link was cancelled by the NSW Government in September 2023. The proposed Cammeray Ventilation Buildings are part of the Western Harbour Tunnel project, also being delivered by the NSW Government. Council is advocating for this project to fully consider its impact on North Sydney residents.</p> <p>At the Council Meeting on 26 August 2024 a report was presented, 'Council submission to the Western Harbour Tunnel Place Design and Landscaping Plan' that makes several recommendations to the NSW Government. This includes locating the ventilation in areas that reduce community impact.</p>
30	<p>Submission summary*: The draft CSP is criticised for lacking genuine community engagement, strategic coherence, a viable implementation framework, and commitment to delivery. The submission highlights the absence of funding certainty, resources, and detailed planning, making the plan high risk and financially irresponsible. It calls for postponement of adoption until after the SRV decision and urges meaningful community involvement in a revised, properly resourced version.</p>	<p>Community engagement Council agrees that genuine community participation is central to an effective CSP. In 2024, Council undertook a broad program of community engagement, including surveys, workshops, and focus groups, which directly informed the eight evidence-based Informing Strategies that underpin the draft CSP.</p> <p>Implementation framework and commitment to delivery The draft CSP is grounded in community-identified priorities and is aligned with the Integrated Planning and Reporting (IP&R) framework. It is intended to be a high-level strategic document, with specific actions outlined in the Delivery Program (DP) and Operational Plan (OP). The draft DP/OP will be exhibited in May 2025 and will include a detailed budget.</p> <p>Where the CSP references Council "influencing" objectives, this reflects a realistic and transparent approach based on Council's capacity and statutory responsibilities. It is</p>

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		<p>not a lack of ambition but rather a commitment to honesty about what is achievable within current constraints.</p> <p>Financial planning The Long-Term Financial Plan (LTFP) 2025–2035, adopted in February 2025, provides indicative costs for projects to guide decision-making. Council is aware of the uncertainty surrounding the outcome of the IPART Special Rate Variation (SRV) application and will review project prioritisation and delivery through the DP/OP accordingly.</p>