Our Community. Our Future.
Community Strategic Plan 2030
We recognise the traditional custodians of the land, the Guringai people, on whose land we stand.
<table>
<thead>
<tr>
<th>Page</th>
<th>Topic</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>06</td>
<td>Ku-ring-gai – the future</td>
<td>How we will address Theme 01</td>
</tr>
<tr>
<td>08</td>
<td>Our vision and values</td>
<td>How we will address Theme 02</td>
</tr>
<tr>
<td>10</td>
<td>About the plan</td>
<td>Tracking our progress</td>
</tr>
<tr>
<td>15</td>
<td>The big picture – influences on our community</td>
<td>How we will address Theme 03</td>
</tr>
<tr>
<td>16</td>
<td>Metropolitan context</td>
<td>Tracking our progress</td>
</tr>
<tr>
<td>17</td>
<td>Our local area</td>
<td>How we will address Theme 04</td>
</tr>
<tr>
<td>20</td>
<td>Guiding principles</td>
<td>Tracking our progress</td>
</tr>
<tr>
<td>21</td>
<td>Aligning the plan</td>
<td>How we will address Theme 05</td>
</tr>
<tr>
<td>22</td>
<td>Engaging our community</td>
<td>Tracking our progress</td>
</tr>
<tr>
<td>24</td>
<td>Structure of the plan</td>
<td>How we will address Theme 06</td>
</tr>
<tr>
<td>25</td>
<td>Theme 01 – Community, People and Culture</td>
<td>Tracking our progress</td>
</tr>
<tr>
<td>28</td>
<td>How we will address Theme 01</td>
<td>How we will address Theme 04</td>
</tr>
<tr>
<td>30</td>
<td>Tracking our progress</td>
<td>Tracking our progress</td>
</tr>
<tr>
<td>31</td>
<td>Theme 02 – Natural Environment</td>
<td>How we will address Theme 02</td>
</tr>
<tr>
<td>34</td>
<td>How we will address Theme 02</td>
<td>Tracking our progress</td>
</tr>
<tr>
<td>36</td>
<td>Tracking our progress</td>
<td>How we will address Theme 03</td>
</tr>
<tr>
<td>37</td>
<td>Theme 03 – Places, Spaces and Infrastructure</td>
<td>Tracking our progress</td>
</tr>
<tr>
<td>40</td>
<td>How we will address Theme 03</td>
<td>How we will address Theme 06</td>
</tr>
<tr>
<td>43</td>
<td>Tracking our progress</td>
<td>Tracking our progress</td>
</tr>
<tr>
<td>45</td>
<td>Theme 04 – Access, Traffic and Transport</td>
<td>How we will address Theme 04</td>
</tr>
<tr>
<td>48</td>
<td>How we will address Theme 04</td>
<td>Tracking our progress</td>
</tr>
<tr>
<td>50</td>
<td>Tracking our progress</td>
<td>How we will address Theme 05</td>
</tr>
<tr>
<td>51</td>
<td>Theme 05 – Local Economy and Employment</td>
<td>Tracking our progress</td>
</tr>
<tr>
<td>54</td>
<td>How we will address Theme 05</td>
<td>How we will address Theme 06</td>
</tr>
<tr>
<td>55</td>
<td>Tracking our progress</td>
<td>Tracking our progress</td>
</tr>
<tr>
<td>57</td>
<td>Theme 06 – Leadership and Governance</td>
<td>How we will address Theme 06</td>
</tr>
<tr>
<td>60</td>
<td>Tracking our progress</td>
<td>Tracking our progress</td>
</tr>
<tr>
<td>64</td>
<td>Appendices</td>
<td>Appendices</td>
</tr>
<tr>
<td>65</td>
<td>Appendix 1: What Council does</td>
<td>Appendix 1: What Council does</td>
</tr>
<tr>
<td>68</td>
<td>Appendix 2: Community Strategic Plan's Links to NSW 2021</td>
<td>Appendix 2: Community Strategic Plan's Links to NSW 2021</td>
</tr>
<tr>
<td>69</td>
<td>Appendix 3: Community Strategic Plan's Links to the Northern Sydney Regional Action Plan</td>
<td>Appendix 3: Community Strategic Plan's Links to the Northern Sydney Regional Action Plan</td>
</tr>
<tr>
<td>71</td>
<td>Appendix 4: Council plans and policies</td>
<td>Appendix 4: Council plans and policies</td>
</tr>
<tr>
<td>72</td>
<td>Glossary</td>
<td>Glossary</td>
</tr>
<tr>
<td>74</td>
<td>Acronyms</td>
<td>Acronyms</td>
</tr>
</tbody>
</table>

**Jubes Bike Track, Jan Park, Capture Ku-ring-gai Photo Competition August 2012**
Ku-ring-gai is also an evolving place. It has been shaped by its topography and natural beauty as well as its strategic position in metropolitan Sydney and role as provider of education, health and technology services and a highly skilled workforce.

Ku-ring-gai will continue to evolve. This will be seen in the growing diversity of people who live here from different cultural backgrounds and interests. Housing will become more varied and adaptable to the population’s needs. The centres will become increasingly vibrant places for social interaction and cultural experiences. The area will provide opportunities for more and varied jobs closer to home.

The future of Ku-ring-gai will build upon what is important to us – the proximity of three surrounding National Parks, the natural environment and sense of space, the abundant biodiversity of the region, the green and leafy nature of our streets and diverse heritage. These attributes are highly valued and the area’s future development and change must be managed rigorously so that they are not lost or compromised.

Most importantly the inherent strengths of the Ku-ring-gai community will continue – support for others, a strong connection to the area, willingness to make a difference, and sense of community with common aims and values.

We have the capacity to turn our vision for Ku-ring-gai into reality. While it is clear that some goals are outside the direct influence of Council, we will address them together and in partnership with others.

This plan is based on extensive consultation undertaken with residents, community groups, business, agencies and others over the past four years and provides a contemporary update of the first Community Strategic Plan, adopted in 2009. It represents the second phase of our vision for Ku-ring-gai with long-term goals more closely aligned with current community aspirations and future needs. Our top priorities are:

- planning for our increasing older and younger aged residents
- protecting our natural environment
- managing urban change in a way that retains the leafy green landscape and heritage character of the area
- bringing vitality to our centres
- making it easier and safer to move around
- increasing visitors to the area
- promoting Ku-ring-gai as a place to set up business, and
- improving and renewing our infrastructure assets including community facilities, recreation and open space areas, roads, footpaths, drains and the public domain.

It is clear from our consultation that residents regard Ku-ring-gai as a great place to live. People are also becoming more conscious of the importance of feeling part of a connected community as well as maintaining a sense of wellbeing and enjoyment of our area and all the things it offers. It is vital that we pursue our objectives for the area.

Elaine Malicki, Mayor

Ku-ring-gai Council area contains many different places, each unique. All of these are valued for their contribution to the area’s character and identity.

Elaine Malicki, Mayor
In 2008 the Ku-ring-gai community, with the help of Council, developed a vision and set of values to guide future community planning and directions for Ku-ring-gai as part of the development of its first 20-year Community Strategic Plan. These are still relevant today.

**Ku-ring-gai’s vision**

Ku-ring-gai will be a creative, healthy and liveable place where people respect each other, conserve the magnificent environment and society for the children and grandchildren of the future.

**Ku-ring-gai’s values**

- Care for the local environment and people
- Respect the needs of future generations
- Learn and share knowledge
- Behave ethically
- Take responsibility for our actions
- Lead in sustainability
Our Community – Our Future 2030 is a long term strategic plan for the future of the Ku-ring-gai local government area. It has been developed from a broad range of community consultation undertaken by Council over the past four years. It reflects the aspirations, vision and long term goals of the Ku-ring-gai community for its people, places and spaces, environment and economy.

Preparing the plan

The NSW Integrated Planning and Reporting Legislation, introduced in 2009, requires councils and communities to review their Community Strategic Plans every four years following election of a new council. The review must be informed by:

- An ‘End of Term’ report prepared by the outgoing council which looks at the implementation and effectiveness of the current Community Strategic Plan in achieving its objectives over the previous four years
- An assessment of key State, regional and local policy settings and directions that influence decision-making for the local area
- Engagement with the community to identify key issues, challenges and opportunities impacting on the area over the long term and how they might be addressed.

The review provides the Ku-ring-gai community and Council with the opportunity to revisit the first Community Strategic Plan and refine directions so that they are more targeted and take account of new challenges and trends.

The plan and the community’s plan

Councils role is to ‘hold the pen’ on behalf of the community it represents and then align its resources through its four-year Delivery Plan and annual Operational Plan to meet the community’s goals and expectations. Issues and long term objectives have been grouped under six separate themes in the plan.

Achievement of outcomes relies on collaboration and partnerships with others

While Council has specific responsibilities for many elements of this plan, the achievement of other outcomes relies on collaboration and partnerships with others. For example, the achievement of long term objectives for economic development will rely on partnerships with business and government. Council, while recognizing that it has limited direct influence for some objectives, will nevertheless take a strong leadership role participating in and supporting networks and partnerships to achieve these objectives. Our potential partners are listed for each long term objective under the six themes.
Navigating the plan

The following diagram shows how issues are grouped and addressed under the six themes. Some issues are addressed more than once because they will deliver community outcomes across different themes.

**COMMUNITY, PEOPLE AND CULTURE**

- C1 Community wellbeing
- C2 Cultural diversity and creativity
- C3 Community participation
- C4 Healthy lifestyles
- C5 Community health and safety
- C6 Housing choice and affordability
- C7 Emergency management

**ACCESS, TRAFFIC AND TRANSPORT**

- T1 Integrated and accessible transport
- T2 Local road network
- T3 Regional transport network connections

**LEADERSHIP AND GOVERNANCE**

- L1 Leadership
- L2 Financial capacity and sustainability
- L3 Good governance and transparency
- L5 Effective community engagement

**PLACES, SPACES AND INFRASTRUCTURE**

- P1 Preserving the unique visual character of Ku-ring-gai
- P2 Managing urban change
- P3 Quality urban design and development
- P4 Relocation of our centres
- P5 Heritage that is protected and responsibly managed
- P6 Enhancing exercise, sporting and leisure facilities
- P7 Enhancing community buildings and facilities
- P8 Improving the standard of our infrastructure

**LOCAL ECONOMY AND EMPLOYMENT**

- E1 Promoting Ku-ring-gai’s business and employment opportunities
- E2 Partnering for business and employment growth
- E3 Volunteer opportunities

**NATURAL ENVIRONMENT**

- N1 Appreciating Ku-ring-gai’s unique natural environment
- N2 Natural areas
- N3 Natural waterways
- N4 Climate change
- N5 Sustainable resource management

**CULTURAL HERITAGE**

- H1 Understanding Ku-ring-gai’s unique cultural heritage
- H2 Indigenous cultural heritage
- H3 Local cultural heritage

**SUSTAINABLE COMMUNITY**

- S1 Sustainable community activities
- S2 Sustainable community initiatives
- S3 Sustainable community projects

**EMERGENCY MANAGEMENT**

- E1 Emergency preparedness and response
- E2 Emergency planning and coordination
- E3 Emergency drills and exercises

**CLIMATE CHANGE**

- C1 Climate change adaptation
- C2 Climate change mitigation
- C3 Climate change preparedness

**HEALTHY LIFESTYLES**

- H1 Healthy lifestyle initiatives
- H2 Healthy lifestyle programs
- H3 Healthy lifestyle campaigns

**HEALTH AND SAFETY**

- H1 Health and safety initiatives
- H2 Health and safety programs
- H3 Health and safety campaigns

**HOMES AND AFFORDABILITY**

- H1 Affordable housing initiatives
- H2 Affordable housing programs
- H3 Affordable housing campaigns

**HOUSING AND AFFORDABILITY**

- H1 Housing affordability initiatives
- H2 Housing affordability programs
- H3 Housing affordability campaigns

**ENVIRONMENTAL CONSERVATION**

- E1 Environmental conservation initiatives
- E2 Environmental conservation programs
- E3 Environmental conservation campaigns

**COMMUNITY WELFARE**

- C1 Community welfare initiatives
- C2 Community welfare programs
- C3 Community welfare campaigns

**COMMUNITY WELLBEING**

- C1 Community wellbeing initiatives
- C2 Community wellbeing programs
- C3 Community wellbeing campaigns

**COMMUNITY PARTICIPATION**

- C1 Community participation initiatives
- C2 Community participation programs
- C3 Community participation campaigns

**COMMUNITY PARTICIPATION**

- C1 Community participation initiatives
- C2 Community participation programs
- C3 Community participation campaigns

**COMMUNITY HEALTH AND SAFETY**

- C1 Community health and safety initiatives
- C2 Community health and safety programs
- C3 Community health and safety campaigns

**COMMUNITY HEALTH AND SAFETY**

- C1 Community health and safety initiatives
- C2 Community health and safety programs
- C3 Community health and safety campaigns

**COMMUNITY HEALTH AND SAFETY**

- C1 Community health and safety initiatives
- C2 Community health and safety programs
- C3 Community health and safety campaigns

**COMMUNITY HEALTH AND SAFETY**

- C1 Community health and safety initiatives
- C2 Community health and safety programs
- C3 Community health and safety campaigns

**COMMUNITY HEALTH AND SAFETY**

- C1 Community health and safety initiatives
- C2 Community health and safety programs
- C3 Community health and safety campaigns

**COMMUNITY HEALTH AND SAFETY**

- C1 Community health and safety initiatives
- C2 Community health and safety programs
- C3 Community health and safety campaigns
The Delivery Program is the point at which Council takes ownership of the Community Strategic Plan’s long term objectives and term achievements that set within its area of responsibility. The Delivery Program details critical actions that will be taken to implement Council’s Four-year-plan in the delivery of the Council’s role to implement the actions for the first year of the Delivery Program.

Resourcing the plan

The long-term objectives of the community will not be achieved without sufficient resources – time, money, assets and people – to carry them out. Effective resource planning ensures Council will focus on both day-to-day service delivery and medium to long-term challenges.

Council’s Resourcing Strategy details how the strategic aspirations of the Ku-ring-gai community will be turned into achievable outcomes. It consists of three components - long-term financial planning, workforce planning and asset management planning.

The strategy is about defining who is responsible for specific objectives or actions in the plan. Council does not have full responsibility for implementing or resourcing all of the community aspirations identified in the Community Strategic Plan. Other stakeholders, such as state agencies, non-government organisations, community groups and individuals also have a role to play in delivering these outcomes. The resourcing process provides an opportunity to quantify what Council’s contributions will be.

Monitoring the plan

The plan also provides a basis for Council to report back to the community on progress towards achieving the plan’s long-term objectives and vision. Council will report against both long-term and medium-term objectives in the plan. Council will work in partnership with other levels of government and the community itself to maximise capacity to make community aspirations a reality.

The purpose of monitoring the plan is to provide information for good decision-making. The monitoring program provides valuable information; not only to Council but other organisations, to help ensure activities and services are meeting the requirements of the community. Monitoring outcomes helps to ensure we are moving towards the shared vision for Ku-ring-gai.

The plan sets out performance indicators and targets under each theme. An indicator is simply a measure to show trends or changes in a particular condition. Targets can be the current state (compared against the national average or an industry or environmental standard) or long term trends (over the previous five or more years). Council’s progress towards achieving long term objectives within the Plan will be measured in the End of Term Report.

Council’s roles

Council has an over-arching custodial role for the shared visions and aspirations of the Ku-ring-gai community. This includes caring for the people, the environment, the environment, the community, and opportunities for Ku-ring-gai and its community. Council has a vital role in delivering the services needed by the community, and ensuring that the community’s and Council’s resources are responsibly managed. Council also acts as a provider of services to assist in building the long-term sustainability of the area.

FACILITATE

Council can assist in the formation of partnerships aimed at promoting the area and achieving the plan’s long-term objectives as well as assisting with interaction between residents and community groups.

ADVOCATE

Council seeks to improve services, facilities and opportunities for Ku-ring-gai and its community by lobbying agencies and other levels of government. Council can also articulate Ku-ring-gai’s long-term vision for its areas and the opportunities that it provides for investment in the area.

EDUCATE

Council can play an important role in educating the community and other stakeholders on the long-term benefits of sustainability, environment management, property, urban design and alternative transport options. Opportunities also exist for Council to explain the community’s vision and how it will be progressed.

REGULATE

Council has a statutory responsibility to implement legislative provisions such as health and safety controls, development assessment controls, tree preservation, energy and water reduction measures, waste the Ku-ring-gai Council’s roles and opportunities for Ku-ring-gai and its community.

LEAD

Council can act to draw together diverse interests and strive towards achieving common goals for Ku-ring-gai. Council also acts as a lead role model for others, through its own actions, strategic organisational responses and way of doing things.

The Big Picture - Influences on our Community

We, like every community, do not exist in isolation. The integrated planning and reporting framework recognises that communities are part of a larger social, economic, natural and environmental portfolio which influences and shapes the future direction of their area. These influences can provide both challenges and opportunities.

The following are key external influences that have been taken into account when preparing this plan:

**INTERNATIONAL**

- Technology – current and emerging
- International trade and investment
- Worldwide economic pressures
- Business expansion and development
- Education
- Environmental sustainability
- Adapting to climate change

**NATIONAL**

- Technology – National Broadband Network
- International trade and investment
- National health issues
- Job creation and business investment
- Work skill trends
- Education funding
- Migration trends
- Work health and safety
- Environmental sustainability
- Natural environment

**STATE**

- Aged services
- Health services
- Economic growth
- Natural environment
- Local employment and economy
- Improving facilities and infrastructure
- Housing choice and affordability
- Social justice and equity issues
- Environmental sustainability
- National government policy

**LOCAL**

- Population growth
- Changing population needs
- Economic growth
- Natural environment
- Local employment and economy
- Improving facilities and infrastructure
- Housing choice and affordability
- Social justice and equity issues
- Environmental sustainability
- National government policy
- State and Regional plans
This strategic plan recognises the important role of Ku-ring-gai in the Northern Sydney region and broader metropolitan Sydney.

Ku-ring-gai provides:
- one of the larger Sydney local government areas with 114,700 people. This is projected to increase to 134,000 by 2036.
- strategically located only 16 kilometres north of the Sydney CBD
- close to regional shopping precincts and major employment centres at Sydney, North Sydney, Chatswood and Macquarie Park
- accessible by road, rail and bus

Ku-ring-gai has:
- one of the higher skilled workforce with more professionals than any other occupation
- 54% of working people with a tertiary qualification compared to 33.1% for Greater Sydney
- significant education and specialist health care sectors, professional services and retail.

Ku-ring-gai makes:
- a significant contribution to the Metropolitan context
- a significant contribution to the Sydney metropolitan area
- a highly skilled workforce with more professionals than any other occupation
- significant education and specialist health care sectors, professional services and retail.

Ku-ring-gai is:
- a nationally significant ecological heart within the Sydney metropolitan area
- significant heritage listed items and areas
- a healthy lifestyle choice for residents

Ku-ring-gai makes:
- a highly skilled workforce with more professionals than any other occupation
- 54% of working people with a tertiary qualification compared to 33.1% for Greater Sydney
- significant education and specialist health care sectors, professional services and retail.

Ku-ring-gai provides:
- a significant contribution to the local area
- a significant contribution to the Sydney metropolitan area
- a healthy lifestyle choice for residents

Our unique natural environment
The extent of our bushland and biodiversity is unique for a local government area situated so close to the centre of Sydney’s CBD. It contains:
- more than 150 bushland reserves covering approximately 1,150 hectares
- significant and specialist education and specialist health care sectors, professional services and retail.

The area is geographically diverse, comprising significant areas of urban bushland with high conservation status, along with extensive residential development, concentrated primarily along the railway line and Pacific Highway. Ku-ring-gai LGA contains a new suburb with local business centres (Gordon, Killara, Lindfield, Pymble, Roseville, St Ives, Turramurra, Wahroonga and Warrawee) and is divided into the local government wards (Comenarra, Gordon, Roseville, St Ives and Wahroonga). Other employment lands comprise a relatively small proportion of the Ku-ring-gai LGA.

Our unique natural environment
The extent of our bushland and biodiversity is unique for a local government area situated so close to the centre of Sydney’s CBD. It contains:
- more than 150 bushland reserves covering approximately 1,150 hectares
- significantly significant ecological communities including remnant Blue Gum High Forest, Sydney Turpentine Ironbark Forest, within the proximity of three surrounding national parks
- a large variety of native plant species with over 800 recorded, including more than 30 threatened species.
- approximately 20% of the LGA is covered by three national parks (Ku-ring-gai Chase National Park, Garigal National Park and Lane Cove National Park). Natural areas are highly accessible to residents with most residents living only one kilometre from urban bushland, national parks or waterways.

Ku-ring-gai provides:
- a nationally significant ecological heart within the Sydney metropolitan area
- significant heritage listed items and areas
- a healthy lifestyle choice for residents

Ku-ring-gai has:
- a highly skilled workforce with more professionals than any other occupation
- significant education and specialist health care sectors, professional services and retail.

Ku-ring-gai makes:
- a significant contribution to the local area
- a significant contribution to the Sydney metropolitan area
- a healthy lifestyle choice for residents

Ku-ring-gai is:
- a nationally significant ecological heart within the Sydney metropolitan area
- significant heritage listed items and areas
- a healthy lifestyle choice for residents

Ku-ring-gai makes:
- a significant contribution to the local area
- a significant contribution to the Sydney metropolitan area
- a healthy lifestyle choice for residents
Our heritage
For thousands of years before the arrival of European settlers, the Guringai people lived in the area from Newcastle down to Sydney, mostly along the foreshores of the harbour. The Guringai people fished and hunted in the waters and harvested food from the surrounding bushland. They had no need to travel long distances as the land's resources were abundant and they were able to trade with other tribal groups. They left an indelible mark on the landscape. In metropolitan Sydney there are close to 5,000 Aboriginal sites, including rock art, shell middens, axe grinding grooves, ceremonial grounds, burial sites, stone quarries, fish traps and water holes. Many sites in Ku-ring-gai are still in good condition.

European settlement in Ku-ring-gai began about 1814. The early population consisted mainly of itinerant workers, loggers, farmers and orchardists who were often self-sufficient and lived in communities that were isolated and had no access to a reliable water supply. Major transport routes and infrastructure were completed in the mid to late 1800’s, including a railway line from Hornsby to Milsons Point, and connection to the Sydney metropolitan water supply scheme. Isolated farming communities were transformed into residential suburbs. These were characterised by larger-than-average suburban allotments, fine gardens, retention of native flora and restriction of industrial and commercial development. Today Ku-ring-gai is renowned for its architectural heritage, particularly those homes built during the Federation and interwar periods.

Our connected urban villages
Historically, Ku-ring-gai’s urban areas developed as a series of villages along the main ridgelines, each with their own identity, and always bounded by or close to large tracts of natural bushland and national parks. Over time subdivision and residential development have connected the villages into larger suburbs, although their distinct characteristics still largely remain intact. Today, with the increasing population and redevelopment of established areas, there is a greater focus on defining and preserving those visual landscapes and built characteristics that make Ku-ring-gai attractive to its residents and visitors.

Our supportive community
The village nature of our suburbs created close knit and self-sufficient communities. This developed into strong resident participation in volunteering for non-profit community activities extending into all sections of the community with Ku-ring-gai having the highest rate of volunteering across Sydney. The strong sense of connection to the area and the appreciation of its assets combined with a desire to avoid the planning mistakes of other areas of Sydney, has also created a lasting willingness to advocate on behalf of the community to preserve the area’s natural and historical assets.

Our people
The population of Ku-ring-gai is currently 114,700 and growing at a steady rate with the area expected to reach about 134,000 people by 2036. Compared with Sydney as a whole Ku-ring-gai has a unique age profile characterised by:
• more children aged 0 - 4
• more children aged 5 - 11 and young people aged 12 - 17
• less young people aged 18 - 24 years.
• significantly less working aged people aged 25 - 34
• more increasing older people 60 - 69 years, 70 - 84 years and 85+ years
Ku-ring-gai is becoming more culturally diverse consistent with trends across Greater Sydney. About 35% of residents were born overseas including about 20% born in non-English speaking countries. Newer residents are mainly from Chinese and Korean backgrounds along with residents from the UK, South Africa and Europe. There is a lower proportion of Indigenous people in Ku-ring-gai in comparison to Sydney as a whole.

Ku-ring-gai is dominated by couple families with children, who make up nearly half of all households. Reflecting the predominance of family households, the average household size in 2011 was 2.8 persons, compared to the Sydney average of 2.7 persons. This is expected to change over the coming decade with growing numbers of lone person households and couples without children.

Ku-ring-gai’s population is well educated, employed mainly as professionals and relatively affluent compared to the Sydney average.
Preparation of this plan has been guided by the following principles, which are consistent with the Integrated Planning and Reporting requirements and the Council Charter for NSW Local Government.

**Social Justice**
Social justice is about promoting a more socially just and sustainable society for people from diverse linguistic, cultural and religious backgrounds to participate in the future of the community. The Community Strategic Plan reflects these social justice principles and that social considerations are adequately addressed in the planning process.

- **RIGHTS**—equal rights should be established and promoted, with opportunities for people from diverse linguistic, cultural and religious backgrounds to participate and be heard.
- **DEGREES**—participation should be varied; people with disabilities, older people, and people from culturally and linguistically diverse backgrounds, should be respected.
- **Participation**—everyone should have a fair opportunity to genuinely participate in the planning process.

**Sustainability Vision Report 2008 – 2030**
Sustainability principles contained in the community strategic plan reflect those contained within the Community Strategic Plan to ensure that current and sustainable development objectives. These principles include:

- **Support cohesive, inclusive, diverse and dynamic communities**
- **Provide the national, social, cultural and built heritage**
- **Decrease the consumption of resources**
- **Maintain a strong and stable local economy**
- **Balance health, work and personal commitments**

**KU-RING-GAI - OUR FUTURE**

**ALIGNING THE PLAN**

**State, regional and local plans and policies**
In the same way that communities do not exist in isolation, nor does a Council’s Plan. Under the Integrated Planning and Reporting framework, councils are required to plan in line with their State Strategic Plan and other relevant state and regional plans. Council’s current obligations in respect to NSW land use planning goals, the ageing population, regional strategies and the Sydney Metropolitan Strategy (where applicable) also need to be considered when preparing the Community Strategic Plan.

- **Sydney Metropolitan Plan**
- **NSW Government’s Metropolitan Plan for Sydney, 2008**
- **NSW Cultural Accord with NSW Local Government and Shires Associations, 2011**
- **State Strategic Plan**
- **Local Councils - NSROC Regional Priorities - March 2012**
- **Northern Sydney Regional Organisation of Councils - NSROC Regional Priorities - March 2012**
- **Northern Sydney Regional Action Plan under Regional Government and Shires Associations, 2011**

**Sydney Metropolitan**
- Draft Sydney Metropolitan Plan and Discussion Paper (2012) - proposed 20 year plan for Sydney which will guide future planning and investment decisions covering housing, economic development, jobs, transport, water and open space and parks.
- NSW Government’s Metropolitan Plan for Sydney, 2008 - this will be replaced by the new Sydney Metropolitan Plan in 2013.

**Regional**
- Northern Sydney Regional Action Plan under Regional Government and Shires Associations, 2011

**Local**
- A list of Council’s plans and policies is included in Appendix 4.
Council’s Community Engagement Strategy details the principles and guidelines Council has followed and actions undertaken to ensure the broadest possible inputs from the community in the development and review of its Community Strategic Plan 2030.

The objectives of the Strategy include:
- Partnering with the community to deliver a revised Community Strategic Plan that reflects the changes in the community over the past few years
- Building on our current vision and aspirations for the area from consultations undertaken since the first plan was prepared
- Tapping into local knowledge and expertise
- Increasing community awareness of the goals and aspirations of the plan
- Meeting legislative requirements

Building on past community engagement
Ku-ring-gai’s first comprehensive community consultation was a visioning process involving intergenerational workshops with residents aged 9 – 99 years of age, sharing their concerns and aspirations for the future from social, environmental, economic and governance perspectives. The results of that engagement were reported in the “Sustainability Vision Report” and formed the basis of Council’s first Community Strategic Plan, adopted in 2009.

Since then Council has undertaken further extensive consultation and engagement with residents, local groups and organisations, agencies, state government and regional partners. This consultation and engagement has been around a broad range of social, environmental, economic and civic leadership areas for the whole of Ku-ring-gai, in some instances leading to new benchmarks for community engagement in local government.

This engagement has enabled a greater appreciation of issues important to Ku-ring-gai and helped inform the review of the Community Strategic Plan. This consultation forms a significant component of Council’s Community Engagement Strategy for the review of the Community Strategic Plan and has included:
- Nearly 1000 participants in a range of face to face activities (stakeholder meetings, locality workshops, community summit, on-line forum) in 2012 to discuss the future growth and economic viability of Ku-ring-gai’s six local centres and housing choice opportunities in and around the centres.
- 2800 residents participating in 7 separate major surveys, covering environmental protection projects, asset management priorities and funding, community facility needs, community events and customer satisfaction with 39 service areas
- 850 residents, community groups, service providers and agencies participating in separate surveys and workshops, covering integrated transport planning, the needs of an ageing population, youth needs, economic and social development, climate change adaptation and water use habits.

To further check issues arising from earlier engagements nearly 200 residents and representatives from local organisations came together to discuss their ideas for the future of Ku-ring-gai as part of five ward summits facilitated by Council in early 2013. Many previous aspirations for Ku-ring-gai were reaffirmed at these workshops, others were given a different focus and a few new challenges and opportunities were identified.

The consultation identified community needs and how they might be addressed:
- Land use strategy
- Growth and viability of local centres
- Local economy and employment
- Access and connectivity
- Community recreation and sporting facilities
- Children’s, youth, aged and disability services
- Asset management
- Environmental protection and management

Council has followed a robust and transparent approach to all engagement to ensure that community stakeholders have opportunities for comment and input. The approach is underpinned by the NSW Social Justice Principles and the International Association of Public Participation (IAP2) Spectrum.

Our review of the Community Strategic Plan has been directly informed by the consultation undertaken over the past few years. Proposed plan revisions have been drawn directly from an analysis of consultation outcomes.

A summary of the results of the community engagement are contained in the Discussion Paper “Our community – Our future – Ku-ring-gai’s Community Strategic Plan 2030.”
Community Strategic Plan 2030 Ku-ring-gai Council

This plan includes:

1. Six themes or topic headings that group issues and long-term objectives together
2. Issues under each theme generated from key areas of concern or priority identified by the community
3. Long-term objectives that describe the desired future state or outcome for each issue
4. Term achievements which describe how far Council will progress each long-term objective during its four-year term
5. Performance indicators and targets that tell us whether we are heading in the right direction. Performance is measured against targets.

The plan must address social, environmental, economic and governance issues in an integrated manner, known as the quadruple bottom line (QBL). This is to ensure that the plan takes a holistic view of planning for Ku-ring-gai, rather than favouring one particular issue. Under each theme, the plan indicates each long-term objective’s contribution to QBL.

Jubilee Oval BMX Bandits, Madeline Steel, Capture Ku-ring-gai Photo Competition August 2012

Jubilee Oval BMX Bandits, Madeline Steel, Capture Ku-ring-gai Photo Competition August 2012

KU-RING-GAI — OUR FUTURE

STRUCTURE OF THE PLAN

COMMUNITY, PEOPLE AND CULTURE

THEME 1
An underlying principle of Ku-ring-gai’s vision for its area is that of an equitable place where all people are valued and enjoy safe, secure, healthy and satisfying lifestyles.

We will continue to secure social wellbeing by designing programs which address social justice and advocating the area’s case for adequate and equitable services.

In Ku-ring-gai Council Area, 46% of households are made up of couples with children compared with 33% in Greater Sydney. Steady population growth is projected to continue boosted by new residents, particularly in older age groups and those from non-English speaking backgrounds.

We will continue to secure social wellbeing by designing programs which address social justice and advocating the area’s case for adequate and equitable services.

Community Strategic Plan 2030 Ku-ring-gai Council

THEME 2. COMMUNITY PEOPLE AND CULTURE

A healthy, safe, and diverse community that respects our history, and celebrates our differences in a vibrant culture of learning.

At the same time Ku-ring-gai has an ageing population, which is increasing faster than in Greater Sydney. A key focus going forward will be providing accessible services, facilities and infrastructure to meet the demands of an ageing population. The other major challenge will be meeting the wellbeing of older people in the area so they can stay healthy for longer and support themselves in their own home. With other agencies and groups we will need to pursue a range of housing options that local social connections, enable ageing in place and support independence. We will continue to advocate for access to quality health care, disability services, home support and other emergency services.

This includes the integration of people with disabilities, their families and carers into mainstream community and support services. The unique mix of ages in the population offers opportunities for intergenerational programs between young people and older people to transfer knowledge and skills, and build an inclusive and connected community. These opportunities will be pursued in partnership with community groups and organisations.

Ku-ring-gai’s population is increasingly culturally diverse. In 2011 about 30% of the population were born overseas including just over 20% from non-English speaking countries. Of those born overseas, about 18% arrived in the last five years. About 21% of our residents speak a language other than English at home with the most common languages being Cantonese, Mandarin and Korean.

Ku-ring-gai population is increasingly culturally diverse. In 2011 about 30% of the population were born overseas including just over 20% from non-English speaking countries. Of those born overseas, about 18% arrived in the last five years. About 21% of our residents speak a language other than English at home with the most common languages being Cantonese, Mandarin and Korean.

Ku-ring-gai’s population is increasingly culturally diverse. In 2011 about 30% of the population were born overseas including just over 20% from non-English speaking countries. Of those born overseas, about 18% arrived in the last five years. About 21% of our residents speak a language other than English at home with the most common languages being Cantonese, Mandarin and Korean.

Ku-ring-gai’s population is increasingly culturally diverse. In 2011 about 30% of the population were born overseas including just over 20% from non-English speaking countries. Of those born overseas, about 18% arrived in the last five years. About 21% of our residents speak a language other than English at home with the most common languages being Cantonese, Mandarin and Korean.

At the same time Ku-ring-gai has an ageing population, which is increasing faster than in Greater Sydney. A key focus going forward will be providing accessible services, facilities and infrastructure to meet the demands of an ageing population. The other major challenge will be meeting the wellbeing of older people in the area so they can stay healthy for longer and support themselves in their own home. With other agencies and groups we will need to pursue a range of housing options that local social connections, enable ageing in place and support independence. We will continue to advocate for access to quality health care, disability services, home support and other emergency services.

This includes the integration of people with disabilities, their families and carers into mainstream community and support services. The unique mix of ages in the population offers opportunities for intergenerational programs between young people and older people to transfer knowledge and skills, and build an inclusive and connected community. These opportunities will be pursued in partnership with community groups and organisations.

Ku-ring-gai’s population is increasingly culturally diverse. In 2011 about 30% of the population were born overseas including just over 20% from non-English speaking countries. Of those born overseas, about 18% arrived in the last five years. About 21% of our residents speak a language other than English at home with the most common languages being Cantonese, Mandarin and Korean.

Ku-ring-gai’s population is increasingly culturally diverse. In 2011 about 30% of the population were born overseas including just over 20% from non-English speaking countries. Of those born overseas, about 18% arrived in the last five years. About 21% of our residents speak a language other than English at home with the most common languages being Cantonese, Mandarin and Korean.

Ku-ring-gai’s population is increasingly culturally diverse. In 2011 about 30% of the population were born overseas including just over 20% from non-English speaking countries. Of those born overseas, about 18% arrived in the last five years. About 21% of our residents speak a language other than English at home with the most common languages being Cantonese, Mandarin and Korean.

Ku-ring-gai’s population is increasingly culturally diverse. In 2011 about 30% of the population were born overseas including just over 20% from non-English speaking countries. Of those born overseas, about 18% arrived in the last five years. About 21% of our residents speak a language other than English at home with the most common languages being Cantonese, Mandarin and Korean.
## C5 - Community Health and Safety

**C5.1** A community where residents feel safe and enjoy good health.

- Our residents and visitors enjoy clean, safe, friendly and vibrant neighbourhoods

**Council Role:** Lead, deliver & facilitate

**Other Stakeholders:** NSW Police, Emergency management agencies, licensees, businesses, youth organisations, schools

### New and enhanced open space and recreational facilities have been delivered to increase community use and enjoyment.

- Lead & deliver

### C7 - Emergency Management

**C7.1** An aware community able to prepare and respond to the risk to the life and property from emergency events.

- Plans are developed in partnership with emergency service agencies and key stakeholders and implemented

**Council Role:** Lead, deliver and facilitate

**Other Stakeholders:** NSW Police, Emergency management agencies

### Security and preparedness for local jurisdiction and state agencies.

- Facilitate

## C4 - Healthy Lifestyles

**C4.1** A community that embraces healthier lifestyle choices and practices.

- A range of cultural, recreational and leisure facilities and activities are available to encourage social interaction and stimulate everyday wellbeing.

**Council Role:** Lead, deliver & advocate

**Other Stakeholders:** NSW Office of Communities, Sport and Recreation, local sporting, recreation and cultural organisations, community groups

### New and enhanced open space and recreational facilities have been delivered to increase community use and enjoyment.

- Lead & deliver

### C6 - Housing Choice and Affordability

**C6.1** Housing diversity, adaptability and affordability is increased to support the needs of a changing community.

- Boba planning approach to the provision of housing across Ku-ring-gai addresses the supply, choice and affordability needs of the community.

**Council Role:** Lead, deliver, facilitate and advocate

**Other Stakeholders:** FACS, Housing NSW, DAHC, DP&I, building and development industry, community groups, residents

### Diversity and supply of new housing has been investigated to provide safe and responsive housing that addresses the changing population.

- Lead and advocate

### Plans encourage enhanced adaptability to allow for ageing in place, accessibility and sustainable housing.

- Lead, advocate & facilitate

## C3 - Community Participation

**C3.1** A community where opportunities are provided for all voices to be heard and where community stewardship, participation and engagement is supported and promoted.

- Council’s planning approach to the provision of housing across Ku-ring-gai addresses the supply, choice and affordability needs of the community.

**Council Role:** Lead, deliver, facilitate and advocate

**Other Stakeholders:** FACS, Housing NSW, DAHC, DP&I, building and development industry, community groups, residents

### Security and preparedness for local jurisdiction and state agencies.

- Facilitate

## C2 - Cultural Diversity and Creativity

**C2.1** A harmonious community that respects, appreciates, celebrates and learns from each other and values our evolving cultural identity.

- Ku-ring-gai’s rich cultural diversity and creativity is celebrated through programs and events.

**Council Role:** Facilitate & deliver

**Other Stakeholders:** NSW Community Relations Commission (CRC)

### Volunteers are valued, recognised and supported in providing services to the community.

- Facilitate

## C1 - Community Wellbeing

**C1.1** An equitable and inclusive community that cares and provides for its members.

- Council’s policies, programs and advocacy address the social and health needs of all age groups, reduce disadvantage and address gaps in service provision.

**Council Role:** Lead, advocate & deliver

**Other Stakeholders:** DADHC, NDIS, PALS, NDIS, DOHA, NSW DET, NSW Health, NSW YAC, NSW Police, local community groups.

### Access has increased for communities that face barriers to using social services and facilities.

- Deliver, advocate & facilitate

### Our community facilities are accessible and function as cultural hubs to attract a range of users.

- Lead, deliver & facilitate

## Community Strategic Plan 2030 Ku-ring-gai Council

This theme identifies the community's aspirations for its future and how Council and other stakeholders will contribute towards their achievement. The theme’s contribution to the Quadruple Bottom Line is indicated by the icons under each long term objective.
Long Term Objective | Performance Indicator | Baseline (and source data) | Target
---|---|---|---
C1.1 An equitable and inclusive community that cares and provides for its members. | Resident satisfaction with community services and programs (including people with disabilities, older people, children and young people and people with cultural and linguistic diversity). | New measure (Source: Council Customer Satisfaction Survey) | Increasing trend
C2.1 A harmonious community that respects, appreciates, celebrates and learns from each other and values our evolving cultural identity. | Resident satisfaction with Council’s cultural programs and special events. | New measure (Source: Council Customer Satisfaction Survey) | Increasing trend
C3.1 A community where opportunities are provided for all voices to be heard and where community engagement is supported and promoted. | Proportion of residents who believe that living in Ku-ring-gai gives them a sense of community. | New measure (Source: Council Community Satisfaction Survey) | Increasing trend
C3.2 A community that embraces healthier lifestyles, choices and practices. | Resident satisfaction with sporting and recreation facilities and programs, parks and playgrounds. | New measure (Source: Council Community Satisfaction Survey) | Increasing trend
C4.1 A community that embraces a sense of belonging and togetherness. | Incidence of major offences per 1000 people. | Establish baseline 2013-2014 (Source: Bureau of Crime Statistics and Research) | Decreasing trend
C5.1 A community where residents feel safe and enjoy good health. | Proportion of residents who feel safe in our community. | New measure (Source: Council Community Satisfaction Survey) | Increasing trend
C6.1 Housing diversity, adaptability and affordability is increased to support the needs of a changing community. | Range of housing options and mix of dwellings better suit a range of household type and changing demographic profile. | Establish baseline 2013-2014 (Source: ABS statistics and Council data) | Increasing trend
C7.1 An aware community able to respond to the risks to life and property from emergency events. | Proportion of residents who feel adequately informed to prepare and respond during emergency events. | New measure (Source: Council Community Satisfaction Survey) | Increasing trend
NATURAL ENVIRONMENT

We highly value our local environment. The extent of bushland and biodiversity is unique for an area situated so close to the Sydney CBD. The established tree canopy in Ku-ring-gai is a defining characteristic and essential to the ‘look and feel’ of Ku-ring-gai.

Development should not occur at the expense of the local natural character and not impact detrimentally on the local environment. Ku-ring-gai has a number of particularly significant environmental assets that require special care and attention. They include more than 150 bushland reserves, nationally significant ecological communities such as the northern Blue Gum High Forest and Sydney Turpentine Ironbark Forest, a number of threatened flora and fauna and three surrounding national parks.

Our street trees are an important part of the open space landscape of Ku-ring-gai. They provide shade and aesthetic value as well as reduce the local heat stress. Street trees provide habitat for fauna such as birds and sugar gliders and create corridors for their movement. Good management of our street trees is essential to protect and enhance wildlife habitats.

Biodiversity takes into account the variety of all life forms, the different plants, animals and micro-organisms, the genes they contain and the ecosystems they form. It is essential to protect biodiversity as it ensures the continuation of natural processes that protect life on our planet. Our emphasis on maintaining natural processes that protect biodiversity as it ensures the continuation of natural processes that protect life on our planet. Our emphasis on maintaining natural processes that protect biodiversity as it ensures the continuation of natural processes that protect life on our planet. Our emphasis on maintaining natural processes that protect biodiversity as it ensures the continuation of natural processes that protect life on our planet. Our emphasis on maintaining natural processes that protect biodiversity as it ensures the continuation of natural processes that protect life on our planet.

Riparian corridor ecology is becoming an increasingly prominent issue for the northern Sydney region and wider Sydney Metropolitan area as development occurs. Land use plans which define the Ku-ring-gai’s riparian corridors are now in place and will help to ensure their ongoing protection and connection to adjoining national parks and local government areas.

Our local programs, policies and strategies are aimed at influencing sustainable behaviour throughout the area. They include practical solutions such as reducing water and energy use, improving biodiversity values in our bushland areas and the protection and general enhancement of natural water and plant habitat within urban backyards.

Council will continue to demonstrate leadership by reducing its energy and water consumption and as a consequence save money for residents, businesses and government to adopt responsible and practical water management practices. Council’s ongoing education and awareness programs and approaches will provide leading examples to the Ku-ring-gai community.

Waste generation is affected by individual choices. Our community can help to reduce waste by taking some simple and straightforward actions in relation to the consumption and re-use of resources which will minimize the amount of waste sent to landfill.

Council will continue to demonstrate leadership by reducing its energy and water consumption and as a consequence save money for residents, businesses and government to adopt responsible and practical water management practices. Council’s ongoing education and awareness programs and approaches will provide leading examples to the Ku-ring-gai community.

Riparian corridor ecology is becoming an increasingly prominent issue for the northern Sydney region and wider Sydney Metropolitan area as development occurs. Land use plans which define the Ku-ring-gai’s riparian corridors are now in place and will help to ensure their ongoing protection and connection to adjoining national parks and local government areas.

Our local programs, policies and strategies are aimed at influencing sustainable behaviour throughout the area. They include practical solutions such as reducing water and energy use, improving biodiversity values in our bushland areas and the protection and general enhancement of natural water and plant habitat within urban backyards.

Waste generation is affected by individual choices. Our community can help to reduce waste by taking some simple and straightforward actions in relation to the consumption and re-use of resources which will minimize the amount of waste sent to landfill.

Council will continue to demonstrate leadership by reducing its energy and water consumption and as a consequence save money for residents, businesses and government to adopt responsible and practical water management practices. Council’s ongoing education and awareness programs and approaches will provide leading examples to the Ku-ring-gai community.

Our local programs, policies and strategies are aimed at influencing sustainable behaviour throughout the area. They include practical solutions such as reducing water and energy use, improving biodiversity values in our bushland areas and the protection and general enhancement of natural water and plant habitat within urban backyards.

Waste generation is affected by individual choices. Our community can help to reduce waste by taking some simple and straightforward actions in relation to the consumption and re-use of resources which will minimize the amount of waste sent to landfill.

Council will continue to demonstrate leadership by reducing its energy and water consumption and as a consequence save money for residents, businesses and government to adopt responsible and practical water management practices. Council’s ongoing education and awareness programs and approaches will provide leading examples to the Ku-ring-gai community.

Our local programs, policies and strategies are aimed at influencing sustainable behaviour throughout the area. They include practical solutions such as reducing water and energy use, improving biodiversity values in our bushland areas and the protection and general enhancement of natural water and plant habitat within urban backyards.

Waste generation is affected by individual choices. Our community can help to reduce waste by taking some simple and straightforward actions in relation to the consumption and re-use of resources which will minimize the amount of waste sent to landfill.

Council will continue to demonstrate leadership by reducing its energy and water consumption and as a consequence save money for residents, businesses and government to adopt responsible and practical water management practices. Council’s ongoing education and awareness programs and approaches will provide leading examples to the Ku-ring-gai community.

Our local programs, policies and strategies are aimed at influencing sustainable behaviour throughout the area. They include practical solutions such as reducing water and energy use, improving biodiversity values in our bushland areas and the protection and general enhancement of natural water and plant habitat within urban backyards.

Waste generation is affected by individual choices. Our community can help to reduce waste by taking some simple and straightforward actions in relation to the consumption and re-use of resources which will minimize the amount of waste sent to landfill.

Council will continue to demonstrate leadership by reducing its energy and water consumption and as a consequence save money for residents, businesses and government to adopt responsible and practical water management practices. Council’s ongoing education and awareness programs and approaches will provide leading examples to the Ku-ring-gai community.

Our local programs, policies and strategies are aimed at influencing sustainable behaviour throughout the area. They include practical solutions such as reducing water and energy use, improving biodiversity values in our bushland areas and the protection and general enhancement of natural water and plant habitat within urban backyards.

Waste generation is affected by individual choices. Our community can help to reduce waste by taking some simple and straightforward actions in relation to the consumption and re-use of resources which will minimize the amount of waste sent to landfill.
This theme identifies the community’s aspirations for its future and how Council and other stakeholders will contribute towards their achievement. The theme’s contribution to the Quadruple Bottom Line is indicated by the icons under each long term objective.

<table>
<thead>
<tr>
<th>ISSUE</th>
<th>LONG TERM OBJECTIVE</th>
<th>TERM ACHIEVEMENT</th>
<th>COUNCIL ROLE</th>
<th>OTHER STAKEHOLDERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>N1 - Appreciating Ku-ring-gai’s unique natural environment</td>
<td>N1.1 A community empowered with knowledge, learning and information that benefit the environment.</td>
<td>Increased community understanding of the value of the natural environment and local environmental issues and impacts.</td>
<td>Lead, facilitate &amp; educate</td>
<td>Local community and environmental groups.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Increased community action that benefit the environment.</td>
<td>Lead &amp; facilitate</td>
<td></td>
</tr>
<tr>
<td>N2 - Natural Areas</td>
<td>N2.1 Our bushland is rich with native flora and fauna.</td>
<td>Strategies and plans are relevant and implemented to improve the conservation and recovery of flora and fauna.</td>
<td>Lead &amp; deliver</td>
<td>OEH, DPI, Bushcare, NPWS, local community and environmental groups.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ecological protection and understanding is integrated with land-use planning.</td>
<td>Lead &amp; deliver</td>
<td></td>
</tr>
<tr>
<td>N3 - Natural Waterways</td>
<td>N3.1 Our natural waterways and riparian areas are enhanced and protected.</td>
<td>The condition of natural waterways and riparian areas have improved and water harvesting and reuse has significantly increased.</td>
<td>Lead &amp; deliver</td>
<td>OEH, DPI, HNCMA, Universities, Utilities</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ecological protection of our waterways is integrated with land-use planning.</td>
<td>Lead &amp; deliver</td>
<td></td>
</tr>
<tr>
<td>N4 - Climate Change</td>
<td>N4.1 A community addressing and responding to the impacts of climate change and extreme weather events.</td>
<td>The community is effectively informed and engaged on climate change issues.</td>
<td>Lead &amp; facilitate</td>
<td>OEH, NPWS, DCCEE, NCCARF, Emergency management agencies, Universities, community groups, residents.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Council’s vulnerability to climate change is reduced.</td>
<td>Lead &amp; deliver</td>
<td></td>
</tr>
<tr>
<td>N5 - Sustainable Resource Management</td>
<td>N5.1 A community progressively reducing its consumption of resources and leading in recycling and reuse.</td>
<td>The community is responsible and engaged in improved recycling and reduction in resource use.</td>
<td>Lead &amp; facilitate</td>
<td>OEH, NSWDC, DCCEE, Utilities, NSW EPA</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The community is responsible and engaged in energy and water conservation and efficiency programs.</td>
<td>Lead &amp; facilitate</td>
<td></td>
</tr>
<tr>
<td>Long Term Objective</td>
<td>Performance Indicator</td>
<td>Baseline (and source date)</td>
<td>Target</td>
<td></td>
</tr>
<tr>
<td>-----------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------</td>
<td>-------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>N1.1 A community empowered with knowledge, learning and information that benefits the environment</td>
<td>Residents involved in community environmental programs per year. Baseline: 1,365 (Source: Council’s 2011/12 Annual Report)</td>
<td>Data source: attendance/participation records</td>
<td>Increasing trend</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Community activity that benefits the environment</td>
<td>Set baseline in 2013</td>
<td>Increasing trend</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Condition of bushland managed by Council.</td>
<td>Set baseline 2013</td>
<td>Upgrading trend</td>
<td></td>
</tr>
<tr>
<td>N2.1 Our bushland is rich with native flora and fauna</td>
<td>Area of bushland/habitat regenerated.</td>
<td>Set baseline: 621.7 ha (Source: Council’s 2011/12 Annual Report)</td>
<td>hectares per year</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Physical creek remediation projects completed</td>
<td>New measure</td>
<td>Number completed per year</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Stream health through diversity of macro invertebrates.</td>
<td>Baseline: previous Council results</td>
<td>Maintain or improving trend</td>
<td></td>
</tr>
<tr>
<td>N4.1 A community addressing and responding to the impacts of climate change and extreme weather events</td>
<td>Household electricity consumption per capita.</td>
<td>Physical Creek Remediation Projects</td>
<td>Decreasing trend</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Number of residents involved in climate change adaptation activities per year.</td>
<td>Set baseline in 2012</td>
<td>Increasing trend</td>
<td></td>
</tr>
<tr>
<td>N5.1 A community progressively reducing its consumption of resources and leading in recycling and reuse</td>
<td>Potable water consumption per capita.</td>
<td>Set baseline in 2013</td>
<td>Decreasing trend</td>
<td></td>
</tr>
<tr>
<td></td>
<td>% household waste diverted from landfill.</td>
<td>% of household waste diverted from landfill.</td>
<td>Maintain/Increasing trend</td>
<td></td>
</tr>
</tbody>
</table>

**Community Strategic Plan 2030 Ku-ring-gai Council**

**Tracking our progress**

Performance indicators (PI) of progress towards the achievement of our long-term objectives include:

- **N1.1** A community empowered with knowledge, learning and information that benefits the environment
  - Residents involved in community environmental programs per year
    - Baseline: 1,365 (Source: Council’s 2011/12 Annual Report)
    - Data source: attendance/participation records
    - Increasing trend
  - Community activity that benefits the environment
    - Baseline in 2013
    - Data source: project monitoring and evaluation (community surveys, online surveys)
    - Increasing trend
  - Condition of bushland managed by Council
    - Baseline 2013
    - Data source: Council’s Customer Satisfaction Survey
    - Upgrading trend
  - Area of bushland/habitat regenerated
    - Baseline: 621.7 hectares (Source: Council’s 2011/12 Annual Report)
    - Data source: DEKHO
    - hectares per year

- **N2.1** Our bushland is rich with native flora and fauna
  - Condition of bushland managed by Council
    - Baseline in 2013
    - Data source: Council’s Customer Satisfaction Survey
    - Improving trend
  - Area of bushland/habitat regenerated
    - Baseline: 621.7 ha (Source: Council’s 2011/12 Annual Report)
    - Data source: DEKHO
    - hectares per year

- **N3.1** Our natural waterways and riparian areas are enhanced and protected
  - Physical creek remediation projects completed
    - New measure
    - Data source: Council Inventory of Projects
    - Number completed per year
  - Stream health through diversity of macro invertebrates
    - Baseline: previous Council results
    - Data source: Council’s water sampling program (macro invertebrates health score)
    - Maintain or improving trend

- **N4.1** A community addressing and responding to the impacts of climate change and extreme weather events
  - Household electricity consumption per capita
    - Baseline in 2013
    - Data source: Energy Australia data
    - Decreasing trend
  - Number of residents involved in climate change adaptation activities per year
    - Baseline in 2012-2013
    - Data source: attendance/participation records
    - Increasing trend

- **N5.1** A community progressively reducing its consumption of resources and leading in recycling and reuse
  - Potable water consumption per capita
    - Baseline in 2013
    - Data source: Sydney Water data
    - Decreasing trend
  - % household waste diverted from landfill
    - 43% in 2011/12; 58.6% of total household waste was diverted from landfill
    - Data source: Council’s data
    - Downward trend
As a community we have a strong sense of place. Ku-ring-gai has evolved into a series of village-like suburbs, each with distinct characteristics and unique social profiles.

Population growth, new development and change to established areas over the next 20 years will inevitably pose challenges to those features that make Ku-ring-gai attractive to its residents and visitors.

The community has confirmed its desire to retain a sense of identity, pride and history. Ku-ring-gai has a strong built heritage that is special and define and preserve the visual landscape and character of the area for many years. As a community we have a strong sense of identity and place. Ku-ring-gai is a place where people can live, work, shop, meet and spend leisure time, particularly in local centres and parks.

The community has a strong desire to continue to encourage a variety of uses in the centres. To maintain and enhance its distinct qualities, we will work with the development industry, government agencies, business and residents to ensure our centres remain inviting and commercially viable.

The community has a strong desire for social interaction and activity in the centres. To maintain and enhance its distinct qualities, we will work with the development industry, government agencies, business and residents to ensure our centres remain inviting and commercially viable.

The community has a strong desire for social interaction and activity in the centres. To maintain and enhance its distinct qualities, we will work with the development industry, government agencies, business and residents to ensure our centres remain inviting and commercially viable.

Our local centres are essential to the social interaction and well-being of our residents. Consistent with the Ku-ring-gai Local Environmental Plan (Local Centres) 2012 there will be a focus on upgrading facilities for community use to avoid unnecessary duplication of facilities and associated costs into the future. To ensure these assets are available and fit for their intended purpose. Sharing and optimising the use of Ku-ring-gai’s total stock of public and private infrastructure and facilities will be critical to avoid unnecessary duplication of facilities and associated costs into the future.

The community has a strong desire for improved utilisation and to provide more multi-purpose spaces to accommodate community needs.

A range of well planned, clean and safe neighbourhoods and public spaces designed with a strong sense of identity and place. Ku-ring-gai will be a place where people can live, work, shop, meet and spend leisure time, particularly in local centres and parks.

It is also critical that we maintain our highly valued and diverse heritage as it keeps us connected with our past and our communities are key services provided by Council. As the population grows, new development and change to established areas over the next 20 years will inevitably pose challenges to those features that make Ku-ring-gai attractive to its residents and visitors.

The community has confirmed its desire to retain a sense of identity, pride and history. Ku-ring-gai has a strong built heritage that is special and defines and preserve the visual landscape and character of the area for many years. As a community we have a strong sense of identity and place. Ku-ring-gai is a place where people can live, work, shop, meet and spend leisure time, particularly in local centres and parks.

The community has a strong desire to continue to encourage a variety of uses in the centres. To maintain and enhance its distinct qualities, we will work with the development industry, government agencies, business and residents to ensure our centres remain inviting and commercially viable.

The community has a strong desire for social interaction and activity in the centres. To maintain and enhance its distinct qualities, we will work with the development industry, government agencies, business and residents to ensure our centres remain inviting and commercially viable.

Our local centres are essential to the social interaction and well-being of our residents. Consistent with the Ku-ring-gai Local Environmental Plan (Local Centres) 2012 there will be a focus on upgrading facilities for community use to avoid unnecessary duplication of facilities and associated costs into the future. To ensure these assets are available and fit for their intended purpose. Sharing and optimising the use of Ku-ring-gai’s total stock of public and private infrastructure and facilities will be critical to avoid unnecessary duplication of facilities and associated costs into the future.

The community has a strong desire for improved utilisation and to provide more multi-purpose spaces to accommodate community needs.

A range of well planned, clean and safe neighbourhoods and public spaces designed with a strong sense of identity and place. Ku-ring-gai is a place where people can live, work, shop, meet and spend leisure time, particularly in local centres and parks.

It is also critical that we maintain our highly valued and diverse heritage as it keeps us connected with our past and our communities are key services provided by Council. As the population grows, new development and change to established areas over the next 20 years will inevitably pose challenges to those features that make Ku-ring-gai attractive to its residents and visitors.

The community has confirmed its desire to retain a sense of identity, pride and history. Ku-ring-gai has a strong built heritage that is special and defines and preserve the visual landscape and character of the area for many years. As a community we have a strong sense of identity and place. Ku-ring-gai is a place where people can live, work, shop, meet and spend leisure time, particularly in local centres and parks.

The community has a strong desire to continue to encourage a variety of uses in the centres. To maintain and enhance its distinct qualities, we will work with the development industry, government agencies, business and residents to ensure our centres remain inviting and commercially viable.

The community has a strong desire for social interaction and activity in the centres. To maintain and enhance its distinct qualities, we will work with the development industry, government agencies, business and residents to ensure our centres remain inviting and commercially viable.

Our local centres are essential to the social interaction and well-being of our residents. Consistent with the Ku-ring-gai Local Environmental Plan (Local Centres) 2012 there will be a focus on upgrading facilities for community use to avoid unnecessary duplication of facilities and associated costs into the future. To ensure these assets are available and fit for their intended purpose. Sharing and optimising the use of Ku-ring-gai’s total stock of public and private infrastructure and facilities will be critical to avoid unnecessary duplication of facilities and associated costs into the future.

The community has a strong desire for improved utilisation and to provide more multi-purpose spaces to accommodate community needs.
This theme identifies the community’s aspirations for its future and how Council and other stakeholders will contribute towards their achievement. The theme’s contribution to the Quadruple Bottom Line is indicated by the icons under each long term objective.

### Issue: Preserving the unique visual character of Ku-ring-gai

**P1.1** Ku-ring-gai’s unique visual character and identity is maintained.

Opportunities are provided to our community to contribute to plans for enhancing the local area and visual amenity of our centres.

- **Lead & facilitate**: DP&I, local community groups, residents
- **Term ACHIEVEMENT**: Strategies, plans and processes are in place to protect and enhance Ku-ring-gai’s unique landscape character.
- **Other Stakeholders**: Place making programs are being implemented for selected Council owned areas.

### Issue: Managing Urban Change

**P2.1** A robust planning framework is in place to deliver quality design outcomes and maintain Ku-ring-gai’s identity and character.

Strategies, plans and processes are in place to effectively manage the impact of new development.

- **Lead, deliver and advocate**: DP&I, local community groups, residents
- **Term ACHIEVEMENT**: Community confidence has continued in our assessment, regulatory and environmental processes.
- **Other Stakeholders**: Planning opportunities are investigated for the revitalisation of the St Ives Centre and surrounding precincts in collaboration with owners, developers, government agencies and local residents.

### Issue: Quality Urban Design and Development

**P3.1** The built environment delivers attractive, interactive and sustainable living and working environments.

A high standard of design quality and building environmental performance is achieved in new development.

- **Lead, deliver, legislate & advocate**: DP&I, local community groups, residents
- **Term ACHIEVEMENT**: Conservation Management Plans are in place and being implemented for the cultural and heritage assets of the area to ensure their long term viability.
- **Other Stakeholders**: Local, aboriginal and cultural history is recognised and promoted.

### Issue: Revitalisation of our centres

**P4.1** Our centres offer a broad range of shops and services and contain lively urban village spaces and places where people can live, work, shop, meet and spend leisure time.

Plans to revitalise local centres are being progressively implemented and achieve quality design outcomes in collaboration with key agencies, landholders and the community.

- **Lead, facilitate and deliver**: Chambers of Commerce, local business associations, business & land owners, developers, community groups, residents, government agencies and utilities
- **Term ACHIEVEMENT**: Planning opportunities are investigated for the revitalisation of the St Ives Centre and surrounding precincts in collaboration with owners, developers, joint agencies and local residents.
- **Other Stakeholders**: An improvement plan for Gordon Centre is being progressively implemented in collaboration with owners, businesses and state agencies.

### Issue: Heritage that is Protected and Responsibly Managed

**P5.1** Ku-ring-gai’s heritage is protected, promoted and responsibly managed.

Strategies, plans and processes are in place to effectively protect and preserve Ku-ring-gai’s heritage assets.

- **Lead, deliver & regulate**: Ku-ring-gai Historical Society, NSW OEH, DP&I, NSW LAC, Northern Sydney Aboriginal Heritage Office, community groups
- **Term ACHIEVEMENT**: Conservation Management Plans are in place and being implemented for the cultural and heritage assets of the area to ensure their long term viability.
- **Other Stakeholders**: Local, aboriginal and cultural heritage is recognised and promoted.

**QBL KEY:**
- Social
- Environmental
- Economic
- Civic leadership
P6 Enhancing recreation, sporting and leisure facilities

- **P6.1 Recreation, sporting and leisure facilities** are available to meet the community’s diverse and changing needs.
  - Lead & deliver: Local clubs, groups and organisations, NSW Sport and Recreation
  - Program is being implemented to improve existing recreation, sporting and leisure facilities and facilitate the establishment of new facilities.

P7 Enhancing community buildings and facilities

- **P7.1 Multipurpose community buildings and facilities** are available to meet the community’s diverse and changing needs.
  - Standards are developed to improve the condition and functionality of existing and new assets.
  - Usage of existing community buildings and facilities is optimised.

P8 Improving the standard of our infrastructure

- **P8.1 An improved standard of infrastructure that meets the community’s service level standards and Council’s obligations as the custodian of our community assets.**
  - Lead & deliver: Government agencies, community groups, residents
  - Programs for infrastructure and asset maintenance management are delivered in accordance with the adopted Asset Management Strategy and Plans.

**Performance indicators (PI) of progress towards the achievement of our long-term objectives include:**

<table>
<thead>
<tr>
<th>Long Term Objective</th>
<th>Performance Indicator</th>
<th>Baseline (and source data)</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>P1.1 Ku-ring-gai’s unique visual character and identity is maintained.</td>
<td>Resident satisfaction with the visual quality of design in the Ku-ring-gai area.</td>
<td>New Measure</td>
<td>Steady or increasing trend</td>
</tr>
<tr>
<td>P2.1 A robust planning framework is in place to deliver quality design outcomes and maintain the identity and character of Ku-ring-gai.</td>
<td>Resident satisfaction with Council’s regulatory services.</td>
<td>Established baseline 2015</td>
<td>Steady or increasing trend</td>
</tr>
<tr>
<td>P3.1 The built environment delivers attractive, interactive and sustainable living and working environments.</td>
<td>Resident satisfaction with the vitality of our local centres.</td>
<td>New Measure</td>
<td>Steady or increasing trend</td>
</tr>
<tr>
<td>P4.1 Our centres offer a broad range of shops and services, and contain lively village spaces and places where people can live, work, shop, meet and spend leisure time.</td>
<td>Resident satisfaction with the utility of our local centres.</td>
<td>New Measure</td>
<td>Steady or increasing trend</td>
</tr>
<tr>
<td>P5.1 Ku-ring-gai’s heritage is protected, promoted and responsibly managed.</td>
<td>Resident satisfaction with protection of heritage.</td>
<td>Established baseline 2015</td>
<td>Steady or increasing trend</td>
</tr>
<tr>
<td>P6.1 Recreation, sporting and leisure facilities are available to meet the community’s diverse and changing needs.</td>
<td>Resident satisfaction with recreation, sporting and leisure facilities.</td>
<td>Established baseline 2015</td>
<td>Steady or increasing trend</td>
</tr>
<tr>
<td>P7.1 Multipurpose community buildings and facilities are available to meet the community’s diverse and changing needs.</td>
<td>Resident satisfaction with Council’s community facilities.</td>
<td>Established baseline 2015</td>
<td>Steady or increasing trend</td>
</tr>
<tr>
<td>P8.1 An improved standard of infrastructure that meets the community’s service level standards and Council’s obligations as the custodian of our community assets.</td>
<td>Resident satisfaction with roads, footpaths, drainage and parking.</td>
<td>Established baseline 2015</td>
<td>Steady or increasing trend</td>
</tr>
</tbody>
</table>
Theme 4

ACCESS, TRAFFIC AND TRANSPORT
The ability to move around plays a key role in our quality of life, the choices we make about where we live and the liveability of our communities. A good quality transport network has a major influence on our quality of life. Residents want the ability to live close to where they work and play and feel socially connected.

Our challenge is to provide a better integrated and accessible transport network with improved access for residents, flexible transport options that cater for the needs of the population and housing density increases across the Sydney metropolitan area. Council will continue work towards providing a network of safe and convenient walking paths and bikeways linking major land uses and recreation opportunities. Walking and cycling options also improve health outcomes and improve our sense of community, particularly for suburbs that are split by the Pacific Highway, railway and other major roads. Council will also work with the community to assist people in making sustainable transport choices such as walking, cycling or using public transport.

The overall number of car trips can also be reduced by residents shopping, socialising and undertaking recreational activities locally. Programs will continue to make these areas more attractive places and spaces to use by enhancing neighbourhood and local centres, improving community facilities, parks and recreational facilities.

Walking and cycling options also improve health outcomes and improve our sense of community, particularly for suburbs that are split by the Pacific Highway, railway and other major roads. Council will also work with the community to assist people in making sustainable transport choices such as walking, cycling or using public transport.

The overall number of car trips can also be reduced by residents shopping, socialising and undertaking recreational activities locally. Programs will continue to make these areas more attractive places and spaces to use by enhancing neighbourhood and local centres, improving community facilities, parks and recreational facilities.

Planning for our centres must also address accessibility for all pedestrians, including those people that are less mobile.

While our local area is generally well serviced by public transport, some areas need more regular and expanded bus services. Council will advocate for these improvements and will continue to work with bus operators and government agencies to monitor reliability and journey times of existing services.

Community transport provides an important service to many groups and individuals to access shops and services, as well as for recreation. In conjunction with community groups and service providers Council will explore innovative and cost-effective ways to expand resident access to community transport options.

The largest asset Council has responsibility for is the local road network. Council will continue to manage that network to reduce congestion, particularly around local centres, to maximise the efficiency of parking and to improve safety and accessibility for pedestrians, cyclists and motorists.

Adequate, accessible regional public transport and road connections are vital to the area's efficient operation. Council will continue to press the State government for the delivery of improvements to the regional transport network.

Community transport provides an important service to many groups and individuals to access shops and services, as well as for recreation. In conjunction with community groups and service providers Council will explore innovative and cost-effective ways to expand resident access to community transport options.

The largest asset Council has responsibility for is the local road network. Council will continue to manage that network to reduce congestion, particularly around local centres, to maximise the efficiency of parking and to improve safety and accessibility for pedestrians, cyclists and motorists.

Adequate, accessible regional public transport and road connections are vital to the area’s efficient operation. Council will continue to press the State government for the delivery of improvements to the regional transport network.

Community transport provides an important service to many groups and individuals to access shops and services, as well as for recreation. In conjunction with community groups and service providers Council will explore innovative and cost-effective ways to expand resident access to community transport options.
This theme identifies the community’s aspirations for its future and how Council and other stakeholders will contribute towards their achievement. The theme’s contribution to the Quadruple Bottom Line is indicated by the icons under each long term objective.

<table>
<thead>
<tr>
<th>ISSUE</th>
<th>LONG TERM OBJECTIVE</th>
<th>TERM ACHIEVEMENT</th>
<th>COUNCIL ROLE</th>
<th>OTHER STAKEHOLDERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>T1 Integrated and Accessible Transport</td>
<td>T1.1 A range of integrated transport choices are available to enable effective movement to, from and around Ku-ring-gai.</td>
<td>Public transport connections are accessible to all age groups and match the travel needs of the community.</td>
<td>Lead, advocate &amp; facilitate</td>
<td>TfNSW, RMS, DPM, RailCorp/CityRail, State Transit, private bus companies</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A network of safe and convenient links to local centres, major land uses and recreation opportunities is in place.</td>
<td>Deliver</td>
<td>Community groups</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Advocate to relevant Government agencies and private companies for integrated public transport facilities and service improvements that meet community needs.</td>
<td>Lead &amp; advocate</td>
<td>TfNSW, RMS, State Transit, NSROC</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The community is informed, educated and encouraged to use alternative forms of transport.</td>
<td>Advocate, promote &amp; educate</td>
<td>Community groups, residents</td>
</tr>
<tr>
<td>T2 Local Road Network</td>
<td>T2.1 The local road network is managed to achieve a safe and effective local road network.</td>
<td>Road network safety and efficiency are improved and traffic congestion is reduced.</td>
<td>Lead &amp; deliver</td>
<td>RMS, NSROC</td>
</tr>
</tbody>
</table>

**FEWER CARS RESULT IN REDUCED TRAFFIC CONGESTION, LESS PRESSURE ON PARKING SPACES AND LESS GREENHOUSE GAS EMISSIONS**
Performance indicators (PI) of progress towards the achievement of our long-term objectives include:

<table>
<thead>
<tr>
<th>Long Term Objective</th>
<th>Performance Indicator</th>
<th>Baseline (and source data)</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>T1.1 A range of integrated transport choices are available to enable effective movement to, from and around Ku-ring-gai.</td>
<td>Mode split for journey to work trips showing increased public transport usage.</td>
<td>Establish baseline 2013 (source: TfNSW)</td>
<td>Increasing trend</td>
</tr>
<tr>
<td>T1.1</td>
<td>Rail patronage, by station.</td>
<td>Establish baseline 2013 (source: TfNSW)</td>
<td>Increasing trend</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Establish baseline 2013 (source: TfNSW)</td>
<td>Increasing trend</td>
</tr>
<tr>
<td>T2.1</td>
<td>The local road network is managed to achieve a safe and effective local road network.</td>
<td>Number of vehicle accidents and pedestrian accidents per year.</td>
<td>Establish baseline 2013 (source: RMS)</td>
</tr>
<tr>
<td>T3.1</td>
<td>An accessible public transport and regional road network that meets the diverse and changing needs of the community.</td>
<td>Vehicle travel speed on arterial roads within designated speed limits.</td>
<td>Establish baseline 2013 (source: TfNSW)</td>
</tr>
</tbody>
</table>
A strong local economy, able to provide and attract quality jobs is an important contributor to Ku-ring-gai’s long term sustainability.

Ku-ring-gai’s population growth will place further pressures on infrastructure and the quality of life enjoyed by those who live and work here. As the population grows it will be important for the local economy to grow to support the community in the future.

Ku-ring-gai’s workforce is highly skilled with more professionals than any other occupation. About 54% of working people in Ku-ring-gai have a tertiary qualification compared to 33.1% for Greater Sydney.

Ku-ring-gai’s economy is based around the service sectors of healthcare and community service, education, professional services and retail. Over half of the working age population are employed in these sectors.

Nearly three quarters of these residents leave the area every day for work. While this mismatch is due in part to the number of high income earners who need to work in the Sydney CBD and other surrounding centres of knowledge, technology, education and health, it indicates a need for more skilled jobs closer to home and significant spending leaving the local economy.

Facilitating local economic growth, particularly across healthcare, education, professional business services, retail and tourism will be important to addressing this mismatch.

Ku-ring-gai’s small business sector continues to grow, particularly home based businesses with 8% of the employed population now working from home compared to 4% in Greater Sydney. Taking advantage of opportunities presented by new technologies, facilitating training and business support and reducing red tape will help to expand this employment area.

Ku-ring-gai has half the number of people in the 25 – 34 year working age group than Greater Sydney (3.6% vs 7.7%). Opportunities to retain a greater proportion of the resident workforce in this age bracket need to be explored to strengthen Ku-ring-gai’s employment base.

While unemployment in Ku-ring-gai is low in comparison with other parts of Sydney and 500/900 it is important that the local workforce continues to have access to a wide range of jobs matching its skill base and potential. These jobs need to be readily accessible by efficient public transport or car so that long or time consuming journeys to work do not impact on people’s enjoyment of leisure time. Conversely people working in Ku-ring-gai who live outside the area need to be able to conveniently travel to Ku-ring-gai.

Fewer work trips by car will have tangible benefits to the environment and help to improve the region’s air quality and reduce congestion on the roads. Improved access to and use of public transport and alternative forms of transport will reinforce economic, social and environmental outcomes.

While Council has limited influence on local economic performance it will continue its strong leadership role in building the area’s capacity to become more competitive and attractive to investment. That includes participating in and supporting networks and partnerships to broaden the economy, continuing to nurture the area’s skills base, looking for niches where the area and Northern Sydney region have competitive advantage and by developing land use policies that stimulate investment and tourism.

A strategic program for future activities will be developed in collaboration with economic partners. This will support local business, employment and promote the area for future investment. This is consistent with the NSW 2021 Northern Sydney Region priority actions for growing the economy and improving road and public transport connections.
This theme identifies the community's aspirations for its future and how Council and other stakeholders will contribute towards their achievement. The theme's contribution to the Quadruple Bottom Line is indicated by the icons under each long-term objective.

### ISSUE: Partnering for business and employment growth

<table>
<thead>
<tr>
<th>LONG TERM OBJECTIVE</th>
<th>TERM ACHIEVEMENT</th>
<th>COUNCIL ROLE</th>
<th>OTHER STAKEHOLDERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>E2.1 Key stakeholders have confidence in, and pro-actively partner with Council to enhance employment and economic benefits.</td>
<td>Kuring-gai’s business community, government agencies and regional partners are working in an effective and integrated way to strengthen and develop Kuring-gai’s local economic base.</td>
<td>Lead, advocate and facilitate</td>
<td>NDRCC, NSW Trade and Investment, Chambers of commerce and local business associations</td>
</tr>
</tbody>
</table>

### ISSUE: Kuring-gai’s business and employment opportunities

<table>
<thead>
<tr>
<th>LONG TERM OBJECTIVE</th>
<th>TERM ACHIEVEMENT</th>
<th>COUNCIL ROLE</th>
<th>OTHER STAKEHOLDERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>E1.1 Kuring-gai is an attractive location for business investment.</td>
<td>Ku-ring-gai’s opportunities and assets are promoted to strengthen and attract business and employment to the area. Opportunities are pursued to strengthen our local and neighborhood centres to promote small and medium businesses in Ku-ring-gai.</td>
<td>Lead and facilitate</td>
<td>Chambers of Commerce, local business associations, business &amp; land owners, government agencies</td>
</tr>
</tbody>
</table>

### ISSUE: Visitation opportunities

<table>
<thead>
<tr>
<th>LONG TERM OBJECTIVE</th>
<th>TERM ACHIEVEMENT</th>
<th>COUNCIL ROLE</th>
<th>OTHER STAKEHOLDERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>E3.1 Kuring-gai has a range of activities and experiences that attract visitors.</td>
<td>Tourism business has been strengthened and expanded. Kuring-gai is marketed as a provider of a range of visitor activities and experiences.</td>
<td>Facilitate</td>
<td>Destination NSW, local business operators</td>
</tr>
</tbody>
</table>

### Performance indicators (PI) of progress towards the achievement of our long-term objectives include:

<table>
<thead>
<tr>
<th>Long Term Objective</th>
<th>Performance Indicator</th>
<th>Baseline (and source data)</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>E1.1 Ku-ring-gai is an attractive location for business investment.</td>
<td>Business satisfaction with the attractiveness/visual amenity of our local centres.</td>
<td>New measure</td>
<td>Increasing trend</td>
</tr>
<tr>
<td>E1.1</td>
<td>Ku-ring-gai’s opportunities and assets are promoted to strengthen and attract business and employment to the area. Opportunities are pursued to strengthen our local and neighborhood centres to promote small and medium businesses in Ku-ring-gai.</td>
<td>Ku-ring-gai is marketed as a provider of a range of visitor activities and experiences.</td>
<td>Establish baseline</td>
</tr>
<tr>
<td>E2.1 Business satisfaction with Council’s regulatory services.</td>
<td>Establish baseline</td>
<td>Establish baseline</td>
<td>Increasing trend</td>
</tr>
<tr>
<td>E3.1 Visitor satisfaction with activities and experiences in Ku-ring-gai.</td>
<td>Establish baseline</td>
<td>Establish baseline</td>
<td>Increasing trend</td>
</tr>
</tbody>
</table>
Theme 6

Leadership and Governance

Australia Day 2013
This strategic plan is our community’s plan and Council is committed to addressing the community’s aspirations, as articulated in this plan, to move Ku-ring-gai towards its Vision. Council will shape the community strategic plan as the foundation for all its decisions, resource allocation and activity over the next 10 – 20 years. While recognising Council is directly responsible for many outcomes, collaborative agreements and partnerships will be pursued with a range of government agencies, organisations and community groups to bring about many others.

Ku-ring-gai’s future will depend on establishing a shared vision for our area across all levels of government, regional organisations, agencies, community and business.

The functions and responsibilities of local government continue to increase and change. Council is faced with the challenge of selecting its activities prudently and of adequately resourcing its programs. Opportunities for new resources and increased effectiveness will be rigorously pursued. The programs and services selected must be carefully designed and delivered to equitably and cost effectively advance the wellbeing of the community. Continued improvements to service level specification and delivery approaches will be needed to support this.

We will continue to engage with our community to seek opinion on priorities and willingness to pay for enhanced service delivery. Importantly, Council will seek to provide services which match the needs and preferences of the community. Along with many authorities we face asset renewal and investment challenges which must be balanced with resident and ratepayers expectations. Council’s asset portfolio consists of over $1.8 billion of infrastructure and community and operational land. We will continue to press government for infrastructure, services and facilities needed for the population over the next 10 – 20 years.

Council’s revised Asset Management Strategy 2013-2023, demonstrates how Council’s asset portfolio supports the service delivery needs of the community and the funds required to deliver these services. The revised Strategy also includes an Asset Management Improvement Plan to ensure that organisational practices and procedures are continually improved.

Community involvement and engagement is at the heart of good governance and will ensure that our strategic direction meets the aspirations of our local community. We will continue to engage with the community over this four year term of Council to monitor how we are going. This will include the use of support technologies and social media to engage local residents and provide input into our decision - making processes.

Council can only achieve the outcomes it seeks for the community with the aid of a well managed organisation focused on working in the community’s interest and continuously improving its delivery of services. With change continually taking place in Council’s activities the workplace must be able to adapt to these and other changes as they emerge. Council recognises the quality of the people it can attract and retain in its organisation is vital to its achieving its program. It values its people and appreciates their contribution. It will continue to recognise the obligation for them to be provided with a safe, secure and satisfying workplace, treated equitably and with respect and properly rewarded.
This theme identifies the community’s aspirations for its future and how Council and other stakeholders will contribute towards their achievement. The theme’s contribution to the Quadruple Bottom Line is indicated by the icons under each long term objective.

### L1 Leadership

<table>
<thead>
<tr>
<th>ISSUE</th>
<th>LONG TERM OBJECTIVE</th>
<th>TERM ACHIEVEMENT</th>
<th>COUNCIL ROLE</th>
<th>OTHER STAKEHOLDERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>L1.1</td>
<td>A shared long term vision for Ku-ring-gai underpins strategic collaboration, policy development and community engagement.</td>
<td>The aspirations, objectives and priorities of our community are reflected in Ku-ring-gai’s Community Strategic Plan and inform Council’s policy development, decision making and program delivery including responses to government policy and reforms. Council leads the community by advocating, influencing and participating in policy development to the benefit of the local area. Partnerships are established with government agencies, regional and local organisations and community groups and are working to achieve Ku-ring-gai’s community outcomes. Council’s responses to government policy and reforms are guided by and aligned with the adopted Community Strategic Plan 2030 ‘Our community - Our Future’.</td>
<td>Lead &amp; Deliver</td>
<td>NSW Gov, DLG, DP&amp;I, community groups, residents and business</td>
</tr>
</tbody>
</table>

### L2 Financial capacity and sustainability

<table>
<thead>
<tr>
<th>ISSUE</th>
<th>LONG TERM OBJECTIVE</th>
<th>TERM ACHIEVEMENT</th>
<th>COUNCIL ROLE</th>
<th>OTHER STAKEHOLDERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>L2.1</td>
<td>Council rigorously manages its financial resources and assets to maximise delivery of services. Council maintains and improves its long term financial position and performance.</td>
<td>Council’s financial services provide accurate, timely, open and forward advice to the community. Council expenditure satisfies the needs of the community. Council has increased its commitment to infrastructure asset management priorities.</td>
<td>Lead &amp; deliver</td>
<td>DLG</td>
</tr>
</tbody>
</table>

### L3 Good Governance and Management

<table>
<thead>
<tr>
<th>ISSUE</th>
<th>LONG TERM OBJECTIVE</th>
<th>TERM ACHIEVEMENT</th>
<th>COUNCIL ROLE</th>
<th>OTHER STAKEHOLDERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>L3.1</td>
<td>The organisation is recognised and distinguished by its ethical decision-making, efficient management, innovation and quality customer service. Council’s integrity and operating effectiveness is continually being improved through its leadership, decision-making and policies. Integrated risk management, compliance and internal control systems are in place to identify, assess, monitor and manage risks throughout the organisation. Council’s governance framework is developed to ensure probity, transparency and the principles of sustainability are integrated and applied into our policies, plans, guidelines and decision making processes. The organisation is recognised as a leader in sustainability. Council’s services and programs are provided on the basis of equity, community priorities and best value for money within available resources.</td>
<td>Lead &amp; deliver</td>
<td>OEH, DCCEE, DP&amp;I, NSROC, DLG, local community and environmental groups</td>
<td></td>
</tr>
</tbody>
</table>

### L4 Community Engagement

<table>
<thead>
<tr>
<th>ISSUE</th>
<th>LONG TERM OBJECTIVE</th>
<th>TERM ACHIEVEMENT</th>
<th>COUNCIL ROLE</th>
<th>OTHER STAKEHOLDERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>L4.1</td>
<td>The community is informed and engaged in decision-making processes for community outcomes. Community engagement utilises effective and varied communication channels to reach all sections of the community.</td>
<td></td>
<td>Lead, facilitate &amp; deliver</td>
<td>DLG, Local community groups</td>
</tr>
</tbody>
</table>
KU-RING-GAI - OUR FUTURE

TRACKING OUR PROGRESS

Performance indicators (PI) of progress towards the achievement of our long-term objectives include:

<table>
<thead>
<tr>
<th>Long Term Objective</th>
<th>Performance Indicator</th>
<th>Baseline (and source data)</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>L1.1 A shared long-term vision for Ku-ring-gai underpins strategic collaboration, policy development and community engagement.</td>
<td>Community awareness of the long term vision and objectives for Ku-ring-gai.</td>
<td>New measure (Source: Council's Community Satisfaction Survey)</td>
<td>Increasing trend</td>
</tr>
<tr>
<td>L2.1 Council rigorously manages its financial resources and assets to maximise delivery of services.</td>
<td>Ongoing operating surpluses.</td>
<td>In 2010/11 and 2011/12 Council reported an operating surplus (Source: Council's Annual Report)</td>
<td>Maintain or increasing trend</td>
</tr>
<tr>
<td></td>
<td>Ability to increase commitment of general revenue towards asset refurbishment.</td>
<td>In 2011/2012 Council improved its ability to increase funding towards asset refurbishment (Source: Council’s Annual Report)</td>
<td>Increasing trend</td>
</tr>
<tr>
<td></td>
<td>Working capital.</td>
<td>In 2011/2012 Council exceeded its working capital target (Source: Council’s Annual Report)</td>
<td>Greater than or equal to $4 million</td>
</tr>
<tr>
<td>L3.1 The organisation is recognised and distinguished by its ethical decision-making, efficient management, innovation and quality customer service.</td>
<td>Overall community satisfaction with Council services.</td>
<td>Establish baseline in 2013 (Source: Council’s Customer Satisfaction Survey)</td>
<td>Increasing trend</td>
</tr>
<tr>
<td>L4.1 The community is informed and engaged in decision-making processes for community outcomes.</td>
<td>Community satisfaction with Council’s consultation and engagement.</td>
<td>Establish baseline in 2013 (Source: Council’s Customer Satisfaction Survey)</td>
<td>Increasing trend</td>
</tr>
<tr>
<td></td>
<td>Community satisfaction with Council’s provision of information about events, services, programs and activities.</td>
<td>Establish baseline in 2013 (Source: Council’s Customer Satisfaction Survey)</td>
<td>Increasing trend</td>
</tr>
</tbody>
</table>
Council provides a wide range of essential services, programs and infrastructure to the community. Our Delivery Program will show how these services are resourced and prioritised to deliver the objectives in the Community Strategic Plan.

Civic Management
The Civic department implements the decisions of Council's elected representatives and is responsible for the day-to-day management of Council as a corporate organisation.
- General manager's office
- Mayoral and councillor support
- Internal ombudsman
- Corporate lawyer

Community
The community department provides frontline services to the community including libraries, child care, communications, recreation and customer service.

Corporate Communications
- Media, marketing and website
- Citizenship
- Community consultation
- Festivals and events
- Customer service

Community and Recreation
- Community facilities leasing
- Park and tennis court bookings
- Golf club management
- West Pymble Pool
- Sportsfields management and seasonal hiring
- Ku-ring-gai Wildflower Garden

Library and Cultural Services
- Library and information services
- Ku-ring-gai Art Centre
- Public art

Community Development
- Children's services
- Youth services and centres
- Aged and disability services
- Volunteers
Corporate Services
The Corporate department provides the internal services necessary to ensure the organization is effective and efficient in its delivery of community services.

- Human resources
- Information technology
- Land information systems
- Records
- Finance

Development and Regulation
The Development and Regulation department provides development assessment and compliance/regulatory services.

- Development Assessment
  - Assessment of development applications
  - Pre-lodgement DA advice service
- Building and Regulation Services
  - Building compliance and regulation
  - Provision of principal certifying authority services
  - Fire safety inspection and certification
- Compliance Services
  - Investigation of unauthorized or illegal works and land uses
  - Administration of illegal enforcement action regarding illegal unauthorized works

Environmental Health Services
- Environmental pollution (air, noise and water)
- Monitoring and inspections of regulated premises
- Monitoring and inspection of environmental breaches

Area Ranger Services
- Monitoring and enforcement

Companion Animal Management
- Companion animals registration
- Community education on responsible pet ownership
- Investigation and enforcement; stray, nuisance and dangerous dogs

Open Space Services
- Monitoring and enforcement

Open Space Projects
- Playgrounds maintenance and improvements
- Upgrades to sport fields and parks
- Upgrades to natural areas and fire trails

Waste Management
- White education
- Landfill rehabilitation
- Waste and recycling
- Street and drainage cleaning

Operations
The Operations department looks after all Council works, including traffic, roads, footpaths, waste collection, parks, ovals and building maintenance.

- Traffic and Transport
  - Traffic management
  - Road safety
- Development and Regulation
  - Development Assessment
  - Building and Regulation Services
  - Compliance Services
- Environmental Health Services
- Area Ranger Services
- Companion Animal Management
- Open Space Services
- Open Space Projects
- Waste Management

Strategy and Environment
The Strategy and Environment department provides cohesive, long-term planning for all Council services, activities and facilities, taking into account community needs, financial requirements and sustainability.

- Urban Planning
  - Land use planning, including preparation of Local Environmental Plans and Development Control Plans
  - Developer Contributions Plans
  - Place making and management
  - Public domain planning, masterplanning and urban design
  - Traffic and transport planning
- Integrated Planning, Property and Assets
  - Community and corporate planning and reporting
  - Strategic asset management
  - Property acquisition and divestment
  - Commercial property management
  - Capital works planning
- Environment and Sustainability
  - Natural areas and catchment planning
  - Environmental levy
  - Environmental education and programs
  - Community volunteers
  - Sustainability programs and policy development
- Strategic Projects
  - Sport and recreation planning
  - Open space project design
  - Strategic project delivery
The Community Strategic Plants links refer to specific issues that are addressed under each theme in the plan.

The Northern Sydney Region includes Ku-ring-gai, Willoughby, Ryde, North Sydney, Lane Cove, Hunters Hill and Hornsby Councils.

The proposed NSW Government Actions for the Northern Sydney Region may positively contribute to the achievement of Ku-ring-gai's long term objectives OR require responses and contributions from Ku-ring-gai council, the Ku-ring-gai community and other relevant stakeholders.

The letters refer to the following themes:
- C Community, people and culture
- P Places, spaces and infrastructure
- E Local economy and employment
- N Natural environment
- T Access, traffic and transport
- L Leadership and governance.
Ku-ring-gai Council has numerous strategies, policies and plans both statutory and non-statutory.

Below is a comprehensive list of the documents grouped by theme. These documents are available online at www.kmc.nsw.gov.au or on request.

Community, people and culture
- Draft Ageing Strategy (2013)
- Young People Strategy (2013)
- Ku-ring-gai Children’s Needs Study (2010)

Places, spaces and infrastructure
- Community Facilities Strategy (2009)
- Ku-ring-gai Contributions Plan (2010)
- Asset Management Strategy (2011)
- Open Space Acquisition Strategy (2007)
- Tree Management Policy (1999)
- Town Centre Public Domain Plan (2010)
- Ku-ring-gai Local Environmental Plan (Local Centres) 2012

Natural environment
- Climate Change Policy (2009)
- Adaptation Strategy (2010)
- Biodiversity Strategy (2008)

Access, traffic and transport
- Integrated Transport Strategy (2011)
- Ku-ring-gai Local Environmental Plan (Local Centres) 2012

- NSWROC Regional Sportsgrounds Management Strategy (2010)

Leadership, partnership and governance
- Ku-ring-gai Community Strategic Plan 2030 (2009)
- Asset Management Strategy (2011)
- Asset Management Policy (2009)
- Acquisition and Disinvestment of Land Policy (2008)
- Open Space Acquisition Strategy (2007)
- Ku-ring-gai Contributions Plan (2010)

Improved primary health care for the aged through Development of the Health Contact Centre, Improvement of care coordination and coaching for chronic care patients, Additional healthcare personnel to assist in dementia and geriatric care

Support improved access to mental health services and deliver the new Head Space consortium

Stage 1 planning for the redevelopment of Ku-ring-gai Hospital

Support the Northern Health and Medical Research Hub through the development of strategic plans.
Aboriginal Heritage Office
Ku-ring-gai Council is a member of the Aboriginal Heritage Office (AHO), which advises the Council on matters concerning the conservation and management of the cultural heritage of the Ku-ring-gai area. The AHO also studies Aboriginal life before colonisation and runs a series of educational walks and talks for school groups and the general public.

Best Practice
A best practice is a method or technique that has consistently shown results superior to those achieved with other means, and that is used as a benchmark. In addition, a “best” practice is one that can be based on self-regulation and legislatively can be based on self-regulation.

Biodiversity
Biodiversity refers to the variety of life in all its forms, levels and manifestations. It is a continuing process that has evolved over millions of years. It encompasses the genetic diversity within species, the diversity of species within communities and ecosystems, and the diversity of ecosystems and biomes.

Biodiversity management
Best practices are used to achieve biodiversity by enhancing biodiversity and its conservation and use for the benefit of present and future generations.

Biodiversity Reserves
Biodiversity reserves are areas of land that drains rainfall into a river or other body of water. They are protected under legislation and can be based on self-regulation and legislatively can be based on self-regulation.

Community Engagement
Community Engagement refers to the level of public participation in the development of the Community Strategic Plan. It is a key area in which Council sets objectives and term achievements together. The Community Strategic Plan is a statement of the community’s main priorities and values.

Governance
Governance comprises the traditions, institutions and processes that determine how power is exercised. It is a continuing process that has evolved over millions of years. It encompasses the genetic diversity within species, the diversity of species within communities and ecosystems, and the diversity of ecosystems and biomes.

Heritage
Heritage refers to the extensive aboriginal, natural, social, spiritual and built history of the Ku-ring-gai area. It includes the Rock Art sites, the wattles, watercourses, roads, buildings, parks, and monuments, that as a community have inherited from the past and want to hand on to future generations. In a planning context, heritage refers to things in our built and natural environment that we want to preserve for future generations and that runs a series of educational walks and talks for school groups and the general public.

Ku-ring-gai - our Future
Ku-ring-gai - our Future is a comprehensive view of Ku-ring-gai’s future directions.

Values
Underlying attitudes that influence decisions and actions to maximise an organisation’s performance.

Vision
Statement of direction that articulates the aspirations of the community and serves as a guide to all those who contribute to the Plan.
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABS</td>
<td>Australian Bureau of Statistics</td>
</tr>
<tr>
<td>AHO</td>
<td>Aboriginal Heritage Office</td>
</tr>
<tr>
<td>AHUI</td>
<td>Australian Housing and Urban Research Institute</td>
</tr>
<tr>
<td>ARCP</td>
<td>Asset Replacement Programming Plan</td>
</tr>
<tr>
<td>ATS</td>
<td>Aboriginal and Torres Strait Islander Services</td>
</tr>
<tr>
<td>BCA</td>
<td>Building Code of Australia</td>
</tr>
<tr>
<td>BEC</td>
<td>Building Education Centre</td>
</tr>
<tr>
<td>BFRMP</td>
<td>Bush Fire Risk Management Plan</td>
</tr>
<tr>
<td>BMP</td>
<td>Bushfire Mitigation Plan</td>
</tr>
<tr>
<td>CMA</td>
<td>Catchment Management Authority</td>
</tr>
<tr>
<td>CMP</td>
<td>Conservation Management Plan</td>
</tr>
<tr>
<td>CPR</td>
<td>Consumer Price Index</td>
</tr>
<tr>
<td>CTP</td>
<td>Ultra Performance in Natural Environment Design Plan</td>
</tr>
<tr>
<td>CRS</td>
<td>Cultural Resilience Strategy</td>
</tr>
<tr>
<td>CDP</td>
<td>Community Development Plan</td>
</tr>
<tr>
<td>DACC</td>
<td>NSW Department of Ageing, Disability and Home Care</td>
</tr>
<tr>
<td>GCEC</td>
<td>Department of Climate Change and Energy Efficiency</td>
</tr>
<tr>
<td>SCW</td>
<td>Development Control Plan</td>
</tr>
<tr>
<td>SDA</td>
<td>Disability Discrimination Act</td>
</tr>
<tr>
<td>DEC</td>
<td>Department of Environment and Conservation NSW</td>
</tr>
<tr>
<td>DLO</td>
<td>Division of Local Government</td>
</tr>
<tr>
<td>DCOS</td>
<td>Department of Community Services NSW</td>
</tr>
<tr>
<td>DHM</td>
<td>Department of Health and Ageing NSW</td>
</tr>
<tr>
<td>DP &amp; DP</td>
<td>Delivery Plan and Operational Program</td>
</tr>
<tr>
<td>DPRC</td>
<td>Department of Premier and Cabinet NSW</td>
</tr>
<tr>
<td>ECC</td>
<td>Endangered Ecological Community</td>
</tr>
<tr>
<td>EEO</td>
<td>Equal Employment Opportunity</td>
</tr>
<tr>
<td>EPA</td>
<td>Environmental Protection Authority</td>
</tr>
<tr>
<td>EPAC</td>
<td>Environmental Protection Agency of Victoria, 1947</td>
</tr>
<tr>
<td>EPC</td>
<td>Environmental Protection and Planning Commission Act, 1976</td>
</tr>
<tr>
<td>ESR</td>
<td>Environmental Sustainability Policy</td>
</tr>
<tr>
<td>EP&amp;A Act</td>
<td>Environmental Planning and Assessment Act 1979</td>
</tr>
<tr>
<td>EPBC</td>
<td>Environmental Protection of Biodiversity Conservation Act 1999</td>
</tr>
<tr>
<td>EPR</td>
<td>Energy Planning and Resource Authority</td>
</tr>
<tr>
<td>FA</td>
<td>Financial Management Act, 1986</td>
</tr>
<tr>
<td>FIR</td>
<td>Fender, Iron, and Rail Network</td>
</tr>
<tr>
<td>GI</td>
<td>Geographical Information System</td>
</tr>
<tr>
<td>GM</td>
<td>General Manager</td>
</tr>
<tr>
<td>GR</td>
<td>Global Reporting Initiative</td>
</tr>
<tr>
<td>HAC</td>
<td>Health Care Act</td>
</tr>
<tr>
<td>HACM</td>
<td>Home and Community Care Administration Act, 1985</td>
</tr>
<tr>
<td>HACM</td>
<td>Health Care Commission</td>
</tr>
<tr>
<td>HCCMA</td>
<td>Hawkesbury-Nepean Catchment Management Authority</td>
</tr>
<tr>
<td>HRIS</td>
<td>Human Resources Information System</td>
</tr>
<tr>
<td>ICAC</td>
<td>Independent Commission Against Corruption</td>
</tr>
<tr>
<td>ICW</td>
<td>Independent Pricing and Regulatory Authority</td>
</tr>
<tr>
<td>IC</td>
<td>Infrastructure, Planning, and Regulatory Authority</td>
</tr>
<tr>
<td>LC</td>
<td>Local Government</td>
</tr>
<tr>
<td>LG</td>
<td>Local Government</td>
</tr>
<tr>
<td>LSG</td>
<td>Local Government Services NSW</td>
</tr>
<tr>
<td>LIR</td>
<td>Local Infrastructure Renewal Scheme</td>
</tr>
<tr>
<td>LTP</td>
<td>Long Term Financial Plan</td>
</tr>
<tr>
<td>MCDP</td>
<td>Master City Development Plan</td>
</tr>
<tr>
<td>MDO</td>
<td>Major Development Officers</td>
</tr>
<tr>
<td>NCC</td>
<td>Nature Conservation Council</td>
</tr>
<tr>
<td>NCCARP</td>
<td>National Climate Change Adaptation Research Facility</td>
</tr>
<tr>
<td>NER</td>
<td>National Economic Indicators Series to Local Government in Australia</td>
</tr>
<tr>
<td>NPWS</td>
<td>New South Wales National Parks and Wildlife Service</td>
</tr>
<tr>
<td>NSDAP</td>
<td>Northern Sydney Aboriginal Social Plan</td>
</tr>
<tr>
<td>NSRRCO</td>
<td>Northern Sydney Regional Resource Organisation of Councils</td>
</tr>
<tr>
<td>NSYAC</td>
<td>New South Wales Youth Advisory Council</td>
</tr>
<tr>
<td>OEH</td>
<td>Office of Environment and Heritage</td>
</tr>
<tr>
<td>OPG</td>
<td>Operational Project Group</td>
</tr>
<tr>
<td>PAM</td>
<td>Pedestrian Access and Mobility Plan</td>
</tr>
<tr>
<td>PHM</td>
<td>Planning and Housing Management</td>
</tr>
<tr>
<td>PLT</td>
<td>Planning, Land, and Transport Authority</td>
</tr>
<tr>
<td>RFP</td>
<td>Rural Fire Protection Authority</td>
</tr>
<tr>
<td>RFS</td>
<td>Rural Fire Service</td>
</tr>
<tr>
<td>RIS</td>
<td>Rural Infrastructure Support Program</td>
</tr>
<tr>
<td>SAMS</td>
<td>Strategic Asset Management Strategy</td>
</tr>
<tr>
<td>SEPP</td>
<td>State Environmental Planning Policies</td>
</tr>
<tr>
<td>SES</td>
<td>State Emergency Service</td>
</tr>
<tr>
<td>STA</td>
<td>Sydney Transport Authority</td>
</tr>
<tr>
<td>TMR</td>
<td>Traffic for NSW Networks</td>
</tr>
<tr>
<td>TMP</td>
<td>Traffic Management Plan</td>
</tr>
<tr>
<td>TPO</td>
<td>Tree Preservation Order</td>
</tr>
<tr>
<td>TRM</td>
<td>Total Records and Information Management</td>
</tr>
<tr>
<td>WMS</td>
<td>Water Management Strategy</td>
</tr>
<tr>
<td>WRS</td>
<td>Water Resource Strategy</td>
</tr>
<tr>
<td>WSUAD</td>
<td>Water Sensitive Urban Design</td>
</tr>
<tr>
<td>YAPA</td>
<td>Youth Action and Police Association</td>
</tr>
</tbody>
</table>