



Discussion Paper

OUR COMMUNITY. OUR FUTURE.
COMMUNITY STRATEGIC PLAN 2030

PURPOSE OF 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 various community engagements and consultations undertaken by Council over the past four years which has been used as the basis for developing the Ku-ring-gai Community Strategic Plan 'Our Community – Our Future' 2030. This engagement has covered significant and diverse matters affecting the Ku-ring-gai Local Government Area and is both relevant and contemporary.

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1. Introduction

Community Strategic Plan 2030

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.

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.

Sydney Metropolitan Context

The Ku-ring-gai area is located in Sydney's northern suburbs, 16 kilometres north of the city centre. Ku-ring-gai has one of the larger populations of Sydney's local government areas with a population (mid-size LGA) of 114,000 at the 2011 ABS Census. This is projected to increase steadily to about 134,000 by 2036.

Other features include:

Ku-ring-gai is

- close to regional shopping precincts and major employment centres at Sydney, North Sydney, Chatswood and Macquarie Park
- accessible by road, rail and bus into and out of the area

Ku-ring-gai has

- 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. Over half of the working age population are employed in these sectors
- Commuting times relatively short compared to many other LGA's
- Large number of home-based businesses
- Strong small to medium business sector

Ku-ring-gai provides

- A nationally significant ecological heart within the Sydney metropolitan area
- Significant number of Aboriginal heritage sites and European heritage items and heritage conservation areas, particularly representing the Federation and Interwar periods
- A healthy lifestyle choice for residents

Ku-ring-gai makes

- A significant contribution to regional productivity
- A significant contribution to the Sydney metropolitan area

Northern Sydney Region

Ku-ring-gai is part of the Northern Sydney Regional Organisation of Councils that also includes Hornsby, Hunters Hill, Lane Cove, North Sydney, Ryde and Willoughby Local Government Areas.

Statistics:

- The region's population is forecast to increase from 572,687 in 2011 to 677,900 in 2031
- The number of dwellings is forecast to increase from 219,700 in 2011 to 281,900 by 2031.
- The northern region has a higher ageing population than the rest of Sydney, with 14.6% of the regions residents aged 65 years or over compared to 12.7 % for the rest of Sydney (but lower than Ku-ring-gai at 17.2%)
- Concurrently there are an increasing number of families and school aged children moving to the region, as older people move to smaller dwellings or other aged accommodation and housing choice options expand.

The NSW 2021 Regional Action Plan identifies Northern Sydney as having a:

- o highly skilled and competitive workforce with a significant knowledge base
- o high quality natural assets such as Ku-ring-gai Chase National Park
- o strong sense of community with high levels of volunteering and unpaid work; and residents have a higher level of income than the NSW average

Ku-ring-gai - the place and its people

Our local area

The Ku-ring-gai local government area is located in Sydney's northern suburbs, 16 kilometres north of the Sydney CBD and covers about 84 square kilometres. The area is geographically diverse, comprising significant areas of urban bush land with high conservation status, along with extensive residential development, concentrated primarily along the railway line and Pacific highway. Ku-ring-gai LGA contains nine suburbs with local business centres (Gordon, Killara, Lindfield, Pymble, Roseville, St Ives, Turramurra, Wahroonga and Warrawee) and is divided into five local government wards (Commenarra, 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 bushland and biodiversity of the area is unique for a local government area situated so close to the centre of Sydney's CBD. It includes:

- more than 150 bushland reserves covering approximately 1,150 hectares

- nationally significant ecological communities including remnant Blue Gum High forest, Sydney Turpentine Ironbark forest, high biodiversity and proximity of four surrounding National Parks
- a large variety of native plant species with over 800 recorded, including more than 30 threatened species, 6 threatened ecological communities and one endangered salt marsh population
- an unusually high variety of native fauna for an urban area so close to Sydney. There are more than 400 species of native animals, including more than 30 threatened species

Approximately 20 percent of the LGA is covered by three National Parks (Ku-ring-gai Chase National Park, Garigal National Park and Lane Cove National Park). Bushland and waterways are highly accessible to residents with most residents living only one kilometre from urban bushland, national parks or waterways.

Ku-ring-gai's diverse natural features and attributes continue to be highly important influences on government policy settings, development of the area and people's decisions to reside here.

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, building covenants, 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:

- lower proportions of children aged 0 - 4
- higher proportions of children aged 5 - 11 and young people aged 12 - 17
- lower proportions of young people aged 18 - 24 years.
- Much lower proportions of working aged people aged 25 - 34
- Higher and increasing proportions of 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 2.9 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.

The Ku-ring-gai population is well educated, employed mainly as professionals and relatively affluent compared to the Sydney average.

Strategic policy settings

The area's natural attributes have historically been a major influence on the people who live here, the nature of development that occurs in the area and government policy settings. This influence will continue to inform future local, regional and state government policy settings and decision-making for the area within its metropolitan context.

2. Socio-economic Profile and Trends

Population change

In 2011 there were 110,000 (later estimated at 114,700) people in Ku-ring-gai, an increase of 8,251 people since 2006. Ku-ring-gai Council area has a median age of 41 years, 5 year(s) older than Greater Sydney. The median age of suburbs ranges from a low of 32 years in Lindfield to a high of 52 years in North Turramurra.

Figure 1 Age profile Ku-ring-gai LGA 2006 to 2011

	2011			2006			Change 2006- 2011
Age	No.	%	Greater Sydney%	No.	%	Greater Sydney %	No.
0 to 4	5755	5.3	6.8	5214	5.2	6.6	541
5 to 11	11315	10.4	8.7	10528	10.4	9.1	787
12 to 17	11036	10.1	7.4	10563	10.5	7.9	473
18 to 24	9481	8.7	9.5	8842	8.8	9.9	639
25 to 34	7865	7.2	15.4	6839	6.8	15.3	1026
35 to 49	23453	21.5	21.9	22263	22	22.5	1190
50 to 59	15130	13.8	12.2	14377	14.2	12.2	753
60 to 69	11357	10.4	9	9654	9.6	7.8	1703
70 to 84	10435	9.5	7.2	10033	9.9	7.3	402
85 +	3470	3.2	1.8	2733	2.7	1.6	737
Total	109,297			101,046			8,251

Key age group trends between 2006 and 2011 show:

- An increase in the total population of +8,251 people
- In increase across all age groups but most significantly 60 to 69 years + 1,703, 35 to 49 years +1,190 and 25 to 34 years +1,026. This is due to SEPP 5 aged housing and increased multi-unit developments with young couples and singles moving in.
- The proportion of 0 to 4 year olds is slightly lower (5.2% compared to 5.3%) but increased by 541.
- The proportion of 5 to 11 year olds stayed the same but increased by 787.
- The proportion of 12 to 17 years old reduced from 10.4% to 10.1% of population but increased by 639.

Compared to Greater Sydney, Ku-ring-gai has:

- Lower proportions of children aged 0 to 4 but higher proportions of children aged 5 to 11.
- Higher proportions of young people aged 12 to 17 but lower proportions of young people aged 18 to 24 years.
- Much lower proportions of working aged people aged 25 to 34 and similar proportions of working aged people aged 35 to 49 and 50 to 59.
- Higher and increasing proportion of older people 60 to 69 years, 70 to 84 years and 85 years and over.

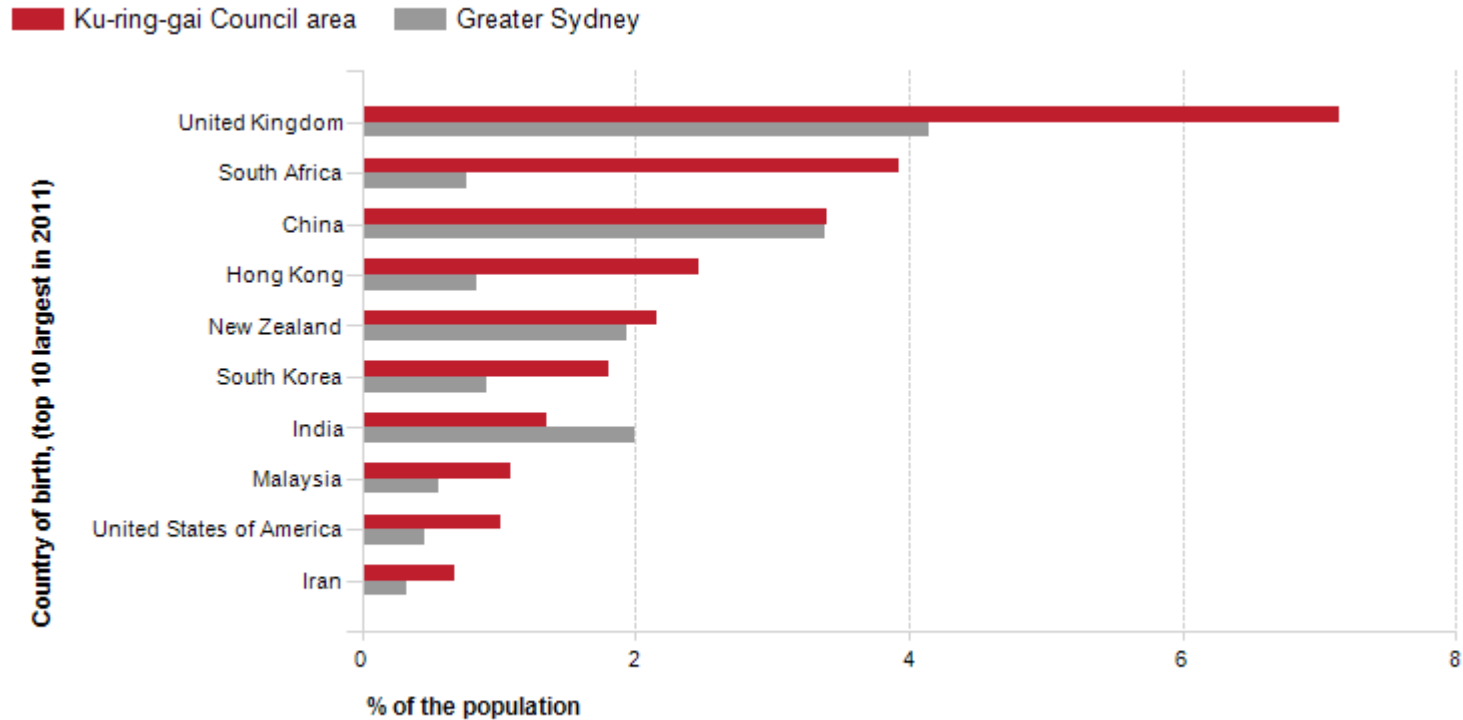
Cultural diversity

The Ku-ring-gai population is becoming increasingly culturally diverse, with a growing population of residents particularly from Cantonese and Mandarin speaking countries. In 2011, 20.5% of residents were born in non-English speaking countries (compared to Greater Sydney 26.3%) up from 17.6% in 2006. Changing and emerging groups between 2006 and 2011 were:

- Chinese (+3,230 persons); and
- Irish (+1,513 persons).
- Australian (-3,931 persons);
- English (+3,448 persons);

However, across the LGA, there is a lower proportion of non-English speaking residents than Greater Sydney. In 2011, 75.6% of the population spoke English only, and 21.0% spoke a non-English language, compared with 62.2% and 32.5% respectively for Greater Sydney. The dominant language spoken at home, other than English, in Ku-ring-gai Council area was Cantonese, with 4.9% of the population, or 5,370 people speaking this language at home.

Country of birth, 2011



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data)
Compiled and presented in profile.id by .id, the population experts.



The major differences between the languages spoken at home for the population of Ku-ring-gai Council area and Greater Sydney in 2011 were:

- A *larger* percentage speaking Cantonese at home (4.9% compared to 3.0%);
- A *larger* percentage speaking Korean at home (2.1% compared to 1.1%);
- A *smaller* percentage speaking Arabic at home (0.3% compared to 4.1%); and
- A *smaller* percentage speaking Vietnamese at home (0.2% compared to 1.9%).

This varies across suburbs with a high of 44% of residents speaking a language other than English at home in 2011 up from 42.9% in 2006 (32.5% GS and 21% Ku-ring-gai). In Gordon, 31.7% of residents speak a language other than English at home (up from 25.9% in 2006.). By comparison North Turramurra shows the lowest proportion of residents from a non-English speaking background (NESB) with 10.2%, up from 8.2% in 2006.

In 2011, 18.0% of Ku-ring-gai Council area's overseas born population were new migrants compared to 20.1% in Greater Sydney. While Ku-ring-gai Council area had a lower proportion of new migrants, it is important to note that this varied across the Council. Proportions ranged from a low of 10.2% in South Turramurra to a high of 24.1% in Warrawee.

Dwelling type

A greater concentration of higher density dwellings is likely to attract older residents looking to downsize as well as young adults and smaller households, often renting. Larger, detached or separate dwellings are more likely to attract families. The residential built form often reflects market opportunities and planning policies, such as building denser forms of housing around public transport nodes or employment centres.

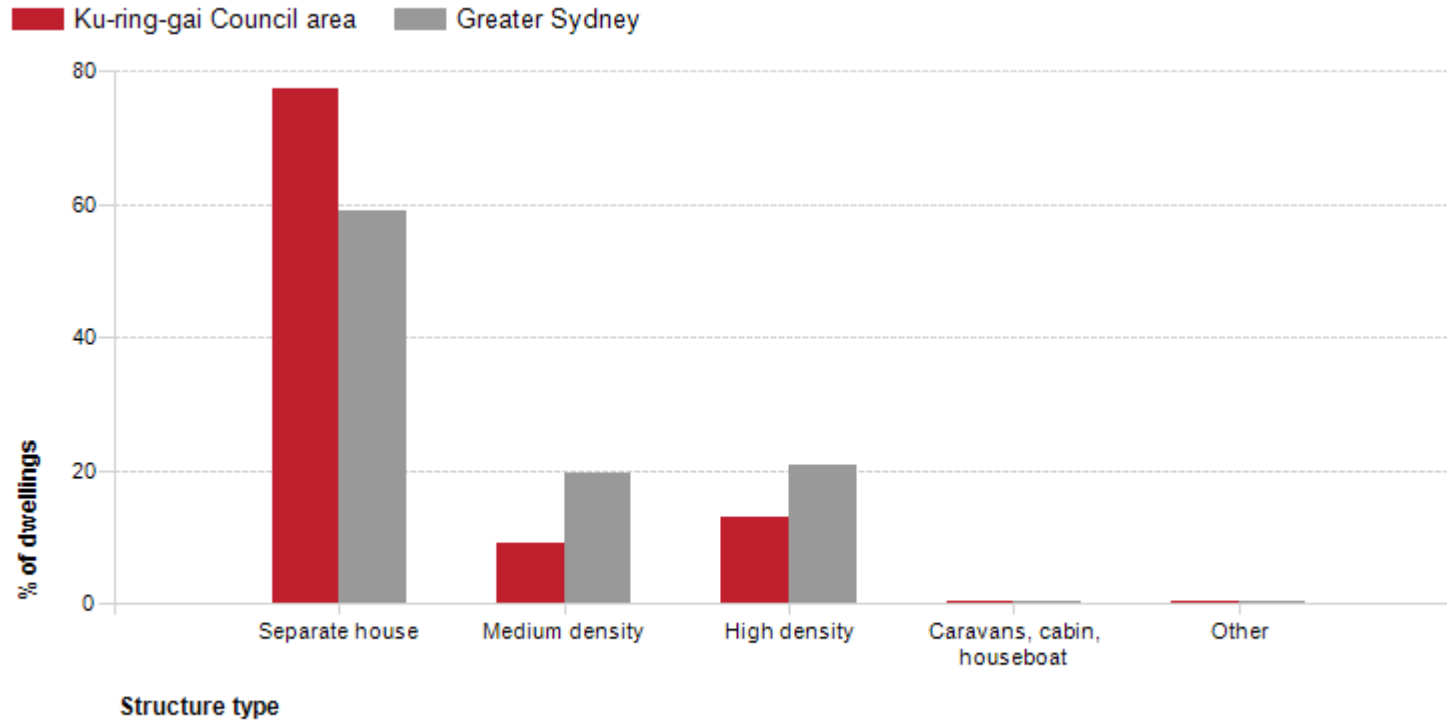
The predominant dwelling type in Ku-ring-gai is a separate house, accounting for 77.5% of all housing, compared to 58.9% in Greater Sydney. This is lower however than in 2006 at 84.3%. Medium-density housing (for example townhouses, terraces, villa units and semi-detached dwellings, flats in 1 and 2 storey blocks and flats attached to houses) accounts for 9.2% of all housing (compared to 19.7% Greater Sydney) the same as in 2006 (but +323 dwellings during this time period).

In 2011, 13.1% of Ku-ring-gai Council area's dwellings were classified as higher density dwellings compared to 20.7% in Greater Sydney. While Ku-ring-gai Council area had a lower proportion of higher density dwellings, it is important to note that this varied across the local government area.

Proportions ranged from a low of 0.0% in East Killara to a high of 27.9% in Killara. The five areas with the highest percentages were:

- Killara (27.9%);
- Lindfield (26.8%);
- Warrawee (26.4%);
- Gordon (21.5%); and
- Wahroonga (14.0%).

Dwelling structure, 2011



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Enumerated data)
Compiled and presented in profile.id by .id, the population experts.



The largest changes in the type of dwellings found in Ku-ring-gai Council area between 2006 and 2011 were:

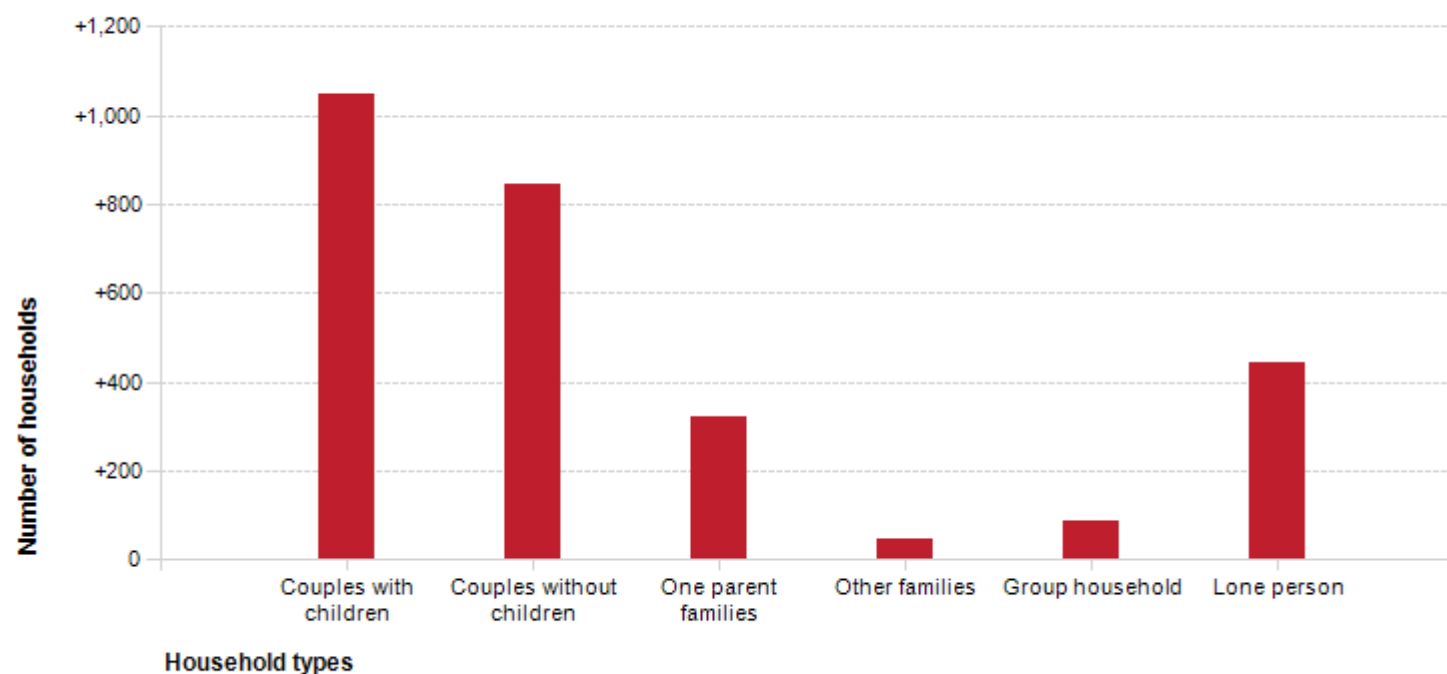
- Higher density (which include flats and apartments in 3 or more storey blocks) increased by +2,897 dwellings;
- Medium density (include townhouses, terraces, villa units and semi-detached dwellings, flats in 1 and 2 storey blocks and flats attached to houses) increased by +323 dwellings; and
- Separate house (+231 dwellings).

Household types

Analysis of the household/family types in Ku-ring-gai Council area in 2011 compared to Greater Sydney shows that there was a higher proportion of couple families with child(ren) as well as a lower proportion of one-parent families. Overall, 46.0% of total families were couple families with child(ren), and 7.9% were one-parent families, compared with 34.8% and 10.8% respectively for Greater Sydney.

Change in household types, 2006 to 2011

Ku-ring-gai Council area



Source: Australian Bureau of Statistics, Census of Population and Housing, 2006 and 2011 (Enumerated data)
Compiled and presented in profile.id by .id, the population experts.



In 2011, 25.0% of Ku-ring-gai Council area's total families were classed as couple families without children compared to 22.6% in Greater Sydney. While Ku-ring-gai Council area had a higher proportion of couple families without children, it is important to note that this varied across the local government area. Proportions ranged from a low of 20.5% in East Lindfield to a high of 31.4% in North Turramurra. The five areas with the highest percentages were:

- North Turramurra (31.4%);
- North Wahroonga (29.1%);
- St Ives Chase (27.9%);
- St Ives (27.6%); and
- Warrawee (27.3%).

In 2011 there was a lower proportion of Lone Person Households and a higher proportion of Couples without Children in the local government area. Overall, the proportion of Lone Person households was 15.7% compared to 21.5% in Greater Sydney while the proportion of Couples without Children was 25.0% compared to 22.6% in Greater Sydney. The largest changes in family/household types in Ku-ring-gai Council area between 2006 and 2011 were:

- Couples with children (+1,049 households);
- Couples without children (+843 households);
- Lone person (+441 households); and
- One parent families (+321 households).

Population forecasts and change to dwelling type

Further changes in dwelling type are forecast for the local government area over the next twenty years. A report prepared for Ku-ring-gai Council by SGS Economics and Planning in 2009, identified that with increased medium and higher density development, household types also have the potential to change with a likely increase in the number of lone family households and couple families without children. A moderate increase is forecast in the number of family households with children. Reflecting both the changing nature of the dwelling stock and population ageing more generally, the share of the population in the older age groups is expected to increase most significantly, with a commensurate decline in the proportion of the population who are under 15 years and in the prime working age groups.

Cost of housing and rental payments

In 2011 57.4% of Ku-ring-gai households with a mortgage were making high loan repayments of \$2,600 or more per month, compared with 36.0% in Greater Sydney.

Mortgage repayments are directly related to the relatively high house prices in the Ku-ring-gai local government area, length of occupancy and the level of equity of home owners. When viewed with Household Income data it also reflects the larger proportion of high-income households in Ku-ring-gai (those earning \$2,500 per week or more).

In 2011, 76.5% of Ku-ring-gai area's total renting households were paying more than \$400 per week in rent compared to 39.3% in Greater Sydney. While the Ku-ring-gai area had a higher proportion of high rent paying households, it is important to note that this varied across the local government area. Proportions ranged from a low of 64.4% in Roseville - Roseville Chase to a high of 95.8% in East Lindfield. While the age and household profile is expected to change, it is anticipated that the incoming population will remain relatively affluent and well educated, consistent with the current profile and high cost of housing in Ku-ring-gai.

Qualifications and employment sector

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.

More Ku-ring-gai residents work in professional, scientific and technical services than any other industry sector. 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.

Working from home

In 2011, 8.0% of the Ku-ring-gai area's employed population worked from home in home based business compared to 4.0% in Greater Sydney. The proportion of persons who worked from home varied across suburbs ranging from a low of 6.6% in Warrawee to a high of 9.6% in North Turramurra.

Occupation of employment, 2011



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data)
Compiled and presented in profile.id by .id, the population experts.



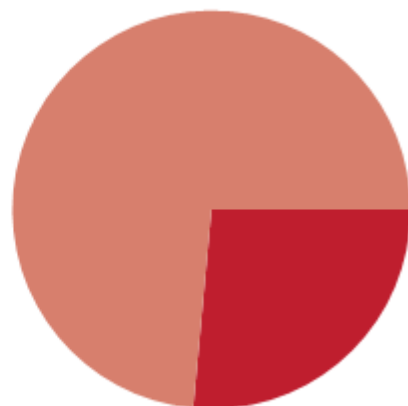
Method of travel to work

In 2011, 23.2% of Ku-ring-gai Council area's employed population travelled to work by public transport compared to 20.0% in Greater Sydney. While Ku-ring-gai Council area had a higher proportion of persons who travelled to work by public transport, it is important to note that this varied across the Council. Proportions ranged from a low of 17.2% in North Turramurra to a high of 30.0% in Lindfield.

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 results in significant spending leaving the local economy.

Employment location of residents 2011
Ku-ring-gai Council area

- Live and work in the same SLA
- Live in the area and work in different SLA
- Live in the area, but work outside



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data)



Broadband access

In 2011, 86.9% of Ku-ring-gai Council area's households had a broadband or dial-up Internet connection compared to 76.5% in Greater Sydney.

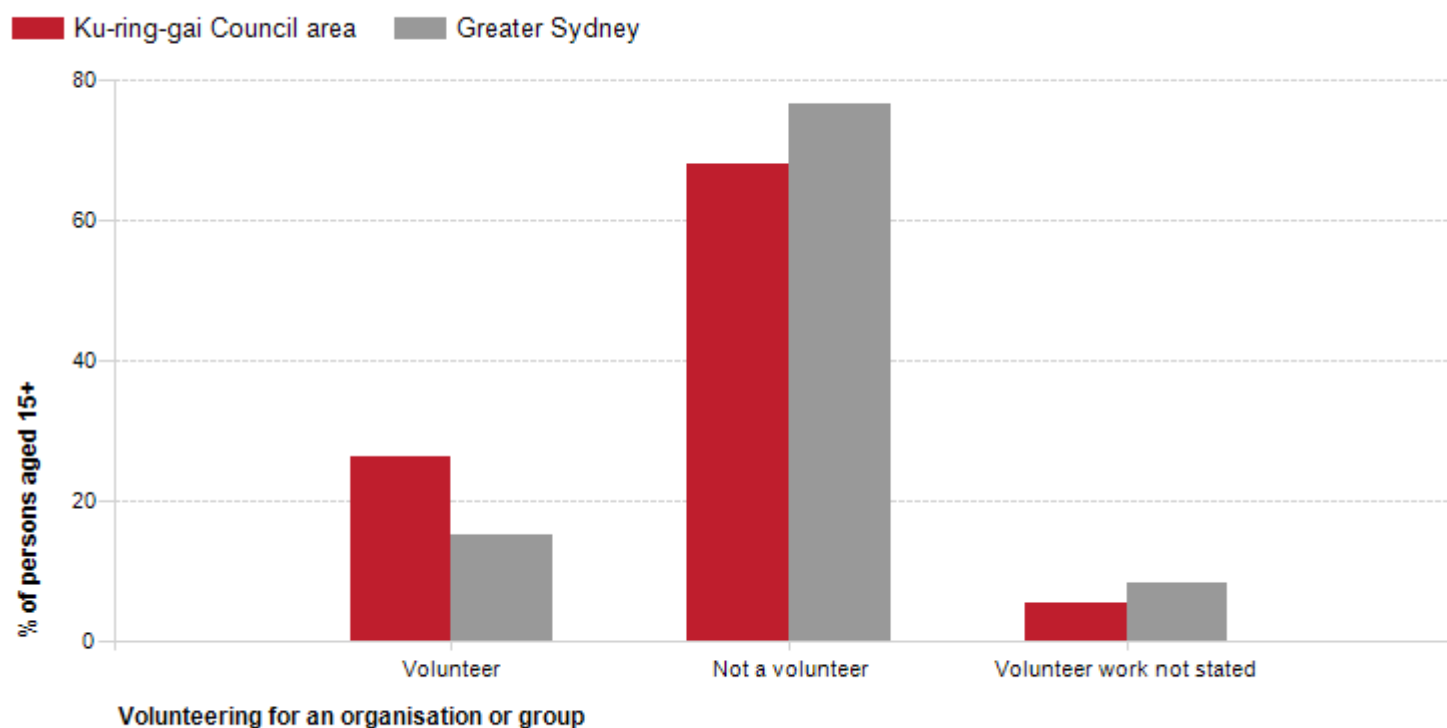
Assistance needs due to disability

In 2011, 3.1% of Ku-ring-gai Council area's population was in need of assistance compared to 4.4% in Greater Sydney. While Ku-ring-gai Council area had a lower proportion of persons in need of assistance, it is important to note that this varied across the Council. Proportions ranged from a low of 1.7% in North Wahroonga to a high of 10.0% in North Turramurra. The five areas with the highest percentages were North Turramurra (10.0% - reflecting the high number of retirement villages and aged care accommodation in this suburb); Killara (4.5%); Gordon (4.2%); Wahroonga (3.3%); and Turramurra (3.3%).

Volunteers

Analysis of the voluntary work performed by the population in Ku-ring-gai local government area in 2011 compared to Greater Sydney shows that there was a higher proportion of persons who volunteered for an organisation or group. Overall, 26.5% of the population reported performing voluntary work, compared with 15.1% for Greater Sydney. The number of volunteers in Ku-ring-gai Council area increased by 1,203 people between 2006 and 2011.

Voluntary work, 2011



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data)
Compiled and presented in profile.id by .id, the population experts.



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. Policy Settings

The plan aligns with plans by others. It reflects NSW 2021, the ten year State Plan, the Metropolitan Plan for Sydney 2036 and other key relevant State and regional plans and integrates with key Council documents such as the new Local Environmental Plan (Local Centres) 2012.

Under the IPR framework councils are required to give due regard to the State Plan and other relevant state and regional plans. Councils are also required to consider relevant state or regional draft plans and strategies that are available. Council's current obligations in respect to land use planning, regional strategies and the Sydney Metropolitan Strategy (where applicable) also need to be considered when preparing the CSP, in particular areas such as land use and the ageing population.

The key plans are:

State level

- NSW 2021 – 10 year plan for NSW including 32 goals – it replaces the previous State Plan 2010
- The State Infrastructure Strategy 2012 – 2032
- NSW Long Term Transport Master Plan (2012)
- NSW Ageing Strategy
- NSW Aboriginal Affairs Strategy

Sydney Metropolitan

- Draft Sydney Metropolitan Plan – proposed 20 year plan for Sydney which will guide future planning and investment decisions covering housing, economic development and jobs, open space and transport.
- Sydney Metropolitan Strategy 2036

Regional level

- NSW 2021 Northern Sydney Regional Action Plan – identifies the immediate actions that the NSW Government will pursue for the Northern Sydney Region which includes the local government areas of Hornsby Shire, Hunters Hill,

Ku-ring-gai, Lane cove, North Sydney, City of Ryde and Willoughby City.

- Draft Sydney Metropolitan Plan – Subregional Delivery Plans will be prepared in 2013/2014 for defined subregions in Sydney, consistent with the Draft Sydney Metropolitan Plan. The proposed North Subregion includes the local government areas of Hornsby, Ku-ring-gai, Manly, Pittwater and Warringah.
- North Subregion – Subregional Strategy, 2005 Metropolitan Strategy, City of cities: A Plan for Sydney's Future (2008) – these will be superseded by the State Government's new Metropolitan Strategy in 2013 and Sub-regional Delivery Plans in 2014

NSROC - Northern Sydney Regional Organisation of councils

- NSROC Regional Priorities - March 2012
- NSROC Regional Sportsgrounds Management Strategy (2010)

Council plans and policies

The 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)
- NSW State Emergency Management Plan (2012)
- 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
- Draft Ku-ring-gai Local Environmental Plan 2013
- People Park & Bushland – Open Space Strategy for Ku-ring-gai (2005)
- Sport in Ku-ring-gai Strategy (2006)
- NSROC Regional Sportsgrounds Management Strategy (2010)

Natural environment

- Climate Change Policy (2009)

- Adaptation Strategy (2010)
- Integrated Water Cycle Management Policy/Strategy (2008)
- Biodiversity Strategy (2006)

Access, traffic and transport

- Integrated Transport Strategy (2011)
- Ku-ring-gai Traffic and Transport Policy (2010)
- Ku-ring-gai Local Environmental Plan (Local Centres) 2012

Local economy and employment

- Ku-ring-gai Local Environmental Plan (Local Centres) 2012
- Ku-ring-gai DCP (Local Centres)
- Town Centre Public Domain Plan (2010)
- Integrated Transport Strategy (2011)

Leadership, partnership and governance

- Ku-ring-gai Community Strategic Plan 2030 (2009)
- Asset Management Improvement Strategy (2011)
- Asset Management Policy (2009)
- Acquisition and Divestment of Land Policy (2009)
- Open Space Acquisition Strategy (2007)
- Ku-ring-gai Contributions Plan (2010)

5. Challenges and Opportunities

Discussion on challenges and opportunities for Ku-ring-gai is provided under the six headings or themes of the Community Strategic Plan.

Community, people and culture

In Ku-ring-gai Council area, 46% of households are made up of couples with children compared with 35% in Greater Sydney. Steady population growth is projected to continue boosted by new residents, predominately families with children aged 5 – 17 years. In response to this trend there will need to be continued attention to the needs of children and teenagers to ensure adequate provision of quality childcare and schools, activities and programs for this age group.

At the same time Ku-ring-gai has an ageing population trend significantly higher than Greater Sydney. A key focus going forward will be providing accessible services, facilities and infrastructure to meet the demands of an ageing population. Another major challenge is maintaining the wellbeing of older people in the area so they can stay healthy for longer and support themselves in their own home. This will require collaborative arrangements with other agencies and groups to build social connections, enable ageing in place and support independence. There will need to be continued advocacy for access to quality health care, disability services, home support and other emergency 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 need to be pursued in partnership with community groups and organisations.

There are indicators of increasing isolation and vulnerability in some sections of the community, particularly in older age groups and those from a non-English speaking background. Ku-ring-gai also has a growing number of people living on their own in both older and young adult age groups. The implications of these trends need to be better understood and the issues addressed through well planned and coordinated initiatives among those groups and agencies.

All these things can make it difficult for people to participate in the extensive social networks and programs within the local area. A challenge will be to remove barriers to access by expanding and diversifying our volunteering networks and improving information, services and facilities to those groups who most need them.

Ku-ring-gai's population is increasingly culturally diverse. In 2011 about 35% of the population was 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 residents speak a language other than English at home with the most common languages being Cantonese, Mandarin and Korean.

A challenge will be to foster the area's cultural vitality by providing more multi-use venues that cater for a diverse range of cultural events. Continued support for festivals, performances and events that celebrate who we are and provide opportunities for creative experiences, performances, drama and events will be important. At the same time competing demands for services and access to community facilities will need to be equitably managed.

A number of localities will continue to change as they renew and redevelop. The renewal of these localities will need to be carefully guided to produce attractive places, and preserve their established community fabric consistent with land-use plans now in place for these areas.

New housing will need to be more varied than before to meet the changing needs and preferences of a more diverse population. The cost of housing in Ku-ring-gai is high compared to the Sydney Metropolitan area. While a significant proportion of residents own their own home a growing number are renting. Of those households renting in Ku-ring-gai 76.5% were paying more than \$400 per week in rent compared to 39.3% for Greater Sydney.

In considering these challenges there will need to be a focus on facilitating a diverse and affordable range of housing to meet housing needs. The challenge will be to plan for development while protecting and enhancing the visual landscape and built characteristics of Ku-ring-gai. Opportunities must also be created for neighbours within new developments to connect with each other and existing residents.

Suburbs not affected by development nonetheless change their social makeup and age. While programs are already in place to rejuvenate these places careful attention will be needed to ensure they retain their own landscape and visual identities.

The Ku-ring-gai community is very aware of the benefits of both active and passive recreation for physical, mental and spiritual wellbeing.

As the age profile of the community changes, different preferences for recreation and leisure are emerging. Through its own programs Council will maintain its emphasis on access to a range of fulfilling recreation and leisure opportunities including multi-use spaces, facilities and infrastructure. Partnerships and collaboration will be needed with community groups to optimise outcomes for the community.

Council also plays a complementary role to the State government in protecting our community's health, safety and wellbeing. A range of regulatory activities will continue to help ensure the community's physical, social and mental wellbeing. Government agencies, community groups and business will also be required contribute to maintaining the level of community safety currently enjoyed by residents, workers and visitors.

Council has a responsibility and important role in assisting emergency management agencies in reducing the potential risk posed to the area's people, property and the environment from emergency events. Council's role will continue in partnership with those agencies to ensure that adequate emergency response plans are in place.

Natural environment

The Ku-ring-gai community highly values the local environment. The extent of bush land 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. Ku-ring-gai has several particularly significant environmental assets that require special care and attention. They include more than 150 bushland reserves, the remnant Blue Gum High Forest, Sydney Turpentine Ironbark Forest, nationally significant ecological communities and proximity of three surrounding National Parks.

The area's natural attributes are enjoyed by those who live, work and play here. They are a major contributor to the health and wellbeing of the Ku-ring-gai community and continue to draw new residents to the area. The community has clearly articulated its view that development should not occur at the expense of the local natural character and not impact detrimentally on the local environment.

Council and the community have a joint responsibility to conserve and maintain these unique features of our area, not just for the benefit of our local population, but for the part it plays in keeping our planet healthy. 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 have formed. It is essential to protect biodiversity as it ensures the continuation of natural processes that protect life on our planet. Emphasis will need to continue on maintaining biodiversity and recognising the natural heritage.

Street trees are also an important part of the open space landscape of Ku-ring-gai. They provide shade and aesthetic value as well as relief from heat stress. Street trees provide habitat for fauna such as birds and sugar gliders and create corridors for their movement. Good management of street trees is essential for the protection and enhancement of wildlife habitats. 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 Ku-ring-gai's riparian corridors are now in place and will help to ensure its ongoing protection and connection to adjoining National Parks and local government areas.

Residents care deeply about the environment and advocate for its preservation. There is a strong established network of voluntary groups involved in bush-care and wildlife protection and rescue that have been supported by generations of families. It is vital that this appreciation and knowledge of the environment and challenges to its preservation are passed on to younger generations and newer residents of the area. Active encouragement of a 'whole of community' participation in environmental matters will be critical for the transfer of this knowledge to a broader audience.

Globally, the depletion of non-renewable resources, particularly water and fossil fuels, will impact on the ability of cities and societies to function into the future. Proper management of these resources will need to be addressed. Council will continue to work closely with its communities, businesses, State and Federal governments to adopt responsible, practical energy and water management practices. It is important that Council's own programs and approaches provide leading examples to the Ku-ring-gai area.

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, community bush regeneration programs and promoting protection and generation of native animal and plant habitat within urban backyards.

Waste generation is affected by individual choices, and our community can help to reduce waste by taking some simple and straightforward actions in relation to consumption and re-use of resources which will minimise the amount of waste sent to landfill. Council will continue to demonstrate leadership by reducing its energy consumption and as a consequence saving money for ratepayers and encouraging individuals to reduce their own use of energy and emissions of greenhouse gases and air pollutants. Council will actively promote and adopt the use of renewable energy wherever possible.

Ku-ring-gai Council is a leader in creating a more environmentally sustainable local government area through its own actions and by increasing community participation and involvement in sustainability practices. These successes need to be built on jointly with the community by enhancing community partnerships and planning for and managing environmental risks and their potential impacts.

Places, spaces and infrastructure

As a community Ku-ring-gai has a strong sense of place. It is important that the future planning, design and maintenance of buildings and spaces results in attractive, usable and enjoyable places for people. There is a need for better design and environmental sustainability across all development. The challenge will be to improve the environmental performance of buildings and spaces, and achieve high quality urban design. This will require collaboration with the development industry, government agencies, business and residents. It is also critical that the highly valued and diverse heritage of the area is maintained as it keeps us connected with our past and our communities retain a sense of identity, pride and history.

The local centres are essential to the social interaction and wellbeing of the community. Consistent with the *Ku-ring-gai Local Environmental Plan (Local Centres) 2012* now in place each centre will be promoted to maintain and enhance its distinct qualities. To ensure the centres retain their vitality, Council will continue to encourage a variety of uses in the centres. A key focus for the future will be to facilitate working relationships with business and agencies to ensure the centres remain inviting and commercially viable.

In pursuing these directions, the centres will become more vital places to visit. New development must also be sympathetic to the existing built heritage. Improvements in local centres will need to enhance opportunities for social interaction and foster community interaction.

Many of Ku-ring-gai's existing community facilities are old, in need of upgrading and at capacity. Future investment will need to focus on upgrading facilities for improved utilisation and to provide more multi-purpose spaces to accommodate community needs.

Recreation, open space and leisure services are key services provided by Council. As the age profile of the community changes, different preferences for recreation and leisure are emerging. Through its own programs Council will maintain its emphasis on access to a range of fulfilling recreation and leisure opportunities including multi-use spaces, facilities and infrastructure. Partnerships and collaboration will be needed with community groups to optimise outcomes for the community.

Infrastructure is the responsibility of all levels of government. In established areas like Ku-ring-gai the maintenance of the area's roads, parks, drains and community buildings in a cost effective way is a major challenge. Council will need to continue addressing this by implementing asset management plans 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.

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.

A challenge for Ku-ring-gai 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 efficient support infrastructure.

A major challenge for metropolitan cities is to reduce their dependence on private motor vehicles. A reliable, cost-effective public transport system, accessible footpaths and bikeways will move cars off the road. Fewer cars results in reduced traffic congestion, less pressure on parking spaces and less greenhouse gas emissions. This is increasingly important as Sydney's population and housing density increases. Work needs to continue 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. The community can also assist by making more 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 the local area is generally well serviced by public transport some areas need more regular and expanded bus services. These improvements will need to be advocated to state agencies, regional partners and bus operators. 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. Ongoing management of the network will be needed 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. There will need to be ongoing advocacy by Council to the State government for the delivery of improvements to the regional transport network.

Local economy and employment

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 NSW 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 is required, 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 as follows:

NSW 2021 Economic Priorities for the Northern Sydney Region

- Reinvigorating urban centres to create liveable communities and boost the local economy
- Implementing industry action plans to support key industry sectors within the region
- Providing support for small business
- Supporting increased productivity by cutting government red tape
- Road and public transport priorities
- Continuing work on the North West rail link
- Developing an integrated public transport ticketing system
- Constructing dedicated freight rail lines
- Regional level planning for cycling networks in proximity to employment centres
- Improving the performance and monitoring of Metro Bus services
- Completing the M2 Motorway widening project.

Leadership, partnerships and governance

Council will utilise the Community Strategic Plan as the foundation for 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.

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. Council will need to engage with the community to seek opinion on priorities and willingness to pay for enhanced service delivery.

Along with many authorities Council faces asset renewal and investment challenges which must be balanced with resident and ratepayers expectations. Council's asset portfolio consists of over \$1.8billion of infrastructure and community and operational land. 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. Council will continue to press government for infrastructure, services and facilities needed for the population over the next 10 – 20 years.

The community's long term objectives can only be achieved with the aid of a well managed organisation focussed on working in the community's interest and continuously improving its delivery of services. With change taking place in Council's activities it will be vital for the workplace to be able to adapt to these and other changes as they emerge.

6. Community Engagement

Engaging our community

The Ku-ring-gai Community Strategic Plan reflects the aspirations and priorities of our community into the future. It is based on the results of extensive community consultation and engagement over the past four years.

Council's *Community Engagement Strategy*, adopted in 2012, 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 four years
- Building on our current vision and aspirations for the area from consultations undertaken since the first plan was prepared in 2009
- 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, and in some instances set 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 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
- **800 residents surveyed in relation to the condition of Council's assets**, establishing future priorities for service levels and funding allocations to develop Council's Asset Management Strategy, and investigate the need to seek an extension of the Special Rate Variation (SRV) for the local roads renewal program.
- **850 residents, community groups, service providers and agencies participating in 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's future 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 for:

- Land use strategies
- 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. This 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.

Appendices

Appendix 1 – Community Engagement Strategy (adopted December 2012)

Community Engagement Strategy for the Ku-ring-gai Community Strategic Plan 2030

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Introduction

The Community Engagement Strategy (CES) outlines how Ku-ring-gai Council will involve our community in the development and review of its Community Strategic Plan 2030. The CES details the principles, guidelines and actions we will undertake to ensure all members of our community have an opportunity to provide input into the revised CSP.

The CSP is the highest level plan that a council will prepare. The CSP identifies our community's long term priorities, aspirations and goals for the future and maps strategies for achieving these goals.

Ku-ring-gai Council's first CSP was adopted in 2009. A review of this plan has identified a number of gaps and areas that require further analysis and feedback by our community stakeholders. This engagement strategy will seek input on, and endorsement of, these revisions by the community.

The CSP is developed by Council and many of the priorities are delivered through local government services. However, Council alone cannot deliver all elements of the CSP and there are a range of other government agencies (Federal and State), organisations, and community stakeholders who have important roles in delivering on the priorities and achieving the goals of the Ku-ring-gai community.

Our revised CSP will reflect the strengths and opportunities in our community, identify the range of stakeholders providing services and their roles and responsibilities in achieving our long term aspirations and goals, and provide the necessary long term direction for our organisation, to align the delivery of policies, programs and services with these long term aspirations and goals.

Our Delivery Program and Operational Plan (DP & OP) is our approach to incrementally achieve the aspirations and goals of the CSP over the next four years. The findings from the upcoming CSP community engagement process will inform the development of the next Delivery Program and supporting Operational Plan. Both documents will be presented in 2013 for development, review and adoption by Council.

The Integrated Reporting and Planning System

In 2009, the NSW Division of Local Government introduced the integrated planning and reporting framework. The framework was developed in conjunction with NSW councils and other major stakeholders in acknowledgement that council plans do not exist in isolation, but influence each other's outcomes.

The framework also recognises that communities do not exist in isolation, but are part of a larger, social, economic, natural and political environment which influences and shapes the future direction of their area.

Councils are now required to draw together their various plans, to understand how they interact and to maximise community benefit by planning holistically for the future. They must demonstrate how they meet their community's needs and aspirations, and how they plan to consult on funding, service levels and local assets.



This suite of plans consists of:

Community Strategic Plan – this is the highest level plan developed by Council and expresses the community's long term aspirations.

Resourcing Strategy – this demonstrates how these aspirations can be achieved. This Strategy consists of;

- *Long Term Financial Strategy*
- *Workplace Strategy*
- *Asset Management Plan*

Delivery Program

The Delivery Program is the point where Council takes ownership of the CSP objectives that are within its area of responsibility and outlines how they will be realised through projects and services. The Delivery Program is the councillors' plan where the actions to be achieved during their term in office are identified.

Operational Plan

The Operational Plan is a one year plan that outlines Council's planned activities and the financial resources required to implement the actions for the first year of the Delivery Program.

Our Community Engagement Strategy - Objectives

This CES document will:

1. Outline how past consultation and existing Council policies and strategies will help inform the revision of our CSP
2. Explain how we will engage our community on themes and key elements of the revised CSP
3. Demonstrate how we will use feedback from the community to revise the CSP and associated plans and programs

Objectives of our CES

The objectives of our CES are:

- Partner with the community to deliver a revised CSP that reflects the changes in the community over the past four years
- Build on our current visions and aspirations for the area from recent consultation
- Tap into local knowledge and expertise
- Increase community awareness on the goals and aspirations of the CSP
- Meet legislative requirements for delivering the CSP

Underpinning our CES with best practice principles

Our engagement approach will be robust and transparent. We will ensure all community stakeholders have an opportunity for comment and input. Our approach will be underpinned by two key principles:

1. NSW Social Justice Principles
2. International Association of Public Participation (IAP2) spectrum

The NSW Social Justice Principles of inclusion and democratic representation are:

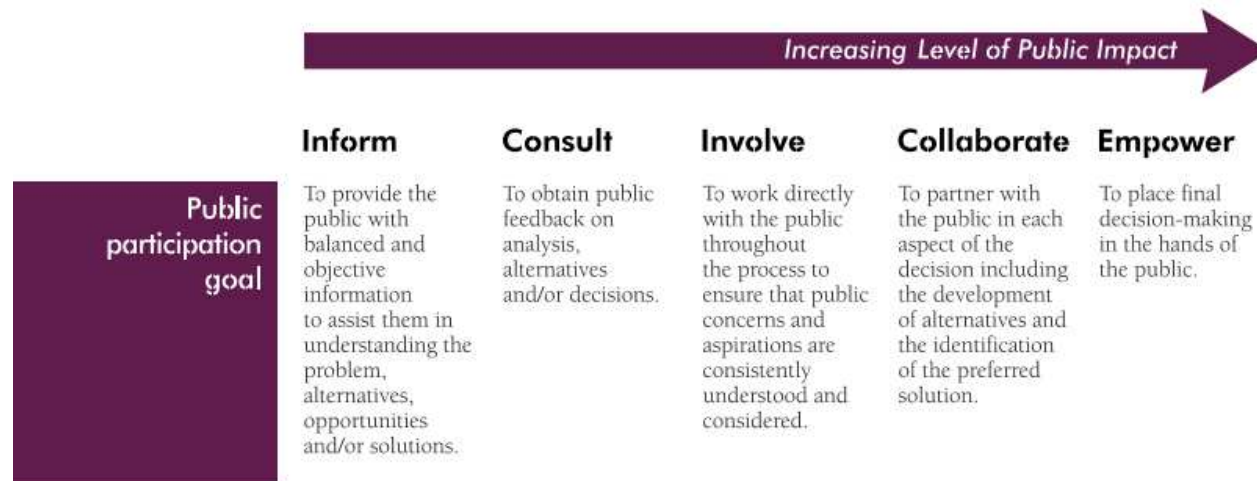
Equity –	There is fairness in decision making and prioritising and allocation of resources.
Access –	All people have fair access to services, resources and opportunities to meet their basic needs and improve their quality of life.
Participation –	Everyone has the maximum opportunity to genuinely participate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

The International Association of Public Participation (IAP2) spectrum illustrate:

That at various stages of the CSP (and other plan and program) development, different 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



Our Community Engagement Strategy - Phases

Our process will be divided into a series of building phases that will take into account our existing CSP: -

Phase	Activity	Timeframe
1	Multi-modal community consultations and online discussion forums	January – March 2013
2	Community discussion paper and CSP plan review	March 2013
3	Public exhibition – Draft CSP	April – May 2013
4	Public exhibition – Draft DP & OP	May 2013

Refer to *CES Actions 2012 - 2013* below for actions and timeframes of these phases

Building on past community engagement

Community engagement is the cornerstone of Council decision making. We have consulted regularly and extensively over the past four years to establish policies, plans and strategies to contribute to the future of Ku-ring-gai. The current CSP stemmed from robust and best practice research, including our 'Sustainability Vision Report', an intergenerational examination of our community now and into the future.

Since the adoption of the first CSP in 2009, we have consulted on the following areas:

- Integrated transport and connectivity across Ku-ring-gai and neighbouring areas
- Public domain and local centres land use plans
- Land use strategies for Ku-ring-gai

- Asset priorities and management plans
- Environmental priorities and programs
- Climate change strategies
- Sports, parklands and recreation needs and priorities
- Youth and Aged needs and strategies
- Child care service provisions
- Needs of people living with a disability
- Communications avenues and strategy
- Bushland, fire, biodiversity and water strategies

In addition, we regularly conduct satisfaction studies to determine what is important to our community and how satisfied they are with current service levels. This helps determine future investment in services and assets.

Elements of all these plans and strategies will form part of the revised CSP, ensuring that we continue to meet the current and future needs and priorities of our community.

Consultation Fatigue

The community has been consulted numerous times over the past four years. We recognise fatigue from residents on topics that have been covered multiple times in recent years, like local environmental plans, environmental levy and recreation needs. The feedback and research we have conducted over the past four years is derived from best practice techniques, including statistical representation. We are confident there is sufficient and accurate data that is truly representative of our community and its stakeholders.

Stakeholders and target audience

Our community stakeholders are wide and varied. They not only include people living within our boundaries, but also people that use our services, are members of our clubs and run local businesses. Our stakeholders include but are not limited to the following groups:

- Rate paying and non rate paying residents
- Local community organisations, clubs and groups
- Business groups and chambers of commerce
- Regional organisations

- State agencies relevant to the State Plan and neighbouring councils

The whole of community

The CES targets the whole of the community including those who live, work and play within the Ku-ring-gai local government area. This includes residents, ratepayers, landowners, organisations, businesses, government agencies and anyone with an interest in Ku-ring-gai.

Ensuring we reach the hard to reach

Despite having an actively involved community with usually strong representation from our demographic groups, we must ensure that everyone is informed of the process. We must actively communicate this process in particular to young people, older people, people with a disability and people from linguistically and culturally diverse backgrounds.

Councillors

The role of Councillors will include helping to promote our CES, observing the engagement activities and considering advice on resource implications and discussing this with the community prior to making decisions.

Our Community Engagement Strategy - Actions

Action (What is the engagement action we are taking?)	Activity (What are the activities we need to complete for our engagement actions?)	IPA2 (Type of engagement)	Timeframe (When will it happen?)	Performance targets (How will we measure success?)
Build on Council's commitment to public participation	Develop a Community Strategic Plan steering committee Develop a Community Engagement Strategy	Inform	Nov 2012 Dec 2012	Committee created Endorsed by Council
Raise public awareness about opportunities to be involved in CES	Develop a communications plan that includes: - Local newspapers - Website – Have Your Say - Email newsletters - Community networks – organisations, associations, staff networks	Inform	Jan – Feb 2013	Communications plan developed No. of activities Evidence of effectiveness
Adopt a multi-modal consultation approach to ensure that stakeholders are adequately represented and their views are identified and documented	TARGET - 'Whole of Community' Establish online discussion forums	Consult	Jan – Mar 2013	No. of registered online users No. of views No. of comments Priorities identified
	TARGET – 'Hard to reach' Undertake focus groups with Council's committees and advisory groups: Youth Council, Aged Advisory Group, Reference Committees, Community and other groups, Chambers of Commerce and business groups	Consult	Feb – Mar 2013	No. of focus groups No. of attendees Priorities identified
	TARGET – 'Government and Non-Government Local Providers' Undertake meetings and discussions with local service providers	Consult	Feb – Mar 2013	No. of meetings No. of participants Priorities Identified
	Public exhibition of Draft Community Strategic Plan	Consult	May 2013	No. of submissions Review of feedback

Appendix 2 – Community Engagement Summary

The following table summarises the major community engagements and consultations that have been undertaken by Ku-ring-gai Council over the four years since adoption of the first Community Strategic Plan. This engagement has covered significant and diverse matters affecting the Ku-ring-gai Local Government Area and is both relevant and contemporary.

Links to Community Strategic plan (CSP) themes – this column indicates the themes where the consultation outcomes have been addressed or made a contribution within the Community Strategic Plan. There are 6 themes within the plan: 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.

Address of Quadruple Bottom Line (QBL) – the Community Strategic Plan must adequately address social, environmental, economic and civic leadership issues, also known as the Quadruple Bottom Line or QBL. This column indicates the elements of QBL that the community engagement and consultation addressed.

Community Engagement	Year	Who participated	Links to CSP themes	Address of QBL
Ward summits Forums held for each of 5 Council wards to develop resident ideas and aspirations for the long term planning for Ku-ring-gai.	2013	Nearly 200 resident participants at 5 ward summits	All themes	- Social - Environmental - Economic - Civic
Local Centres Planning Addressed future growth and viability issues of Ku-ring-gai's six local centres and surrounding residential areas including visioning for the future of each centre. This included issues of population growth, housing needs, impacts of multi-unit housing, economic viability, open space needs, transport and parking, public domain improvements. Outcomes of the consultation were utilised in the preparation of the Ku-ring-gai Local environmental Plan (Local Centres) 2012.	2011 - 2012	Nearly 1000 people participated in various face to face activities including: 17 stakeholder meetings 6 locality workshops – 758 participants - Community summit – 199 participants - Online forum – visited by 1600 people	- Community, people & culture - Places, spaces and infrastructure - Access, traffic and transport - Local economy and employment - Leadership and governance	- Social - Environmental - Economic - Civic

Community Engagement	Year	Who participated	Links to CSP themes	Address of QBL
Integrated Transport Planning Development of an integrated transport vision for Ku-ring-gai addressing land use, access, traffic, parking and transport objectives, including transport interchanges and the adjoining public domain areas.	2010	Community workshops – 80 participants Agency workshop	- Community, people & culture - Places, spaces and infrastructure - Access, traffic and transport - Local economy and employment - Leadership and governance	- Social - Environmental - Economic - Civic
Climate Change Adaptation Strategy Survey of residents and workshops to seek community views on climate adaptation policy options and priorities.	2010	Resident survey and workshop – 190 participants Community group workshop 60 attendees	- Community, people & culture - Places, spaces & infrastructure - Natural environment	- Social - Environmental
Environmental projects - Stage 1 - funded by Environmental Levy One(1) program Survey of residents to seek community views on the suitability and priority of environmental projects to be funded from the environmental levy (1) program.	2009	Resident surveys – 427 responses	- Community, people & culture - Places, spaces & infrastructure - Natural environment	- Social - Environmental
Environmental projects - Stage 2 - funded by continuation of Environmental Levy Survey of residents to seek community views on the suitability and priority of environmental projects to be funded from the environmental levy (Stage2) program.	2011	Resident survey – 400 responses	- Community, people & culture - Places, spaces & infrastructure - Natural environment	- Social - Environmental
Water Use Habits – Pilot Program for the Quarry Creek, West Pymble Area Survey of a pilot program of residents to establish existing water use habits and opportunities to use more water wise practices in their daily lives.	2010	Resident survey – 120 responses	- Community, people & culture - Natural environment	- Social - Environmental
Asset Management Strategy Survey of residents seeking community views on future priorities for service levels, the condition of Council assets and funding priorities.	2012	Resident survey – 400 responses	All themes	- Social - Environmental - Economic - Civic leadership

Community Engagement	Year	Who participated	Links to CSP themes	Address of QBL
Asset Management - proposed funding through a special rate variation Survey of residents seeking their views on paying an additional special rate to assist Council's funding of asset renewal and replacement and the priority areas where the additional funding should be spent..	2013	Resident survey - 400 responses	- Community, people & culture - Places, spaces & infrastructure - Access, traffic and transport - Local economy and employment - Leadership and governance	- Social - Environmental - Economic - Civic leadership
Community Facilities Strategy Surveys of residents and service providers to establish the issues, challenges and needs for community facilities in the long term. The consultation outcomes and report were used in the preparation of Council's Contributions Plan 2010.	2009	Resident surveys – 443 household responses (representing 1050 residents) Organisations and service providers – 30 represented	- Community, people & culture - Places, spaces & infrastructure - Leadership and governance	- Social - Environmental - Civic leadership
Ageing Strategy Surveys of residents and service providers and service provider workshop to research issues, challenges and future needs of the area's older age groups as part of the development of an Ageing Strategy.	2013	Resident surveys – 263 responses Service provider survey - 30 Service provider workshop - 43	- Community, people & culture - Places, spaces & infrastructure	Social
Youth forum Forum held with youth representatives to identify those issues, challenges and needs of the younger age groups in the community.	2012	Forum – 50 participants	- Community, people & culture - Places, spaces & infrastructure	Social
Economic and social development forum Forum attended by representatives of the business community and other interested community members which identified issues, challenges and opportunities for long term economic employment planning for Ku-ring-gai. This included expanding visitation and tourism, improving centres vitality and viability and supporting local business.	2012	Workshop – 23 participants	- Places, spaces and Infrastructure - Local economy and employment - Leadership and governance	- Environmental - Economic - Civic leadership

Community Engagement	Year	Who participated	Links to CSP themes	Address of QBL
Community events survey Survey that sought community views and preferences on the events and activities organised by Council and factors that limit their participation.	2013	Resident survey – 386 responses	Leadership and governance	Civic leadership
Customer satisfaction survey across 39 service areas Survey that sought resident views on their satisfaction with the level of service provided by 39 Council service areas.	2010	Resident survey – 400 responses Resident workshops (qualitative) – 30 participants	Leadership and governance	Civic leadership

Appendix 3 – Ward Summits 2013 (held February 2013)

Ward Summits - Summary of key community responses

Five Wards were represented – Comenarra, Roseville, Gordon, Wahroonga and St Ives
 Participants at each Ward Summit were asked **'What is important to the community over the next 10 – 20 years?'** and **'What would they like Ku-ring-gai to look like in 10 – 20 years time'**

Theme – people, community and culture	
Key Response	Details
An ageing population	- Need to address the growing isolation and vulnerability of the elderly - Provide for the special needs of an ageing population - eg accessibility and communication, volunteers to check on the elderly, smaller housing stock to accommodate older people in the same area - Need adequate accessible parking for the aged and disabled at local centres across the LGA
A growing young population	- Provide for the special needs of youth - More diverse recreation facilities and services in locations accessible

Theme – people, community and culture	
	- by public transport ▪ More cultural and arts facilities and services ▪ Grow the youth orchestra and PCYC ▪ Encourage use of the mountain bike track ▪ Encourage more use of the Fitz Youth Centre
Cultural diversity and creativity	▪ Addressing the isolation of new residents ▪ Provide for the special needs of cultural diversity ▪ Need for more inclusive cultural events ▪ Greater emphasis needed on cultural opportunities – a local performance space, places for the community to share culture, arts and crafts ▪ Need for a multipurpose cultural facility in Ku-ring-gai ▪ Community spaces for more cultural activities and arts ▪ Council sponsored concerts much appreciated ▪ Recital hall for children – drama classes, Christmas and Australia Day parties
Community connections and sense of belonging	▪ Address growing isolation of some groups in the community (aged, new residents in units, new residents from different cultures) ▪ Improvements in local centres should enhance opportunities for social interaction and foster community interaction ▪ Improve connections and sense of community for suburbs that are split by the Pacific Highway, railway and other major roads ▪ Connect people to centres with more bike paths and footpaths ▪ Recognise informal meeting areas and provide facilities ▪ Provide a community garden in every village centre ▪ Importance of creating community feeling/sense of belonging ▪ Places for older citizens to meet – philosophy café ▪ Community gardens located at local centres ▪ Get people together from different age groups and cultures to collaborate
Community Safety	▪ Concern over some anti-social behaviour ▪ Need good street light planning to improve safety at night ▪ Increase lighting around railway stations ▪ Antisocial behaviour at St Ives skate park
Changing community needs	▪ Provide services and facilities that respond to a changing community profile – more young families, ageing, growing youth, more cultural

Theme – people, community and culture	
	diversity, and people living in higher density developments - Library services may need to be expanded. St Ives library closes too early and may be too small. Technology could be upgraded at some libraries. - Provide services and facilities to provide for the needs of all ages - Making sure that community facilities, services and amenities match the needs of the growing population
Housing choice and affordability	- Lack of housing choice for residents seeking to downsize and stay in the local area with established family and social networks - Need a range of housing types to attract a broader demographic profile into the area - How can housing affordability be addressed?
Health and wellbeing	

Theme – places, spaces and infrastructure	
Key Response	Details
Managing urban change/redevelopment	- Identify and retain what is important in Ku-ring-gai - New development should be sympathetic to existing commercial buildings
The look of Ku-ring-gai – street presentation	- Identifying the landmarks and identifying features around Ku-ring-gai and conserving them - Improving the streetscape at key locations - Keeping it clean especially around new developments - Removal of graffiti - Need community pride in our suburbs - Underground electricity and telecommunication wires, particularly for new developments and identified key places
Quality urban design	- Council proactively works with owners and developers of the major centres to achieve quality urban outcomes - More innovative council initiatives – eg architectural design awards - Want the DCP for the centres to achieve better urban quality

Theme – places, spaces and infrastructure	
	outcomes. Concern that the DCP has poor building designs with no Ku-ring-gai identity ▪ How do we achieve quality design outcomes from private developers ▪ Need design advisory review committee to improve quality of design ▪ Impact of high rise on the character of neighbourhoods
Cultural and environmental heritage	▪ Importance of conserving our cultural and environmental heritage ▪ Regulation of HCA's will need adequate resourcing ▪ The future planning and funding for Tulkiyan and other heritage items
Revitalisation of our larger centres	▪ Centre streetscape improvements needed – tree planting and cleaning and improved facades. ▪ The role and character of individual centres is defined and enhanced ▪ Retain the village character of local centres ▪ Improvement programs are developed with business and resident groups ▪ Provide incentives to beautify private businesses frontages at centres. Develop improvement schemes with business. ▪ New development in the centres must have quality design and appropriate scale ▪ Establish community hubs (community spaces) at centres i.e. a place for people to congregate and interact eg west side of Lindfield – also for cultural activities and arts, open air markets, mix of commercial and cultural activities ▪ Encourage retail shops with local focus to cater for local residents – we do not need destination shopping centres ▪ More activity and vibrancy needed at night - more cafes, restaurants, outdoor dining ▪ Remove restrictions on footpath dining ▪ Look at opportunity to use land near the railway stations – land swaps, build over the railway lines and put parking underground ▪ Provide accessible and upgraded toilet facilities designed in sympathy with the character of the centre ▪ Make centres more pedestrian friendly ▪ Improvement works include street furniture ▪ Look at streetscape elements at Leura and Sailors Bay Road at Concord.

Theme – places, spaces and infrastructure	
	St Ives Centre and surrounding precinct ▪ Need for more cafes and restaurants ▪ Define what's important about the precinct ▪ Create a central area for people to congregate and interact ▪ How can we improve and connect surrounding retail strips and community facilities ▪ Maintain the village characteristics of the current shopping centre and surrounding areas. St Ives is much more of a social gathering place for the local community – need sufficient indoor and outdoor facilities to continue this ▪ Importance of the village green to any redevelopment of St Ives centre – provide a better interface between the village green and the centre ▪ Footpath needed around the village green ▪ Put car parking under village green ▪ Need masterplan for St Ives Centre to include Mona Vale Road/the Village Green and precincts on the other side of Mona Vale Road
Improvements to our neighbourhood centres	▪ improvement works to include new street furniture ▪ Council to create opportunities for more local services to encourage people to walk to the shops ▪ Maintain hierarchy and character of existing centres ▪ Encourage local focus – small scale supermarkets and range of shops suited to local neighbourhoods ▪ Encourage community interaction – outdoor dining, outdoor facilities, coffee shops/ community drop in facilities, open air markets – East Lindfield given as a successful model for other centres ▪ People love village atmosphere ▪ Community spaces included for cultural activities and arts ▪ Provide accessible and upgraded toilet facilities designed in sympathy with the centre ▪ Make centres more pedestrian friendly
Improving sporting and recreation facilities	▪ Opportunities for partnerships with community groups and organisations are identified to optimise the availability and use of facilities ▪ More connectivity needed between recreation and sporting groups and Council to address common goals /needs

Theme – places, spaces and infrastructure	
	▪ Improvement program is developed with sporting and recreation groups ▪ Investigate opportunities for private/commercial recreational facilities – indoor sports facilities, gyms, laser tag ▪ Programs to encourage use of the local facilities by the local population – campsites ▪ Public use of schools and facilities out of hours and on weekends ▪ Provide accessible and upgraded toilet facilities designed in sympathy with the area St Ives Showground/Wildflower Gardens/Nursery ▪ Important precinct ▪ Wildflower Gardens are very important ▪ Expand the Wildflower Garden by incorporating the nursery – open up additional tracks ▪ That the integrity of the Wildflower Gardens and surrounding area is maintained and not threatened in any way by future development
Improving our community buildings and facilities	▪ Condition of many buildings poor ▪ Optimising the availability of multipurpose community buildings and spaces ▪ Optimising the use of existing facilities eg Roseville community Art Centre open on the weekends? ▪ Facilities to cater for all ages ▪ Better coordination and use of facilities ▪ Public use of schools and facilities out of hours and on weekends
Improving our local parks	▪ Improvements to local parks ▪ Facilities to cater for all ages ▪ Safe parks and facilities for children ▪ Improve toilet facilities
Maintaining infrastructure – roads, footpaths and drains	▪ Continue resurfacing roads ▪ More funding needed for footpaths, kerbs and guttering

Theme – natural environment	
Key Response	Details
Appreciating Ku-ring-gai's unique environment	▪ Engage new and younger residents in recognising and appreciating the unique natural environment and cultural heritage of Ku-ring-gai ▪ Put the environmental centre somewhere central so people can access it – to provide environmental education eg Gordon Centre near library ▪ Educate residents about controlling weeds in backyards to control weeds in bushland. ▪ Enhance the educational arm of the Wildflower Garden to assist greater awareness of the importance of bus areas ▪ Develop a plan to educate kids at schools
Protect the unique visual character of Ku-ring-gai (the look of Ku-ring-gai)	▪ The unique established tree canopy in Ku-ring-gai is maintained and enhanced ▪ Implement a tree replenishment program ▪ Planting more appropriate trees ▪ Revegetate shopping precincts – Grandview Street shops ▪ Reinstating railway station gardens ▪ Promotion initiatives for private gardens ▪ Street care, park care and bush care programs in local areas to help council look after these areas and bring the community together ▪ Keep the village feel of St Ives with surrounding bushland ▪ Street event competitions – gardens, clean street, tidy towns ▪ How to deal with rubbish along roads – Bobbin Head Road to Burns Road, Birdwood Avenue to Eastern Arterial Road, litter build up along Eastern Arterial which ends up in the National Park and waterways – needs mechanism to collect the rubbish before it goes into the waterways
Preserve our natural environment	▪ That environmentally sensitive areas are protected from any future overdevelopment eg blue-gum forests in St Ives ▪ Continue to protect threatened species and maintain vegetation ▪ Continue implementing water management policies ▪ Continue implementing bushland and natural area policies ▪ No net loss of bushland – preserve what we have ▪ Need long term funding strategy for caring for bushland and threatened ecological environments ▪ Encourage more volunteers for bushcare

Theme – natural environment	
Trees	▪ Implement a tree replenishment program ▪ Protect trees on private land - create a heritage list of trees
Energy / ecological footprint	▪ Program of clean energy initiatives and incentives ▪ Council leadership in looking at electric car support – eg recharging stations, loan scheme, micro transport options for residents ▪ Reward system for proposed environmentally friendly new houses or units eg solar panels, recycled water, site orientation ▪ Reduce energy usage in high rise or build more energy efficient dwelling types ▪ Ku-ring-gai should be a leader in sustainable water and energy usage – not a high end user ▪ Council needs to take a leadership role and encourage rebates for rainwater and solar power
Climate change	▪ Pursue policies consistent with the broader population's objectives
Access to bushland	▪ Increase access to National Parks for recreation purposes ▪ Improve facilities in bushland areas – litter bins, signage for bush tracks, walks and outdoor activities, bush shelters
Resource management	▪ More frequent disposal of e-waste and hazardous materials ▪ Use of new waste technologies
Emergency management	▪ Bushfire safety – more community fire units, firebreaks ▪ Need for an emergency management plan

Theme – access, traffic and transport	
Key Response	Details
Accessibility	▪ Improved access for the aged, people with disabilities and families with prams ▪ More bikeways and footpaths to connect people to facilities, centres and kids to schools- alternative transport option ▪ Difficulties using existing transport options – buses difficult to access, taxis won' t take pick up older shoppers from centres as they are too close to home – opportunity for minicabs ▪ Difficulty for aged people crossing Mona Vale Road – how can it be improved

Theme – access, traffic and transport	
	▪ Opportunities to connect local facilities and residents with footpaths and bikeways rather than focus on the bigger centres – eg Barra Brui Oval with local neighbourhood, links to Showground ▪ Need better connectivity between small neighbourhoods and local parks and bushland
Accessible parking	▪ More long stay commuter parking at local centres ▪ Opportunities for 'park and ride' and 'kiss and ride' for commuters and day trippers ▪ Adequate parking for the aged and disabled is available at local centres ▪ More parking at Gordon Station ▪ More parking available at local centres ▪ More employee parking at the rear of shops ▪ Underground parking where possible ▪ Integrated access and parking plans are implemented for the town centres
Improved public transport	▪ Local transport services need to be accessible to all demographic groups – look at alternative 'light' transport options - smaller buses, more flexible routes, shuttle buses, innovative alternatives to buses provided by main companies, community buses ▪ Improved transport facilities – bus shelters, bus stops, bike racks, accessibility by aged and disabled, timetabling. ▪ A strategic access, traffic and transport plan is prepared for the Northern Sydney Region. ▪ Local and regional transport networks are integrated - better integration of bus and rail services ▪ Develop and encourage alternative transport options – eg more cycleways connecting centres and facilities, opportunities for commuters to get to stations without driving ▪ Make Gordon a transport centre hub or interchange ▪ Need better transport services to Gordon Station - more frequent and reliable ▪ Small local buses needed to St Ives centre ▪ Shuttle bus to stations from St Ives ▪ Clearways on roads would help buses from Mona Vale Road to the city

Theme – access, traffic and transport	
Regional road network	▪ A strategic access, traffic and transport plan is prepared for the Northern Sydney Region. ▪ Reduce traffic volumes along the Pacific Highway especially at centres ▪ Traffic congestion is reduced at major intersections with the Pacific Highway and other identified pinch points – Pacific Highway at Gordon Centre, Pymble and Turramurra railway bridges, Wahroonga ▪ Engage with the state government to upgrade regional roads and reduce ‘rat runs’ and congestion in local streets ▪
Local road network	▪ Traffic congestion is reduced around local centres ▪ Council pursues integrated solutions to traffic congestion in partnership with business and economic groups ▪ Traffic congestion around schools at drop off and pick up times ▪ Traffic gridlock around St Ives centre between 4.15 and 5.45pm

Theme – local economy and employment	
Key Response	Details
New employment opportunities	▪ Promote Ku-ring-gai’s assets and opportunities to attract employment ▪ Take advantage of new technologies that allow flexibility in workplaces eg NBN ▪ Infrastructure is in place to support working closer to home ▪ Council to proactively support trend to home-based employment
Attractive business centres	▪ Promote Ku-ring-gai’s assets and opportunities to attract business ▪ Taking advantage of the NBN ▪ Promote night economy for younger age groups
Partnerships for business and employment growth	▪ Understanding how much and what type of economic growth is needed in the area ▪ Opportunities for business based on changing demographics – eg aged care sector and associated services ▪ Build on Ku-ring-gai’s business and employment strengths – education sector, health and medical sectors, ▪ Business facilitation officer needed to help start small and medium enterprises

Theme – local economy and employment	
Tourism opportunities	▪ Council to facilitate the conditions for local economic opportunities – visitation and tourism based on the area's heritage, bushland and streetscapes ▪ Promote aboriginal cultural tourism – eg bush tucker at the Wildflower Garden, appreciation of aboriginal heritage ▪ Explore tourism opportunities for the surrounding National Parks with NPWS ▪ Tourism initiatives to promote Ku-ring-gai and support the local economy ▪ Investigate local economic and tourism opportunities for B&B's, accommodation and camp sites ▪ Promotion of tourism opportunities from bushland/bush walks, heritage and private gardens

Theme – leadership and governance	
Key Response	Details
Effective two way community engagement	▪ Regular forums needed with the community to address strategic planning issues for Ku-ring-gai – all loved the ward summits ▪ Call for reinstatement of committees with resident representation – heritage committee, ▪ Effective communication of issues, plans and responses to the community in a timely manner ▪ Want effective community engagement around improvements to local centres and DCP ▪ How can we improve how submissions are dealt with – local centres submissions needed to be resubmitted each time and previous submissions were apparently disregarded ▪ There should be more interaction between council staff and community groups
Harnessing community resources	▪ Look at new opportunities for volunteering to achieve community outcomes ▪ Engaging retired skilled professionals in a broad range of volunteering activities to achieve community outcomes

Theme – leadership and governance	
	▪ Engaging new residents in volunteering activities – cross cultural approach ▪ Opportunities for links to schools doing community service
Partnerships	▪ Partnerships with community groups and organisations, business, education providers, health service providers, other local councils, state government and federal government were seen as a means to provide additional support and resources to Ku-ring-gai to achieve community goals. ▪ Developing strategic partnerships and relationships with political representatives, professional groups, organisations, and philanthropic individuals/ groups ▪ Council pursues partnership arrangements with community groups and organisations around common goals ▪ Connecting with local schools to reach out to new residents and provide community services eg language and social services ▪ KMC as an entrepreneurial partner ▪ Reactivate Council's reference and advisory committees
Communication	▪ Important for council to get messages out about what it is happening – eg planning legislative changes ▪ Opportunities for more use of technology by Council – smart phone apps for bush care ▪ Increase awareness of council activities ▪ Promote non-council events in council's newsletter – community noticeboard?
Leadership	▪ Positioning Ku-ring-gai to respond to change ▪ More focus on long term strategic planning for Ku-ring-gai ▪ Council needs to be more flexible and encourage, recognise and contribute to community projects ▪ Addressing state government policy – ▪ Tired of seeing plans prepared but implemented as development occurs
Financial capacity	▪ Eradicate debt with CPI tagged rate increases ▪ Concern over the conversion of community assets for other uses

Theme – leadership and governance	
Service delivery	▪ Need to relax red tape and bureaucracy
Good governance	▪ Why doesn't council have a planning committee so councillors have more time to look at planning issues ▪ Community groups do not have adequate time to review late changes made to plans



May 2013