

OUR FUTURE WILLOUGHBY 2028

Community Strategic Plan



What is Our Future Willoughby 2028?

Our Future Willoughby 2028 is the community's long-term vision and priorities for the future of the City.

Acknowledgment of Country

We acknowledge the traditional inhabitants of the land on which we stand, the Aboriginal People, their spirits and ancestors.

We acknowledge the vital contribution that indigenous people and cultures have made and still make to the nation that we share, Australia.

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Mayor's message



I am proud to present *Our Future Willoughby 2028*, the community's vision and priorities for the future of our City. The plan is the result of many months of consultation. We asked residents, visitors and workers what they love about Willoughby, what needs improvement and what kind of City they want to create for our future.

Although Council is the custodian of this document, it will take many more people to realise the outcomes and create the City of our future. Other partners, such as individuals, Governments, Members of Parliament and community groups have an important role to play in actioning the priorities.

Willoughby is a City that provides great opportunity for businesses to thrive and for people to live in a uniquely diverse part of Sydney. We have a proud heritage, a protected environment and beautiful places to play. With all this as well as a bustling transport hub and commercial precinct, first class retail experiences, lively restaurants and entertainment, it's no wonder Willoughby is becoming the place of choice for people to live, work and visit.

In the future, Willoughby City will play an integral role in the transformation of Sydney. Our population will continue to grow and diversify and there will be increasing pressure on our infrastructure and environment. There will be a challenge for Willoughby to ensure our community stays connected through improved transport and services, which we aim to achieve through smart planning, strong partnerships and the ability to advocate on behalf of our community.

At the very core of this plan, people told us they have a desire for more green spaces and protected environment to enjoy, a vibrant and prosperous economy with employment opportunities and night-time activations and an equitable community where diversity is celebrated and everyone is welcome.

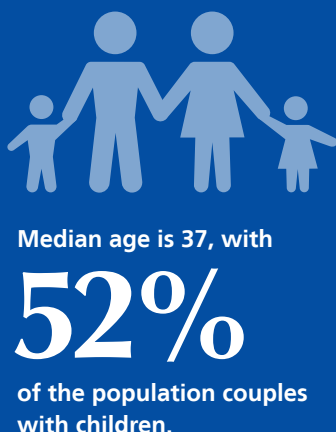
We've had thousands of conversations with you and we've heard the needs and visions of a diverse range of people who visit, work and live in Willoughby. *Our Future Willoughby 2028* is your plan, and I thank you for giving your time and opinions freely and honestly.

Gail Giles-Gidney
Mayor, Willoughby City Council



BACK ROW L-R: Cllr Stuart Coppock (Naremburn Ward), Cllr Craig Campbell (West Ward), Cllr Angelo Rozos (Middle Harbour Ward), Cllr Nic Wright (Naremburn Ward), Cllr Denis Fernandez (Sailors Bay Ward)
FRONT ROW L-R: Cllr Hugh Eriksson (Sailors Bay Ward), Cllr Christine Tuon (Naremburn Ward), Cllr Wendy Norton (Middle Harbour Ward), Cllr Brendon Zhu (Sailors Bay Ward), Cllr Mayor Gail Giles-Gidney, Cllr Tony Mustaca (West Ward), Cllr Lynne Saville (West Ward), Cllr Judith Rutherford (Middle Harbour Ward)

The City of Willoughby



Ancestry



Our Vision

Willoughby's diversity underpins our liveable and prosperous City.

Willoughby is a City of Diversity:
diverse landscapes, people
and businesses.

Our people are from across the world as reflected in the diversity of their languages and beliefs. They come together from all walks of life adding vibrancy to our community and creating rich social connections.

Food and music are signatures of our hubs. You can experience fine dining and cheap eats in our laneways at all hours and hear the music of our community and the languages of people who make our City home. You can have fun at street activities

and events or enjoy a comedian or symphony concert at The Concourse. Visitors respond to our offering as Willoughby's reputation as a destination grows.

We recognise the past while creating new liveable places, strong communities and homes for the future. The sites and contributions of our traditional Indigenous inhabitants are recognised and preserved along with more recent heritage such as Walter Burley Griffin cottages, The Castle and The Incinerator. Our skyline's silhouette dramatically outlines the transition from modern apartment towers

to medium density apartments and houses that span a variety of eras and designs.

Our landscape is as diverse as our people and urban places. Significant native bushland, Middle Harbour estuary and the Lane Cove River invite you to explore and understand more. Our environment is important to us and we are leaders in creating an aware community focused on sustainable living that reduces our impact on the world.

It is easy to get around our City. Public transport options, connected walkways and cycle paths help minimise the impact



of cars on our roads and provide us with healthier choices. The connections between the CBD and our villages are strong, creating liveable spaces which support our needs and serve as meeting places. Digital connections and infrastructure support a smart city that provides real-time information to people seeking to navigate our City and access its services.

Our vibrant economy continues to grow and diversify. The success of global corporations and significant retailers based in our CBD, and of the local businesses that support our villages and neighbourhoods,

serves to attract new industries, employers and talent to our City. Many choose to live and work here, able to meet all their needs within a short walk.

Our community has far-sighted leaders. They anticipate and meet community and environmental needs. Our leaders work collaboratively to deliver better services and infrastructure, to improve amenities and a sense of place. They actively involve citizens in decisions that affect their lives. They are recognised as ethical, fair and accountable. Our leaders ensure the City has a vibrant future and is a source of identity and pride.

Willoughby: City of Diversity



Understanding the plan

To achieve the community's vision of a diverse, liveable and prosperous City, five outcomes have been identified. These have come through the engagement process with the community as priority areas for the next 10 years.

A City that is green

A City that is connected and inclusive

A City that is liveable

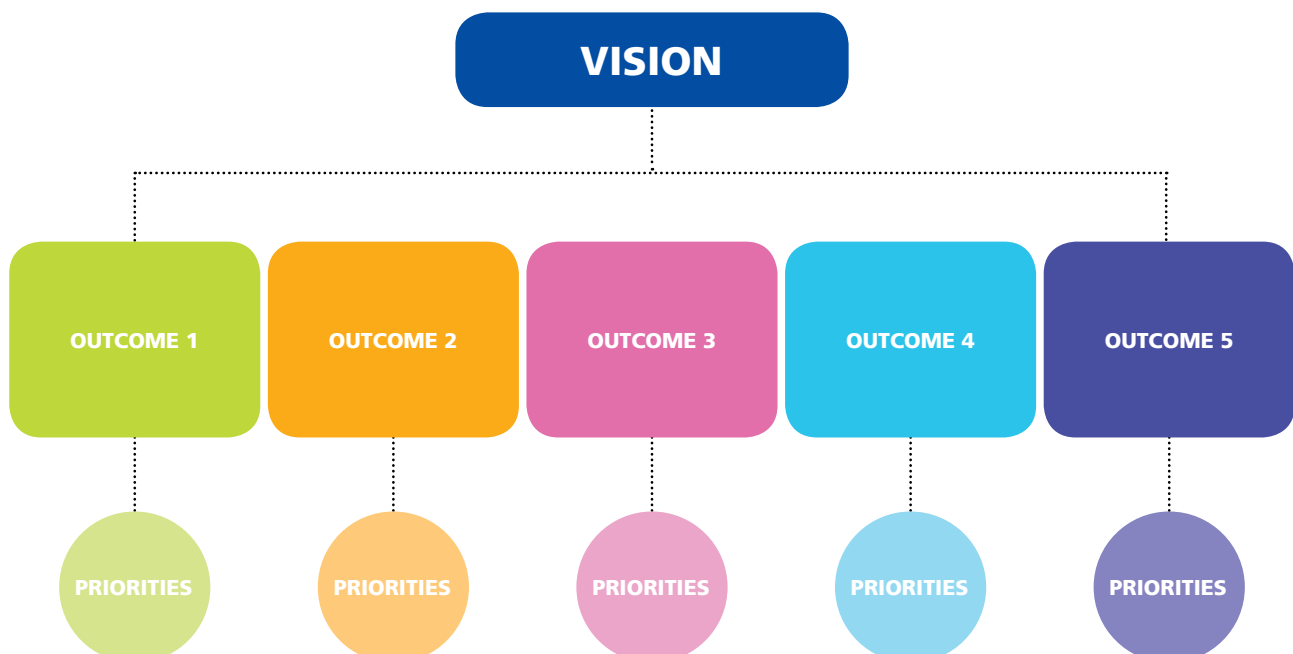
A City that is prosperous and vibrant

A City that is effective and accountable

In order to understand the intent of these broad outcomes, community priorities were also identified. These are more detailed and focus what is needed to achieve each outcome.

The measures will help us track our progress towards achieving these outcomes. A data source is also identified to quantify our progress. You will see that these measures are not solely about how Council will achieve this vision. Council is the custodian of this plan, but to realise the outcomes other partners, such as individuals, Governments, Members of Parliament, businesses, educational institutions and community groups have an important role to play in delivering them.

Also identified are factors that need to be considered for each outcome, important trends that drive our understanding and knowledge of the challenges and opportunities we face. The Community Strategic Plan Gap Analysis document is available on Council's website.





OUTCOME 1

A City that is green

Our City will become a leader in sustainability.

We are proud of our natural environment and will celebrate and protect our flourishing bushland, wildlife and waterways.

We will aspire to meet the needs of our community and environment while not compromising those of future generations.

COMMUNITY PRIORITIES

- 1.1** Create and enhance green spaces.
- 1.2** Promote sustainable lifestyles and practices.
- 1.3** Enhance, protect and respect waterways, bushland, nature, wildlife and ecological systems.
- 1.4** Reduce energy, water and resource waste and encourage reuse and recycling.
- 1.5** Reduce carbon and greenhouse gas emissions.

MEASURE	SOURCE
Increase in residential waste diverted from landfill	Willoughby City Council – data collection
Decrease in domestic waste per person	Willoughby City Council – waste contractor data collection
No net decline in the Local Waterway Health Report Card	Willoughby City Council – Sustainability Action Plan
Reduction in greenhouse gas emissions by the Willoughby community	Willoughby City Council – Sustainability Action Plan



FACTS AND CONSIDERATIONS

Council manages over
330ha
of bushland and nearly 20kms of harbour foreshore.

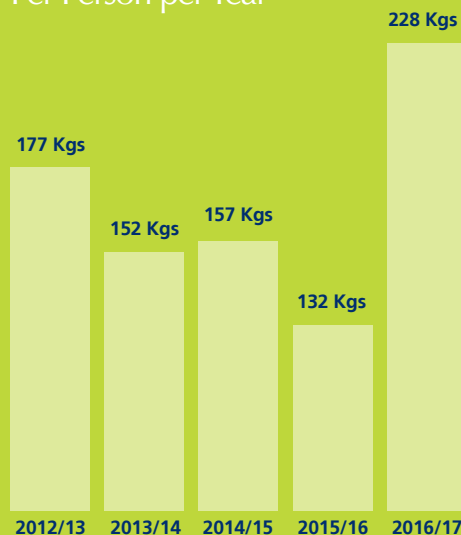


Water Wise Rules have been in place since 2009 and apply to residents and businesses.



The Emissions Reduction Fund provides incentives to businesses, farmers, landholders and others to reduce greenhouse gas emissions.

Amount of Domestic Waste Per Person per Year



Australia adopted the 2030 Agenda for Sustainable Development. Many of the 17 targets relate specifically to the environment.

An 'e.restore' levy from Willoughby ratepayers funds local environmental works and sustainability projects as outlined in the Sustainability Action Plan.

11,872
MORE PEOPLE
BY 2036



79,976
2018



82,753
2021



86,399
2026



91,848
2036



"More buildings using solar power - so much roof space so few solar panels."

Participant feedback

A growing population will lead to greater demand for housing, energy and water as well as an increase in waste generated.

Continued development increases the need for access to open space and protection of bushland areas.

Urbanisation has changed water flows and increased run-off, which has created a higher potential for water pollution and a decrease in water quality within local creeks.

Increased costs of waste disposal and rejection of some recyclables from overseas, creates potential significant costs in the future.

With strong evidence the earth's climate is changing, Australia is already observing the consequences of a changing climate including warmer temperatures and more severe and frequent rainfall events.

OUTCOME 2

A City that is connected and inclusive

We are a City that is connected through our people, transport, technology and history.

We celebrate the diversity of our people and provide opportunities to care and connect through activities, services and places.

We will encourage and promote transport choices and connections for pedestrians, bikes, public transport and private vehicles.

Our City will be a Smart City of the future supported by digital infrastructure.

COMMUNITY PRIORITIES

- 2.1** Enhance transport choices and connections throughout the City.
- 2.2** Respect and celebrate our history and heritage sites.
- 2.3** Celebrate and encourage our diversity.
- 2.4** Reduce parking and traffic congestion.
- 2.5** Create family friendly neighbourhoods that connect people.
- 2.6** Improve access to digital services in public places.
- 2.7** Promote accessible services for the community.

MEASURE	SOURCE
Increase in number of journeys to work that do not use a motor vehicle	Australian Bureau of Statistics
Increase in volunteer work undertaken	Australian Bureau of Statistics



FACTS AND CONSIDERATIONS



1m
items borrowed
each year.

A higher proportion of workers use public transport (35.6% up from 30.8%).



VOLUNTEER WORK - Willoughby City Persons aged 15+ (Usual residence)

VOLUNTEER STATUS	2006	2011	2016
Volunteer	9,945	11,012	13,131
Not a volunteer	37,458	40,065	43,324
Volunteer work not stated	4,698	3,419	3,441
TOTAL PERSONS AGED 15+	52,101	54,496	59,896



18,118

17,932

14,998

45.6%
of the
community are
multicultural or
born overseas.

40%

of people speak a
language other than
English at home.



**"A world-class
city celebrating
different
cultures."**

Participant feedback

Changes in population lead to greater or different demand for services and facilities. This includes the preferred language and means of communication.

Although the population may be aging, there is also a need to cater for the youthful population.

Fewer people cycled to work in 2016, and this is consistent with national downward trends observed between 2011 and 2017.

There is a growing reliance and expectation from the public on the ability to access information and undertake digital transactions instantly.

OUTCOME 3

A City that is liveable

We are a City that is safe, engaging, vibrant and supported by great urban design.

Our City has lively village centres and a strong Central Business District (CBD) that we will celebrate and promote.

Our community will have access to spaces that promote a healthy and active lifestyle.

COMMUNITY PRIORITIES

- 3.1** Foster feelings of safety, security and cleanliness.
- 3.2** Create recreation spaces for all.
- 3.3** Promote an active and healthy lifestyle.
- 3.4** Create desirable places to be and enjoy.
- 3.5** Maintain quality of life by balancing population growth with the provision of assets and services.
- 3.6** Activate local spaces in creative ways.

MEASURE	SOURCE
Increase in appeal of Willoughby LGA as a place to live	Willoughby City Council – Community Perception Survey
Increase in perception of Willoughby as safe / low crime rate	Willoughby City Council – Community Perception Survey
Increase in people living and working in Willoughby LGA	Australian Bureau of Statistics



FACTS AND CONSIDERATIONS



The Concourse had

356

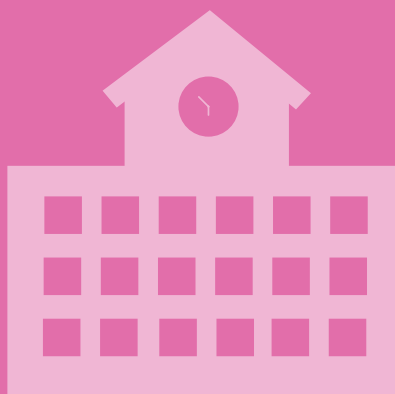
events with 197,800 visitors in 16/17.

4

annual events



250K annual attendance



From 2012 to 2017 school enrolments in Willoughby City increased by 20.6%, the fifth highest in NSW.

In 2018, more than 9 in 10 respondents indicated Willoughby is an appealing place to live.

41

playgrounds



60

sports grounds



"A place where you feel safe and secure and kids can play on the street."

Participant feedback

Willoughby City Council collects an Affordable Housing levy to support housing options across the City and also owns a number of affordable housing units for rental.

General tidiness of an area is often challenged by increases in people coming and going, extended trading hours, the intersection of public and private spaces and the growing community expectations.

Population growth will have an impact on the social services and physical infrastructure required and expected in a community. This will require significant resources and alliances with Government and not-for-profits.

There is an increasing cost to deliver events, yet there is a decrease in partnership and sponsorship opportunities, making it difficult to stage a diverse range or large number of events.

Tension between development and timing of service and infrastructure provision.

Increasing need for access to sporting fields, which is heightened by a current shortage.

OUTCOME 4

A City that is prosperous and vibrant

Our City will have a robust economy with meaningful and diverse employment opportunities close to home.

We will be a City where local and global businesses thrive.

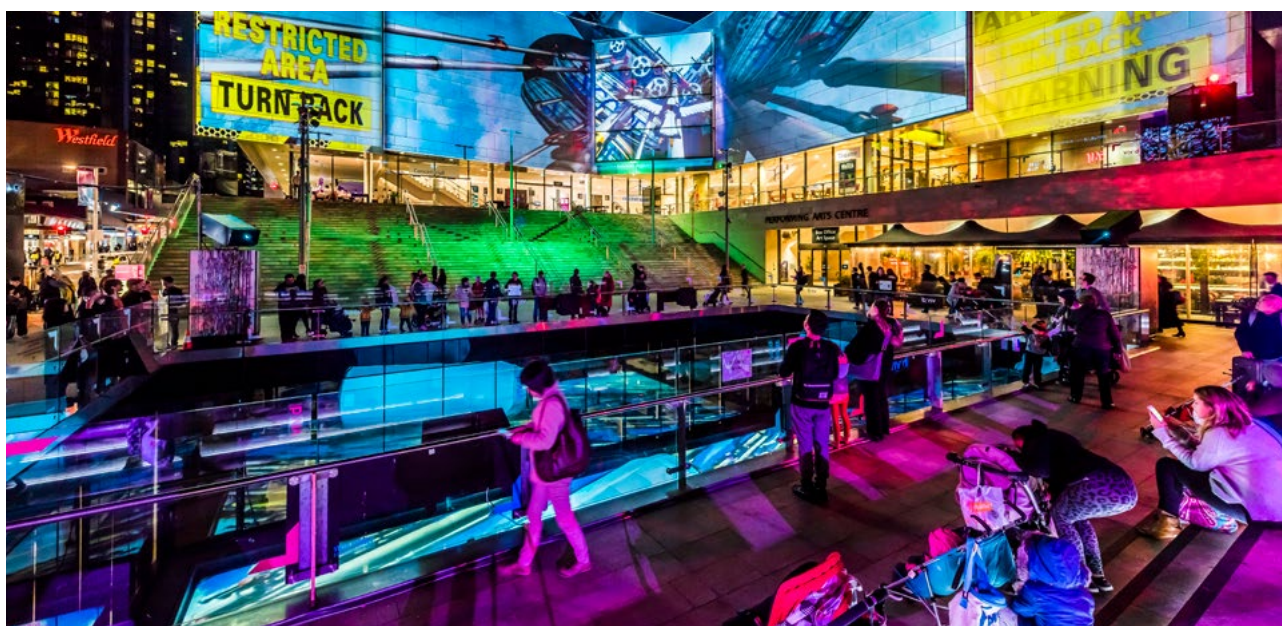
Our City, its places and vibrancy will attract businesses and visitors from around the world.

We will be leaders in creativity and innovation.

COMMUNITY PRIORITIES

- 4.1 Facilitate the development of all businesses.
- 4.2 Build and support a night-time economy.
- 4.3 Create memorable food destinations.
- 4.4 Attract visitors and promote local, destination-based tourism.
- 4.5 Diversify our economy including creative and innovative industries.
- 4.6 Facilitate the viability and vibrancy of our village centres.

MEASURE	SOURCE
Increased Gross Regional Product	National Institute of Economic and Industry Research
Increase in tourism visitors	Tourism Research Australia
Increase in jobs-to-worker ratio	Australian Bureau of Statistics

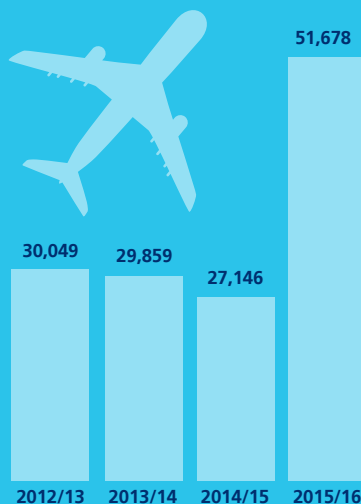


FACTS AND CONSIDERATIONS

Gross Regional Product
\$10.22b

Willoughby LGA is just 1% of the State population yet represents 1.9% of the NSW Gross State Product.

International visitors



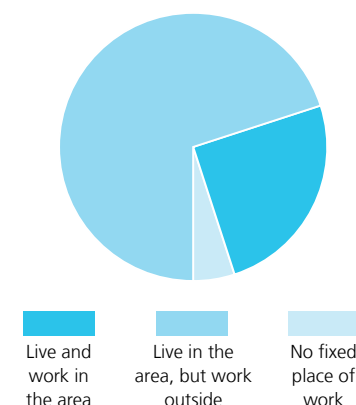
In 2016, Willoughby LGA's unemployment rate (5%) was below the State average for Greater Sydney (6.1%).



BASE EMPLOYMENT PROJECTION 2011 TO 2041

	2011	2041
Chatswood	20,000	26,553
Macquarie Park	53,777	76,004
North Sydney	51,616	64,980
Western Sydney	9,721	25,872

EMPLOYMENT LOCATION OF RESIDENT WORKERS, 2016



"Shops and services close way too early for young professionals."

Participant feedback

To capitalise on the opportunities offered by the proposed new metro station at Crows Nest, the Department of Planning has identified St Leonards and Crows Nest as a Priority Precinct.

Willoughby City is located in a strategic position in the North District of the Sydney metropolitan area, falling within the Eastern Economic Corridor and containing two significant strategic centres - Chatswood and St Leonards (part).

High land values challenge housing affordability and the capacity to live and work in Willoughby City.

Vibrancy of our villages is reliant on the amenity, services provided and patronage. In 2018, 70% of people identified Chatswood as their main local shopping area. This high reliance on the larger shopping areas is a challenge for our villages and traffic flows.

It is estimated that there is potential for 19,100 jobs by 2026. Chatswood is expected to accommodate an additional 95,000 square metres of commercial floorspace and 40,000 square metres of retail floorspace. This increase will have flow-on impacts for vibrancy and our economy as well as traffic and changing needs of the population.

O U T C O M E 5

A City that is effective and accountable

A City that is governed by an ethical Council that is open, transparent and accountable.

A City that is led by informed representatives who actively encourage meaningful engagement with all stakeholders to seek their involvement in decisions made on their behalf.

We will represent the interests of the community, be a good steward to the environment and advocate for the City's priorities.

COMMUNITY PRIORITIES

- 5.1** Be honest, transparent and accountable in all that we do.
- 5.2** Demonstrate leadership and advocacy for local priorities.
- 5.3** Balance the creation of new public assets with the upgrade of existing public assets.
- 5.4** Anticipate and respond to changing community and customer needs.
- 5.5** Make it easy for citizens to participate in decision making.

MEASURE	SOURCE
Meet Local Government benchmark ratios	Office of Local Government
Improve customer service rating	Willoughby City Council – Community Perception Survey



FACTS AND CONSIDERATIONS

Council has

\$1.74b

worth of assets



Local Governments are bound by legislation, particularly the Local Government Act and the Environmental Planning and Assessment Act.

Willoughby City Council receives approximately

80,000

calls to customer contact and addresses 32,000 service requests a year.



Willoughby City Council has a budget of

\$140+m

Local councils are independent bodies, elected by and accountable to their communities.



"A place where everyone has a say in life and everyone is treated equally."

Participant feedback

There is often a lower level of trust in Government and Institutions and the level of understanding of the roles of each tier of Government too often is unclear.

Despite a variety of engagement methods being used there is still a relatively low-level of participation from the community in Council planning and decision making. This makes informed debate and discussion with the community more challenging when there is only a small number of the community wanting to get involved.

There are increasing expectations of the level of services and the assets or infrastructure that is provided to the community and tailoring these to meet individual needs.

NSW councils have caps on the amount of rates they can collect. Often this limit does not equate to the costs of services or infrastructure.

With such a diverse, changing population in Willoughby City, Governments have to be flexible and appropriately resourced to manage these competing priorities and challenges for the community.

Realising the vision

***Our Future Willoughby 2028* is based on aspirations and priorities the community identified through significant engagement processes, as well as consideration of key issues and challenges identified for our area.**

Council has been the custodian of developing *Our Future Willoughby 2028* and within our community we take on different responsibilities. Our role can be one of:

- Leadership for our community.
- Owner or custodian of land, assets and the environment.
- Regulator of activities and functions.
- Information provider to all stakeholders.
- Facilitator of key stakeholders.
- Advocacy on behalf of the whole community.
- Provider of services.

Although Council will take the lead on implementing this Plan through our Delivery Program and Operational Plan, to truly achieve the *Our Future Willoughby 2028* vision and priorities, other stakeholders play a significant part.

Council will work with these stakeholders: individuals in our community, community organisations, businesses, educational institutions, Governments and Members of Parliament; to deliver on the shared outcomes and priorities for our region.

In the development of this Plan, Council takes into account the strategic directions of other State Government Plans and Strategies (outlined on the adjacent page, page 21) to ensure these align with the *Our Future Willoughby 2028* outcomes.

Council's response to this document, the Operational Plan and Delivery Program are reviewed annually and reported against in Council's Annual Report.

An end of term report is provided by each outgoing Council on the performance against *Our Future Willoughby 2028*.

Our Future Willoughby 2028 is then reviewed by every incoming Council which provides an opportunity for the community to have input.



WILLOUGHBY CITY GOALS	NSW PREMIER'S PRIORITIES AND NSW STATE PRIORITIES	NSW STATE INFRASTRUCTURE STRATEGY 2018-2038	OUR GREATER SYDNEY 2056, NORTH DISTRICT PLAN - CONNECTING COMMUNITIES	FUTURE TRANSPORT STRATEGY 2056
A CITY THAT IS GREEN	Keeping our environment clean	Ensure NSW's existing and future infrastructure is resilient to natural hazards and human related threats	Protecting and enhancing bushland and biodiversity Increasing urban tree canopy cover and delivering Green Grid connections Reducing carbon emissions and managing energy, water and waste efficiently Adapting to the impacts of urban and natural hazards and climate change	Sustainability
A CITY THAT IS CONNECTED AND INCLUSIVE	Delivering infrastructure Improving education results Improving service levels in hospitals Protecting our kids Reducing domestic violence reoffending Reducing youth homelessness Building infrastructure Protecting the vulnerable Better services	Improve state-wide connectivity and realise the benefits of technology	Delivering integrated land use and transport planning and a 30-minute city Access to trains or high-frequency bus routes Walkable town centres or eat streets Diverse housing mix - density, tenure and affordability	Successful places Accessible services Customer focused
A CITY THAT IS LIVEABLE	Delivering infrastructure Tackling childhood obesity Building infrastructure Better services Safer communities	Continuously improve the integration of land use and infrastructure planning Plan, prioritise and deliver an infrastructure program that represents the best possible investment and use of public funds	Providing services and social infrastructure to meet people's changing needs Fostering healthy, creative, culturally rich and socially connected communities Providing housing supply, choice and affordability with access to jobs, services and public transport Creating and renewing great places and local centres, and respecting the District's heritage	Safety and performance Successful places A strong economy
A CITY THAT IS PROSPEROUS AND VIBRANT	Creating jobs Delivering infrastructure Strong budget and economy Increasing cultural participation	Continuously improve the integration of land use and infrastructure planning	Eastern Economic Corridor is better connected and more competitive Growing investment, business opportunities and jobs in strategic centres	Successful places A strong economy
A CITY THAT IS EFFECTIVE AND ACCOUNTABLE	Driving public sector diversity Improving government services Strong budget and economy Better services	Optimise the management, performance and use of the State's assets	A collaborative city - working through collaboration	Customer focused Safety and performance

Council implementing the vision

IP&R FRAMEWORK

All councils in New South Wales are required to implement the Integrated Planning and Reporting (IP&R) Framework (as outlined on the adjacent page, page 23).

Our Future Willoughby 2028 is Willoughby City's Community Strategic Plan.

Council needs to bring this vision to life and we do that through delivering directions against three documents:

The Delivery Program 2017-2021 is Council's four-year program that translates the priorities and aspirations in *Our Future Willoughby 2028* into actions. It identifies each outcome and assigns priority to projects and programs with indicators and targets to help achieve those outcomes.

The Operational Plan 2018-2019 is Council's one-year plan which sets out specific programs, projects and activities to be delivered that year.

The Resourcing Strategy ensures that our resources (assets, people and money) are sufficient to deliver the projects and activities identified in our Delivery Program and Operational Plan which will subsequently aid in achieving the vision.

Our Future Willoughby 2028 sits at the top of Council's planning hierarchy and helps Council to achieve improved long-term planning and service delivery that is responsive to community needs. Council's plans do not exist in isolation and are interconnected using the Integrated Planning and Reporting Framework (IP&R).

PRINCIPLES FOR HOW COUNCIL WORKS

Three principles underpin Council's decision making processes including how Council engages with the community and how Council allocates resources.

- **Sustainability** – Seeks to meet the needs of the present without compromising the needs of future

generations. It requires equitable consideration of environmental and social needs for the long term.

- **Social Justice** – All people receive a "fair go" at opportunities of life including wealth, health and recognition in law and privileges without prejudice. The basic principles are:

Equity – overcoming unfairness caused by unequal access to economic power and resources.

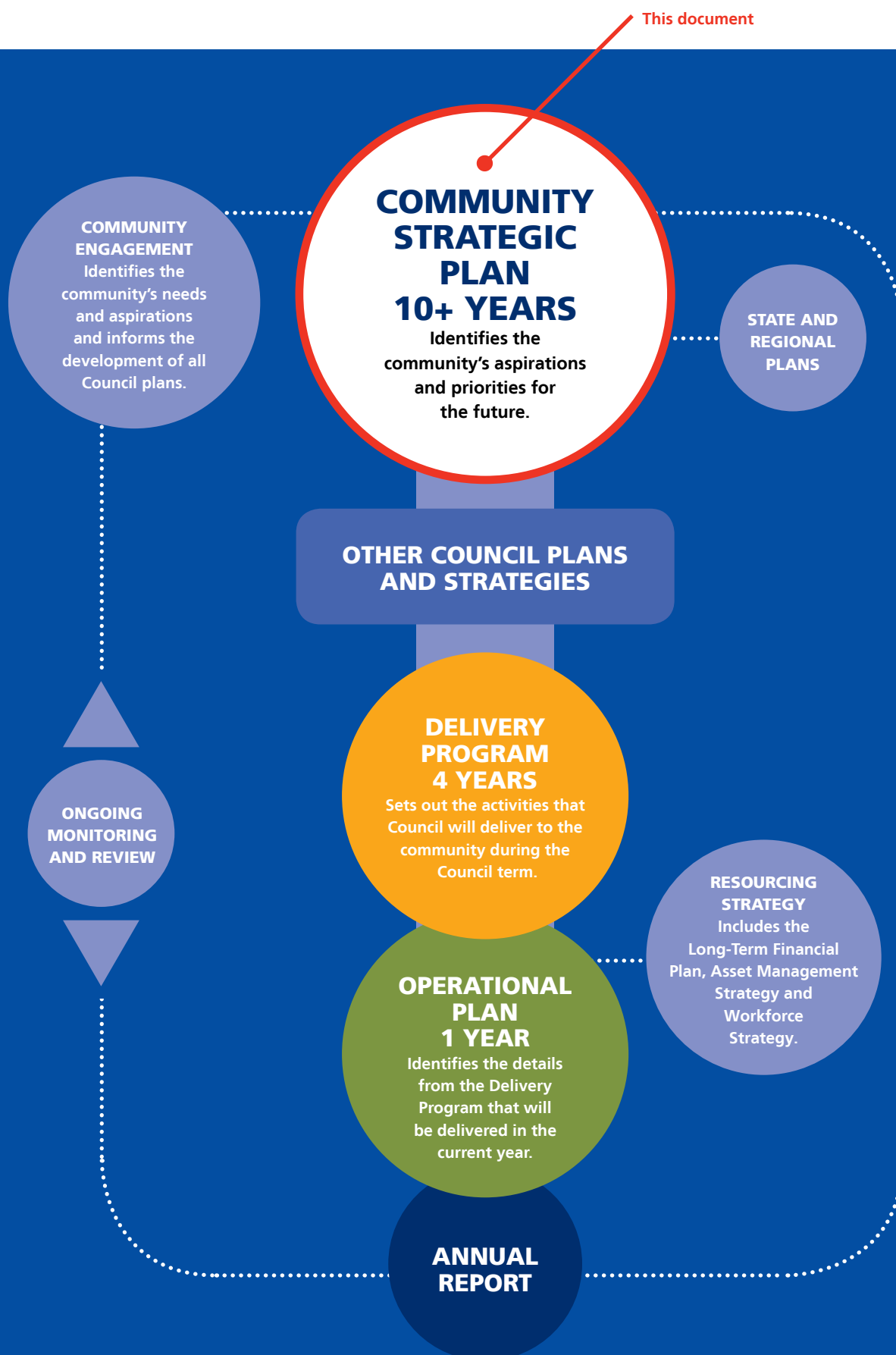
Access – greater equality of access to goods and services.

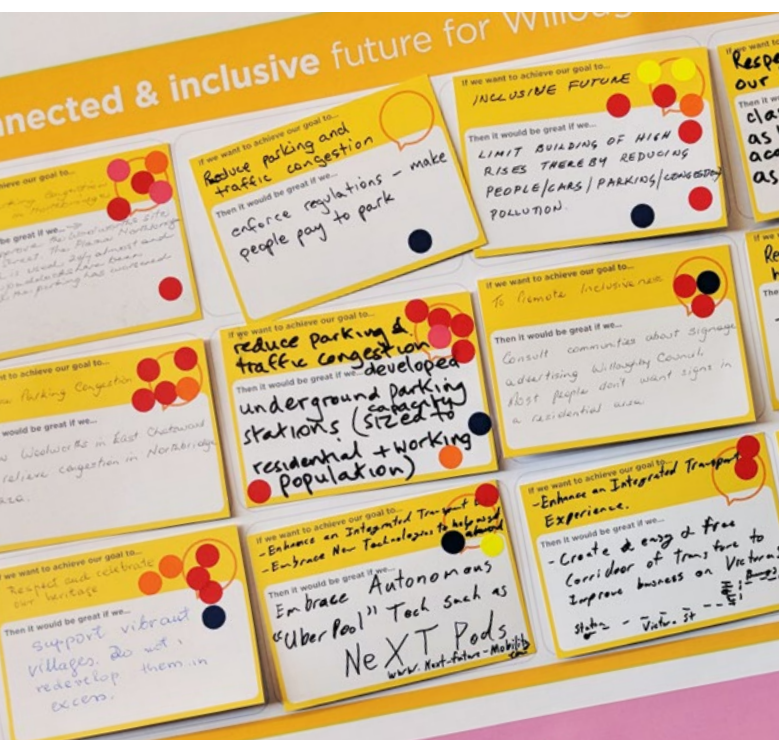
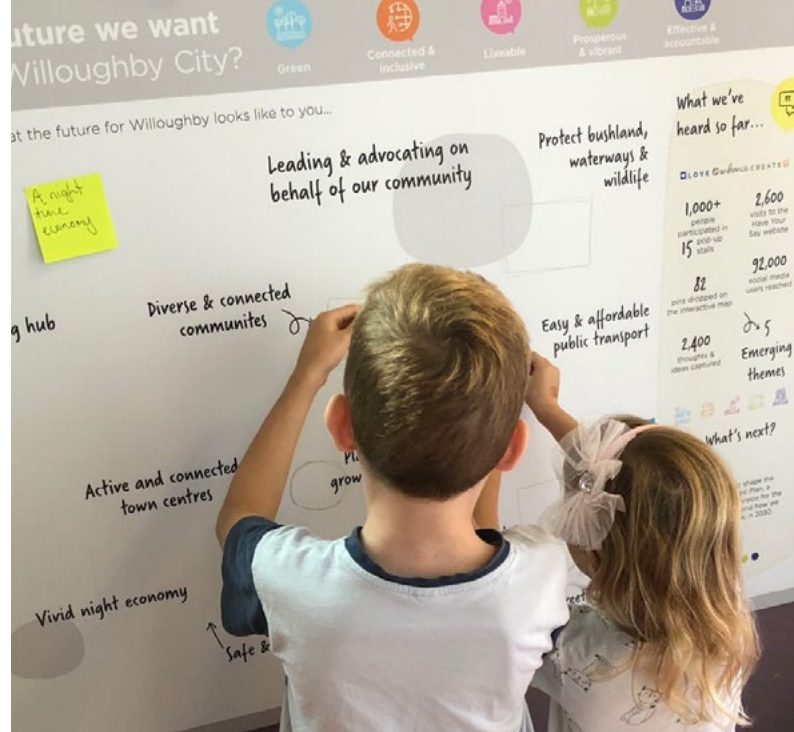
Participation – expanded opportunities for real participation in decisions which govern lives.

Rights – equal and effective legal, industrial and political rights.

- **Ethical Government** – Requires that Council exercise its role as "steward" to the public, and the use of resources through fair and just rules and decision making processes. It requires Council to strive for openness, transparency and accountability.







Engagement

Our Future Willoughby 2028 is a result of thousands of ideas from people across the City about what they would like their City to be in ten years. The engagement program lasted six months and enabled a diverse range of people to be involved and share their ideas for their City with us.

This Plan has been prepared with regard to the social justice principles of access, equity, participation and rights, and addresses social, environmental, economic and governance matters.

To fully inform the community, this Plan has also drawn upon research into the City's challenges and opportunities and aligns with New South Wales Government plans and strategies.

The Engagement Strategy and Community Engagement results report can be found on Council's website.



Acknowledgements

***Our Future Willoughby 2028* has been prepared by Willoughby City Council on behalf of our community to describe the future aspirations for Willoughby City.**

There are many people who have been involved and who have helped develop this 10-year Community Strategic Plan. Thank you to:

- The many individuals who participated in the engagement activities and provided their thousands of ideas.
- The community groups, businesses and others who provided their feedback on behalf of their groups.
- Councillors for their participation and encouragement of the community's voice.
- Council staff for their contribution to the engagement processes.
- The Council staff project team and our consultants who pulled the thousands of responses, discussions, thoughts and ideas together to finalise *Our Future Willoughby 2028*.



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**WILLOUGHBY
CITY COUNCIL**

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To find out how you can participate in the decision-making process for Willoughby City's current and future initiatives, visit www.haveyoursaywilloughby.com.au

