



DISCUSSION PAPER

Community Strategic Plan 2038
May 2018



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About this Discussion Paper

This Discussion Paper provides further background to some of the trends, issues and policy settings that will influence the Ku-ring-gai Local Government Area into the future. The Paper also provides information on the community research, engagement and consultation undertaken by Council over the past 18 months which has informed council's review and development of the Ku-ring-gai Community Strategic Plan 'Our Ku-ring-gai 2038'.

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1. Introduction

Community Strategic Plan - Our Ku-ring-gai 2038

This Community Strategic Plan is the community's plan, prepared by Council on behalf of the community it represents. The plan reflects the aspirations and priorities of our community into the future.

The plan sits at the top of Council's strategic planning framework and provides long term direction for the organisation to align its delivery of the community's policies, programs and services. It also integrates with key Council plans and policies and acts as a guide for other stakeholders (organisations, government agencies, business and individuals) in planning and delivering services for our area.

The plan also responds to state, metropolitan and regional plans and priorities relevant to Ku-ring-gai.

The first and current Ku-ring-gai Community Strategic Plan 2030 (CSP) was adopted by Ku-ring-gai Council in 2009. The CSP was prepared to detail the community's long term vision and desired outcomes for the Ku-ring-gai Local government Area (LGA) to 2030.

This first CSP was developed from a comprehensive engagement exercise with the community around sustainability areas and brought together different generations of the community. The results of that engagement were reported in the Sustainability Vision Report 2008.

In June 2013, Council adopted its second Community Strategic Plan which provided Council with the strategic direction to align its policies, programs and services. It also acted as a guide for other organisations and individuals in planning and delivering services for the area.

During 2017-2018, in consultation with the community, Council reviewed the adopted Community Strategic Plan to ensure it represents the changes taken place within the community, reflects the community's long-term aspirations, identifies and addresses the community's needs, expectations and relevant external influences.

The plan must address social, environmental, economic and governance issues in an integrated manner, known as the quadruple bottom line (QBL). Council assigns each performance indicator to social, environmental, economic and civic leadership themes reflecting its dominant aspect or influence. This is often referred to as quadruple bottom line (QBL) reporting.

Results of the review reaffirmed that issues and long term objectives in the following six themes were still relevant to address the community's issues:

- THEME 1: Community, People and Culture
- THEME 2: Natural Environment
- THEME 3: Places, Spaces and Infrastructure
- THEME 4: Access, Traffic and Transport
- THEME 5: Local Economy and Employment
- THEME 6: Leadership and Governance.

The CSP is an integrated plan to be delivered in partnership with other levels of government and the community and addresses social, environmental, economic and governance spheres.

It is the 'big picture' plan for the area, and identifies some outcomes that are beyond Council's responsibilities. There are some issues (such as affordable housing or better public transport) on which Council can advocate, inform and influence but are not within Council's direct control. The CSP recognises that others in our communities (individuals, businesses, governments and agencies) can also contribute to future outcomes.

The CSP, when adopted, will be Ku-ring-gai's principal policy statement and the vehicle through which it will exercise its leadership of the area and its communities.

Integrated Planning and Reporting

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 and updating of information about the local area that informed the original Community Strategic plan, including a stock- take of issues, pressures and trends affecting the area. This is to be undertaken by the incoming council;
- 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 community and Council with an opportunity to revisit the current CSP, to ensure that objectives and priorities are still relevant, and to revise directions if something significant has happened during the previous four years, or a particular course of action has not proved effective.



In 2008, the Ku-ring-gai community and Council together developed a vision and set of principles to guide future strategic planning and directions for Ku-ring-gai. The vision and principles formed the basis of Ku-ring-gai's first Community Strategic Plan.

The vision and principles continued to be relevant to Ku-ring-gai and its community beyond the first plan and formed the basis for subsequent Community Strategic Plans.

VISION STATEMENT

“Ku-ring-gai that is 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”.

This will be achieved by the following principles:

- Behaving ethically
- Leading in sustainability
- Learning and sharing knowledge
- Taking responsibility for our actions
- Respecting the needs of future generations
- Caring for the local environment and people.

Sydney Metropolitan Context

Our strategic regional role

This Community Strategic Plan recognises the important role of Ku-ring-gai in the northern Sydney region and broader metropolitan Sydney.

Ku-ring-gai's contribution includes a nationally significant ecological environment, State significant heritage, leading practice local government policy planning and delivery, a highly skilled workforce and significant employment sectors in education, specialist medical and health care and professional services.

Over the next three years Council and the community will need to respond to new plans for Greater Sydney and the northern Sydney region. This will require well researched and measured assessment of policy directions for our area and continued proactive advocacy and participation for our community in regional and state planning.

Ku-ring-gai – our place, our people

Ku-ring-gai is an established local government area (LGA), 85 square kilometres in size, located 16 kilometres north of the centre of Sydney CBD.

Our name 'Ku-ring-gai' is a derivation of the name of the Guringai people, the traditional Aboriginal owners of the land of which the Ku-ring-gai local government area is a part.

1. Our landscape

The area's unique natural landscape is due to its elevated position in Sydney's north, high rainfall, alluvial soils, deep gullies, 177kms of waterways and creeks and three major water sub-catchments feeding into Sydney Harbour and the Hawkesbury River Estuary.

The area adjoins three National Parks (Ku-ring-gai Chase, Garigal and Lane Cove) and contains significant urban forests and tracts of local bushland as well as a visually significant tree canopy across both natural and urban areas. These landscape features give the area distinctive natural beauty and differentiates Ku-ring-gai from other parts of Sydney.

2. Our unique biodiversity

Known as the 'Green Heart' of Sydney, Ku-ring-gai contains a diverse natural habitat regarded as the last remaining areas of biodiversity significance in the Sydney metropolitan area. This includes:

- More than 150 bushland reserves covering 1150 hectares
- Nationally significant ecological communities – including remnant Blue Gum High Forest and Sydney Turpentine Ironbark Forest
- Over 800 recorded native plant species and more than 400 species of native animals
- A 99 hectare bio-banking site comprising three reserves at Rofe Park, Sheldon Forest and Comenarra Creek Reserve.

3. Our cultural history and diversity

• Aboriginal heritage

The Guringai people were the original inhabitants of the land now encompassed by Ku-ring-gai LGA. The Guringai people used sustainable practices to preserve the area's natural diversity. They have left behind many traces of their habitation including middens, petroglyphs (rock drawings or carvings) and remains of shelters. Up to 650 Aboriginal heritage sites may have existed within the Ku-ring-gai LGA. While 101 recorded sites exist in the LGA, over double that number are believed to remain.

• Our bushland legacy

European settlement in Ku-ring-gai began in the early 1800's. Early settlers also recognised the significance of the natural bushland, its important place in communities and its health benefits for a growing Sydney. They advocated strongly for the retention of bushland reserves, and set aside land for the reserves, parklands and recreation areas that Ku-ring-gai is renowned for today.

• European heritage

Ku-ring-gai is the birthplace of the National Trust of Australia (NSW) and has traditionally valued its significant built heritage with over 987 heritage items and 52 heritage conservation areas within a well-defined compact urban area. In addition, over 3939 properties are within Ku-ring-gai's Heritage Conservation Areas, or approximately 10% of all properties.

- **Our community diversity**

Many residents who have made Ku-ring-gai their home, were born here or have recent ancestry in over 100 overseas countries. This is a clear indication of the cultural history and diversity of our present community. (Census, ABS 2016)

4. 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, creek systems and national parks. While subdivision and residential development have connected the villages into larger suburbs over time, their distinct characteristics still largely remain intact. Today Ku-ring-gai includes 17 suburbs, most with neighbourhood centres and 7 larger local centres (Roseville, Lindfield, Gordon, Pymble, St Ives, Wahroonga, and Turramurra). Each suburb has its own unique character reflecting the local natural bushland, heritage conservation areas or more recent post war development.

The physical appearance of Ku-ring-gai, the connectedness of green leafy areas encompassing both public and private lands and the physical location of urban areas within a well-defined geographic boundary, have been critical contributory factors to a sense of place.

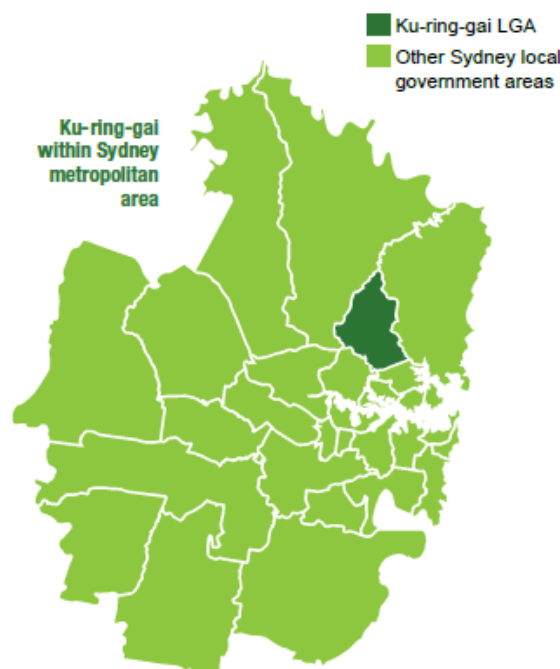
5. Our strong resident participation and advocacy

The village nature of our suburbs created close knit and self-sufficient communities with a strong connection to the area. Over time this has evolved into strong resident participation in local organisations, cultural pursuits, sport and leisure activities, volunteering and events as well as a willingness to advocate for and preserve the area's unique natural and historical assets.

6. Our diverse local economy

Ku-ring-gai has a diverse and vibrant local economy comprising:

- Seven local centres providing mixed food, retail and professional services
- A business park accommodating commercial and service activities
- A large education sector focussed on early learning, primary and high schools
- A large medical and health care sector including two hospitals
- A highly educated workforce mostly in professional, scientific and technical service industries
- A thriving small and medium size business sector.



Ku-ring-gai – snapshot of today and the future

Population 2016¹

- Estimated 123,143
- Aged less than 24 years - 39,788
- Aged more than 65+ years - 21,466
- Average age 41 years

Projected population 2038²

- Estimated 144,085 + (17% projected growth 2016 -2038)

Age groups³

	Ku-ring-gai 2016	Greater Sydney 2016	Projected Ku-ring-gai 2038
Children 0-11 yrs	18,229 15.4%	15.2%	20,578 14.3%
Young people • 12-17 yrs • 18-24 yrs	11,627 9.8% 9,932 8.4%	6.9% 9.6%	13,329 9.3% 12,285 8.5%
Older people • 65-74 yrs • 75+ yrs	10,521 8.9% 10,945 9.3%	7.7% 6.2%	13,892 9.6% 21,169 14.7%

Household type³

	Ku-ring-gai 2016	Greater Sydney 2016	Projected Ku-ring-gai 2038
Families	21,776 55.3%	46.1%	23,983 46.7%
Couples without children	9,589 24.3%	22.6%	14,553 28.3%
Lone person	6,157 15.6%	20.6%	10,945 21.3%

Cultural diversity³ (2016)

38.9% residents born overseas

27.7% speak another language at home

Housing choice³ (2016)

- 19% high rise
- 8.4% medium density
- 72.4% detached dwellings

Residents requiring assistance due to a disability³ 3.6% of the population (2016)

A diverse economy (2016)

Local jobs ⁵	37,542
Local businesses ³	13,965
Gross Regional Product (GRP) ⁴	\$6.34 billion contribution

A prosperous area³

47.9% of the working population have a university education

46% of total households were classed as high income

61.2% of the population is employed or looking for work

Source:

1. Australian Bureau of Statistics, Estimated Resident Population, 2016

2.id Small Area Forecast information, 2016

3. Australian Bureau of Statistics, Census of Population and Housing, 2016

4. Australian Bureau of Statistics. Australian National Accounts: National Income, Expenditure and Product, catalogue number 5206.0, and the National Institute of Economic and Industry Research (NIEIR) ©2016

5. National Institute of Economic and Industry Research (NIEIR) ©2016

2. Socio-economic Profile and Trends

Ku-ring-gai today

Understanding the demographic and household makeup of the Ku-ring-gai and how it has changed in the past, provides the context for understanding future growth projections and help Council develop appropriate strategies.

Multi-generational and growing

The Estimated Resident Population of Ku-ring-gai for 2016 is 123,143. There has been significant population growth in the area, when compared to historical growth (+18,684 people since 2006). However, growth in Ku-ring-gai has been moderate in comparison to the Greater Sydney rate.

Ku-ring-gai is not just an ageing area. It has two peaks in population. Children aged 0-14 years account for 20.2% of the population, higher than the Greater Sydney average of 18.7%. Seniors 65 years and older accounted for 18.2% of the population, considerably higher than the Greater Sydney average of 13.9%.

People of working ages (15-64 years) account for 61.6% of the population, a little lower than the Greater Sydney average of 67.4%.

Family friendly

Close to half of all households were couples with children households. This is much higher than the Greater Sydney average of 35.6%

Between 2006 and 2016 there was an increase of 2,639 two parent families in Ku-ring-gai.

There is a small number of one parent families (3,207 in 2016).

A prosperous area

Ku-ring-gai is a wealthy area. In 2016, the median weekly household income was \$2,635, higher than the Greater Sydney median of \$1,250.

Housing choice is increasing

Almost three quarters of all dwellings in Ku-ring-gai are separate houses. This is much higher than the Greater Sydney average of 55%.

Over the past decade, there has been a large increase in high density dwellings in Ku-ring-gai, an additional 5,758 dwellings¹.

Ku-ring-gai has the highest rate of fully owned homes in NSW – 41.1%.

¹ Dwelling counts include occupied and unoccupied dwellings. Non Private Dwellings are not included

Ku-ring-gai Council area 2016

Median age

41  (0)

Greater Sydney	36 
New South Wales	38 
Australia	38 

Median weekly household income

\$2,633  (\$130)

Greater Sydney	\$1,745 
New South Wales	\$1,481 
Australia	\$1,431 

Couples with children

47%  (0.8%)

Greater Sydney	35% 
New South Wales	32% 
Australia	30% 

Older couples without children

14%  (0.3%)

Greater Sydney	8% 
New South Wales	10% 
Australia	10% 

Medium and high density Housing

27%  (5.0%)

Greater Sydney	44% 
New South Wales	33% 
Australia	27% 

Households with a mortgage

37%  (1.2%)

Greater Sydney	32% 
New South Wales	30% 
Australia	32% 

Median weekly rent

\$654

Greater Sydney	\$447
New South Wales	\$384
Australia	\$339

Households renting

17%  (2.3%)

Greater Sydney	33% 
New South Wales	30% 
Australia	29% 

Non-English speaking backgrounds

26%  (5.1%)

Greater Sydney	29% 
New South Wales	21% 
Australia	18% 

University attendance

7%  (0.2%)

Greater Sydney	6% 
New South Wales	5% 
Australia	5% 

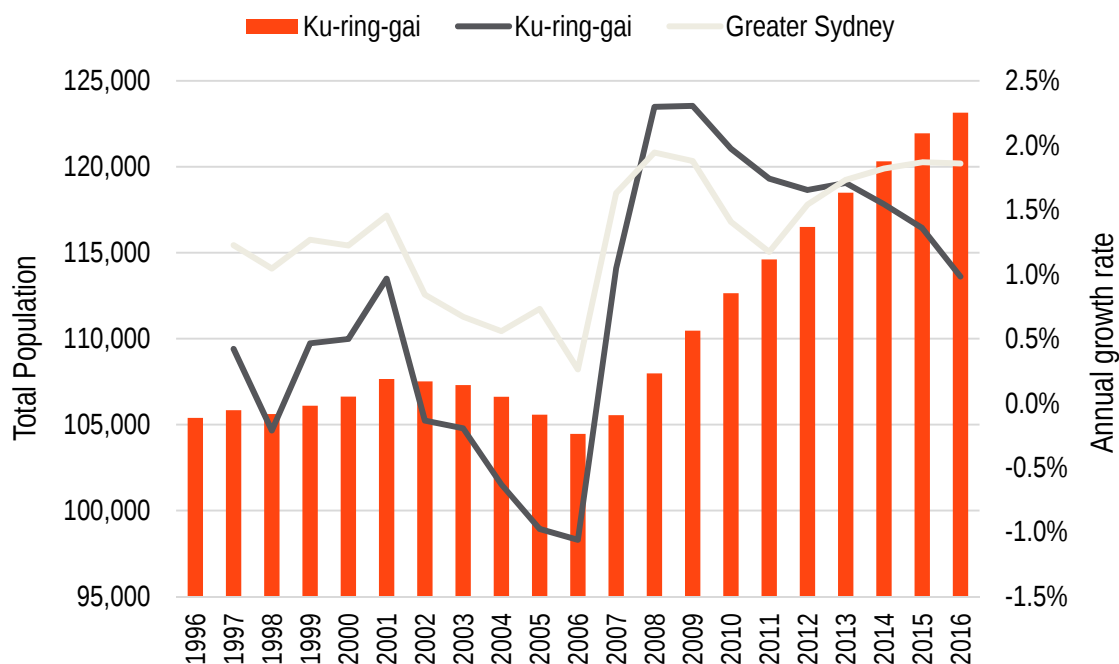
Overview

The Ku-ring-gai Council area is located in Sydney's northern suburbs, about 16 kilometres from the Sydney GPO. The LGA contains a considerable amount of National Park area. There was an estimated 123,143 people living in Ku-ring-gai in 2016.

Moderate levels of population growth

The Estimated Resident Population of Ku-ring-gai for 2016 is 123,143. There has been significant population growth in the area, when compared to historical growth. However, growth in Ku-ring-gai has been moderate in comparison to the Greater Sydney rate. The resident population is estimated to have increased by 18,684 people during this period, with an average annual growth rate of 1.7%. This is on par with the Greater Sydney rate – also 1.7%. Ku-ring-gai experienced quite high rates of growth during the late 2000s, against the trend of slowing population growth in Greater Sydney. However, the rate of growth in Ku-ring-gai is now slowing, while growth across Greater Sydney is experiencing an upturn.

Chart 1 Estimated Resident Population, 1996-2016



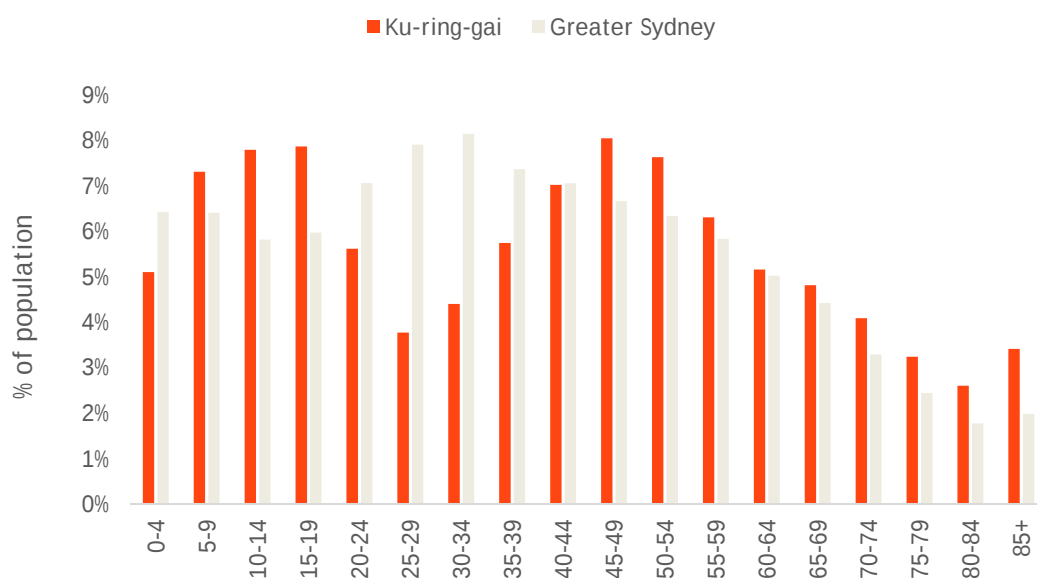
Population growth over the past five years has been concentrated in the suburbs of Lindfield, Killara, Gordon and St Ives. Population growth in these suburbs has been driven by an increase in high density housing along major roads (Pacific Highway, Mona Vale Road) and the Northern Sydney train line.

Multigenerational and growing

Ku-ring-gai had a higher proportion of school aged children (23,831) and middle aged adults (32,056) than Greater Sydney in 2016. However, it has a lower share of young adult residents aged 20 to 39 years (23,080). There is also a large elderly population in the area, with people aged 65 years or older accounting for 21,500 people or 16.8% of the total population in 2016.

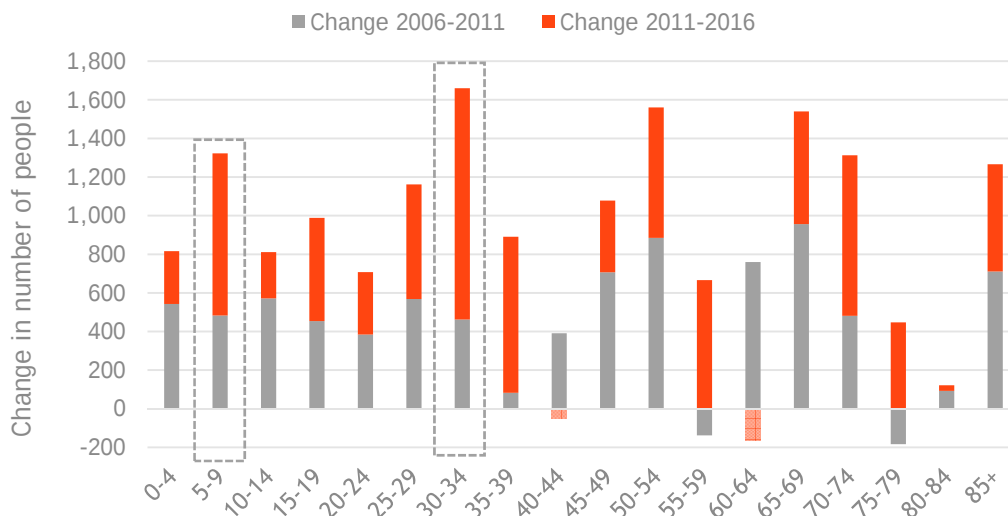
Due to the amount of population growth experienced in Ku-ring-gai over the last 10 years, there has been an increase in almost every age group. Over this period, the most significant growth was seen in 30-34 year old age group (+1,660), with most of this occurring between 2011 and 2016. This growth in 'homebuilder' age groups corresponds with strong growth in the 5-9 year old age group (+1,323). There has also been significant growth in the older age groups aged 65 years or older (+4,500).

Chart 2 Age structure, 5-year age groups, 2016



Source: ABS Census of Population and Housing, 2016

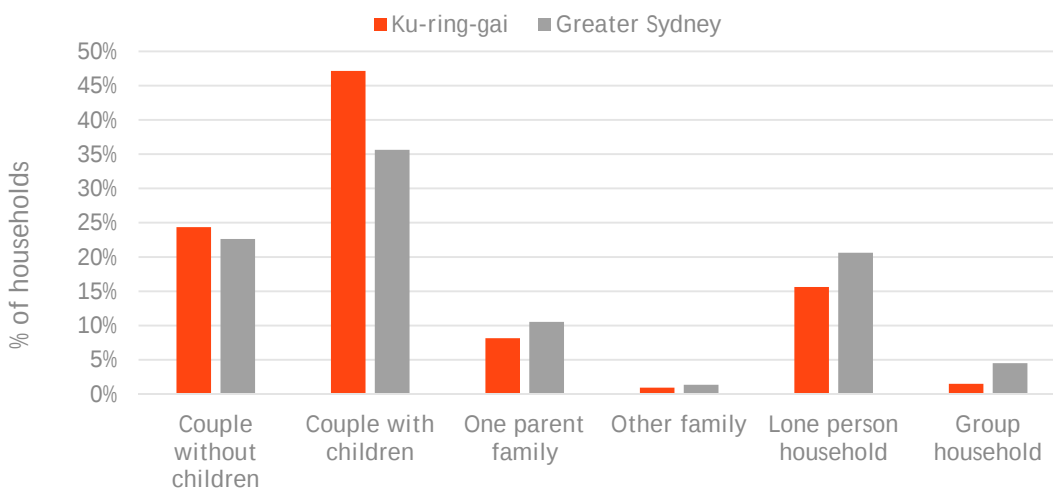
Chart 3 Change in age structure, 5-year age groups, 2006-2016, Ku-ring-gai



Family friendly

The dominant household type in Ku-ring-gai was couple with children households, representing just under half of all households. This is the second highest rate across Greater Sydney LGAs, and reflects the age structure of the area – lots of middle aged adults and school aged children.

Chart 4 Household types, 2016

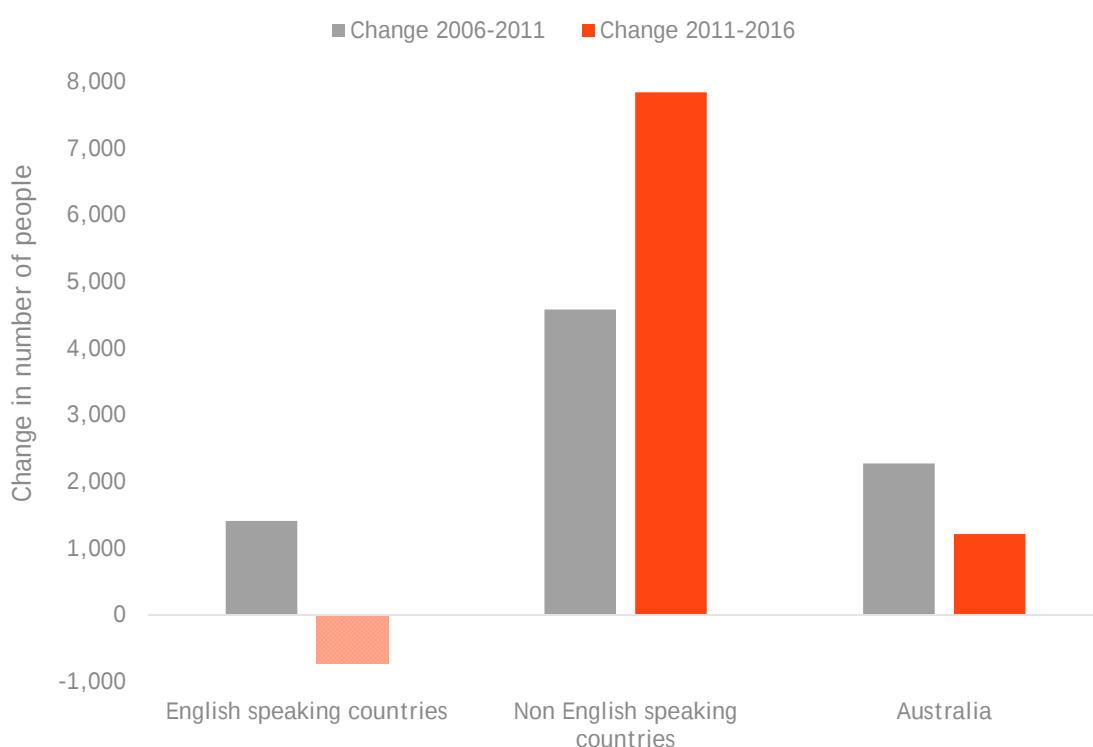


Ku-ring-gai continues to be a place attractive to families with the number of couples with children increasing by 2,637 between 2006 and 2016. Most of this growth was from couples with young children. There was also a large increase in empty nester households with older couples without children households increasing by 1,019 between 2006 and 2016.

Cultural diversity

At the time of the 2016 Census, 38.9% of Ku-ring-gai residents were born overseas. This is slightly above the Greater Sydney share of 36.7%. Of the residents born overseas in Ku-ring-gai, just over two thirds were born in non-English speaking countries. Ku-ring-gai has become more diverse over the past 10 years with a large increase in people born in non-English speaking countries – 12,411 people between 2006 and 2016.

Chart 5 Change in birthplace, 2006 to 2016, Ku-ring-gai

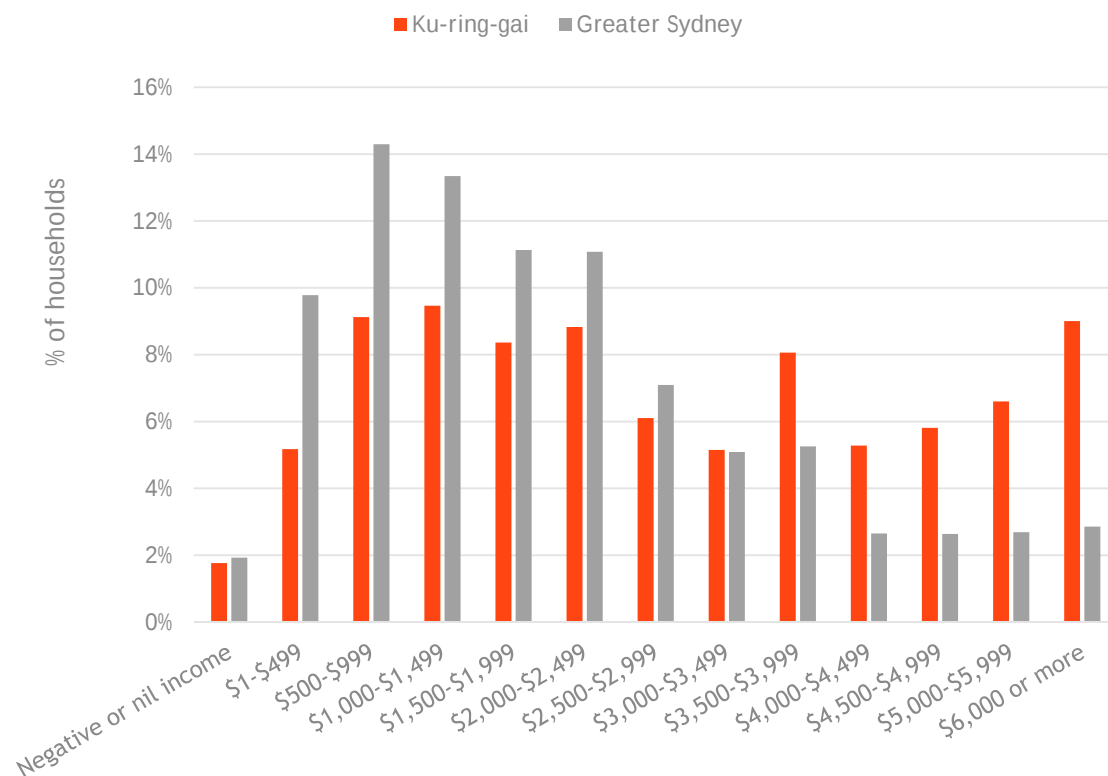


Source: ABS Census of Population and Housing, 2006, 2011 and 2016

A prosperous area

Ku-ring-gai is a wealthy area. Household incomes are much higher than the Greater Sydney average, with the current median income being \$2,635 per week. Just under 10% of households earn \$6,000 or more per week.

Chart 6 Weekly household incomes, 2016

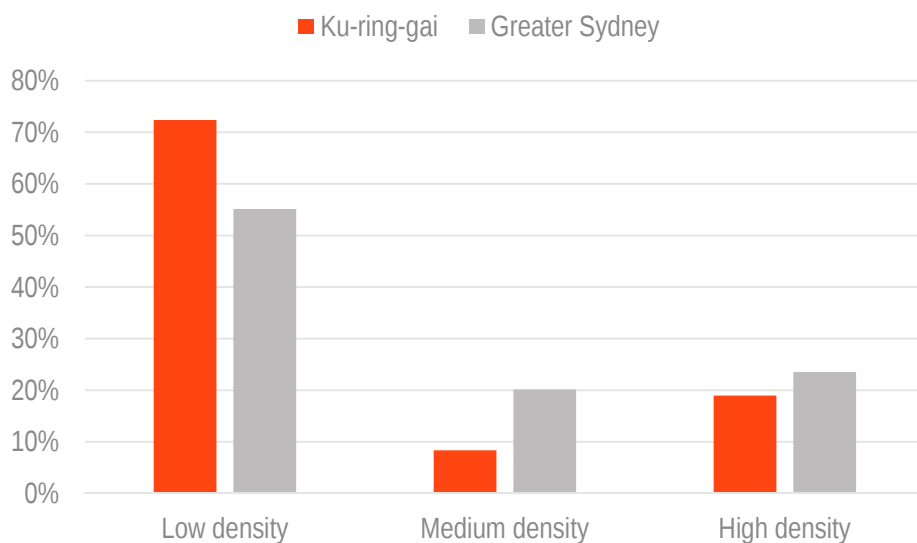


Source: ABS Census of Population and Housing, 2016

Housing choice is increasing

Almost three quarters of all dwellings in Ku-ring-gai are separate houses (low density). This is much higher than the Greater Sydney average (55%). Ku-ring-gai also has a significantly lower proportion of medium density dwellings than the Greater Sydney average, sometimes referred to as the 'missing middle'.

Chart 7 Dwelling type, 2016

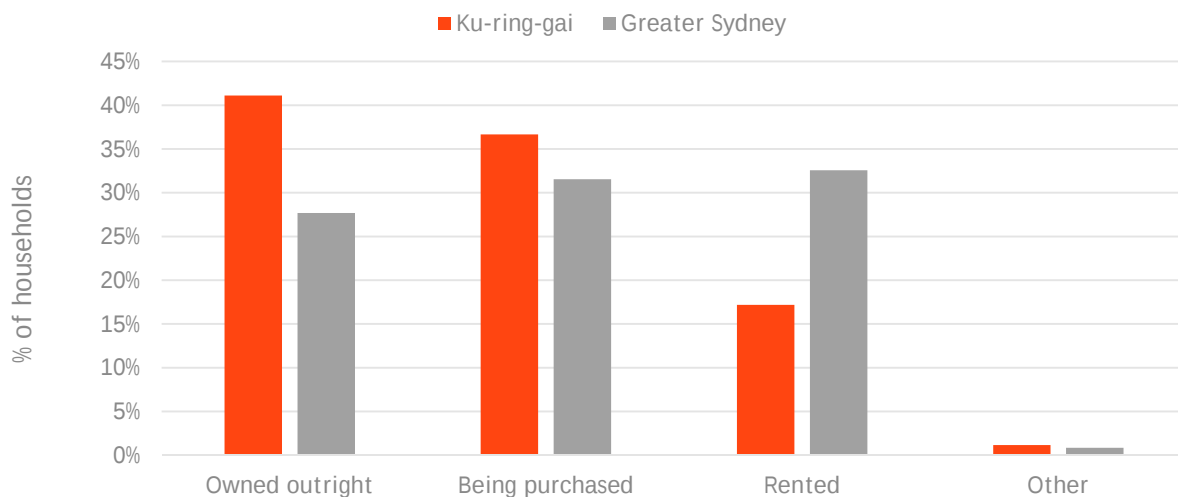


Over the past decade, there has been a large increase in high density dwellings in Ku-ring-gai, an additional 5,758 dwellings. There has been little change in the other dwelling types over this period.

Slow shift away from home ownership

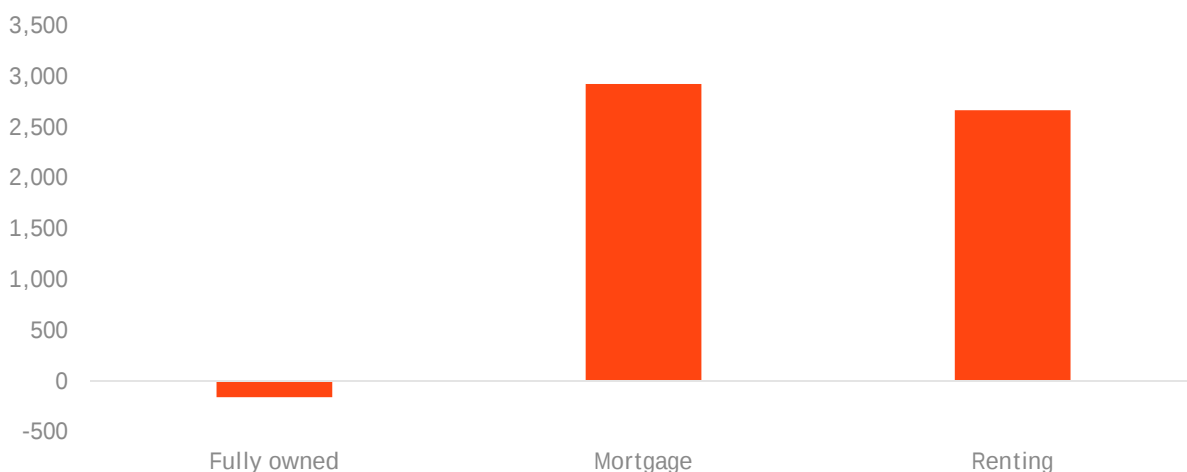
Ku-ring-gai Council area has the highest rate of fully owned homes in New South Wales – 41.1% of dwellings are owned outright. Renting is still not as common in Ku-ring-gai as it is across Greater Sydney.

Chart 8 Housing tenure, 2016



However, the share of dwelling owned outright decreased since 2006. During this period, there were large increases in the number of households with mortgages or renting. This change has been driven by a significant increase in new housing stock, and general churn of housing stock – households moving out of dwellings and new households moving in.

Chart 9 Change in housing tenure, 2006 to 2016



Many residents do voluntary work

The voluntary work sector is an important part of Australia's economy. The level of volunteering can indicate the cohesiveness of the community and how readily individuals are able to contribute to that community. In Ku-ring-gai Council area 28% of the population reported doing some form of voluntary work in 2016, much higher than Greater Sydney (16.7%). The number of volunteers in the Ku-ring-gai Council area increased by 4,774 people between 2006 and 2016.

Most households are connected to the internet

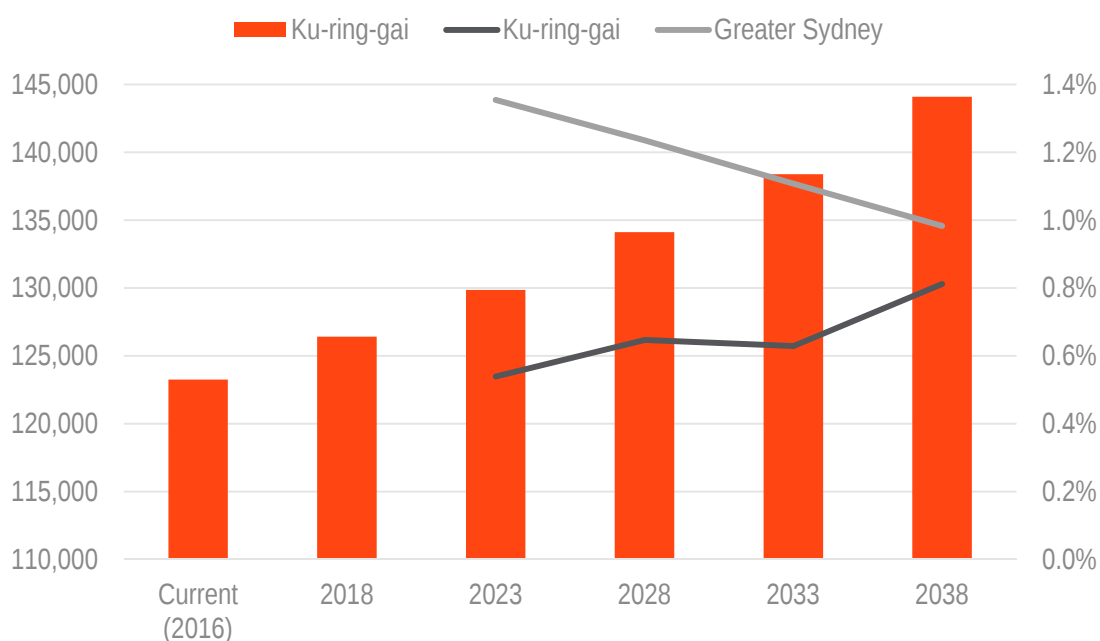
An internet connection is now an important utility for most households in Australia. It is increasingly required for accessing essential information and taking part in the digital economy. In 2016, 90.9% homes in Ku-ring-gai Council area had an internet connection, up from 80.6% in 2006

Ku-ring-gai in the future

Profile

The Ku-ring-gai population is forecast to reach 144,085 residents by 2038. This represents an average growth rate of around 0.7% per year. The population is expected to grow by around 0.5% per year between 2018 and 2023, before increasing slightly in the later forecast periods. Overall, the rate of growth will be slower than that of Greater Sydney.

Chart 10 Forecast population, 2016 to 2038



Source: .id Small Area Forecast information, 2016

3. External Influences

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 political environment which influences and shapes the future direction of their area. These influences can provide both challenges and opportunities. The following are some of the external influences that have been taken into account when preparing the plan:

INTERNATIONAL

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

NATIONAL

- Technology – National Broadband Network
- Ageing population
- National health issues
- Business investment decisions
- Work skill trends
- Education funding
- Migration trends
- Social justice and equity issues
- Environmental sustainability
- National government policy

STATE

- Aged services
- Health services
- Economic growth
- Job creation and business investment
- Transport provision
- Infrastructure funding
- Education services
- Community safety
- Environmental sustainability
- Government policy reforms
- State and Regional plans

4. New Policy Settings

Responding to State and regional plans

Council's planning is also affected by state and regional plans.

Within the Northern Sydney Regional Organisation of Councils (NSROC) Council continues to deal with common issues, particularly those that cross boundaries, such as planning, environment, transport, sustainability, procurement and waste management. We also work with relevant departments and agencies of the state and federal governments and neighbouring councils on our overlapping responsibilities.

Over the next three years Council and the community will need to respond to new plans for Greater Sydney and the Northern Sydney region. This will require well researched and measured assessment of policy directions for our area and continued proactive advocacy and participation for our community in regional and state planning.

A new plan for Greater Sydney

In 2015, the NSW Government established a new planning body, The Greater Sydney Commission (GSC), to lead metropolitan planning for the Greater Sydney Region.

The Plan A Metropolis of Three Cities - The Greater Sydney Region Plan proposes to better coordinate planning and growth across Greater Sydney. To assist this objective the plan has been prepared concurrently with Future Transport 2056 and the State Infrastructure Strategy to align land use, transport and infrastructure planning.

The plan aspires to a 30-minute city, where jobs, services, and quality public spaces are in easy reach of people's homes. It also sets targets for new housing, with a range of types, tenures and price points to improve affordability. New jobs will be promoted and the plan values Greater Sydney's unique landscape, natural resources and green infrastructure.

A plan for Northern Sydney

The Greater Sydney Commission established six planning districts in metropolitan Sydney as part of the planning process. The North District comprises the local government areas of Hornsby, Hunters Hill, Ku-ring-gai, Lane Cove, Northern Beaches, Mosman, North Sydney, Ryde and Willoughby.

District Plans sit in the middle of the hierarchy of metropolitan, district and local planning for the Greater Sydney region and inform local council planning and influence the decisions of state agencies.

The North District Plan contains four key themes of infrastructure and collaboration, liveability, productivity and sustainability with objectives focussed on the following:

- Enhancing the role of the Sydney metropolitan Eastern Economic Corridor
- Supporting jobs growth in strategic centres

- Sustaining local centres to provide jobs, services and amenity
- Providing fast and efficient transport connections to achieve a 30-minute city
- Retaining and managing industrial and urban services land
- Creating and renewing great places while protecting heritage and local character
- Improving walking and safe cycling ways
- Enhancing foreshore access to Sydney Harbour and the district's waterways
- Enhancing open spaces, and increasing urban tree canopy
- Retaining the environmental, social and economic values of the Metropolitan Rural Areas
- Protecting and enhancing the district's unique natural assets including waterways, coastlines and bushland.

In response to these new plans Ku-ring-gai Council will be preparing evidence based research to assist in guiding the preparation of new and updated planning controls and policies to cater for the future growth in housing, employment, transport and local services required under the plans whilst working to maintain Ku-ring-gai unique land scape and heritage character.

Our investigations and plan preparation will be undertaken in collaboration with the Greater Sydney Commission, our community and the relevant state government agencies. The new plans will be prepared over the next 2-3 year period.

Planning Legislation changes

In early 2017 the Minister for Planning placed on public exhibition a proposal to update the Environmental Planning and Assessment Act 1979 (EP&A Act) through a series of significant amendments. The NSW Government's stated goal was to build community confidence in the planning system by:

- implementing a simpler and clearer EP&A Act and planning system
- enhancing community participation
- strengthening upfront strategic planning
- streamlining assessment processes
- delivering greater probity and integrity in decision-making.

Council prepared a submission in response to the public exhibition, which supported specified amendments and raised concerns with other aspects of the proposed legislative and regulatory changes.

On 1 March 2018 the updated Environmental Planning and Assessment Act 1979 came into effect. The new amendments will commence in a staged manner from early 2018 to mid-2020, to ensure all stakeholders can prepare for the changes, supported by appropriate guidance, templates and other resources provided by the NSW Government.

The new features of the updated EP&A Act 1979 which Council will need to implement within the next 3 years include:

- **Community participation plans** – Council is required to prepare a community participation plan which sets out when and how Council will engage with the community on planning matters.
- **Local Strategic Planning Statement** – Council is required to prepare a Local Strategic Planning Statement which will set out the 20 year vision for land use in the area, the special character and values that are to be preserved and how change will be managed in the future. The statements will align with regional and district plans, as well as Council's priorities in the Community Strategic Plan.
- **LEP Check** - Council is required to undertake regular LEP Checks to ensure they remain responsive to current strategic planning objectives and local matters, such as demographic changes, or infrastructure investment.
- **Independent Hearing and Assessment Panels (IHAPs)** – From the 1 March 2018 IHAPs are now mandatory for Councils in Greater Sydney. Council has established an IHAP, and the panel of independent experts will now determine Development Applications that are categorised as sensitive or complex.
- **Standard Format Development Control Plans** – The NSW Government will be establishing a standard, online format for DCPs to improve consistency across Councils.

5. Community Engagement

Proactive consultation and engagement with our community has been fundamental to Ku-ring-gai Council's planning and decision-making for many years. It is only through effective and meaningful engagement that outcomes can be achieved which are genuinely responsive to community views and needs.

Council's Community Engagement Strategy guides Council's engagement with the community in reviewing its strategic directions and priorities for the future of Ku-ring-gai. This engagement has reaffirmed those issues important to Ku-ring-gai and helped inform the review of the Community Strategic Plan.

Our recent community engagement included:

- Community research survey into community issues, priorities, wellbeing indicators and satisfaction with Council services (2017)*
- Community needs research and analysis with community organisations (2017)*
- Local business survey (2017)
- Seniors wellbeing survey (2017)
- Youth workshops (2017)
- Community planning workshops with residents from five council wards (2017)*
- Opt-in online survey for all Ku-ring-gai residents and businesses (2017/18)
- Hardcopy surveys for library users.

Our review was also informed by other significant engagement in recent years including:

- Engagement undertaken with community, business and government representatives for the Activate Lindfield and Activate Turramurra projects
- Engagement with the local business community through Council's business engagement program
- Council's annual Ku-ring-gai sports forum with attendees from local sporting clubs, associations and schools.
- Consultation with key stakeholders and the community on designs to revitalise The Mall Shops, Warrimoo Avenue, St Ives Chase and construct an accessible link to The Mall Park
- Engagement with the community on Council's comprehensive environmental and sustainability programs
- Engagement and consultation on the St Ives Village Green new recreation precinct; Regional Playground at St Ives Showground and the Access and Disability Inclusion Plan.

Plan revisions have been drawn from an analysis of the consultation outcomes. Our approach is underpinned by the NSW Social Justice Principles and the International Association of Public Participation (IAP2) Spectrum.

* These initiatives included specific actions to reach residents with more diverse cultural and linguistic backgrounds and age groupings.

Appendices

APPENDIX 1 COMMUNITY ENGAGEMENT STRATEGY

This strategy has been prepared to guide and inform Ku-ring-gai Council's consultation and engagement with the community as part of the review of the Community Strategic Plan 2030.

October 2017

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1. Introduction

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1. Introduction

Legislative Background

The NSW Integrated Planning and Reporting Legislation, introduced in 2009, requires councils and communities to review their long term community strategic plans following election of a new council.

The community strategic plan (CSP) is the highest level plan that a council and community will prepare. The purpose of the CSP is to identify the community's main priorities, aspirations and goals for the future and map strategies for achieving them. These strategies need to take into consideration the issues and challenges that may affect the community and the level of resources that will realistically be available.

Integrated Planning and Reporting Framework

The integrated planning and reporting framework assists local councils to deliver their community vision and long term objectives through long, medium and short - term plans and reports. The purpose of the framework is to formalise best practice strategic planning across NSW councils to ensure a more sustainable local government sector. The diagram below illustrates the hierarchy of plans within the framework and their relationship to the broad community and government stakeholders.

Community engagement is a major part of the plan development and review process.

While Council has a custodial role in initiating, preparing and reviewing progress of the CSP on behalf of the local government area, it is not wholly responsible for its implementation. Other stakeholders and partners, such as government agencies, community groups and businesses may also be engaged in contributing to or delivering the long term goals of the plan.

The CSP reflects the strengths and opportunities in our community, identifies the range of stakeholders providing services and their roles and responsibilities in achieving our long term aspirations and goals, and provides the necessary long term direction for our organisation, to align the delivery of policies, programs and services with these long term aspirations and goals.

Objectives

The objectives of the Community Engagement Strategy are to:

- Give the community the opportunity to shape the future of Ku-ring-gai and indicate their priorities for allocation of Council resources and services
- Build an understanding of the challenges and opportunities facing Ku-ring-gai and to develop ideas to address these
- Employ an engagement methodology which captures the views of our already engaged and mobilised community as well as harder to reach stakeholders
- Tapping into local knowledge and expertise
- Build on our current vision and aspirations for the area from consultations undertaken since the current plan was prepared
- Deliver a strategy which reflects and caters for the long term needs of Ku-ring-gai's changing community.

Engagement principles and practice

Council is committed to robust and transparent consultation practices, where all affected community stakeholders have an opportunity to participate. This approach is underpinned by the following social justice principles and best practice consultation and engagement:

Social Justice Principles

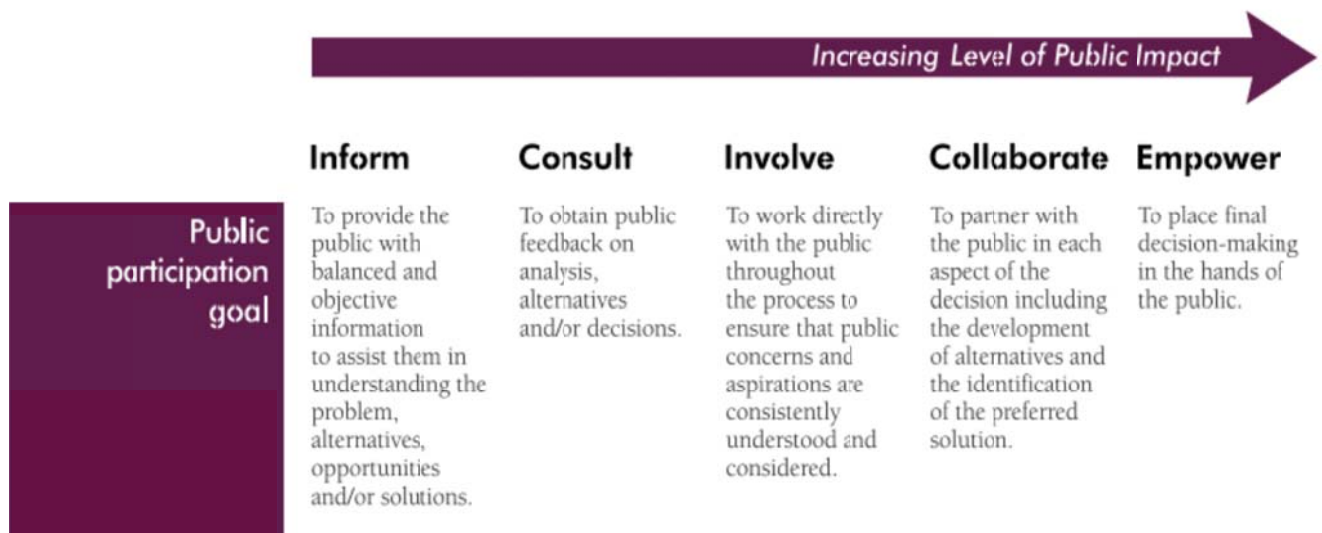
- Equity - There is fairness in decision making and prioritising and allocation of resources.
- Access – All people have fair access to services, resources and opportunities to meet their basic needs and improve their quality of life.
- Participation – Everyone has the maximum opportunity to genuinely participate in decisions that affect their lives.
- Rights – Everyone's rights are recognised and promoted.

International Association of Public Participation (IAP2) spectrum

The International Association of Public Participation (IAP2) spectrum illustrates that a variety of engagement techniques will reflect the IAP2 spectrum including:

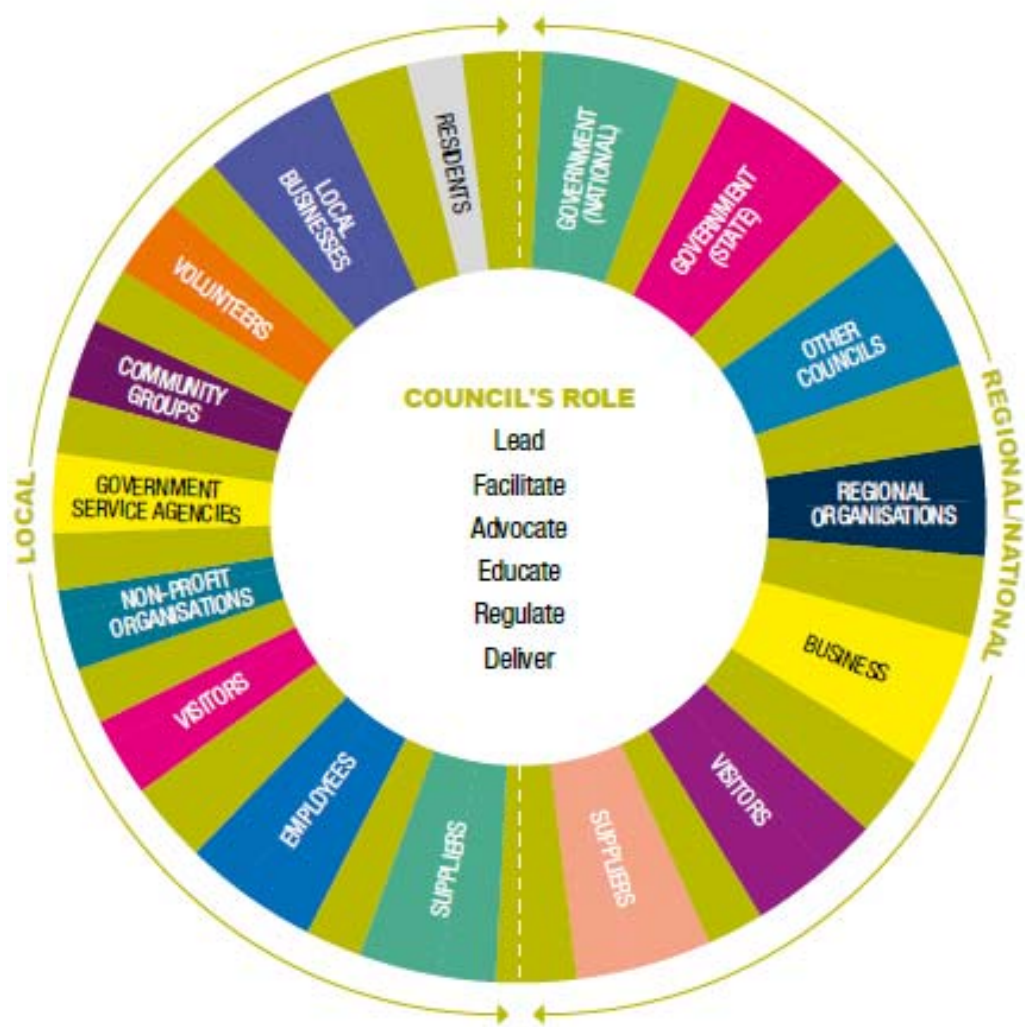
- Inform - We will keep you informed.
- Consult - We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.
- Involve - We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.
- Collaborate - We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.

IAP2 Spectrum of Public Participation



Key stakeholders

The important relationship between Council and our stakeholders is illustrated in the diagram below.



Based on our review of demographic and household characteristics and current groups the following key stakeholder groups have been identified:

- □□ Residents and property owners
- □□ Business community - local business and industry (owners, operators and staff) and business groups (eg Chambers of Commerce)
- □□ Community organisations and groups – eg churches, neighbourhood associations, environmental groups
- □□ Non-government organisations – including those supporting special needs and CALD groups
- □□ Government organisations – neighbouring Councils, NSROC, state government, emergency services (police, SES, RFS etc)
- □□ Schools, preschools, childcare centres
- □□ Visitors – people visiting the local area
- □□ Internal stakeholders – Councillors and staff

Ku-ring-gai's demographic profile

Understanding changing population and household makeup also assists the community and Council to plan for the future. The population of Ku-ring-gai for 2016 is 123,143 with significant population growth in the area since 2006. Key demographic characteristics of the local government area are listed below, based on the latest 2016 ABS census information. These characteristics have informed our identification of target groups in the strategy.

2. How will Council engage with the community?

Existing networks and previous engagements with the community continue to provide the foundations for Council's decision making. This information informs the establishment of policies, plans and strategies to contribute to the future of Ku-ring-gai.

This strategy will harness these existing opportunities to provide time effective feedback whilst ensuring that engagement exceeds best practice techniques and is representative of our community and its stakeholders.

Priorities for action

The priorities of the Community Engagement Strategy are focussed on:

• Building on the past

Any future directions will be informed by our previous strategic directions, results of recent community consultation, and understanding of the changing nature of our demographic, socio economic and physical circumstances.

• Listening to our engaged community

Ku-ring-gai has an informed and aware community. We will ensure that the knowledge and opinions of our already engagement community are captured and used to inform future planning.

Making participation easier – getting a representative viewpoint

The strategy includes actions to identify and remove the barriers for engagement to enable a more involved community.

• Hearing from the harder to reach

The strategy seeks to provide opportunities for engagement with groups we do not usually hear from. These groups include young people, CALD groups, people with disabilities and other special needs groups.

• Working with our partners and other stakeholders

The review will also involve the business community, government agencies, not for profit organisations, service providers, peak bodies and local community and sporting groups.

3. Program for engagement

The CSP will be reviewed over an eight month timeframe commencing in October 2017, with adoption by Council in June 2018. Community and stakeholder consultation and engagement will occur in two key phases as outlined below. These phases, proposed actions and timeframes are indicative and may need to vary in response to community and stakeholder needs.

The following section details the phases and key actions that Council proposes to consult with and engage the community in the review of the CSP.

Phase 1: Communication and Engagement

In this first phase Council will undertake an extensive communication program to inform the community and stakeholders of the review and a range of opportunities for participation. This phase will also include representative ward summits, targeted stakeholder workshops and forums and online engagement portals to capture participant views on the main issues and priorities for the Ku-ring-gai local government area into the future and to test current strategic directions and priorities.

Timeframe: October to December 2017

Stakeholder(s)	Communication/ Engagement Methods	IAP2 Spectrum	Action
All identified stakeholders	Newspaper advertising	Inform	✓
	Fact sheet - Provided online and in hard copy via email, letter, Council customer service and at Libraries	Inform	✓
	Social Media – including Facebook, twitter, Instagram and LinkedIn for targeted and non-targeted advertising promoting opportunities for involvement.	Inform	✓
	Digital Marketing	Inform	✓
	Flyers - placed in libraries, customer service centre	Inform	✓

	Posters - placed in libraries, customer service centre	Inform	✓
	Media Releases - informing stakeholders of the engagement process and promoting opportunities to participate	Inform	✓
	Council Website advertising – to provide information and directing community to online engagement portal	Inform Consult Involve	✓
	Online Engagement Portal - to include background information(inc FAQ); questionnaire to capture participant views; discussion forum and Q&A functionally	Inform Consult Involve	✓
Identified Target groups			
Residential community	Ward Summits - 5 ward summits consisting of recruited representative sample and opt-in attendees.	Inform Consult Involve	✓
Range of subscribers containing multiple stakeholder groups	E-newsletters - Using Council's suite of e-newsletters to promote opportunities to get involved.	Inform	✓
Non-government organisations, service providers, government agencies, schools community and sporting groups, childcare centres	Direct letter/email to these stakeholders	Inform	✓ Complete Phase 2
Visitors	Social Media, Council Website advertising	Inform	✓
Local business community	Business Workshop - Facilitated discussion focusing on economic development; Online business engagement portal - to include a survey and discussion forum	Inform Consult Involve	✓
Harder to reach groups			
Older people (over 65 years)	Printed Copy Survey - placed in libraries, Council's customer service centre and aged care facilities	Inform Consult Involve	✓
Parents/families	Direct letter/email to child care centres and schools directing group to online engagement portal	Inform Consult Involve	Complete Phase 2
Youth (12-24 years)	Youth workshops	Inform Consult Involve	✓
Children (0-12 years)	Drawing Competition - Accessed via online engagement portal, promoted via letter/email and social media	Inform Consult Involve	Complete Phase 2
People who are culturally and linguistically diverse	Flyer (translated) - Directing people to online survey; online survey	Inform Consult Involve	Complete Phase 2
People with no access to internet	Printed Copy Survey - placed in libraries and Council's customer service centre	Inform Consult Involve	✓
People requiring assistance	Direct letter/email to community support groups and organisations directing groups to online engagement portal	Inform Consult Involve	Surveyed
Internal stakeholders – Councillors and staff			

	Internal workshops with Councillors and staff to review the strategic directions and priorities in the community strategic plan.	Inform Consult Involve	✓
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Phase 2: Public exhibition and feedback

In this phase Council will exhibit, seek feedback and assess community and stakeholder comments on draft plans that have been prepared following the Phase One consultation and engagement. The plans will include a draft Community Strategic Plan with a 10+ year timeframe, a draft 3 year Delivery Program and a one year Operational Plan for 2018 – 2019.

Timeframe: May to June 2018

Stakeholder(s)	Communication/ Engagement Methods	IAP2 Spectrum	Stakeholder(s)
All participants of phase one engagement	Email - to all who participated in phase one to inform of plans on public exhibition and seeking feedback	Inform Consult	
All identified stakeholders	Online engagement portal containing plans on public exhibition and feedback/submission form	Inform Consult	
	Council website – containing plans on public exhibition and feedback/submission form	Inform Consult	
	Newspaper advertising - Informing of plans on public exhibition and seeking feedback	Inform Consult	
	Hard copy plans available at Council Customer Service and libraries	Inform Consult	
	E-news - Informing stakeholders of plans on public exhibition and seeking feedback	Inform Consult	
	Social Media - Facebook, twitter, Instagram and LinkedIn - Non targeted advertising informing community that plans are on public exhibition and seeking feedback	Inform Consult	
Non-government organisations, service providers, government agencies, community and sporting groups.	Direct letters/email - to relevant stakeholder groups to inform of plans on public exhibition and seeking feedback	Inform Consult	

4. Evaluation and monitoring

Evaluating the engagement methods

Council will evaluate the engagement process on both an ongoing basis and post-completion. Evaluation will provide valuable feedback on the best methods for engaging with groups in a particular area or the most appropriate times or venues. These findings will inform future engagement processes.

Providing feedback to the community

Council will provide updates to participants during the engagement process and at the conclusion of the first engagement and consultation phase, providing information on the outcomes of the

engagement process.

At the conclusion of the second engagement phase a report will be prepared to Council including assessment of submissions received during the public exhibition period with recommendations for any changes to the draft exhibited plans. Council will provide responses to all submissions made during the exhibition period.

Appendix 2 – Community Engagement Summary

Review of Community Strategic Plan

NOTE:

- This is a summary of community responses taken from the recent Ward community planning workshops, high school student workshops, seniors survey, business forums and community feedback via email and Council's portal.
- The bullet points provide some examples of responses under a key response heading

Theme 1 – Community, people and culture	
Long term objective	Summary – key community responses
Issue 1 - Community wellbeing An equitable and inclusive community that cares and provides for its members.	Providing for the needs of a growing ageing population • Need to address multifaceted needs of an ageing population – eg to maintain health and fitness, independence, socialising in the community and staying in home for as long as possible. • Provided services that are sensitive to different age groups: 55-65 years and 65-75 years (relatively more active and more mobile), 75-85 years and 85 years and older (less active and less mobile). • More retirement housing options. Providing for the needs of a large youth and young adults population • Cater for all ages including 18-30 year olds as they are now living at home for longer – so family can stay together happily through all age groups – like in Europe – villages with character and a sense of community. • More affordable housing • More cultural events and places to go. • Health services and support – mental health, drug and alcohol awareness, gym equipment in parks Addressing the needs of vulnerable people • Proactive service support for increased community vulnerabilities – domestic family violence, mental health,

	homelessness, family concerns. - Activities that bring together the older population, families and younger people and reduce isolation - Drop in centres/ community social places. Ensuring information for service and programs is accessible - Ensure communication methods hit target groups
<i>Long term objective</i>	<i>Summary – key community responses</i>
Issue 2 - Cultural diversity and creativity A harmonious community that respects, appreciates, celebrates and learns from each other and values our evolving cultural identity.	Bringing a diverse community together - Recognition that the community cultural makeup has/is changing and there is a need for more activities to engage all groups - Embrace diversity through events. - Activities that bring together the older population, families and younger people to encourage a strong neighbourhood attitude, caring for others etc. - Provide meeting places and cultural centres. - Need for a Ku-ring-gai Cultural Plan. - More opportunities needed for performance and visual arts in Ku-ring-gai. - Turn Marian Street Theatre into a community cultural asset and surrounds into a cultural precinct. - Upgrade and reopen Marian Street Theatre. - The reopening of Marian Street Theatre would assist Council to achieve a number of community objectives across the community strategic plan.
Issue 3 - Community participation A community where opportunities are provided for all voices to be heard and where community stewardship, participation and engagement is supported and promoted.	Loss of community connectedness - Recognition that influx of flat redevelopment, demolition of housing, new residents, changing character of areas and movement of older residents out of areas has impacted on community connections. - Helping new residents understand community values around preserving and enhancing the environment. Ideas to rebuild community interactions - a sense of community - Develop more community activities on a localised basis eg: street parties and some medium sized events. - Encourage more clubs and groups to start up - Opportunity to harness knowledge and experience of retirees through volunteering. - Develop strategies for the expansion of community involvement, so citizens can interact with each other to

	create a more caring community.
Issue 4 - Healthy lifestyles A community that embraces healthier lifestyle choices and practices.	Focus on needs of growing 'senior' population • Keep people active and in their homes longer • More healthy lifestyle programs for growing older age groups Facilities that can be used by multi-generations • Support all children to participate in group sport • Increase participation, health benefits and decrease isolation. • Health lifestyles – more community gardens to encourage better health and interest in gardening/ healthy eating.
Issue 5 - Community health and safety A community where residents feel safe and enjoy good health.	Provide for health and wellbeing • Address mental health. • Improve visual security. • Improved amenities in parks and recreational areas • Recognise impacts of ageing population on health services and their accessibility.
Issue 6 - Housing choice and affordability Housing diversity, adaptability and affordability is increased to support the needs of a changing community.	Need for greater housing choice • Ageing population – need housing choice for downsizing • More housing availability to live and work in the area. • Housing mix – plan needed and known by stakeholders. • Housing diversity – must cater for increasing population but must maintain the positive environment re: green corridor, bushland, nature etc. • Medium size housing needed to fill between apartments and large homes. • Build more villas and low density rather than 5 storeys or more. Housing affordability • More affordable housing options are needed for all. • Affordable housing is a major concern and goal. Currently residents have limited choice – house or unit. Need more medium density options. In 10 years, the Council area may become completely unaffordable to the children currently growing up here.
Issue 7 - Emergency management An aware community able to prepare and respond to the risk to life and property	• Care needed to ensure fire prone areas of Ku-ring-gai are not over developed and over populated.

from emergency events.	• Preserve emergency vehicle access where roads are narrow and part of escape route in bush fire prone lands. • Provide disaster recovery exercises for bush fire, floods etc. in every neighbourhood.
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Theme 2 – Natural environment

<i>Long term objective</i>	<i>Summary – key community responses</i>
Issue 1 - Appreciating Ku-ring-gai's unique natural environment A community empowered with knowledge, learning and information that benefits the environment.	Continued strong appreciation by established residents of importance of natural environment and its defining role for Ku-ring-gai Focus on new residents and younger generations being educated about the importance of the natural environment • Use natural environment as a tourist attraction. • Embrace ways of attracting people to enjoy natural environment in a variety of ways via sustainable trails (walk, run, cycle). • Embrace the natural environment. • Ecotourism – fun runs through the National Park. Newer residents not aware of bushland resource for recreation
Issue 2 - Natural areas Our bushland is rich with native flora and fauna.	High emphasis on protecting the natural bushland with impacts of developments on bushland and removal of trees over last 5 years • Ensure local natural environment assets are retained and enhanced. • Preserve and maintain parks and reserves. • Reserves and national parks left undeveloped. We don't want to lose parks for apartments or buildings. replace tree canopy • Reinstate the tree canopy was a common theme Maintaining connections to the natural bushland from residential areas • Better combination of natural environment

	and development and better management and design integration
	Improve our status as a nature destination
<i>Long term objective</i>	<i>Summary – key community responses</i>
Issue 3 - Natural waterways Our natural waterways and riparian areas are enhanced and protected.	Continue improving the condition of waterways • Slow down creek flows to conserve watercourse by removing erosive flows, especially during and immediately after downpours. • Look after our local environment and natural waterways. Our natural areas and bushland is rapidly disappearing. • Capturing rubbish before it gets to waterways from streets.
Issue 4 - Climate change A community addressing and responding to the impacts of climate change and extreme weather events.	• Understanding of need for fire prevention and protection • Effects of development and loss of trees
Issue 5 - Sustainable resource management A community progressively reducing its consumption of resources and leading in recycling and reuse.	• Greater need for recycling programs.

Theme 3 – Places, spaces and infrastructure

<i>Long term objective</i>	<i>Summary – key community responses</i>
Issue 1 - Preserving the unique visual character of Ku-ring-gai Ku-ring-gai's unique visual character and identity is maintained.	Maintaining Ku-ring-gai's unique building styles, gardens and treescapes • Preservation of visual character and identity is not being maintained with all low cost units being built in St Ives at the moment. Respect identity of each local centre New development to be of good architectural quality • maintaining village character, heritage buildings

	• Not more high rise units
Issue 2 - Managing urban change A robust planning framework is in place to deliver quality design outcomes and maintain the identity and character of Ku-ring-gai.	Negative impacts of new development, especially on adjacent low residential areas • How is Council planning to cope with the “slum apartments” being built extensively? These places will deteriorate rapidly and may place a drain on council resources. • Concerned about over development of the area as there has been increased number of units/apartments built over the last years • Don’t allow more construction of units/townhouses in quiet residential areas which are currently low density. • Do not overdevelop the area. Appreciation of need for housing mix • Housing diversity/development. More medium density developments away from major busy roads (not high rise). Better design of new developments • Poorly designed and layouts of flats developments • Concerns about building standards • Spread development around all streets rather than along Pacific Highway
Long term objective	Summary – key community responses
Issue 3 - Quality urban design and development The built environment delivers attractive, interactive and sustainable living and working environments	Better design of new developments • Continued focus on quality design • Poorly designed and layouts of flats developments • Insist on quality design for new developments. • Keep the level of apartment blocks below the treescape. • Better design of apartments to require solar and passive cooling such as caves. • Buildings/apartments need to be aesthetically in keeping with our beautiful area – not concrete blocks. • Better parking to provide outdoor space in the apartment blocks.
Issue 4 - Revitalisation of our centres Our centres offer a broad range of shops and	Improve the commercial centres/towns/villages

services and contain lively urban village spaces and places where people can live, work, shop, meet and spend leisure time.	• Look at entertainment facilities like “Greengate” style facilities. • More carpark facilities in shopping centre. • Nowhere to go late at night other than home. No pubs/bars and Max Brenner closed. • Establish outdoor and public indoor spaces where locals can congregate. • Establish well planned community/town centres. • More entertainment/cultural places eg concert hall, gallery etc, and more eat-out places at night, more night life. • Urban centres (some), need major updating to meet current and expected needs. • More cosmopolitan feel to town centres with out of business hours businesses. • Bold ideas and strategies need to be considered and difficult decisions made to pull Ku-ring-gai out of this state of indecision. • Suitably develop railway station areas into local villages. Turrumurra Rohini Road/Ray Street. Culture of Wahroonga village is a good example. • 500m hub surrounding suburban stations with reduced car access. More boulevard style with pedestrians, cyclists, street stalls. • Mixed use zones eg innovative business zones that allow business to grow and thrive eg employ an educated population – not just focus on retail. • exploit central position of Gordon centre • Turn the shops around to face train line and create pedestrian walkways. • Youth need safe, welcoming and ‘cool’ places to meet and be entertained. • Improve our town centres by shifting focus away from major roads ie; Gordon should utilise the laneway – Wade Lane. • Our centres do not offer ‘lively’ spaces in the evening for both young and old. • Development of community centres in the villages – essential shops/services etc. • More outdoor cafes. • Revitalise shops that are away from the highway (eg West Lindfield shops)
Issue 5 - Heritage that is protected and	Ensure heritage conservation areas are maintained

responsibly managed Ku-ring-gai's heritage is protected, promoted and responsibly managed	and not eroded by high density development. • Heritage homes still being demolished. • Preserve inter-war heritage character. • Observe heritage conservation areas when considering new development.
Issue 6 - Enhancing recreation, sporting and leisure facilities Recreation, sporting and leisure facilities are available to meet the community's diverse and changing needs.	Provide further facilities for sport and exercises – especially for range of ages More multi-use recreational facilities • Provide recreation focussed on teenagers and millennials • No entertaining or cool places for late teens and early 20's age groups to meet and hang out • Use of school fields for community on weekends. • Providing better netball facilities – parking/lights. • Expand open space for recreation by adults as well as children. • More youth facilities ie basketball courts, tennis, badminton courts. Increase societal involvement – sense of community. • Retention and expansion of existing sporting and recreational facilities rather than destroying eg. Gordon Golf Club. • Improved sporting facilities – lots of space for spectators aiming for high level events. • Not enough gyms, yoga centres etc for young adults with the exception of Pymble Pool which is excellent. Totally lacking in Lindfield and Roseville. • Need more indoor sporting facilities for young people/adults.
Issue 7 - Enhancing community buildings and facilities Multipurpose community buildings and facilities are available to meet the community's diverse and changing needs.	• Council buildings need to encourage engagement with residents and attract people together there. • More facilities for young people – teenagers not little kids. Lots of playgrounds – but for teenagers? • Increased facilities for all ages particularly youth (eg Lindfield community hub, more sporting facilities). • Ensure community facilities ie library, senior citzs etc are contained within one of the new Lindfield centres.

Issue 8 - Improving the standard of our infrastructure An improved standard of infrastructure that meets the community's service level standards and Council's obligations as the custodian of our community assets.	Note – Responses regarding roads, footpaths, parking, traffic and access were mainly placed under Theme 4 – Access, traffic and transport.
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Theme 4 – Access, traffic and transport

<i>Long term objective</i>	<i>Summary – key community responses</i>
Issue 1 - Integrated and accessible transport A range of integrated transport choices are available to enable effective movement to, from and around Ku-ring-gai.	Improve parking facilities – around transport hubs/local centres/shops • Increase commuter parking • Expand multi-story parking facilities • Increase local disabled parking including short, medium and long stay parking Improve public transport and services • improve access and mobility within the LGA and to/from/within local centres and railway stations • Provide lifts and improved pedestrian access at railway stations for older age groups, people with disabilities and parents with prams – especially at Pymble and Killara railway Stations. • Improve access to trains on platform – align trains/platforms. • Public transport – extend hours to cover weekends and nights (particularly buses) • improve access to train stations – disabled, prams, elderly, kiss and drop areas, taxi areas, parking for commuters and shoppers • Mini buses/shuttles traversing LGA - villages to stations, shopping centre etc. • Promote use of public transport Promote and provide for alternative modes of transport • Expand footpath network (safe) and crossings/pedestrian bridges particularly around Pacific Highway and major roads • More cycling paths (safe), improve links between suburbs and CBD, follow rail corridors, and facilities for e-bikes and storage/bike lockers, bicycle racks, education • Facilities for electric vehicles

	Promote and provide for shared car services.
Long term objective	Summary – key community responses
Issue 2 - Local road network The local road network is managed to achieve a safe and effective local road network.	Improve parking facilities – local centres and high density developments - Inadequate parking in high density residential areas - Better parking facilities needed in villages/shopping centres. - Review implications of proposed changes to the carpark on Tryon Road, Lindfield for seniors. Improve traffic management and traffic flows for major roads and highway - Traffic congestion a big problem - Council to play a greater role in planning and management of arterial roads - Roads - Widen and consider flyover roads - Traffic flows - improve sequencing of traffic lights, additional traffic lights and inadequate roundabouts - Traffic management – construction sites/development sites - Widen Pymble and Turramurra bridges - Projects to divert traffic from major roads Improve traffic management around schools - Review traffic in school zones - poor visibility around schools, provide off street parking, clearways Improve traffic management around train stations - Review parking in residential areas around train stations Safer footpaths and pedestrian crossings - Expand footpath network throughout LGA - Repair uneven surfaces with focus around retirement villages who use paths for exercise - Improve visibility of steps and curb edges – paint white - Increase number of pedestrian refuges - Review pedestrian safety around developments - Pedestrian crossing lights change too fast for seniors

	• More seating for pedestrians Education and safety • Target identified blackspots • Education programs – culturally diverse population, youth
Issue 3 - Regional transport network connections An accessible public transport and regional road network that meets the diverse and changing needs of the community.	Improve public transport and services • Increase local buses and frequency, extend services into night and on weekends, cater to changing demographics • Increase train services • Train station at St Ives • Train stop at Pymble station for school children • Park and ride facilities • Local shuttle services (with booking app) • Solar powered bus shelters • Commuter parking – free for residents, utilise air space Address road congestion • Future solution to inadequacy of Pacific Highway – upgrade, widen roads (as part of new developments?), more/extended clearways Resident parking permits - restricted for non-residents

Theme 5 – Local economy and employment

<i>Long term objective</i>	<i>Summary – key community responses</i>
Issue 1 - Promoting Ku-ring-gai's business and employment opportunities Ku-ring-gai is an attractive location for business investment.	Develop business hubs and services • Encourage new business and business areas • Improved internet infrastructure, increased WiFi access • Develop technological park/hub – high tech • Develop health hubs • Develop education hubs – teachers, trades, nurses and business students • Greater connections with Macquarie University business incubator to generate interest and support new exporters Broaden opportunities for new business

	• Include café/retail in large residential developments and residential areas • Assistance applying for grants Address skills and resource shortages • Perceived lack of skills, knowledge • Effective use of digital technology and social media for marketing and productivity • Procuring and keeping staff • Lack of time and inclination by business owners to work strategically on their business including time to engage with Council programs. • Remaining competitive in a changing market and concern about long term viability of business
<i>Long term objective</i>	<i>Summary – key community responses</i>
Issue 2 - Partnering for business and employment growth Key stakeholders have confidence in, and pro-actively partner with Council to enhance employment and economic benefits.	Develop Ku-ring-gai economy • Enhance local town centres for economic growth • More vibrant local economy including cafes, shops, restaurants, markets, family restaurants similar to other areas in Sydney • Develop local co-working hubs for businesses and people who work from home – reduce commute, networking, facilities and support • Develop vision for night time economy • Increase opportunities for after-hours businesses eg bars, restaurants etc. • More approvals for new business, reduce processing delays and increase communications around progress • Support from entrepreneurs • More opportunities for local employment for young people and work experience opportunities Facilitate and support better communications between Council/business and business/business • Facilitate stronger business networks • Face to face engagement • Dedicated website pages and facebook for business - Online resources for business unable to attend events, sponsorship opportunities, road closures etc

	• Information packs for new business on local support/activities Improve safety, security and access • Improve lighting in local centres • Improve infrastructure – renewal not keeping pace • Pacific Highway - Consider impacts on local business including safety/access/crossings and resulting loss of business • Improve public transport – train and bus timetables (lack of services outside of business hours) • Traffic congestion • Investigate loading zones and waste/recycling at Turramurra Plaza • Parking for customers • Small business parking permits • Improve road and pavement surfaces around businesses Improve visual amenity of local centres Parking, toilets, streetscapes, shop fronts, waste, cleanliness
Issue 3 - Visitation opportunities Ku-ring-gai has a range of activities and experiences that attract visitors.	Improve marketing • Active promotion of what Ku-ring-gai has to offer – don't rely on self-serve website Expand visitation offerings • Weekend markets, farmers markets • Promote aboriginal heritage • Utilise opportunities for heritage/historical tourism • Develop food precinct – more restaurants etc • Develop St Ives Showground • Promote natural environment – bush walks, talking tours, restaurants/cafes in bush • Open Marian Street Theatre
Theme 6 – Leadership and governance	
<i>Long term objective</i>	<i>Summary – key community responses</i>
Issue 1 - Leadership A shared long term vision for Ku-ring-gai underpins strategic collaboration, policy development and community engagement.	• Maintain current high standards.

Issue 2 - Financial capacity and sustainability Council rigorously manages its financial resources and assets to maximise delivery of services	• Council rate increases must be reasonable. • Ensure appropriate use/introduction of levies. • Too much money spent on litigation. • Create opportunity for community to understand Council financials. • Financial transparency – all finances and new funding allocated to various projects, publish criteria. • Lobby State Govt. to end rate pegging. • Funding for infrastructure will continue to be an issue. Strategic Plan needed for funding.
Issue 3 - Good governance and management The organisation is recognised and distinguished by its ethical decision-making, efficient management, innovation and quality customer service.	• More transparency on cost of Council projects. • Regular communication regarding decision making. • Submit business case/ risk assessment for large projects. • Have completion targets for projects. • Promote risk based approach towards governance management and balance it out with compliance and budget needs. • Governance - ensure that confidential ethics/governance are available and advocated. • Faster approval processes for residential applications eg trees, DAs • How are you measuring that in our Council that we have effective leadership, good governance and prudent financial expenses?
Issue 4 - Effective community engagement The community is informed and engaged in decision-making processes for community outcomes.	• Community engagement should be transparent and informative. Find a way to advise and connect with the “people”. • Leverage social media for greater community engagement. • Invite community to participate in Council meetings. • Engaging with culturally diverse community to meet needs. • Community sessions with translators. • Continue to encourage community feedback eg online surveys etc. (increased collection of email and phone numbers). • Ensuring the community is well informed of Council

	decisions and reasons for them. • Local referenda and/or petitions to give Council a more powerful voice in our best interest. • Be more transparent about changes being made within the Council that affect the local community. Especially housing DAs which are approved by private certifiers (State Govt). • Increased publicity about community activities, facilities, what to do, where to go for different age groups. • Meaningful cooperation from State Govt with Council as the representative of the people. Respect for opinions given. • More ways of communications of what has happened in the local community and what is council's future plan (email, Facebook, local posters etc). • Find a way to get younger people to get involved in council strategies/plans etc. They will be our future community. • Educate the community on key issues/constraints so they understand the complexities.
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Contact Us

For assistance or information regarding any of Council's services or facilities please contact us.

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