



# *Community Strategic Plan*

2023



## **Attachment 1 – Community Strategic Plan**

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## Outlining a vision for the future

### Warringah's Community Strategic Plan

[more on the CSP](#)

The **Community Strategic Plan 2023** sets out the long term aspirations of the Warringah community. It reflects where we want to be in ten years and is the key reference point for decision making during this period. The plan was prepared by Council on behalf of Warringah's residents, business and land owners, Councillors and community groups, and with regard to State and Regional policy direction. The Plan has taken over 12 months to develop and involved a range of consultation with the Warringah community to capture the aspirations for the future.

To see how the plan was developed [click here](#)

To hear what participants thought of the workshops [click here](#)

### Community Outcomes

The Objectives that will need to be addressed to make the Community Vision a reality



[more on community outcomes](#)

### Key Services

[more on key services](#)

The Delivery Program is where Council takes ownership of the Objectives in the Community Strategic Plan that are within our area of responsibility. See Council's budget and the actions that are planned over the next 4 years

Certification Services	Children's Services	Community Services	Compliance Services
Cultural Events	Development Assessment	Glen Street Theatre	Information and Library Services
Kimbriki Environmental Enterprises Pty Ltd	Natural Environment Services	Parks, Reserves and Foreshores	Roads, Traffic and Waste
Strategic Planning	Warringah Aquatic Centre	Corporate Support Services	Good Governance

### Pressures

[more on pressures](#)

We identify and explore the most significant pressures which will challenge our collective ability to achieve the aspirations of this Plan



#### Tensions of population growth

Warringah's population is forecast to grow by 11,000 people to 158,000 residents by 2023. This is a moderate level of growth, compared to other parts of Sydney and will contribute...



#### Housing choice

By 2031, Sydney will need an additional 545,000 new dwellings to accommodate a growing population. The NSW government is still to announce Warringah's share of this target however...



#### Economy growth and local Jobs

Over 15,000 businesses call Warringah home, providing 50,000 local jobs. We have some large employers however a significant number are home based or small businesses. Compared to other ...



#### Sustainable transport

Transport modelling by the NSW Government shows demand for access to and from the northern beaches will increase - putting more strain on transport infrastructure. Unless things chan...



#### Managing climate change

Our low lying coast leaves us vulnerable to the impacts of climate change. Extreme weather events pose risks such as flooding and bushfires that directly impact on the wellbeing of our ...

## Introduction

### Community Vision

*"A vibrant, caring community, thriving in a unique beach and bush environment, supporting a balance of lifestyle, business and recreation."*

### Welcome

The Community Strategic Plan 2023 looks to the future – our challenges, our values and our aspirations. It identifies six Outcomes that are important including healthy environment, lifestyle and recreation, and liveable neighbourhoods.

The development of the Plan has taken over 12 months and involved a range of consultation with the Warringah community to capture the aspirations for the future. Our consultation included:

- Community workshops
- Telephone survey
- Focus groups
- Field work
- Engagement with target groups (youth, business community etc)

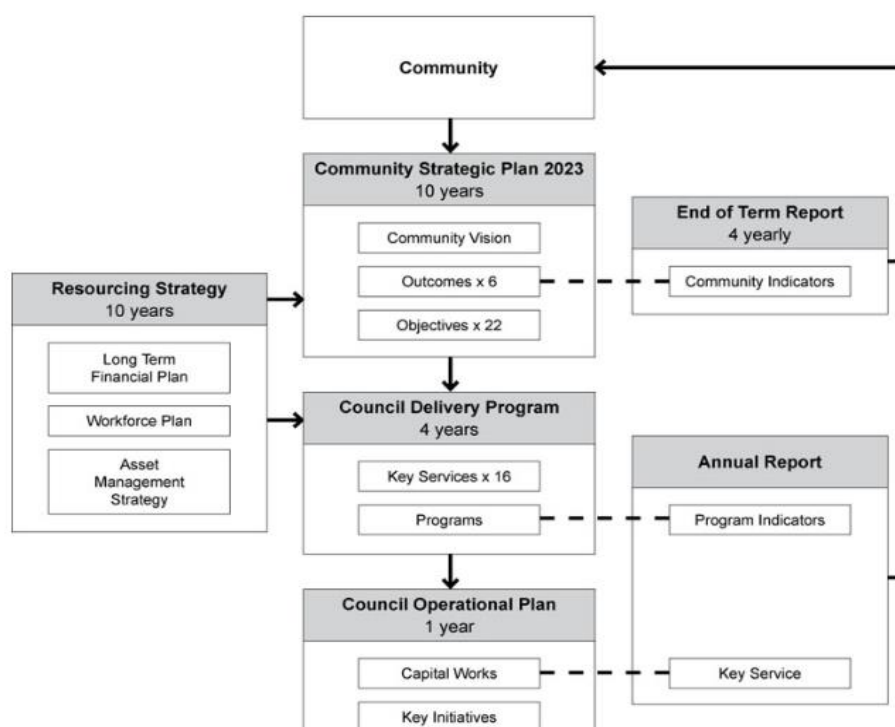
While Council facilitated the development of the Community Strategic Plan, the vision, outcomes and objectives belong to the whole Warringah community. The Community Strategic Plan identifies some objectives that are beyond Council's responsibility. Council can advocate, inform and influence matters such as affordable housing or improved public transport but cannot directly control them. The Community Strategic Plan recognises that business, other levels of government, non-government organisations and the community must contribute to our future.

Developing the Community Strategic Plan would not have been possible without the community generously giving their time by attending consultation events and submitting responses.

We offer thanks to all members of the community who contributed to Warringah's shared vision.

### Our Planning Framework

#### Our Planning Framework



**Community Strategic Plan 2023** - the long term aspirations of the Warringah community prepared by Council on behalf of residents, business and land owners, Councillors and community groups and with regard to State and regional policies.

**Delivery Program** - what Council will do to help achieve the aspirations in the Community Strategic Plan.

**Operational Plan** - details the services and projects Council will implement over a 12 month period.

**Resourcing Strategy** - how Council will deliver on the aspirations in money, assets and people

### Quadruple bottom line

To ensure that our community plan is sustainable, we consider and incorporate quadruple bottom line outcomes. These outcomes are social, environmental, economic and civic leadership. The following table illustrates how the quadruple bottom line outcomes have been integrated into the Six Outcomes of our Plan.

Outcome	Social Issues	Environmental Issues	Economic Issues	Civic Leadership
Vibrant Community	•		•	•
Lifestyle and Recreation	•	•		
Healthy Environment		•		•
Connected Transport	•	•	•	
Liveable Neighbourhoods	•	•	•	
Working Together	•	•	•	•



There will be a number of pressures facing our community over the next ten years all of which will challenge our collective ability to achieve the aspirations of this Plan. We identify and explore below the most significant of these pressures as this provides important context when considering the Community Strategic Plan.

### Tensions of population growth

Warringah's population is forecast to grow by 11,000 people to 158,000 residents by 2023. This is a moderate level of growth, compared to other parts of Sydney and will contribute to a prosperous and diverse labour market. The growth will need to be carefully managed to ensure there is sufficient housing and jobs to support the increase in residents and that this doesn't come at the cost of the character of our neighbourhoods.



At the same time, our community is evolving. We are living longer; the number of people aged over 65 years is forecast to grow. We need to adjust to these changes so support services reflect the needs of the community and our public spaces are accessible

### Housing choice

By 2031, Sydney will need an additional 545,000 new dwellings to accommodate a growing population. The NSW government is still to announce Warringah's share of this target however, the Hornsby, Ku-ring-gai, Manly, Pittwater and Warringah region needs to contribute 37,000 dwellings. This will happen gradually over time and the options available to us include concentrating future growth within existing centres, allowing dual occupancies throughout the area, or releasing land on the urban fringe.



Our community needs a variety of housing options. Peoples' requirements change as they get older, they want to remain in the area but move into smaller more suitable accommodation. One or two person households are also becoming more prevalent, occupying 54% of all dwellings in Warringah in 2011.

Housing affordability is a key issue both now and in the future, especially for first time buyers. Demand for housing has contributed to rising costs, making it difficult for many people to remain in the area. Low levels of affordable housing affects key workers, youth, older people, lower income earners, single parents and people with a disability and can negatively impact on the composition of a community. Key workers, in particular, provide essential services in social support, education, crime prevention and health industries. Offering more housing choice can also contribute to local economic growth, for instance by attracting young entrepreneurial and skilled workers.

In planning for the future, we will need to balance the need to accommodate a growing population with potential loss of bushland and impact on our waterways. We will also need to balance the need for affordable, diverse housing options with retaining the character of our neighbourhoods.

### Economy growth and local Jobs

Over 15,000 businesses call Warringah home, providing 50,000 local jobs. We have some large employers however a significant number are home based or small businesses. Compared to other parts of Sydney our economy is self-contained; over 59% of our workforce live and work locally and 76% work within the region.



Our economy needs to provide additional jobs for our growing population. By 2031 the Hornsby, Ku-ring-gai, Manly, Pittwater and Warringah region needs to contribute 39,000 new jobs. The NSW government is still to announce Warringah's share of the region's target.

We need to grow our economy in a sustainable way providing jobs that match the skills of local residents. Containment has increased importance given the pressures on our road network.

### Sustainable transport

Transport modelling by the NSW Government shows demand for access to and from the northern beaches will increase - putting more strain on transport infrastructure. Unless things change we can expect a higher level of congestion, with longer journey times and peak periods. This will limit our capacity to attract employers who create the jobs and deliver the services we need, impacting on the quality of life in the community.



Our transport is significantly constrained, especially along Pittwater Road, Spit Road, and the Warringah Road corridor to and from the northern beaches. The current public transport system does not adequately service all of Warringah. Many residents live beyond the recognised disadvantage threshold of within 400 metres of a bus stop and find it difficult to access services outside peak periods. This is a particular challenge for young people and the mobility constrained.

There are limited public transport options and long journeys are required to travel to other major employment and education areas such as Macquarie Park, Macquarie University, Chatswood, North Sydney and the CBD.

### Managing climate change

Our low lying coast leaves us vulnerable to the impacts of climate change. Extreme weather events pose risks such as flooding and bushfires that directly impact on the wellbeing of our community. Our beach at Collaroy-Narrabeen is the third most at-risk beach from coastal erosion processes in Australia. The effects of climate change will shape how we live in the future.



The biodiversity of Warringah will be impacted by climate change but keeping our remaining bushland in good condition will help to reduce the effects. We have 6,000 hectares of bushland areas in Warringah. Some 3,000 hectares is outside of National Parks and there is potential for these lands to be cleared as they sit on private or crown land. As our population increases our bushland areas will come under increased pressure to be developed for housing. Protecting this land from development will be challenging if we cannot confine increases in population to existing urban areas.

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## Community Outcomes

The community vision summarises our aspirations for the future. These hopes and dreams are further articulated in six community outcomes and 22 objectives that sit beneath the outcomes. We will need to address these objectives and outcomes if we are to make the community vision a reality





## Monitoring Progress

### Monitoring our progress

The achievement of the aspirations in the Community Strategic Plan relies on collaboration with the various partners that have a stake in Warringah – residents, business, visitors, community organisations and groups plus all levels of government. To ensure the aspirations in the Plan and the community's six Outcomes for Warringah are being addressed, we will actively look for feedback from our community on whether we are meeting our promises and getting things done.

Progress against each of the six Outcomes will be reported in mid 2016. This evaluation will measure community perception of progress against the Outcomes, compared to a base line survey established in mid 2013. This will show whether collectively as a community we are heading towards achieving our Community Vision.

We will report progress of the Delivery Program and Operational Plan annually through the Annual Report.

Document	What do we measure?	How is it reported?
Community Strategic Plan	<b>Community Indicators</b> - progress towards realising the aspirations of the Plan	<b>End of Term Report</b> - submitted every four years by outgoing Council
Delivery Program	<b>Program measures</b> - progress towards meeting the programs in the Delivery Program	<b>Annual Report</b> - Council's review at the end of every financial year
Operational Plan	<b>Key Service Indicators</b> - progress towards meeting Council's stated projects and tasks	<b>Annual Report</b> - Council's review at the end of every financial year

# Community Outcomes

## 1. Vibrant Community

Our community is enhanced in its cultural life, connections and wellbeing - catering for all generations and needs

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### Context

Our community members actively support each other and residents have a strong sense of belonging and community spirit. Residents are involved in the community and a high percentage regularly volunteer to help others.

Our community is made up of people of all ages and life stages. Our public places, facilities and services need to reflect this and be accessible to all. Everyone should have the opportunity to access the things they need for a good quality of life.

Residents can easily access a range of specialised health services, catering to their mental and physical wellbeing. Our dependency on these services will increase as our community grows older. The new Northern Beaches Hospital at Frenchs Forest will enhance the experience of people who rely on these services.

Safety is important for participation in community life. We are free of health risks associated with poor public hygiene standards, our crime rates are low and we perceive that our neighbourhoods are relatively safe. As we grow and change we need to ensure our public places and facilities continue to be safe during the day and night.

Arts and culture increase our enjoyment of life. We need to foster our creativity and have the opportunity to access a diverse range of arts, cultural and entertainment options. Festivals, events and cultural activities reflect and strengthen our cultural diversity and celebrate our heritage.

### Community Objectives

Click the objectives to view Council actions

1.1 We have the services to promote and deliver health and wellbeing

1.2 We feel safe and protected at home and in public, and we respect each other and the area

1.3 We support and care for all our community members and provide opportunities to connect and belong

1.4 We value our heritage and cultural diversity, celebrating together and fostering creativity

## 2. Lifestyle and Recreation

Our lifestyle is enriched through sport, recreation and outdoor enjoyment in an attractive setting

Contents
Context
Community Objectives



### Context

Our participation in recreational and leisure activities is high, with rates well above state and national averages. Physical health is important as it contributes to overall wellbeing and enables people to participate fully in work, family and community life.

Warringah is fortunate to have a diverse range of recreational and leisure options; an abundance of parks, reserves, beaches, lagoons, walking and cycling paths. However, access to bushland and waterways needs to be balanced with the need to preserve them.

The range of recreational facilities available includes playgrounds, sportsfields and indoor leisure facilities. The design of these active and passive recreational facilities needs to reflect that we have an ageing population and ensure that they are able to participate.

Our volunteer sporting groups and associations need to be supported. Collaborating with neighbouring councils and educational institutions on sports amenities will enable us to better meet the needs of existing and emerging sports.

We need to create beautiful open spaces and streetscapes that are modern, clean and sensitive to both the built and natural environment; that allow people to come together and connect.

### Community Objectives

Click the objectives to view Council actions

**2.1 We have access to a diverse range of recreational facilities that meet the needs of the community and sporting groups**

**2.2 We have access to attractive parks and natural areas that encourage and support a safe healthy lifestyle**

**2.3 We have inviting public spaces that are clean, green and well designed**



### 3. Healthy Environment

Our natural environment is healthy and well-protected and we strive for a sustainable future

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Context
Community Objectives



#### Context

Our natural environment is treasured by residents and visitors alike, for many it is the reason why they live here. Reducing the impact of our activities on the natural environment is critical.

The conservation value of much of our bushland is high. It is home to a wide variety of threatened species of animals and plants. We strive to retain and improve the quality of our habitats to protect this biodiversity. We need to retain communities of high conservation value bushland and manage recreational access to preserve our natural heritage.

Our waterways provide important habitat and breeding grounds for aquatic plants and animals and their management is equally important. Our beaches, estuaries and creeks provide a social focus around which much of the northern beaches culture is based.

Our natural resources are precious and finite. We need to use them wisely to ensure they are available for generations to come. Individuals, business and all levels of government must work together to ease the effects of climate change, manage natural hazards and create a more sustainable way of living.

#### Community Objectives

Click the objectives to view Council actions
3.1 We value the health of our beaches, foreshores and waterways as natural habitats and for our enjoyment
3.2 We protect and sustain our diverse bushland as valuable habitats, and provide for a variety of wildlife to thrive and migrate
3.3 We strive to live and work more sustainably to reduce our environmental footprint
3.4 We effectively plan for and respond to natural hazards and climate change in a sustainable way



## 4. Connected Transport

Our transport connections effectively allow us to get around for living, working and learning within and outside Warringah

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Context	
Community Objectives	

### Context

We need to shift away from a high dependency on car-based travel to effectively connect with places where we work, learn and play.

Public transport needs to be an attractive alternative that is accessible to all residents. Services need to operate at times convenient to residents and provide links to all our suburbs as well as centres outside Warringah. The efficiency of our road network needs to be improved through better management and upgrading of key intersections. We want opportunities for park and ride facilities near transport hubs and centres.

Locating homes closer to educational, employment and retail precincts will reduce travel and lessen the impact of population increases on the transport network. Higher density residential development around the main public transport routes will also encourage people to shift away from car-based transport. Better local connectivity via cycleways and footpaths will help us to access services, education and employment.

Greater flexibility by employers, allowing different start and finish times as well as opportunities to work from home will also spread the load. The arrival of improved internet services will help make this a reality.

### Community Objectives

Click the objectives to view Council actions

**4.1 We have an effective interconnected public transport system that is safe, efficient and affordable**

**4.2 We use a well-designed and functioning road network**

**4.3 We can conveniently access parking near transport hubs and close to urban centres**

**4.4 We can safely and conveniently walk or ride around Warringah**

## 5. Liveable Neighbourhoods

Our growing community's diverse needs are met for living, working and learning in an attractive urban environment

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Context
Community Objectives



### Context

Our neighbourhoods will face new challenges as our population increases and needs change. There should be affordable housing for the young and key workers such as police, teachers and nurses. We need a different mix of housing that is both sympathetic to the sense of identity of our neighbourhoods yet provides choice.

Living near to transport hubs and retail and employment centres encourages people to live, work and play near home. Increasing density can help maintain vibrant, people-friendly neighbourhoods by supporting local shops, cafes, libraries and community centres. Density that is well planned and well designed, serves an important function in preserving and enhancing our unique neighbourhoods, facilitating better transportation and housing choice.

We can expect economic growth and more jobs across the area with the development of major employment centres for the northern beaches at Dee Why/Brookvale and a specialised health precinct at Frenchs Forest as part of the development of a new hospital. Our local economy needs to be resilient and provide a range of businesses and services to meet the needs of the community. Small business is a big part of our economy and we should support and foster innovation and have access to areas that are well designed and vibrant. This will also provide opportunities for more residents to work locally.

We need to support our workforce and businesses by ensuring education and training is available locally. Our residents need access to quality primary and secondary schools. We also need to support people of all ages as they transition into further education, training and employment.

### Community Objectives

Click the objectives to view Council actions

**5.1 We have attractive and functional urban and commercial centres that adapt to the needs of residents and business**

**5.2 We encourage and support a diversity of businesses that provide a range of services and employment opportunities**

**5.3 We offer a variety of housing choices that meet the needs of our community and complements local neighbourhoods and the Warringah lifestyle**

**5.4 We have access to a range of local educational and training opportunities that complements the local economy**

## 6. Working Together

Our community actively participates in decision-making; Our leadership and management is responsive, building effective partnerships and planning for the future

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### Context

The changes we want to bring about cannot be achieved by one organisation but require all stakeholders in Warringah's future to work together.

We want to contribute to decisions that affect us. We want to play a more active role in civic life, providing opinion and taking advantage of opportunities to influence decision making. The desire for greater personal responsibility includes being tolerant of the views of others and appreciating that, sometimes, the common good has to take precedent over individual or minority interests.

We should provide elected representatives with robust information to enable them to make informed decisions. Public officers need to display integrity at all times and earn the trust of the community they represent.

### Community Objectives

Click the objectives to view Council actions
6.1 We are effectively represented, can provide our opinion, and contribute to decisions that impact Warringah
6.2 We trust our politicians and public officers and they demonstrate leadership, transparency, accountability and deliver value for money services
6.3 We participate in effective partnerships and collaborate for now and the future