



# Willoughby City Strategy 2013-2029

*City Of Diversity*

## WILLOUGHBY CITY COUNCIL

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# Acknowledgement of Country

On behalf of the Aboriginal and Torres Strait Islander people of Australia, Council recognises the traditional owners of the land occupied by Willoughby City Council, the Cammeraygal people.

The Cammeraygal people are one of the 29 clans of the Eora Nation.

The Eora Nation is bounded by the Hawkesbury, Nepean and Georges Rivers.

“And the land is Cammeraygal”.

## Mayor's Foreword



In 2015, the City of Willoughby will celebrate 150 years since the proclamation of our City. Over this time Willoughby has grown into the remarkable, diverse and energetic city that it is, while continuing to pay tribute to our history and natural environment.

Willoughby City offers so much from beautiful leafy neighbourhoods to tranquil, harbourside bushland retreats, conservation areas to modern and vibrant apartment living. The City features stunning parklands and reserves, extensive community and cultural facilities, modern and dynamic sporting and recreational facilities and some of the best schools in Sydney.

The City of Willoughby would not be the city it is without its people, and their contribution in shaping the city. It is the engagement from the community - from the 67 residents who petitioned for Willoughby to become a municipality, the individuals community groups and councillors who have shaped Willoughby over its 150 years and to the residents who were involved in developing the 2013 review of Willoughby City Strategy, and everyone in between – that has made the City of Willoughby one of the best places to live, work or visit.

This document, the Willoughby City Strategy provides a vision for the City and is the foundation for all Council operations for the next 16 years. This publication is the third edition of the Strategy, and has built upon past editions with further community engagement and consultation.

The Willoughby City Strategy is a strategy that belongs to the community and our stakeholders and identifies the varied and rich aspects of community living, our heritage, the natural environment and commercial centres, providing a clear direction for the City. It is a wonderful social, cultural and financial investment in our City.

I look forward to working with you as the City of Willoughby delivers the Willoughby City Strategy.

Cr PAT REILLY  
Mayor  
Willoughby City Council



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# Willoughby

Willoughby's natural and built environments, the cultures of its residents and the range of services and activities make it an attractive and dynamic place to live, work and visit.

Willoughby City occupies 23 square kilometres on the lower North Shore of Sydney, 8.5kms north of the Sydney Central Business District (CBD), with its very own busy CBD of Chatswood. Willoughby enjoys the natural borders of the Lane Cove River to the west and the foreshores of Middle Harbour to the east.

In 2011 Willoughby had about 67,350 people residents in an estimated 26 000 households. Local residents have diverse backgrounds including Chinese, Korean, Japanese, Armenian, and British. The majority of the Willoughby population is well educated and skilled and its residents have higher than average household weekly incomes when compared with the Greater Sydney average.

A broad range of cultural events and programs and inclusive social activities enable communities and neighbourhoods to provide a choice of social interaction and cultural experiences.

Willoughby City includes retail, commercial, industrial, residential, institutional and recreational areas. In addition to its variety of employment opportunities, the City is in close proximity to major employment zones and has access to a variety of quality public transport, retail, education, health, community and cultural facilities and activities.

The City's scenic waterways, bushland reserves, parks, playgrounds, bush walks, local heritage and environmental projects, provide a healthy environment for its communities and visitors.

It is a City of diversity in its people, places and experiences.



## STRATEGY BACKGROUND

### WHAT IS THE WILLOUGHBY CITY STRATEGY?

The Willoughby City Strategy is the Council's community strategic plan, a long term vision and plan for the future of the City to help guide decision making and planning for the next 16 years. It has been specifically developed for the Willoughby local government area.

The Willoughby City Strategy aims to:

- Identify what the community values about our area;
- Identify important issues and challenges for our future;
- Agree on our future directions and long-term goals; and
- Set strategies to achieve these goals.

It is a plan based on community visions, values and aspirations. People from across the community have been asked to talk about their ideas for the future, what they would like this area to look and feel like in 16 years. Willoughby City Council has worked closely with its communities and stakeholders to ensure that the Willoughby City Strategy responds to local community needs and aspirations.

The Willoughby City Strategy operates as the primary overarching vision for Willoughby City and drives the Council's management and operational planning. It is not just a plan for Willoughby City Council but for the whole community, a shared vision for our future that the community and stakeholders have identified.

Delivering the goals of the Willoughby City Strategy also relies on residents and community groups, businesses, service providers, government agencies and utilities and other stakeholders.

The Willoughby City Strategy sets out a 16 year vision for the future of Willoughby City. Set out within the Strategy's six themes are goals and outcomes to be achieved over those 16 years and strategies to achieve these outcomes.

### HOW WAS THE STRATEGY PREPARED?

The Willoughby City Strategy commenced its development in 2005 when a series of consultations were held with residents, businesses, government agencies and other interest groups, Willoughby City Council staff and Councillors.

In 2009 Council completed its first review of the Strategy. In 2012 Council commenced its second review of the Willoughby City Strategy which involved community engagement activities including staff workshops, community forums and a Councillor workshop. The community engagement process was informed by Council's Community Engagement Strategy.

### INTEGRATED PLANNING AND REPORTING FRAMEWORK

From 2010, Council's corporate planning and reporting must comply with the Division of Local Government (DLG) Planning and Reporting Guidelines and Manual. All councils are required to prepare a Community Strategic Plan to identify the community's main priorities and expectations for the future and to plan strategies to achieve these goals. The Community Strategic Plan is to underpin all of Council's plans and policies, budgets and delivery programs.

The Guidelines also introduced a 4 year Delivery Program detailing actions to achieve the long term outcomes of the community strategic plan and a 1 year Operational Plan. In addition a 10 year Resourcing Strategy (including financial, asset management and workforce planning) and Annual Report are required.

The relationship of the Willoughby City Strategy to other plans prepared by Council is illustrated in the following figure:



### STRATEGY STRUCTURE

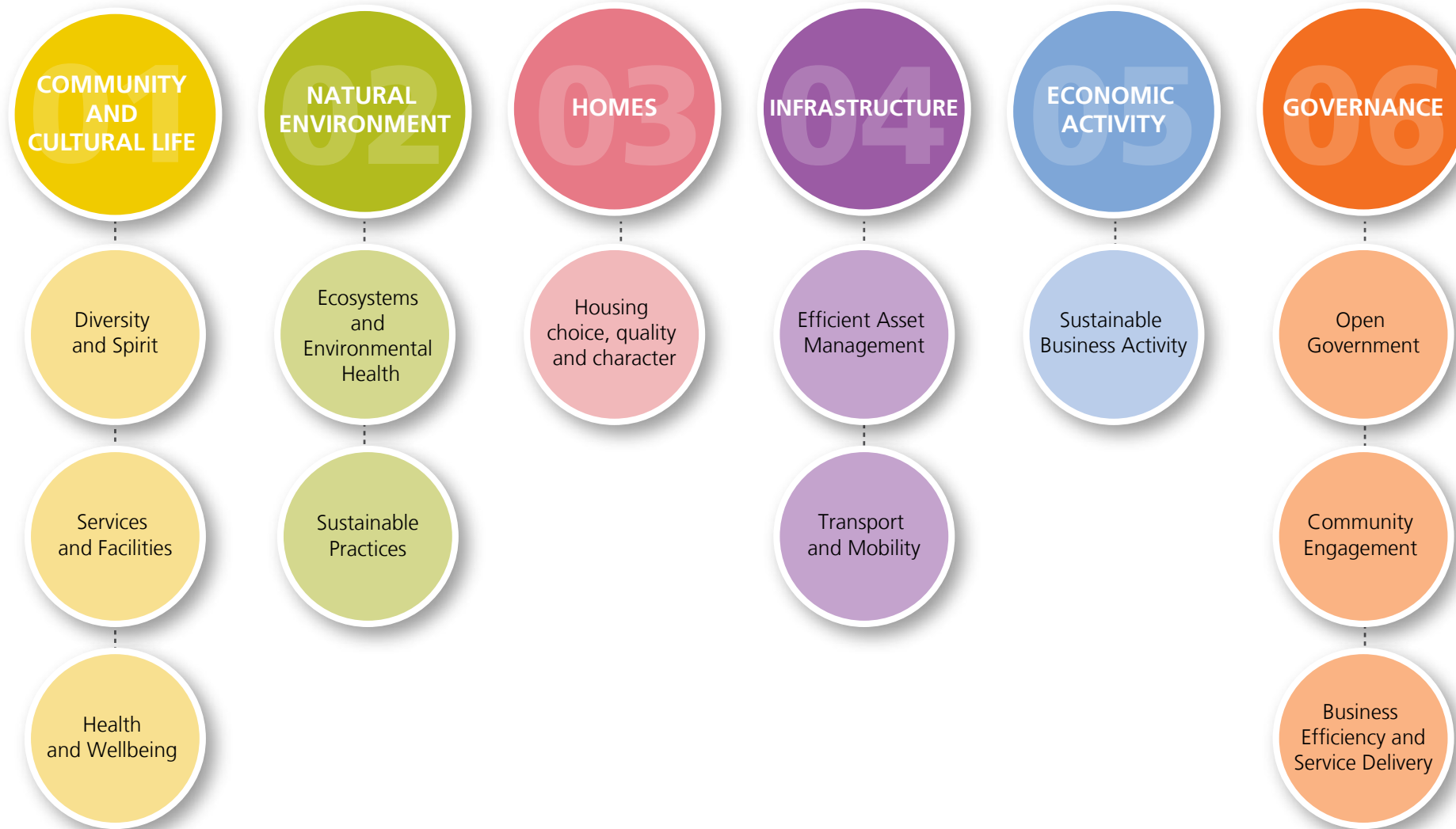
The Strategy consists of the City's vision, overarching principles and six key strategic directions. For each of the strategic directions, there are a series of subthemes. This structure is illustrated in the following figure.

#### Vision

Willoughby, the vital hub of the region, where residential, cultural, economic and environmental interests are respected and balanced, and our communities enjoy a diversity of lifestyles.

#### Overarching Principles

Sustainability  
Social Justice



### OUR VISION

*Council's adopted "vision" is a guiding statement that describes what we aspire Willoughby to be as a result of all our efforts.*

*Willoughby: the vital hub of the region, where residential, cultural, economic and environmental interests are respected and balanced, and our communities enjoy a diversity of lifestyles.*

### THE STRATEGY'S OVERARCHING PRINCIPLES

The following overarching principles of sustainability and social justice form the basis of the Willoughby City Strategy and underpin the actions that will be carried out through each of the six key strategic directions to achieve the community's goals.

#### Sustainability

Sustainable development is development that meets the needs of the present,

without compromising the ability of future generations to meet their own needs. It is about balancing environmental, economic and social needs for the long term.

Willoughby City Council is committed to striving towards sustainability, by providing leadership and working with the community to foster a vision of Willoughby City becoming a sustainable Willoughby. We will build sustainability into all facets of our City, community and the Council organisation and everything we do. We also recognise the importance of ecological sustainability and the need to restore the balance and work towards protecting our local environment. Council is also committed to adaptive management and improving community resilience to extreme weather events.

Our sustainability vision is articulated in Council's 'Sustainability Charter' developed in 2008 which sets the broad directions for Council in responding to the sustainability challenge.

The subsequent 'Sustainability Action Plan' details Council's next steps on the journey towards sustainability. It provides the plan of action for what Council will do over the coming years

to ensure the Council protects and enhances our environment.

The journey is however a shared journey, it's one that requires our community's support and participation. Together we have already implemented many environmental initiatives, and will continue to do so, in the key areas of climate change and energy consumption; development and the built environment; water and sewerage; business sustainability; biodiversity conservation and protection; resource recovery and waste avoidance and finally transport and traffic. The main aims of these are to:

- lead by example, showcasing best practice and latest technology;
- go beyond Council borders;
- tackle barriers and enhance benefits to change; and continually improve

This commitment is reflected in throughout this Strategy with all of the strategic directions of Council having sustainability goals for the future.

## Social Justice

Social justice means that all people receive a “fair go” at the opportunities of life. It is about recognising that our society is made up of many different communities and working to ensure that no group or section of society is disadvantaged.

In everything we do we will respect the four interrelated social justice principles of equity, access, participation and rights:

- *Equity* - The fair distribution of resources with a particular emphasis on protecting those people who are considered vulnerable;
- *Access* - People are provided with opportunities to use relevant services and facilities regardless of their circumstances;
- *Participation* - Encouraging and providing opportunities for people to take part in those decision making processes that impact on their quality of life;
- *Rights* - People should not be discriminated against and everyone is entitled to be informed and involved.

## KEY STRATEGIC DIRECTIONS

The Strategy features the following six key strategic directions:

- Community and Cultural Life
- Natural Environment
- Homes
- Infrastructure
- Economic Activity
- Governance

Each of these six key strategic directions is broken into subthemes for which there is a goal with related outcomes and strategies as contained in the following sections. Outcomes are what we are hoping to achieve in the next 16 years, and strategies are how we will address those outcomes.

The outcomes may relate to several of the key strategic directions and have been placed in the most appropriate key strategic direction. Each strategy may address a number of outcomes. These outcomes and strategies will be supported by detailed actions contained within Council's Delivery Program.

## LEADERSHIP AND PARTNERSHIPS

Willoughby City Council has the capacity to shape and influence outcomes on a number of the key factors that affect Willoughby City's long term future. However, Council does not control all policy makers and some of the major infrastructure issues in the local area are either not within Council's direct responsibility or are beyond its capacity to fund. Other issues are broader in their scope and require the involvement of nongovernment departments and the private sector.

To achieve the goals set out in the Willoughby City Strategy, Willoughby City Council will seek partnerships with business and community groups and all tiers of government to address the key issues and some of our major constraints. Contacts will be made with:

- *Community* - Community leaders and community based organisations and groups.
- *Government* - Commonwealth Government, NSW Government and its agencies (tiers of government control major infrastructure, fund

specific programs and services or have the capacity to provide support for special local initiatives) and local government

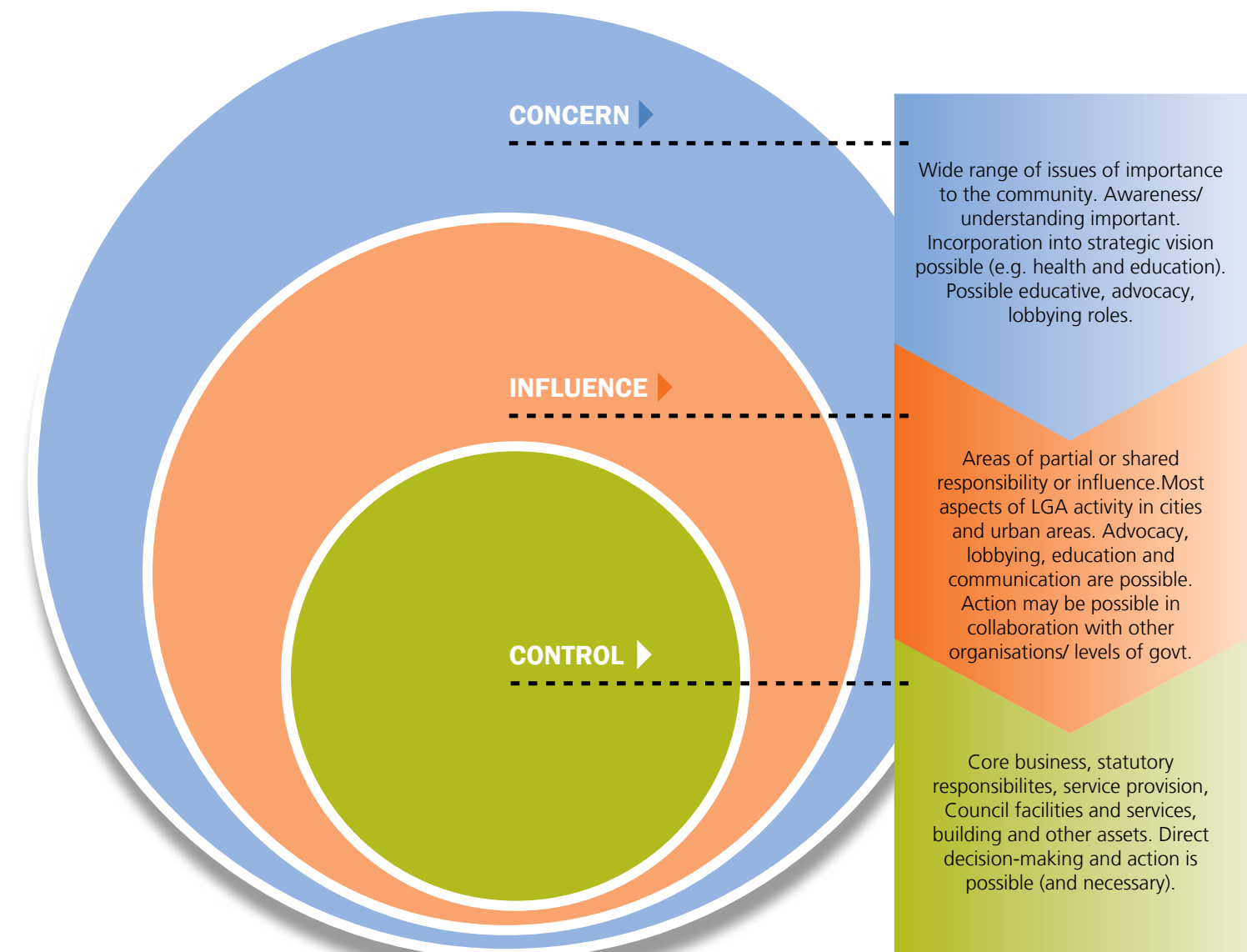
- *Business* - Industry organisations, local business leaders and investors
- *Regional organisations* - Northern Sydney Regional Organisation of Councils

- Education and health providers

A successful partnership approach involves active engagement and ongoing communication between the parties. A strong partnership approach between Willoughby City Council and its communities will provide a foundation for improved leadership, better planning and better outcomes and a sustainable future. By encouraging all members of the community to actively participate within the overarching principles adopted in this Strategy and to take ownership of the Willoughby City Strategy, this can be achieved.

## SPHERES OF COUNCIL INFLUENCE

(adapted from Elton Consulting and Institute of Sustainable Futures UTS Community Strategic Planning Indicators Resource 2011)



POLICY CONTEXT

NSW 2021 was released in September 2011 and is the 10 year plan for NSW. It has five strategies:

- Rebuild the economy
- Return quality services
- Renovate infrastructure
- Strengthen our local environment and communities
- Restore accountability to government.

Relevant links between the NSW 2021 goals and the Willoughby City Strategy are shown in Appendix 2.

The Northern Sydney Regional Action Plan 2013 aligns with NSW2021 and identifies the immediate actions (2 years) the NSW government will prioritise.

The Metropolitan Plan for Sydney 2036 is a plan for the future of Sydney. The Willoughby City Strategy is consistent with the Metropolitan Plan. A new Metropolitan Strategy is anticipated to be released in 2013 which may provide future housing and employment targets for Willoughby.

MONITORING AND REVIEWING THE STRATEGY

All Council activities link directly to the Willoughby City Strategy. In order to monitor whether our actions are appropriate to achieving the long term strategic directions and objectives set within the City Strategy, Council undertakes a number of reporting and reviewing tasks to ensure that we are on track.

The integrated planning framework also sets out a model for reporting to the community, and as such Council's method of monitoring and reviewing its activities include the following;

- The End of Term Report. The End of Term Report is produced at the end of each Council term, prior to the community's election of Councillors. It outlines Council's achievements against the directions set within the City Strategy over the past four years. It specifically links to the programs within the Delivery Plan (4 years) and Operational Plan (1 year). It also identifies outstanding works, and gaps and challenges for the incoming Council to consider.

- The Delivery Program progress report. This is produced every 6 months and measures performance against the 4 year Delivery Program and its key performance indicators (KPIs)
- The Annual Report. The Annual Report reviews Council's achievements in meeting the specific objectives outlined within the Operational Plan.
- Performance against our annual budget expenditure is also measured where the progress, success or non-delivery of identified projects are reported
- The Delivery Plan is completely renewed every four years
- The Operational Plan is completely renewed every year based on the linkages to the Resourcing Strategy, the Delivery Plan, and the City Strategy
- A survey on community satisfaction is held every 4 years.

Further to this other checks and validations are in place, such as:

- Council's actual expenditure against budget is reported quarterly
- The Resourcing Strategy documents such as the Long Term Financial Plan, Workforce Management Plan and Asset Management Plans are all reviewed annually
- The City Strategy is reviewed with the community every four years at the commencement of a new Council

KEY PERFORMANCE INDICATORS

For the purpose of the City Strategy, Council has developed major theme based key performance indicators, which reflect the intent of each of the Strategic Directions. Progress on these indicators will be measured every 4 years as part of Council's End of Term Report.

KEY STRATEGIC DIRECTION	WHAT IS BEING MEASURED	TYPE OF INDICATOR	MEASUREMENT TOOL	TARGET
Community and Cultural Life	Community satisfaction with Council's service provision	Qualitative statistics	By survey ~ 4 year	Benchmark + (Benchmark is currently >65%)
	Community participation rates in events, volunteering etc.	Workload& activity indicators	Indicators taken from Delivery Program	Various
Natural Environment	The City's carbon footprint	Quantitative statistics	% renewable energy used by Council	20% renewable by 2020
			% reduction in community's use of electricity	15% reduction by 2015
Homes	Diversity of housing stock	Quantitative statistics	Change to land use zonings	No decrease in E4 zones and conservation areas
			Numbers of dwellings approved	6800 new dwellings by 2031
	Affordable housing	Quantitative statistics	Numbers of additional dwellings	Increase in Council's affordable housing stock
	Asset management back log and risk mitigation	Financial indicators	Gap backlog servicing	Benchmark + (percentage of overall works versus residual backlog)
Economic Activity	Maintain a range of businesses and employment	Quantitative statistic	Public transport usage	Increased public transport usage
		Quantitative statistic	Business occupancy rate in Chatswood and industrial areas	Reduction of vacancy rates to: - 7% for commercial office in Chatswood CBD - 15% in industrial areas
			Number of jobs in Willoughby	16000 jobs by 2031
Governance	Financial health indicator	Financial indicators	Net Operating Result before Capital Grants & Contributions	Surplus Result



## 01

# Community & Cultural Life

A sense of community is one of the basic essential human experiences, a perception of our connection with others, that we all need for our wellbeing. There are many levels at which one can experience a sense of community (such as family, neighbourhood, interest groups, culturally, ethnicity, locality or even globally).

Community is about people, places and events. A “happy, healthy” community is typically defined as one which has a strong identity and achieves inclusiveness, collaboration, cooperative, problem solving, diversity, has access to cultural resources and the arts and has an optimistic view of the future. These kinds of communities demonstrate leadership, innovation and have broad community participation.

As is clear from the people of Willoughby, communities are not homogenous entities. Any community will consist of a variety of beliefs, values, traditions and viewpoints that can sometimes lead to disagreement, misunderstanding or conflict. It is important therefore that a community respects its diversity, promotes tolerance and understanding and welcomes difference and change.

Willoughby City's estimated 67,350 residents live in 26 000 households. Our population (including visitors) is expected to increase by almost 6 000 people by 2021.

According to the 2011 Census, 42.3 per cent of the population were born overseas and 32.6 per cent were from a non-English speaking background compared with 34.2 per cent and 26.3 per cent respectively for Greater Sydney. The dominant overseas countries of birth were China, followed by the United Kingdom, South Korea, Hong Kong, and New Zealand. Willoughby also has many other cultural groups.

As a regional hub for employment, retailing and social activities the City experiences a large influx of workers and visitors each day who are also part of our community and use the City's facilities and services.

The people of Willoughby have a strong sense of “belonging” in their community. With access to strong support networks, a variety of meeting places, community centres, local shops and services and



readily available information about local events, the people of Willoughby place high value on their communities and community spirit and welcome different cultural experiences.

The role of the arts is important in community cultural development with the provision of cultural facilities, programs and events providing opportunities to explore and express a range of experiences.

Neighbourhood street fairs, festivals, fetes, indoor and outdoor exhibitions, workshops and community markets foster a sense of community in Willoughby.

Together with other levels of government, non government organisations (NGOs) and the private sector, Willoughby City Council plays a vital role in providing support and services for the different social groups through all life stages, including childcare and youth facilities aged and disabled services, MOSAIC- (a Multicultural One Stop Assistance and Information Centre), libraries and community centres. A strong sense of community is evident at these centres through the work of local volunteers and support organisations. With ever competing pressure on the limited funds available to support these services the range and standard of services available in Willoughby City would not exist without its community volunteers.

Providing a successful mix of community facilities poses many challenges. Willoughby City Council is focused on addressing the needs of older people, people from non-English speaking backgrounds, people with disabilities, people with young children and youth. Its community buildings need to be multifunctional facilities that are easily accessed by walking or convenient to public transport.

By providing attractive and safe places to relax or get together, play sport or participate in cultural activities, the wellbeing and quality of life of the community is fostered and healthy, sustainable living is enhanced.

Willoughby's open space needs to meet the recreational and leisure demands of the community, as well as to protect and sustain the natural environment. However, space for sport and recreational facilities is limited by available land. As the population increases and demographics change, more people use existing open

space, community and recreational facilities, placing more strain on the natural environment. Balancing the demands of sporting and community infrastructure with the need to preserve and sustain the natural environment is critical. It is important to provide for a range of age and interest groups and to find additional opportunities for facilities and to make better use of existing open space.

Healthy living is also about protecting and maintaining emotional and physical health and adopting healthier, long term lifestyle changes. Health promotion and education can help to raise awareness of risk factors and encourage people to make positive changes in their daily life. Providing a suitable physical environment will assist people to live more healthily.

The three subthemes for Community and Cultural Life are:

- Diversity and Spirit;
- Services and Facilities; and
- Health and Wellbeing.

## DIVERSITY AND SPIRIT

*Goal: To be a cohesive and inclusive community where all people can actively participate in community life.*

### 1.1.1 The community can participate in City life.

- a. Facilitate and support a range of cultural, recreational and social activities and events, recognising emerging social changes and interests.
- b. Develop business partnerships and sponsorships of community programs and events.
- c. Promote sharing of existing facilities owned by private or other government organisations for use by the community.
- d. Acknowledge and support volunteers.

### 1.1.2 The vulnerable are involved in our community and supported with respect and integrity.

- a. Facilitate support for those who are disadvantaged and their carers.
- b. Promote and assist community and charitable organisations.
- c. Provide for access and mobility for all new development and in the public domain.
- d. Support initiatives for older people and people with a disability.
- e. Promote the rights and needs of children throughout the community.

### 1.1.3 Cultural diversity is respected, supported and celebrated.

- a. Encourage the broader community to engage with our multicultural communities through cross-cultural activities, the arts and events.
- b. Promote and provide support for Culturally and Linguistically Diverse groups, including interagency services.







- c. Acknowledge, respect and protect Aboriginal heritage.
- d. Promote the conservation of local history and heritage.

#### **1.1.4 Art and cultural activities provide enriching opportunities for people.**

- a. Facilitate integration of public art in appropriate private and public spaces.
- b. Support and promote the performing arts and local and regional groups.
- c. Support local artists and deliver diverse visual arts programs and exhibitions.

### **SERVICES AND FACILITIES**

*Goal: To provide a range of community services and facilities.*

#### **1.2.1 Relevant services and facilities are available for the community.**

- a. Provide multi-purpose community centres and meeting spaces.
- b. Foster partnerships with local business, neighbouring councils, government and non-government organisations to provide community services programs and facilities.
- c. Promote awareness of and access to services and facilities throughout different community and interest groups.

#### **1.2.2 Provide and advocate for appropriate facilities and services for all ages.**

- a. Facilitate high quality children's services.
- b. Advocate for coordinated service delivery for families and children.
- c. Provide convenient, safe and inviting services and facilities for young people.
- d. Deliver, facilitate and advocate home and community care services to support older people and people with disabilities living in their most appropriate location.

#### **1.2.3 Quality, accessible public library and community learning services are available.**

- a. Appropriately resource a network of libraries in the community.
- b. Provide information, programs and services responsive to community need.
- c. Use technology to maximise access to resources and library services.

### **HEALTH AND WELLBEING**

*Goal: To be a healthy, educated, safe and interactive regional community, with open space, sport and recreation facilities and programs which promote healthy lifestyles and contribute to the social, spiritual, emotional and physical wellbeing of the community.*

#### **1.3.1 Accessible open space and recreational facilities for the community are provided.**

- a. Implement the recreation plan and open space plan.
- b. Improve access to and knowledge about local sport and recreational facilities.
- c. Provide sport and recreational areas and programs appropriate for demographic needs.
- d. Create public spaces that offer a wide variety of recreational and creative experiences.
- e. Improve multi-use of sport and recreation areas to respond to community demand.
- f. Work with relevant government departments, NSROC and organisations to achieve better sport and recreational outcomes.

- g. Increase linkages to foreshore areas, bushland and open space.
- h. Protect existing public and private open space areas from inappropriate land uses.
- i. Incorporate climate change adaptation measures into open space and recreational facility management.

#### **1.3.2 Healthy living and wellbeing are encouraged.**

- a. Promote healthy lifestyles and wellbeing campaigns and programs.
- b. Utilise local libraries as community learning centres.
- c. Schools and education facilities are supported and maintained.
- d. Provide walking and cycling access routes throughout the City and to adjoining Councils.
- e. Improve the safety of buildings, the public domain, and facilities.
- f. Maintain a clean, safe and healthy public domain.
- g. Manage human activities to maintain safe noise levels.



## 02

## Natural Environment

The harbour foreshores of Willoughby support significant areas of remnant bushland of both local and regional importance. Willoughby City has an outstanding 290 hectares of bushland and nearly 20kms of harbour foreshore. The wealth of foreshore and bushland found in Middle Harbour and along the Lane Cove River, is unique to a City so close to the centre of any state capital city.

Willoughby City has a distinctive blend of natural and man-made landscapes. Green corridors throughout the City are created by the many parks and bushland reserves that connect to well established street trees and gardens, which make for the safe passageway of local native fauna.

Both the waterways and bushland of the City provide sensitive natural habitats for a wealth of locally indigenous species of plants and animals. Being able to experience nature in our neighbourhoods via walking tracks around the foreshores of Middle Harbour and Lane Cove River and through local bushland is a highly valued feature of the area. The distinctive natural features of Willoughby City are therefore treasured and protected by its communities. However, the pressures of urban development on the natural landscape need to be addressed to sustain the natural environment for the future.

Willoughby's natural environment, native bushland and local creeks provide essential functions that support life. Bushland filters stormwater runoff, which improves water quality before entering Middle Harbour and the Lane Cove River. Trees filter the air, provide oxygen and improve air quality. A healthy ecosystem, based on the interdependence of native plants, animals and invertebrates supports clean air, water and thereby our own health. Therefore, it is important that we continue to protect, conserve, monitor and improve our natural environment.

Willoughby City Council is committed to limiting our ecological footprint through the efficient use of resources, protecting the natural environment and encouraging biodiversity so that Willoughby City is improved for current and future generations.

Promoting well designed, ecologically sustainable development is a priority to consider while accommodating a changing population and adapting to Climate Change.



Together with residents and businesses, Council works to protect and maintain the natural environment. Together we will aim to reduce our consumption of natural resources by reducing our need for energy and water through efficiency, capital works and the use of innovative technologies.

Sustainability education and the support of residents, educational activities, industry and businesses are key ingredients to reducing our impact on the environment.

The themes for Natural Environment are:

- Ecosystems and Environmental Health
- Sustainable practices

ECOSYSTEMS AND ENVIRONMENTAL HEALTH

*Goal: Conserve the natural ecosystem for its intrinsic ecological, educational, scientific, and recreational value.*

2.1.1 Conserve and maintain Willoughby’s natural ecosystems.

- a. Implement and review the Sustainability Action Plan.
- b. Protect environmentally sensitive areas from human impact and climate change.
- c. Manage natural areas using a water catchment approach.
- d. Enhance habitat corridors and linkages between bushland reserves.
- e. Regenerate and maintain natural areas.
- f. Manage potential impact of bushfires on the natural and built environment.
- g. Monitor and control feral animals, noxious plants and undesirable weeds.
- h. Ensure stability of riparian zones.
- i. Protect trees and vegetation.

2.1.2 The community values the natural environment.

- a. Provide safe pedestrian links into, through and between bushland areas `without endangering natural ecosystems.
- b. Encourage community involvement in Bushcare, Parkcare and Streetcare.
- c. Facilitate natural environment education programs.
- d. Build partnerships with stakeholders and other councils to integrate management of environmentally sustainable issues.

2.1.3 Reduce pollution.

- a. Continue air and water quality monitoring.
- b. Work with NSW Government, other councils and stakeholders to improve air and water quality on a regional basis.
- c. Ensure that new developments implement appropriate soil, erosion and water management.
- d. Work with NSW Government and developers to remediate contaminated sites and prevent future contamination.

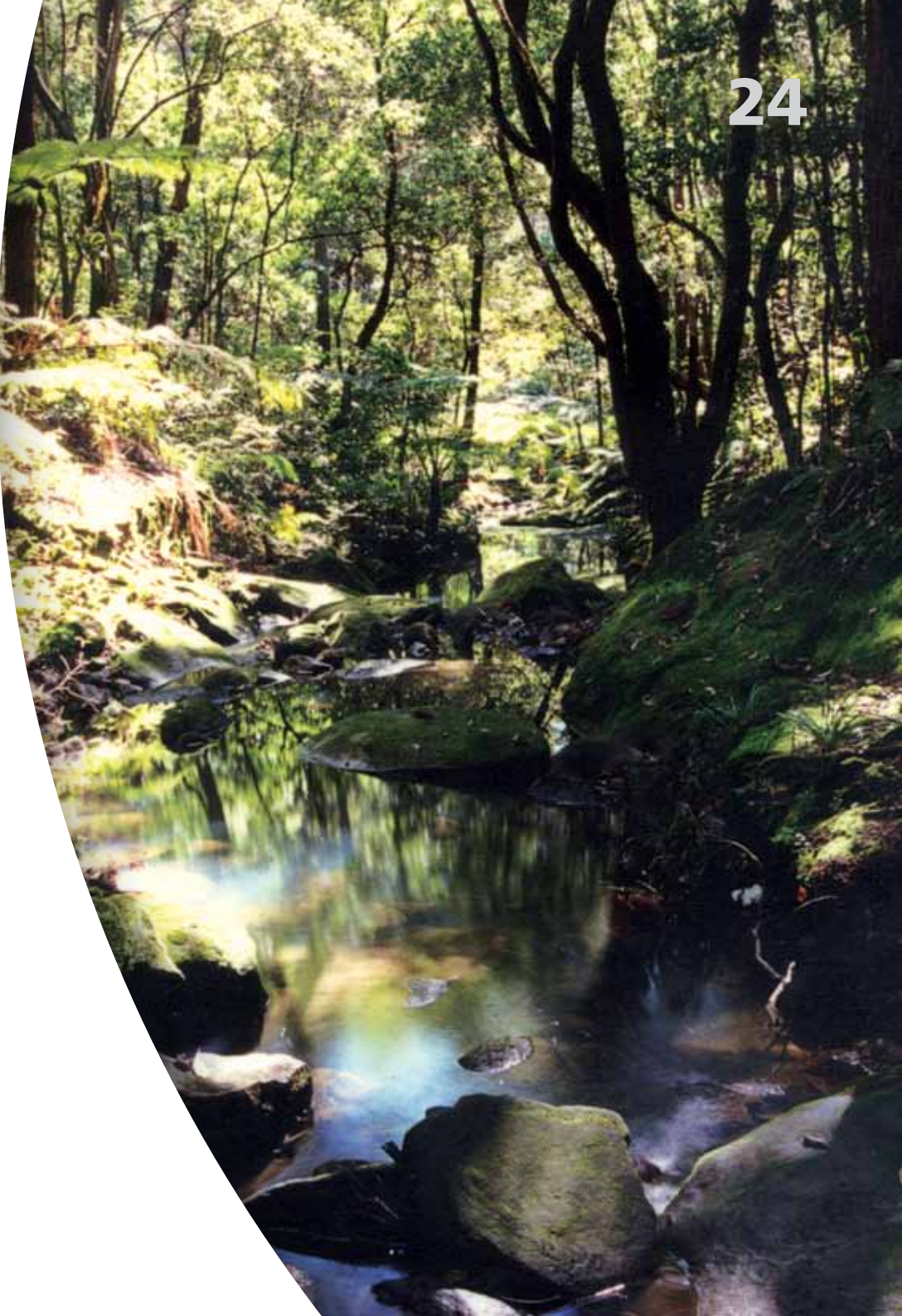
SUSTAINABLE PRACTICES

*Goal: To work with the community to reduce our environmental and Climate Change impacts and mitigate their effects.*

2.2.1 People live more responsibly and increase resilience to climate change impacts.

- a. Provide sustainability education programs.
- b. Facilitate schools, business and industry and community to participate in sustainability programs.

- c. Assist residents, business and industry to implement sustainable practices.
- d. New and existing homes and business/ industry incorporate sustainable measures in design and construction.
- e. Waste is reduced, reused and disposed of in a responsible manner using alternative waste technology and removal of more recyclable material going to landfill.
- f. Develop and implement an action plan that addresses climate change mitigation and adaptation.





## 03

*Homes*

Willoughby City offers a range of housing types. High rise and medium density flats are located in close proximity to services and public transport in Chatswood, Artarmon, St Leonards and Willoughby. New medium and high rise residential developments around the transport corridors of Willoughby have attracted more people to the City and provided a greater range of housing choice for residents wishing to downsize.

As has occurred over the past 2 decades, the State government, through its current Metropolitan Plan for Sydney 2036, requires additional housing to be provided around centres and existing infrastructure in Willoughby to assist with Sydney's population growth. The number of occupied private dwellings has increased by 6,670 in the last 20 years with a population increase of 15,900.

Neighbourhoods across Willoughby City have changed over the decades. Our neighbourhoods reflect the changing community values about safety, amenity and housing.

Whilst most new housing development will continue to be medium and high density apartments, low density housing is still dominant. Houses range from waterfront residences to Federation, Californian bungalows and workers cottages. Conserving the heritage of Willoughby is a priority to the community as reflected in Council's planning controls. Willoughby has twelve conservation areas and more than 200 heritage items that retain the heritage values of our City.

The Metropolitan Plan for Sydney 2036 (prepared by the State Government) did not provide specific housing targets for the Inner North subregion. A new metropolitan strategy is anticipated to be released in 2013 which may provide such targets.



The provision of new housing generates many challenges for the community including:

- Meeting the demand and government requirements for additional housing;
- Protecting local residential amenity and character;
- Satisfying the housing needs of an ageing population; and
- Ensuring adequate transport infrastructure and community education and recreation facilities to service the increasing population

The theme for Homes is:

- Housing choice, quality and character.

## HOUSING CHOICE, QUALITY AND CHARACTER

*Goal: To be a place with housing that is liveable, sustainable and enhances urban character.*

### 3.1.1 Plan for housing choice

- Undertake and implement housing strategies in the context of state government requirements.
- Investigate changing demographics of the Willoughby area and review planning controls to encourage new housing types to meet community and intergenerational needs.
- Facilitate, provide and advocate for affordable housing.
- Protect important employment areas (industrial, commercial land) from incursion by residential development and other uses that affect the long term integrity of those areas.
- The heritage and natural environment of Willoughby is balanced with housing growth needs.

### 3.1.2 Quality living amenity for residents

- Ensure future development can be provided with adequate infrastructure and services.
- Assess development for its quality, sustainability and amenity for living.
- Universally accessible measures into all new housing design.

### 3.1.3 Local character

- Identify and protect heritage items, conservation areas, environmentally sensitive areas and Aboriginal sites.
- Encourage quality design and construction.
- Respect and enhance local character.





## 04

*Infrastructure*

In order to provide the various services to the community, Willoughby Council relies heavily on a large infrastructure network and is therefore faced with the challenge of funding the management of the assets under its control in the most efficient way possible. Many of these assets are expected to reach the end of their expected lives at similar times.

Services provided by Council that rely on physical infrastructure include educational and health sector facilities, child care, aged care, youth services, public buildings, sporting facilities, outdoor recreation, play spaces, transport networks, water and energy supply, waste collection and telecommunication networks. The total "as new" replacement cost of the infrastructure for which Council is responsible is at least \$770 Million and includes assets such as buildings, sportsgrounds, playgrounds, park gardens, roads, footpaths, gutters, stormwater, plant equipment, a large and varied vehicle fleet and a range of technology.

As the sheer scale of the challenge of ageing infrastructure is becoming clear to local government across the country, to the extent of being recognised as a priority at the federal level of government, Willoughby Council is continually improving its practices to provide services and manage infrastructure over the long term with limited resources. Analyses of all assets and funding strategies are identified in Council's Long Term Financial Plan, Asset Management Improvement Strategy and Asset Management Plans.

Much of the infrastructure in Willoughby, including water supply, electricity, telecommunications, hospitals, schools and transport is the responsibility of the State and Federal Governments. and the private sector. In this regard, Council has a vital advocacy role and the opportunity of working in partnership with the state government and business community where appropriate. More efficient use of infrastructure, adoption of clever technology and good management of resources are necessary.

The NSW Long Term Transport Masterplan was released in December 2012 by the State government which will guide transport planning and delivery for the next 20 years across all nodes of transport and regions of the state.



Willoughby City's convenient location on the lower North Shore connects with its surroundings via the North Shore and Epping/ Chatswood railway lines, the Pacific Highway, the Gore Hill Freeway and Eastern Valley Way. Major arterial roads traverse the City carrying high volumes of through traffic. Transport infrastructure in the area features the Chatswood Transport bus and rail Interchange.

Willoughby City is served by an extensive bus network and pedestrian and cycling networks, which are continuously being extended. Eastwest cross city access is less well served by public transport and continuing high private vehicle use contributes to traffic pressure on local roads.

The continued increase in car use within Willoughby for the majority of trips is a major logistical, economic, environmental and social problem. While planners believe that building more roads and car parks will exacerbate these problems which are not sustainable or equitable in the long term, the community remains divided on how to reduce the use and dependence on motor vehicles.

Encouraging the use of alternative transport where appropriate, can be achieved by giving priority on the roads to favour public transport, providing improved pathways for pedestrians and cyclists, improving accessibility for people with mobility impairment, introduction of free or low cost public transport, improvement and expansion of the existing rail and bus services and accommodating our daily needs at our local shopping precincts.

The two subthemes for Infrastructure are:

- Efficient Asset Management; and
- Transport and Mobility.

EFFICIENT ASSET MANAGEMENT

*Goal: To provide financially sustainable physical infrastructure that meets the needs of the community without burdening future generations.*

4.1.1 Planning, maintenance and operation of infrastructure

- a. Develop and implement Asset Management Improvement Strategy (AMIS) and Plans (AMPs)
- b. Whole of life cycle costs are considered for all existing and proposed infrastructure.
- c. Sustainability and risk management principles are applied at each stage of asset management, new works and acquisitions and in the review of asset performance.
- d. Type, quantity, quality and capacity of infrastructure is assessed in line with projected demographic changes, cultural trends, projected climate variations and community need.
- e. Utilise alternative methods to fund existing and new infrastructure such as developer contributions and partnerships
- f. “Acceptable” levels of service provision are defined with the community through education on assets and finances and consultation.
- g. Integrate, coordinate and advocate for the provision of services and infrastructure with other authorities and providers.
- h. Flood mitigation and management programs are developed with community involvement.
- i. Water sensitive urban design principles are applied to all new development in the City.
- j. Continue to invest in renewable energy technologies and encourage others to do the same.

TRANSPORT AND MOBILITY

*Goal: To manage the transport needs of the community in a sustainable manner by reducing car dependence and promoting public transport use, walking and cycling.*

4.2.1 Increased use of active and public transport.

- a. Promote active and public transport.
- b. Improve integration between transport modes.
- c. Improve local accessibility and transport options between suburbs.
- d. Work with government and the private sector for improved local and regional public transport.
- e. Provide on and off road bike routes and safe bicycle parking facilities.
- f. Identify improvements for a city-wide local walking network.
- g. Provide a pedestrian and cyclist focus within local centres.
- h. Improve physical mobility access to public transport.

4.2.2 Balance traffic management.

- a. Identify and implement traffic management and safety strategies, incorporating engineering and educational activities.
- b. Develop and implement a parking management strategy for the LGA.
- c. Manage parking demand on street with available parking supply.
- d. Manage car parking in developments in order to promote public transport use.
- e. Involve the business community and residents in transport initiatives.
- f. Work with car share providers to increase use of such services.





## 05

## *Economic Activity*

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There are several key economic hubs in Willoughby providing over 48,800 jobs (Census 2006). Chatswood, St Leonard's, the East Chatswood industrial area and the Artarmon industrial area all form part of Sydney's "Global Arc", a business corridor anchored at Sydney Airport stretching through Sydney and Willoughby City and on to suburbs to our northwest. The local business community comprises retail commercial and industrial businesses that are owned and managed by local business people, national and international companies.

Under the government's Draft Inner North Subregion Plan (2007), jobs in Willoughby City are expected to grow by 16,000.

The Chatswood CBD is our largest employment hub and has a multifunctional role as the chief retail, service and community centre for the residents of Willoughby and the northern Sydney region. Its office precinct has a distinctive architectural style and finish, with prominent buildings in landscaped settings. The retail precinct is a mix of major retail complexes and mainstreet shops. There are over 20 million shopper visits to Chatswood each year maintained by the quality and wide range of the retail services available.

Facilities including the Concourse and Dougherty Centre, provide the community of all ages and interests with a range of services, educational, recreational and cultural experiences and bring people to Chatswood.

The St Leonard's business district adjunct to the Royal North Shore Hospital and North Sydney TAFE precinct is a major employment, health and education centre. The new facilities at the Royal North Shore Hospital have created a modern regional hospital with associated infrastructure.

Local business shopping centres such as Willoughby and Northbridge also play an important role in the economy and community life of the City.



Willoughby has 94 hectares of industrial / employment land located in Artarmon, East Chatswood and Lane Cove West that provide a range of activities from traditional uses such as manufacturing, warehouses and concrete batching plants to high technology developments and bulky goods retailing.

Council plays an important role in facilitating economic opportunities for the business community and ensuring business areas are attractive and welcoming.

Council will continue to take a leadership role to encourage partnerships between Council, businesses and community members. Partnerships with, and between local business have been identified as critical elements to the success of our local economy.

The subtheme for Economic Activity is:

- Sustainable Business Activity

SUSTAINABLE BUSINESS ACTIVITY

*Goal: To maintain and promote the City's employment opportunities and the range and quality of businesses, industry and services.*

5.1.1 Local business

- a. Facilitate business and employment opportunities servicing local and regional needs.
- b. Encourage a range of business, retail, office and industrial spaces.
- c. Provide policies to limit commercial and retail activity in industrial areas and ensure long term availability of sites for alternative industrial uses.
- d. Develop a strategy for regional business and economic development opportunities and funding in partnership with neighbouring councils.
- e. Implement St Leonards Strategy as a specialist centre for health and education with neighbouring councils.

- f. Implement strategy for the long term development of Chatswood CBD as a major regional employment, retail and entertainment destination.
- g. Provide land use planning controls to support viability of local centres.
- h. Investigate strategies to promote the establishment of small businesses.

5.1.2 Support our centres

- a. Lobby state and federal governments for infrastructure funding.
- b. Provide development guidelines for business centres to maintain sustainable and high quality architecture and public domain.
- c. Develop and implement public domain improvements for our local centres.
- d. Provide and promote appropriate transport options for workers residents and visitors including active and public transport options and policy.
- e. Support public art and maintain the quality of the public domain.

5.1.3 Engage with business

- a. Support the needs of local business and industry.
- b. Link local businesses to local community projects and events.
- c. Support mentoring programs that link young people with local business and employment/training opportunities.
- d. Develop working partnerships with local business interest groups.
- e. Provide programs that engage with local businesses and assist in their long term sustainability.





## 06

*Governance*

Governance refers to the way in which decisions are taken, communicated, monitored and assessed. It includes the processes for transparent decision making, accountability and for measuring performance. All government, business and community organisations operating within Willoughby will apply good governance.

Under good governance principles, the Council will operate with integrity, honesty, and responsibility and in the best interests of the Willoughby community. Council also seeks to undertake a leadership role in managing and resourcing civic projects, services and activities and to involve the community in decision making.

Council has developed a number of corporate strategic planning documents in alignment with the Department of Local Government Integrated Planning and Reporting framework to ensure that all activities are managed and resourced within the guidelines of good governance principles.

A key responsibility for any Council is to represent, promote, support and work with the community in all its varied dimensions to achieve positive local outcomes. A connected community which encourages active citizenship is essential to the future life of the City.

The three subthemes for Governance are:

- Open Government;
- Community Engagement; and
- Business Efficiency and Service Delivery.





OPEN GOVERNMENT

*Goal: To ensure transparency and ethical practices in everything that we do.*

6.1.1 A Council that is open, accountable and represents its constituents.

- a. Implement relevant policies and protocols that support ethical, open conduct and access to Council information.
- b. Ensure that decisions reflect the community’s priorities as outlined in the Willoughby City Strategy.
- c. Meet statutory requirements and government directives.
- d. The decision making process is transparent.
- e. All communication is conducted in an open and professional manner.
- f. Ensure integration of strategic directions outlined in corporate planning documents.

COMMUNITY ENGAGEMENT

*Goal: To have a participatory informed community.*

6.2.1 A community that is informed of key Council policies, services and activities and can participate in the decision making process.

- a. Implement the community engagement strategy.
- b. Key decisions are communicated in a timely, accessible manner.
- c. Plan and coordinate community engagement activities across sections of Council.
- d. A variety of media are used for community information and engagement.
- e. Create opportunities for regular customer feedback.

BUSINESS EFFICIENCY AND SERVICE DELIVERY

*Goal: To provide strong financial management and a high quality of service delivery.*

6.3.1 Council maintains a strong sustainable financial position.

- a. Develop, review and implement Long Term Financial Plan.
- b. Maximise financial capacity and balance risk.
- c. Deliver a balanced budget.
- d. Maintain compliance with accounting standards.
- e. Seek a range of alternative funding sources.
- f. Independent auditing of Council’s statutory financial reports.

6.3.2 Council services are delivered to a quality standard, are sustainable and responsive to community needs.

- a. Regularly review and prioritise service delivery outcomes.
- b. Use appropriate technological resources to deliver business systems.
- c. Provide and maintain an efficient and effective emergency management system.

6.3.3 Council has the people it requires in terms of number, skills and job roles and they are appropriately supported.

- a. Ensure Equal Employment Opportunity (EEO) for all current and potential staff and the integration of EEO principles into all Human Resources programs.
- b. Implement Workforce Plan.
- c. Maintain and improve internal communication and partnering on projects.
- d. Maintain fair and equitable industrial practices.

- e. Provide safety for staff and external providers.
- f. Integrate sustainability principles of Council into staff work programs.

6.3.4 Council works with state and regional organisations.

- a. Advocate on agreed regional positions and priorities.
- b. Investigate opportunities for resource use and cost sharing.
- c. Initiate and respond to state and regional issues.
- d. Council is a regional leader for local government reform.





Appendix 1

LIST OF REFERENCE DOCUMENTS

Willoughby City Strategy Discussion Papers 2012:

- Civic Leadership
- Community and Cultural Life
- Economy
- Housing
- Infrastructure
- Transport
- Natural Environment and Sustainability

All of the above documents can be viewed on Council’s website [www.willoughby.nsw.gov.au](http://www.willoughby.nsw.gov.au).

Appendix 2

NSW 2021 STATE PLAN LINKS

NSW STATE PLAN PRIORITIES	WILLOUGHBY CITY STRATEGY LINK
<b>Rebuild the Economy</b>	
Improve the performance of the NSW economy	5.1.1
Rebuild state finances	-
Drive economic growth in regional NSW	-
Increase the competitiveness of doing business in NSW	5.1.1
Strengthen the NSW skill base	6.3.3
<b>Quality Services</b>	
Reduce travel times	4.2.1a, 4.2.2a
Grow patronage on public transport by making it a more attractive choice	4.2.1
Improve customer experience with transport services	4.2.1
Improve road safety	4.2.2a
Keep people healthy and out of hospital	1.3.2
Provide world class clinical services with timely access and effective infrastructure	-
Better protect the most vulnerable members of our community and break the cycle of disadvantage	1.1.2
Increase opportunities for people with a disability by providing supports that meet their individual needs and realise their potential	1.1.2d
Improve education and learning outcomes for all students	1.3.2c
Prevent and reduce the level of crime	-
Prevent and reduce the level of re-offending	-

NSW STATE PLAN PRIORITIES	WILLOUGHBY CITY STRATEGY LINK
Improve community confidence in the justice system	-
<b>Renovate Infrastructure</b>	
Invest in critical infrastructure	4.1.1
Build liveable centres	3.1.2
Secure potable water supplies	-
<b>Strengthen our Local Environment and Communities</b>	
Protect our natural environment	2.1.1
Increase opportunities for people to look after their own neighbourhoods and environments	2.2.1
Make it easier for people to be involved in their communities	1.1.1d
Increase opportunities for seniors in NSW to fully participate in community life	1.1.2
Fostering opportunity and partnership with Aboriginal people	1.1.3
Enhance cultural, creative, sporting and recreation opportunities	1.1.1a
Ensure NSW is ready to deal with major emergencies or natural disasters	6.3.2c
Restore Accountability to Government	6.1.1
Restore confidence and integrity in the planning system	6.1.1
Restore trust in State and Local Government as a service provider	6.1.1
Improve government transparency by increasing access to government information	6.1.1a
Involve the community	6.2.1