

**DRAFT**  
**WILLOUGHBY CITY STRATEGY**

## **Mayor's Foreword**

*(To be inserted following exhibition)*

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### **Willoughby: a City of Diversity**

Willoughby's natural and built environments, the cultures of its residents and the range of services and activities make it a City of Diversity. Diversity in a community is essential in maintaining an attractive and dynamic place to live, work and visit.

Willoughby is a medium sized local government area occupying 23 square kilometres on the lower North Shore of Sydney, 8.5kms north of the Sydney Central Business District (CBD), with its very own busy CBD of Chatswood. Willoughby enjoys the natural borders of the Lane Cove River to the west and the foreshores of Middle Harbour to the east.

Willoughby City's estimated 63,000 people reside in 27,000 households. Our population is expected to increase to 73,500 by 2021. 39.2 per cent of the population was born overseas and 29.7 per cent were from a non English speaking background. The majority of the Willoughby population is extremely well educated and skilled and its residents have higher than average household weekly incomes when compared with the Sydney metropolitan average.

A broad range of vibrant cultural events and programs and inclusive social activities enables communities and neighbourhoods to provide a choice of social interaction and cultural experiences where they can feel a sense of belonging.

The City of Willoughby includes a blend of retail, commercial, industrial, residential, institutional and recreational districts. In addition to its varied employment opportunities, the City is in close proximity to major employment zones and has access to a variety of quality public transport, retail, education and health facilities. It has excellent public libraries and the soon to be completed Civic Place will create a major cultural precinct further enhancing its attractiveness as a home to people and business.

The City's scenic waterways, bushland reserves, parks, playgrounds, stunning bush walks, combined art and environmental projects, green corridors and significant heritage items provide an inspiring and healthy environment for its communities and visitors.

It is a City of many people, places and experiences.

## **Strategy Background**

### **What is the Willoughby City Strategy?**

The Willoughby City Strategy is a longterm vision and plan for the future of the City to help guide decision making and planning for the next 15 years. It has been specifically developed for the Willoughby local government area.

The Willoughby City Strategy aims to:

- Identify what the community values about our area;
- Identify important issues and challenges for our future;
- Agree on our future directions and long-term goals; and
- Set strategies to achieve these goals.

It is a plan based on community visions, values and aspirations. People from across the community have been asked to talk about their preferred vision for the future, what they would like this area to look and feel like in 15 years. Willoughby City Council has worked closely with its communities and stakeholders to ensure that the Willoughby City Strategy responds to local community needs and aspirations.

The Strategy is the basis for what we in Willoughby will do in the future.

### **How was the Strategy prepared?**

The Willoughby City Strategy commenced its development in 2005 when a series of consultations were held with residents, businesses, government agencies and other interest groups, Willoughby City Council staff and Councillors. Initial consultations and information included:

- Community “vox pop” style video interviews
- Forums with local residents, business groups, key stakeholders, youth, interests groups, Councillors and Council staff
- Community survey and online survey
- Youth outreach (survey)
- Primary school outreach (ideas and artwork)
- Idea trees
- Ethnic communities meeting
- Discussions with Progress Associations
- Articles and advertisements in local papers
- Discussion papers and fact sheets
- Web page information and updates
- Participation in street fairs at Castlecrag, Artarmon and at the Willoughby StreetFair.

When asked, overall, what sort of place they would like Willoughby to be in the future, the top six most frequently identified options from the community survey respondents were:

- Well serviced by public transport
- A family friendly place
- An environmentally friendly, ecologically minded place
- An area with a range of services and facilities

- A well-planned and pleasant urban area
- An area with entertainment, restaurants and cafes

### **2009 Review of the Willoughby City Strategy**

In 2009 Council conducted its first review of the Strategy. This is in line with our commitment to review the Strategy in order to reflect changing community values, priorities and needs.

Council conducted a Staff Workshop, two Community Forums and a Councillor Workshop, and also had information available on Council's website to inform the review of the Strategy.

### **Leadership and Partnerships**

Willoughby City Council has the capacity to shape and influence outcomes on a number of the key factors that affect Willoughby City's long term future. However, Council does not control all policy makers and some of the major infrastructure issues in the local area are either not within Council's direct responsibility or are beyond its capacity to fund. Other issues are broader in their scope and require the involvement of non-government departments and the private sector.

To achieve the goals set out in the Willoughby City Strategy, Willoughby City Council will seek partnerships with business and community groups and all tiers of government to address the key issues and some of our major constraints. Contacts will be made with:

- Community- Community leaders and community based organisations and groups.
- Government- Commonwealth Government, NSW Government and its agencies (tiers of government control major infrastructure, fund specific programs and services or have the capacity to provide support for special local initiatives) and local government
- Business- Industry organisations, local business leaders and investors
- Regional organisations- Northern Sydney Regional Organisation of Councils
- Education and health providers.

A successful partnership approach involves active engagement and ongoing communication between the parties.

A strong partnership approach between Willoughby City Council and its communities will provide a foundation for improved leadership, better planning and better outcomes and a sustainable future. By encouraging all members of the community to actively participate within the overarching principles adopted in this Strategy and to take ownership of the Willoughby City Strategy, this can be achieved.

*How can the community be involved?*

- *Train a local sporting team*
- *Put in a rainwater tank to recycle and conserve water*
- *Car pool*
- *Start a worm farm*
- *Shop locally and support local businesses*
- *Walk your dog*
- *Lead a local scout group*

- *Clean up industrial sites*
- *Work as a volunteer*
- *Observe the speed limit - especially in residential streets*
- *Plant locally indigenous species*
- *Recycle and reuse building materials on construction sites*
- *Use public transport*
- *Go to community meetings*
- *Join local events*
- *Say hello to your neighbour.*

### **How is the Willoughby City Strategy different from other plans developed by Willoughby City Council?**

Willoughby City Council develops a range of plans and policies with different aims, objectives and purposes.

The Willoughby City Strategy however is the **primary planning framework** for Willoughby City to guide planning and decision-making processes in all its areas of activity and service.

The Willoughby City Strategy operates as the primary overarching vision for Willoughby City and drives the Council's management and operational planning. It is not just a plan for Willoughby City Council but for the whole community, a shared vision for our future that the community and stakeholders have identified.

Delivering the goals of the Willoughby City Strategy also relies on residents and community groups, businesses, service providers, government agencies and utilities, and other stakeholders.

The Willoughby City Strategy sets out a 15 year vision for the future of Willoughby City. Set out within the Strategy's six themes are goals and outcomes to be achieved over those 15 years and strategies to achieve these outcomes. The Strategy is to be supported by a four year Delivery Program detailing actions to achieve long term outcomes.

The Strategy will be reviewed every Council term, which is four years, approximately six months after the election commencement of a new Council. Willoughby City Council's Delivery Program and Operational Plan will review achievements and progress on the actions. The first Willoughby City Strategy was adopted in 2006 with the current plan prepared in 2009 following the local government election in September 2008.

In June 2009 the Department for Local Government introduced to Parliament the Local Government Amendment (Planning and Reporting) Bill. The Integrated Planning and Reporting (IP&R) package proposes to change the way in which local government is required to conduct their corporate planning. Councils are now required to prepare a Community Strategic Plan to identify the community's main priorities and expectations for the future and to plan strategies to achieve these goals.

IP&R also introduces a four year Delivery Program (to replace the current Management Plan) and a one year Operational Plan. In addition councils must prepare a Resourcing Strategy and Annual Report.

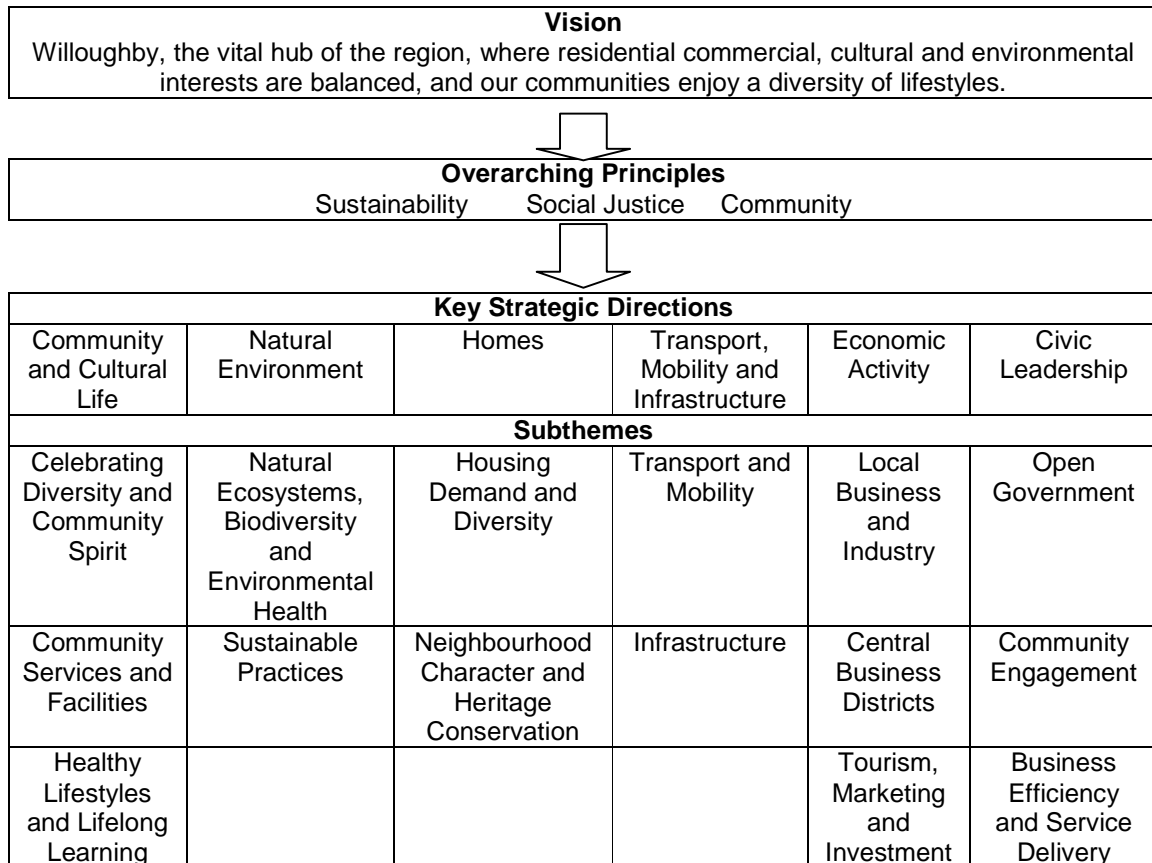
This Strategy will represent our Community Strategic Plan. The Delivery Program, Operational Plan, Resourcing Strategy and Annual Report are not part of this Strategy. They will be developed separately using the Strategy as the source guide.

The relationship of the Willoughby City Strategy to other plans prepared by Council is illustrated in the following figure:



## Strategy Structure

The Strategy consists of a vision, overarching principles and six key strategic directions. For each of the strategic directions, there are a series of subthemes. This structure is illustrated in the following figure.



## Our Vision

Council's adopted "vision" is a guiding statement that describes what we want Willoughby to be as a result of our efforts.

*Willoughby: the vital hub of the region, where residential, economic, cultural and environmental interests are respected and balanced, and our communities enjoy a diversity of lifestyles.*

## The Strategy's Overarching Principles

The following overarching principles of **sustainability**, **social justice** and **community** form the basis of the Willoughby City Strategy and underpin the actions that will be carried out through each of the six key strategic directions.

## Sustainability

Sustainable development is development that meets the needs of the present, without compromising the ability of future generations to meet their own needs. It is about balancing environmental, economic and social needs for the long term. We will build sustainability into all facets of our City, community and the Council organisation and everything we do.

Council's Sustainability Charter, adopted in 2008, details Council's response to climate change and the environment, and outlines the steps that will be taken to achieve a reduction in emissions, resource use and environmental impact. The Charter contains a number of sustainability principles, including:

- We respect the Earth and its life, both for its intrinsic value and for present and future generations.
- We realise that the pressures on nature will increase in coming years unless human attitudes and actions change.
- We seek to protect and restore the Earth's ecological integrity, biological diversity and natural processes.
- We uphold the principles of intra- and *inter-generational equity*, or fairness in how resources are distributed within this generation and between this and future generations.
- We adopt the *precautionary principle*, so that those proposing development will need to show that their actions are without significant harm to the environment, rather than the community needing to demonstrate absolute proof of cause.
- We recognise that sustainability will happen faster if local communities become champions of sustainability, share the benefits, and are involved in the decisions affecting sustainability.
- We strive to work together with all sections of government, business, and the community to reach sustainability.

## Social Justice

Social justice means that all people receive a "fair go" at the opportunities of life. It is about recognising that our society is made up of many different communities and working to ensure that no group or section of society is excluded.

We will respect the four interrelated social justice principles of equity, access, participation and rights:

- Equity- the fair distribution of resources with a particular emphasis on protecting those people who are considered vulnerable;
- Access- people are provided with opportunities to use relevant services and facilities regardless of their circumstances;
- Participation- encouraging and providing opportunities for people to take part in those decision making processes that impact on their quality of life;
- Rights- people should not be discriminated against and that everyone is entitled to be informed and involved.

## Community

A sense of community is one of the basic essential human experiences, a perception of our connection with others, that we all need for our wellbeing. There are many levels one can experience a sense of community (such as family, neighbourhood, interest group, ethnic, city or even globally).

Community is about people, places and events. A “happy, healthy” community is typically defined as one which achieves inclusiveness, collaboration, problem solving, diversity, and has an optimistic view of the future. These kinds of communities demonstrate leadership, innovation, and have broad community participation<sup>1</sup>.

Communities are not homogenous entities. Any community will consist of a variety of beliefs, values, traditions and viewpoints that can sometimes lead to disagreement, misunderstanding or conflict. It is important therefore that a community respects its diversity and supports tolerance and understanding.

The community does not just mean residents. The community includes employees who come to Willoughby to work, students who come to learn and sports people who use our recreation areas.

A key responsibility for any Council is to represent, promote, support and work with the community in all its varied dimensions to achieve positive local outcomes. A connected community which encourages active citizenship is essential to the future life of the City. This can be achieved through cultural events and activities, supporting initiatives that cater to a broad spectrum of needs and providing opportunities for people to contribute to community life.

Council will continue to work in partnership with our communities to build a beautiful, safe, creative, healthy, innovative, tolerant City which is valued and appreciated. Council will also continue to implement programs and provide opportunities that will actively strengthen the community and provide people with a sense of community spirit and “belonging”.

## **Key Strategic Directions**

The Strategy features the following six key strategic directions:

- Community and Cultural Life
- Natural Environment
- Homes
- Transport, Mobility and Infrastructure
- Economic Activity
- Civic Leadership

Each of these six key strategic directions are broken into subthemes for which there is a goal with related outcomes and strategies as contained in the following sections. Outcomes are what we are hoping to achieve in the next 15 years, and strategies are how we will address those outcomes.

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<sup>1</sup> Community Builders, NSW, 2009. <http://www.communitybuilders.nsw.gov.au/>

The outcomes may relate to several of the key strategic directions and have been placed in the most appropriate key strategic direction. Each strategy may address a number of outcomes.

These outcomes and strategies will be supported by detailed actions contained within Council's Delivery Program.

## 1. COMMUNITY AND CULTURAL LIFE

Willoughby City's estimated 63,000 people reside in 27,000 households. Our population is expected to increase by just over 6,600 people to 73,500 by 2021 at an average annual rate of 0.63 per cent. This is based on an increase of almost 3,480 households during the period, with the average number of persons per household falling from 2.5 to 2.42.

According to the 2006 census, 39.2 per cent of the population was born overseas and 29.7 per cent were from a non English speaking background, compared with 31.8 per cent and 24 per cent respectively for the Sydney statistical division. The dominant overseas countries of birth were China, followed by the UK, Hong Kong, Korea and New Zealand. Willoughby also has many other cultural groups.

The largest group of Willoughby City residents are in the 35-49 age group, followed by the 25-34 year old age group. Statistical trends indicate that the percentage of people in the older age group (60+) will grow over the period from 2006 to 2031.

In 2003 there were 2,416 people with a profound to moderate disability, 1,370 people with a moderate disability, 2,770 people with a mild disability and 8,562 people with any disability in the Willoughby LGA.

Willoughby residents come from all walks of life. Many are extremely well educated and skilled and overall, the population has higher than average household weekly incomes when compared with the Sydney metropolitan average.

The three subthemes for Community and Cultural Life are:

- Celebrating Diversity and Community Spirit,
- Community Services and Facilities, and
- Healthy Lifestyles and Lifelong Learning.

## 1.1 Celebrating Diversity and Community Spirit

The people of Willoughby have a strong sense of “belonging” in their community. With access to strong support networks, a variety of meeting places, community centres, local shops and services and readily available information about local events, the people of Willoughby place high value on their communities and community spirit.

Neighbourhood street fairs, festivals, fetes, picnics, indoor and outdoor exhibitions, workshops, community markets and “street parties” are just some of the local arts and cultural events that foster a robust sense of community in Willoughby.

### GOAL

To be a cohesive and inclusive community where all people feel welcomed and valued and can actively participate in community life.

Outcomes	Strategies
1.1.1 Community spirit and a sense of belonging are fostered.	<ul style="list-style-type: none"> <li>a. Facilitate and support cultural, sporting and social activities and events.</li> <li>b. Encourage business partnerships and sponsorships of community programs and events.</li> <li>c. Encourage sharing of existing facilities owned by private or other government organisations for use by the community.</li> </ul>
1.1.2 The community is engaged in the life of the City.	<ul style="list-style-type: none"> <li>a. Promote involvement in local community and cultural events.</li> <li>b. Encourage participation in matters that are important to or affect the local area to inform the decision making process.</li> <li>c. Encourage people with disabilities to be involved in community activities.</li> </ul>
1.1.3 The vulnerable are involved in our community and supported with respect and integrity.	<ul style="list-style-type: none"> <li>a. Promote and assist community and charitable organisations.</li> <li>b. Provide support where appropriate for those less fortunate.</li> <li>c. Source funding for community initiatives that support people who are disadvantaged.</li> <li>d. Acknowledge and support carers and volunteers.</li> <li>e. Provide for access and mobility in development and in public spaces including initiatives for the visually impaired.</li> <li>f. Create inclusive programming for young people with disabilities.</li> </ul>
1.1.4 Social and cultural diversity is respected, supported and celebrated.	<ul style="list-style-type: none"> <li>a. Encourage the broader community to engage with our multicultural communities and new arrivals.</li> <li>b. Promote and provide support for Culturally</li> </ul>

	<p>and Linguistically Diverse groups, including new migrants.</p> <ul style="list-style-type: none"> <li>c. Support friendly-city relationships.</li> <li>d. Implement cross-cultural activities, arts and events that offer opportunities to share cultural experiences and develop mutual respect.</li> <li>e. Support initiatives for people with a disability.</li> </ul>
<p>1.1.5 Art and cultural activities provide enriching opportunities for people to share creative experiences.</p>	<ul style="list-style-type: none"> <li>a. Facilitate integration of public art in appropriate private and public spaces.</li> <li>b. Create a more vibrant environment and distinctive local identity.</li> <li>c. Support and promote the performing arts.</li> <li>d. Position Civic Place as the cultural heart of the City.</li> <li>e. Create opportunities for local artists to exhibit their work and develop their skills in quality facilities.</li> <li>f. Deliver diverse visual arts programs and exhibitions.</li> </ul>
<p>1.1.6 Public spaces are attractive and inclusive and offer a variety of recreational and creative experiences.</p>	<ul style="list-style-type: none"> <li>a. Consult with the community to identify, plan and create public spaces.</li> <li>b. Provide educational programs such as guided bushwalks and cultural and historic walks.</li> <li>c. Encourage community ownership and a sense of civic responsibility towards public spaces.</li> <li>d. Protect heritage sites and conservation areas.</li> </ul>

## 1.2 Community Services and Facilities

Willoughby City Council plays a vital role in providing support and services for the different social groups through all life stages by providing childcare and youth facilities, MOSAIC- a Multicultural One Stop Assistance and Information Centre, libraries and community centres. A strong sense of community is evident at these centres through the work of local volunteers and support organisations. With ever competing pressure on the limited funds available to support these services the full range and high standard of services available in Willoughby City would not exist without its community volunteers.

Providing a successful mix of community facilities poses many challenges. Willoughby City Council is focused on addressing the needs of older people, people from non-English speaking backgrounds, people with disabilities, people with young children, young people and workers. Its community buildings must provide universal access and multifunctional facilities and be easily accessed by walking or convenient public transport. The upgrade and maintenance of existing community facilities is ongoing including ensuring facilities are water and energy efficient and healthy buildings for the community to enjoy.

Additionally, population growth, major infrastructure projects and the strategic location of the Chatswood and St Leonards CBDs continue to place pressure on existing community infrastructure in the Willoughby local government area.

### GOAL

To provide people with the community services and facilities that they need.

Outcomes	Strategies
1.2.1 Available relevant services and facilities for all members of the community.	<ul style="list-style-type: none"> <li>a. Provide local multifunctional community centres and meeting spaces.</li> <li>b. Develop policies and programs that support social justice outcomes in service delivery.</li> <li>c. Provide a centrally located regional meeting space.</li> <li>d. Foster partnerships with local business, neighbouring councils, government and non-government organisations to provide community services and facilities.</li> <li>e. Advocate for the provision of appropriate medical facilities.</li> </ul>
1.2.2 Provision of quality and affordable child care services.	<ul style="list-style-type: none"> <li>a. Deliver high quality Council operated child care services that serve as a benchmark for the sector.</li> <li>b. Promote the rights and needs of children.</li> <li>c. Ensure childcare facilities are adequate.</li> </ul>
1.2.3 The community can participate in a diverse range of the arts.	<ul style="list-style-type: none"> <li>a. Provide relevant arts and cultural facilities.</li> <li>b. Funding of inclusive arts and cultural programs.</li> </ul>

1.2.4 Support the aged community to live comfortably in their familiar neighbourhoods.	a. Deliver home and community care services to support people living in their most appropriate location.
1.2.5 Convenient, safe and inviting facilities for young people.	a. Plan with young people for their facilities and activities. b. Support the Chatswood Youth Centre to ensure functionality, safety and attractiveness.
1.2.6 Quality, accessible public library and community learning services.	a. Resource a network of libraries in the community. b. Develop the library at Civic Place as a regional centre of excellence. c. Plan a pro-active collection and development policy. d. Maintain high standards of customer service. e. Provide information, programs and services responsive to community need. f. Use technology to maximise access to resources and library services for remote and in-library clients.
1.2.7 Community volunteers are acknowledged and supported.	a. Provide appropriate training and information for volunteers. b. Support awards and initiatives that promote the contribution made by volunteers to community life. c. Seek funding for volunteer recruitment and support.

### 1.3 Healthy Lifestyles and Life Long Learning

By providing attractive and safe places to relax or get together, play sport or participate in cultural activities, the well being and quality of life of the community is fostered and sustainable living enhanced.

Willoughby's open space needs to meet the recreational and leisure demands of the community, as well as to protect and sustain the natural environment. However, area for open space and recreational facilities is limited by available land. As the population increases and demographics change, more people use existing open space and facilities, placing more strain on the natural environment. Balancing the demands of sporting and community infrastructure with the need to preserve and sustain the natural environment is critical. It is important to provide for a range of age and interest groups and to find additional opportunities for more open space or to make better use of existing open space.

Healthy living is also about protecting and maintaining emotional and physical health and adopting healthier, long term lifestyle changes. Smoking, poor nutrition, alcohol abuse, physical inactivity and being overweight together comprise the largest group of preventable risk factors for death and disease in Australia. Health promotion and education can help to raise awareness of these risk factors and encourage people to make positive changes in their daily life. Providing a suitable physical environment will assist people to live more healthily.

Access to life long learning also contributes to emotional wellbeing as it provides formal and informal opportunities to continuously update knowledge and skills, regardless of age. It can instil initiative, innovation, creativity and responsiveness in people enabling them to improve their communication skills, reduce isolation, manage uncertainty and adapt to a changing society and environment.

#### GOAL

To be a healthy, educated, safe and interactive community, with schools, open space, recreation facilities, and programs which promote healthy lifestyles and learning and contribute to the social, spiritual, emotional and physical wellbeing of the community.

Outcomes	Strategies
1.3.1 A healthy lifestyle and sense of wellbeing are promoted.	<ul style="list-style-type: none"> <li>a. Promote healthy lifestyles campaigns and programs through community organisations and schools.</li> <li>b. Provide accessible programs, events, open space and recreation areas.</li> <li>c. Co-operate with health providers and organisations in increasing awareness of health issues.</li> <li>d. Develop and promote community facilities throughout the City.</li> </ul>

<p>1.3.2 The use and enjoyment of open space and natural bushland is balanced with its protection.</p>	<ul style="list-style-type: none"> <li>a. Undertake bushland restoration projects.</li> <li>b. Encourage the appropriate use of local waterways for natural experiences and recreational purposes.</li> <li>c. Protect bushland in the local environmental plan.</li> <li>d. Prepare and implement a Bushland Plan of Management.</li> <li>e. Provide bushland education activities.</li> </ul>
<p>1.3.3 Council's works and services programs are current and appropriate to the recreational needs of the community.</p>	<ul style="list-style-type: none"> <li>a. Develop and implement a recreation plan that responds to community needs.</li> </ul>
<p>1.3.4 Improved multi-use of open space and recreation areas.</p>	<ul style="list-style-type: none"> <li>a. Develop partnerships with the Northern Sydney Regional Organisation of Councils for regional sports policy with state bodies and local organisations.</li> <li>b. Work with relevant government and organisations to achieve better recreational outcomes.</li> <li>c. Investigate additional funding opportunities to implement recreation plan.</li> <li>d. Promote and investigate ways to provide more facilities for sport and recreation and shared use of facilities.</li> <li>e. Provide for additional open space and linkages in the local environmental plan.</li> <li>f. Prepare a developer contributions plan for open space/ recreation facilities.</li> </ul>
<p>1.3.5 Affordable and accessible open space and recreational facilities for all members of the community.</p>	<ul style="list-style-type: none"> <li>a. Upgrade and maintain existing recreational areas.</li> <li>b. Improve access to existing recreational facilities.</li> <li>c. Provide additional recreational areas for youth.</li> <li>d. Encourage community involvement in the creation of public spaces.</li> <li>e. Create public spaces that offer a wide variety of recreational and creative experiences.</li> </ul>
<p>1.3.6 Good access to foreshore areas with links between bushland, open space and foreshore areas.</p>	<ul style="list-style-type: none"> <li>a. Increase regional open space along the foreshore.</li> <li>b. Provide walking and cycling access routes for linkages.</li> </ul>

1.3.7 Existing open space and recreation areas are protected and enhanced.	<ul style="list-style-type: none"> <li>a. Manage existing parks and reserves to meet the needs of users.</li> <li>b. Ensure a balance of active recreation and informal use of parks.</li> <li>c. Fund, implement and regularly review recreation needs and open space plans.</li> <li>d. Finance, maintain and upgrade existing recreational facilities in areas of greatest use and demand.</li> <li>e. Protect existing public and private open space areas from inappropriate land uses.</li> </ul>
1.3.8 Potential impacts of climate change on open space and recreation areas are mitigated.	<ul style="list-style-type: none"> <li>a. Undertake sustainable work practices in management of open space and recreation areas.</li> <li>b. Provide shade in public open spaces.</li> </ul>
1.3.9 Safe public domain, open space areas and facilities.	<ul style="list-style-type: none"> <li>a. Facilitate safety programs and initiatives.</li> <li>b. Advocate for safer public transport services and monitor high usage public areas.</li> <li>c. Implement safer by design principles in all development.</li> <li>d. Improve street lighting in the Chatswood and St Leonards CBDs and in each local centre.</li> </ul>
1.3.10 Local centres and facilities that support learning and creative opportunities.	<ul style="list-style-type: none"> <li>a. Provide accessible community facilities within suburbs where learning and creative activities can be pursued.</li> <li>b. Promote a creative Willoughby by supporting approaches to local issues and celebrating artistic endeavours.</li> </ul>
1.3.11 An educated, participatory and enlightened community.	<ul style="list-style-type: none"> <li>a. Provide Council information in key community languages and alternative formats.</li> <li>b. Promote demonstration models for innovative sustainable development.</li> <li>c. Coordinate Council education functions.</li> <li>d. Encourage volunteering and skill/knowledge sharing particularly amongst retirees.</li> <li>e. Establish a Willoughby “Think Tank” to brainstorm society futures.</li> </ul>
1.3.12 Local libraries are valued by the community as key learning centres.	<ul style="list-style-type: none"> <li>a. Promote library programs, services and events.</li> <li>b. Further develop community learning opportunities.</li> </ul>
1.3.13 Schools and education facilities are supported and maintained.	<ul style="list-style-type: none"> <li>a. Advocate increased school placements and upgrading of public school properties.</li> </ul>

## 2. NATURAL ENVIRONMENT

Characterised by steep incised valleys and harbour foreshores, which support significant areas of remnant bushland of both local and regional importance, Willoughby City has an outstanding 290 hectares of bushland (12 per cent of the local area) and nearly 20kms of harbour foreshore. Considering the area's proximity to the Sydney CBD, the green nature of Willoughby is impressive.

Willoughby City has a distinctive blend of natural and man-made landscapes. Green corridors throughout the City are created by the many parks and bushland reserves that connect to well established street trees and gardens, which make for the safe passageway of local native fauna.

Both the waterways and bushland of the City provide sensitive natural habitats for a wealth of locally indigenous species of plants and animals. Being able to experience nature in our neighbourhoods via walking tracks around the foreshores of Middle Harbour and Lane Cove River and through local bushland is a highly valued feature of the area. The distinctive natural features of Willoughby City are therefore treasured and protected by its communities. However, the pressures of urban development on the natural landscape need to be addressed to sustain the natural environment for the future.

The two subthemes for Natural Environment are:

- Natural Ecosystems, Biodiversity and Environmental Health, and
- Sustainable Practices.

## 2.1 Natural Ecosystems, Biodiversity and Environmental Health

The wealth of foreshore and bushland, particularly that found in Middle Harbour and along the Lane Cove River, is unique to a City so close to the centre of any State capital city.

Willoughby's natural environment, native bushland and local creeks provide essential functions that support life. Bushland filters stormwater runoff, which improves water quality before entering Middle Harbour and the Lane Cove River. Trees filter the air, provide oxygen and improve air quality. A healthy ecosystem, including native plants and animals, supports clean air, water and thereby our own health. Therefore, it is important that we continue to protect, conserve, monitor and improve our natural environment.

### GOAL

To treasure and conserve the natural ecosystem for its intrinsic ecological, spiritual, educational, scientific, recreational and community value.

Outcomes	Strategies
2.1.1 Conservation and maintenance of Willoughby's natural ecosystems.	<ul style="list-style-type: none"> <li>a. Improve the protection of foreshores, watercourses and bays.</li> <li>b. Manage natural areas using an ecosystems approach.</li> <li>c. Protect and monitor creeks and waterways and improve water quality.</li> <li>d. Protect environmentally sensitive areas from inappropriate development.</li> </ul>
2.1.2 Conservation and enhancement of the biodiversity of local indigenous flora and fauna.	<ul style="list-style-type: none"> <li>a. Monitor and control feral animals.</li> <li>b. Enhance habitat corridors and linkages between reserves.</li> <li>c. Conduct bush regeneration projects.</li> </ul>
2.1.3 Pressures on natural ecosystems are actively managed in partnership with the community.	<ul style="list-style-type: none"> <li>a. Provide safe and sensitive pedestrian links into, through and between bushland areas without endangering ecologically sensitive areas.</li> <li>b. Promote community involvement in volunteer activities.</li> <li>c. Promote bushland awareness.</li> </ul>
2.1.4 Reduced water, air and noise pollution.	<ul style="list-style-type: none"> <li>a. Continue air and water quality monitoring program to ensure that appropriate guidelines are being met, and/or exceeded.</li> <li>b. Commence noise monitoring program to ensure background noise levels are not accumulating.</li> <li>c. Work with NSW Government, other councils and the Catchment Management Authority to improve air and water quality.</li> </ul>

<p>2.1.5 Minimising soil erosion and contamination.</p>	<ul style="list-style-type: none"><li>a. Monitor creek and streams to ensure stability of the riparian zone.</li><li>b. Ensure new developments consider soil and erosion management.</li><li>c. Work with NSW Government, other councils and developers to remediate contaminated sites and prevent future contamination.</li></ul>
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## 2.2 Sustainable Practices

Willoughby City Council is committed to limiting our ecological footprint through the efficient use of resources, protecting the natural environment and encouraging biodiversity so that Willoughby City is improved for current and future generations.

Promoting well designed, ecologically sustainable development is a priority to consider while accommodating a changing population and adapting to Climate Change.

Together with residents and businesses, Council works to protect and maintain the natural environment. Together we will aim to reduce our consumption of natural resources by reducing our need for electricity, fuels and water through efficiency, capital works and the use of innovative technologies.

Environmental education and the support of residents and businesses are key ingredients to raising awareness and reducing our impact on the environment.

### GOAL

To work in partnership and network with the community to increase the capacity to make behavioural changes towards sustainability and adapt to Climate Change.

Outcomes	Strategies
2.2.1 A sustainable community with increased skills, knowledge and motivation for sustainability.	<ol style="list-style-type: none"><li>a. Develop and implement a sustainability education plan.</li><li>b. Undertake a range of sustainability education programs for the whole community.</li><li>c. Encourage schools and community to participate in environmental and sustainability programs.</li></ol>

<p>2.2.2 Willoughby City Council leads by adopting sustainable practices.</p>	<ul style="list-style-type: none"> <li>a. Prepare and implement a Sustainability Action Plan.</li> <li>b. Set and meet targets to improve Council's environmental performance in particular, energy, water, biodiversity, emissions, effluent and waste.</li> <li>c. Adopting best practice sustainable asset management systems and procedures, particularly in relation to building and fleet management.</li> <li>d. Invest in renewable energy technologies and other innovative technologies to reduce the reliance on grid supplied power.</li> <li>e. Build partnerships with other councils undertaking sustainability initiatives and on environmental management issues.</li> <li>f. Implement "Quadruple Bottom Line" (social, economic, environmental and corporate governance<sup>2</sup>) project assessment and reporting through all the Council's activities.</li> <li>g. Developing sustainable purchasing guidelines for Council to reduce our overall ecological footprint.</li> </ul>
<p>2.2.3 Sustainable design and best practice environmental measures are incorporated in the planning, construction, operation and post-operational phases of development.</p>	<ul style="list-style-type: none"> <li>a. Developers and owners/ occupiers adopt sustainable and innovative construction and building management techniques, alternative technologies and environmental best practices.</li> <li>b. Integrate environmental best practice into new developments and encourage retrofitting of existing homes.</li> <li>c. Provide programs to educate and assist residents and developers to build and retrofit homes that best incorporate sustainability.</li> </ul>
<p>2.2.4 Encourage people to live more sustainably.</p>	<ul style="list-style-type: none"> <li>a. Set targets to reduce water and energy usage in the City.</li> <li>b. Continue to implement educational behavioural change programs.</li> <li>c. Provide opportunities and assistance for residents and business to access funding, grants and discounts for tools and equipment that assist them in making sustainable choices.</li> <li>d. Advocate State and Federal Governments to provide incentives for retrofitting sustainable initiatives in existing homes.</li> </ul>

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<sup>2</sup> Corporate governance means the way in which an organisation is governed and decisions are made to achieve its objectives.

### 3. HOMES

Willoughby City offers a range of housing types. High rise and medium density flats are located in close proximity to services and public transport in Chatswood, Artarmon, St Leonards and Willoughby. New high rise residential developments around the transport corridors of Willoughby have attracted more people to the City. Among the new population are long settled residents and newly arrived migrants who have been attracted to the area by apartment living in close proximity to services and facilities, serviced by convenient transport.

Whilst most new housing development will be medium and high density, low density housing is still dominant. Houses range from large waterfront residences and suburban dwellings in bushland settings to Chatswood and Artarmon's Federation and Californian bungalows and Naremburn's workers cottages. The suburb of Castlecrag has national heritage significance being partially designed by Walter Burley Griffin and contains a number of Griffin designed dwellings. Conserving the heritage of Willoughby is a priority to the community and Willoughby City Council's planning controls reflect this.

During the period 1995-1996 to 2007-2008 an additional 6293 dwellings were approved by Willoughby City Council and the draft Inner North Subregional Strategy provides a housing target of 6800 additional dwellings in the Willoughby local government area by 2031.

The two subthemes for Homes are:

- Housing Demand and Diversity, and
- Neighbourhood Character and Heritage Conservation.

### 3.1 Housing Demand and Diversity

The diverse housing mix in Willoughby ranges from new CBD high rise apartment buildings in Chatswood and St Leonards to medium residential density in areas surrounding Chatswood and Artarmon to lower density housing, which is evident throughout the majority of the City. Almost half of the land in Willoughby is occupied by residential development within 27,000 households.

The NSW Government's policy of urban consolidation attempts to deal with Sydney's significant population growth and the high cost of urban sprawl at the metropolitan fringe by increasing housing densities around existing infrastructure.

Willoughby's response to this urban consolidation policy, through its residential strategies, has seen a 132 per cent increase in the number of units in the City between 1986 and 2001. Most of this development has occurred in Chatswood, St Leonards and Artarmon, which are well serviced by public transport. Almost 95 per cent of new dwellings in the Willoughby area are multi unit.

#### GOAL

To be a place with a diversity of housing options to suit different needs through our residents' life stages, our changing population, people with special needs and different lifestyle choices and to improve the sustainability of our City within a compact metropolis.

Outcomes	Strategies
3.1.1 A range of housing choices for all household types and age groups	<ul style="list-style-type: none"> <li>a. Identify and plan for housing needs, particularly opportunities for promoting mixed use housing developments, new affordable housing and other special needs housing.</li> <li>b. Investigate changing demographics of the Willoughby area and review planning controls to encourage new housing types to meet community needs.</li> </ul>
3.1.2 Ensure adequate provision of housing for older people and people with individual needs.	<ul style="list-style-type: none"> <li>a. Support for people who need social and public housing.</li> <li>b. Facilitate and advocate for the provision of affordable housing.</li> <li>c. Integrate universally accessible measures into all new housing design.</li> <li>d. Investigate the future housing needs of older people and people with individual needs including aged and respite services.</li> </ul>
3.1.3 New housing is located in areas where housing densities are appropriate to the infrastructure and services and where quality living amenity for residents is ensured.	<ul style="list-style-type: none"> <li>a. Ensure future development can be provided with adequate infrastructure and services.</li> <li>b. Assess development for its quality and amenity for living.</li> </ul>

## 3.2 Neighbourhood Character and Heritage Conservation

Willoughby has twelve conservation areas and more than 200 heritage items that retain the heritage values of our City. The suburbs of Willoughby are characterised by distinctive environmental qualities and attributes, which are highly valued by residents.

Neighbourhoods across Willoughby City have changed over the decades. Our neighbourhoods reflect the changing community values about safety, amenity and housing.

The provision of new housing generates many challenges for the community including:

- Meeting the demand for housing when there is an increasing population;
- Protecting local residential amenity; and
- Satisfying the housing needs of an increasingly ageing population.

Some areas will experience change as housing needs are satisfied and these challenges are addressed.

There is a need to ensure adequate transport infrastructure and community facilities to service the people that live in new housing developments.

### GOAL

To value and enhance Willoughby's neighbourhood characteristics and heritage through quality design and construction that respects heritage values and allows change and adaptation to reflect modern living.

Outcomes	Strategies
3.2.1 The heritage of Willoughby is identified and protected.	<ul style="list-style-type: none"> <li>a. Promote community awareness of heritage values.</li> <li>b. Undertake systematic review and assessment of potential heritage items and conservation areas.</li> <li>c. Provide a heritage advisory service for developers and residents.</li> </ul>
3.2.2 Aboriginal heritage is acknowledged and respected.	<ul style="list-style-type: none"> <li>a. Develop a policy for the identification, recording and protection of Aboriginal heritage.</li> <li>b. Work with the Aboriginal Heritage Office to increase awareness of Aboriginal heritage.</li> </ul>
3.2.3 Neighbourhood character and natural heritage is maintained and enhanced.	<ul style="list-style-type: none"> <li>a. Encourage quality design and construction taking into account the existing and planned neighbourhood character, heritage values and incorporating sustainable measures.</li> <li>b. Provide residential development controls for urban design, heritage and sustainability and encourage innovative and high quality design and development.</li> </ul>

## 4. TRANSPORT, MOBILITY AND INFRASTRUCTURE

Willoughby City's convenient location on the lower North Shore connects with its surroundings via the North Shore and Epping/ Chatswood railway lines, the Pacific Highway, the Gore Hill Freeway and Eastern Valley Way. Major arterial roads traverse the City carrying high volumes of through traffic. Transport infrastructure in the area features the Chatswood Transport Interchange, which caters for around 40,000 people each weekday.

Willoughby City is served by an extensive bus network and pedestrian and cycling networks, which are continuously being extended. Eastwest cross City access is less well served by public transport and continuing high private vehicle use contributes to traffic pressure on local roads.

New development in the City has required improvements to utilities and services such as electricity, water supply and drainage. The age of the original infrastructure makes it difficult to meet current and future demands and maintain a high standard of service. More efficient use of infrastructure, adoption of clever technology and good management of resources are necessary.

The importance of sustainable living is evident in the local area as the community continues to seek convenient public transport and walking and cycling tracks.

The two subthemes for Transport, Mobility and Infrastructure are:

- Transport and Mobility, and
- Infrastructure.

## 4.1 Transport and Mobility

Whether travelling between locations or from the ground to the top floor of a building, we all rely on transport and access as an essential component of our daily lives.

Willoughby City is located at the cross roads of the north-south metropolitan rail line and an arterial road network. It is a funnel for transport from the Warringah Peninsula, North Shore and North West to the Sydney CBD and southern suburbs.

The continued increase in car use within Willoughby (and to and from most other places across the metropolitan area) for the majority of trips is a major logistical, economic, environmental and social problem. While planners believe that building more roads and car parks will exacerbate these problems and is not sustainable or equitable in the long term, the community is divided on how to reduce our use of and dependence upon motor vehicles.

One view is that until good public transport and other alternative modes of access are available, we must continue to provide for car use generated by development and our activities. The alternative view is that, so long as it is relatively easy to use a car people won't use public transport. To achieve this alternate view we must positively discourage the use of cars in congested, densely developed locations at the same time as building better alternative and public transport networks.

Encouraging the use of alternative transport where appropriate, can be achieved by giving priority on the roads to favour public transport, providing improved pathways for pedestrians and cyclists, introduction of free or low cost public transport, improvement and expansion of the existing rail and bus services and accommodating our daily needs at our local shopping precincts.

### GOAL

To manage the transport needs of the community in a sustainable manner by reducing car dependence, increasing public transport use, walking and cycling.

### OUTCOMES

Outcomes	Strategies
4.1.1 Increased use of active and alternative transport.	<ol style="list-style-type: none"><li>a. Provide leadership in the promotion of active transport.</li><li>b. Provide regional and local bike paths, safe bicycle parking and storage facilities.</li><li>c. Promote sustainable transport and conduct education programs.</li><li>d. Provide new pedestrian and cyclist focused precincts within local centres.</li><li>e. Identify improvements for a City-wide network of accessible, local walking trails linking activity areas and public transport services.</li><li>f. Design best practice cycling and pedestrian pathways.</li></ol>

<p>4.1.2 Increased use of public transport.</p>	<ul style="list-style-type: none"> <li>a. Improve integration between transport modes.</li> <li>b. Improve local accessibility and options for local public transport between suburbs in Willoughby.</li> <li>c. Improve physical mobility access to public transport.</li> <li>d. Improve Chatswood Transport Interchange provision for rail, bus, and taxi transport, pedestrians and cyclists.</li> <li>e. Advocate for improvement in the level of service of and connections between public transport (trains and buses).</li> <li>f. Improve cross-City transport.</li> <li>g. Work in partnership with government and the private sector for improved local public transport.</li> </ul>
<p>4.1.3 Transport management balances our necessary private vehicle trips with alternative, more sustainable transport.</p>	<ul style="list-style-type: none"> <li>a. Plan and develop higher density land uses within and around existing centres, where infrastructure and services are located.</li> <li>b. Manage car parking in developments in order to promote public transport use instead of private vehicle use.</li> <li>c. Control parking in areas served by public transport through pricing and parking time.</li> <li>d. Involve the business community in transport initiatives.</li> <li>e. Identify and implement traffic mitigation strategies and alternative transport options for industrial areas.</li> </ul>

## 4.2 Infrastructure

Willoughby will only successfully manage change and achieve its full potential if it is supported by adequate physical infrastructure and reduces its requirements for natural resources.

Existing infrastructure within Willoughby includes transport networks, public buildings and facilities, water and energy supply, open space and recreation facilities, waste collection and treatment, educational and health sector facilities and telecommunication networks.

Willoughby's infrastructure is ageing and facing pressures from population and business growth. While much of the infrastructure within Willoughby is the responsibility of the NSW Government, our Council has a vital advocacy role to work in partnership with the NSW Government, Northern Sydney Regional Organisation of Councils, local residents and the business community as appropriate to improve essential infrastructure.

Willoughby City Council aims to ensure existing and new infrastructure is designed to comply with contemporary standards and is maintained so that it achieves acceptable service levels, is accessible, attractive and safe.

Key infrastructure challenges for the City include:

- Providing alternative revenue sources to meet ongoing infrastructure maintenance and replacement costs;
- Ensuring sustainable practices in the provision of infrastructure in terms of economic, social, environmental and governance factors- known as the "quadruple bottom line";
- Delivery of the Chatswood Civic Place development;
- Provision of sustainable energy and water supplies;
- Adapting to climate change- flood, fire and heat etc;
- Ensuring infrastructure is appropriate for the end users, including an ageing and ethnically diverse population; and
- Ensuring that infrastructure is provided by the relevant government agency as the demand for that infrastructure arises.

### GOAL

To provide sustainable physical infrastructure that enhances the public domain, improves the amenity, safety and health of the City and meets the needs of the community.

Outcomes	Strategies
4.2.1 Efficiently operated and managed infrastructure assets.	<ul style="list-style-type: none"> <li>a. Authorities and providers integrate and coordinate provision of services and infrastructure.</li> <li>b. Manage and maintain Council assets as whole of life-cycle.</li> <li>c. Increase the funding base where appropriate through user pays and special levies.</li> <li>d. Undertake “quadruple bottom line” reporting for all infrastructure related decisions.</li> <li>e. Advocate for safe, efficient and best practice upgrading of utilities infrastructure by government and the private sector.</li> </ul>
4.2.2 Sustainable provision and use of infrastructure.	<ul style="list-style-type: none"> <li>a. Assess infrastructure capacity with population and employment targets set in negotiation with the NSW Government.</li> <li>b. Investigate new, innovative ways to finance the provision of Council infrastructure.</li> <li>c. Require developers to contribute to the provision of infrastructure and facilities.</li> <li>d. Design infrastructure that responds to the impacts of climate change.</li> <li>e. Monitor the implications of climate change and weather behaviour on infrastructure provision and review strategies accordingly.</li> <li>f. Undertake flood studies and prepare flood management plans for local catchments.</li> <li>g. Ensure that infrastructure works adopt a whole of life cycle approach where sustainability principles are considered at each stage including planning and design.</li> <li>h. Provide leadership in new environmental practice and pilot projects.</li> <li>i. Apply the principles of water sensitive urban design to all development in the City.</li> </ul>
4.2.3 Minimise urban runoff into waterways.	<ul style="list-style-type: none"> <li>a. Stormwater reuse for open space irrigation.</li> <li>b. Develop and implement plans for capture and reuse of stormwater.</li> </ul>

## 5. ECONOMIC ACTIVITY

There are several key economic hubs in Willoughby providing over 50,000 jobs (Census 2006). Chatswood, St Leonard's, the East Chatswood industrial area and the Artarmon industrial area all form part of Sydney's "Global Arc", a business corridor anchored at Sydney Airport stretching through Sydney and Willoughby City and on to suburbs to our north and northwest. The local business community comprises retail and commercial businesses that are owned and managed by local business people and national and international companies.

The Chatswood CBD is our largest employment hub and has a multifunctional role as the chief retail, service and community centre for the residents of Willoughby and in providing facilities and services for the broader northern Sydney region. Chatswood is one of the most successful retail areas in Australia. Its office precinct has a distinctive architectural style and finish, with prominent buildings in landscaped settings.

Over the next 20 years, an additional 7300 jobs are expected to be located in Chatswood. Chatswood CBD is also home to the Civic Place project, a significant regional development which will feature a library, concert hall, theatre, civic hall, and rehearsal and exhibition spaces. Civic Place will offer the community an environmentally sustainable, innovative and accessible public place, allowing for educational, cultural, recreational, business and community opportunities.

The St Leonard's business district adjunct to the Royal North Shore Hospital and North Sydney TAFE precinct is a major employment, health and education centre expected to grow by over 4000 extra jobs over the next 20 years. Local business shopping centres such as Willoughby and Northbridge also play an important role in the economy and community life of Willoughby City.

Willoughby has 94 hectares of industrial land located in Artarmon, East Chatswood and Lane Cove West that provide a range of activities from traditional uses such as manufacturing, warehouses and concrete batching plants to high technology developments. It is expected that an additional 7600 jobs will be provided in the industrial areas over the next 20 years.

The three subthemes for Economic Activity are:

- Local Business and Industry,
- Central Business Districts, and
- Tourism, Marketing and Investment.

## 5.1 Local Business and Industry

### GOAL

To promote the City's position as a preferred location for a range of business and industry that is responsible and responsive to the local community and the environment.

Outcomes	Strategies
5.1.1 Prosperous business and industry precincts that attract customers and support jobs.	<ul style="list-style-type: none"> <li>a. Provide or advocate for relevant infrastructure to support local centres and industrial areas.</li> <li>b. Provide information and assistance to support the needs of local business and industry.</li> <li>c. Maintain the role of neighbourhood shopping centres.</li> <li>d. Provide priority service for development assessment and construction.</li> </ul>
5.1.2 Diverse retail and business activities are maintained.	<ul style="list-style-type: none"> <li>a. Plan for a range of different employment and services centres catering for local, commercial and community needs.</li> <li>b. Support start up and home businesses.</li> <li>c. Provide and encourage a range of business/retail spaces and business incubators.</li> <li>d. Provide land use planning controls to support viability and local service focus of local centres.</li> <li>e. Encourage innovation, research or knowledge-based businesses to locate or remain in Willoughby.</li> <li>f. Investigate strategies to promote the establishment of small businesses.</li> </ul>
5.1.3 Business centres throughout Willoughby maintain a high aesthetic standard and quality of architecture.	<ul style="list-style-type: none"> <li>a. Develop and implement revitalisation programs for our local centres.</li> <li>b. Develop contemporary design guidelines that encourage design excellence and sustainability in building design and operation.</li> </ul>
5.1.4 Local business and industrial areas are easily accessible to community and workers.	<ul style="list-style-type: none"> <li>a. Provide and promote sustainable, active transport options for workers, residents and visitors.</li> <li>b. Develop and implement a policy for commuter parking around transport nodes.</li> <li>c. Advocate for improved public transport between the eastern peninsular suburbs and local employment centres.</li> </ul>
5.1.5 Local employment that meets the needs of the changing economy and environment.	<ul style="list-style-type: none"> <li>a. Lobby State and Federal Government for alternative funding for green jobs, local employment and business support initiatives.</li> <li>b. Provide for a range of employment opportunities.</li> </ul>

5.1.6 Local business and industry implement sustainability practices.	<ul style="list-style-type: none"> <li>a. Undertake sustainability education, assistance and awareness campaigns for local business and industry.</li> <li>b. Locate employment in areas that can be well serviced by public transport and encourage home based occupations.</li> </ul>
5.1.7 Integrity of local industrial areas is maintained.	<ul style="list-style-type: none"> <li>a. Provide policies to limit commercial and retail activity in industrial areas and ensure versatility of sites for alternative industrial uses.</li> </ul>
5.1.8 Regional business initiatives are established and retained.	<ul style="list-style-type: none"> <li>a. Develop with Northern Sydney Regional Organisation of Councils a strategy for regional business and economic development opportunities and funding.</li> </ul>
5.1.9 Local businesses are actively engaged with the community.	<ul style="list-style-type: none"> <li>a. Link local businesses to local community projects and events.</li> <li>b. Support mentoring programs that link young people with local business and employment/training opportunities.</li> <li>c. Strengthen our working partnerships with local chambers of commerce and other business groups.</li> </ul>

## 5.2 Central Business Districts (CBDs)

### GOAL

To have accessible, prosperous, safe, convenient and attractive Central Business Districts providing a desirable range and quality of services.

Outcomes	Strategies
5.2.1 Chatswood is a major corporate and retail destination.	<ul style="list-style-type: none"> <li>a. Develop a strategy for the long term development of Chatswood CBD.</li> <li>b. Provide incentives for redevelopment that will upgrade building stock and streetscapes.</li> <li>c. Promote the Chatswood CBD for corporate and retail investment.</li> <li>d. Provide a community heart for Chatswood.</li> <li>e. Strengthen marketing around Chatswood retail.</li> </ul>
5.2.2 St Leonard's is a specialised employment centre for health and education.	<ul style="list-style-type: none"> <li>a. Coordinate planning for the centre with Lane Cove and North Sydney Councils.</li> <li>b. Support Royal North Shore Hospital redevelopment for state of the art health and medical services for the local community and Northern Region.</li> <li>c. Plan for new development that supports St Leonards employment objectives.</li> </ul>
5.2.3 Our CBD's are attractive and safe with a high standard of sustainable urban design.	<ul style="list-style-type: none"> <li>a. Provide planning controls for sustainable urban design within the CBD's and operation of buildings and spaces.</li> <li>b. Work in partnership with local business to maintain safe, attractive, healthy CBD's.</li> <li>c. Provide easily accessible and walkable CBD's.</li> <li>d. Increase public art and the quality of the public domain in the CBD's.</li> </ul>
5.2.4 Our CBD's are supported by provision of utilities, public transport, road upgrades, open space infrastructure and pedestrian linkages.	<ul style="list-style-type: none"> <li>a. Develop plans and policies to effectively manage our assets.</li> <li>b. Develop transport and commuter parking strategies.</li> <li>c. Develop a civic improvements program for Chatswood and St Leonard's.</li> <li>d. Lobby state and federal governments for funding to support ongoing and future infrastructure demand in and around our Chatswood CBD.</li> <li>e. Require development contributions for the provision of infrastructure and facilities.</li> <li>f. Develop open space and pedestrian linkages.</li> </ul>

## 5.3 Tourism, Marketing and Investment

### GOAL

Willoughby City is a destination for retail, investment, corporate, visual and performing arts opportunities.

Outcomes	Strategies
5.3.1 Willoughby is a City where people and organisations want to visit, work, live, and invest.	<ul style="list-style-type: none"> <li>a. Develop a tourism strategy for the City.</li> <li>b. Work with other councils to facilitate regional economic development.</li> <li>c. Promote the City on a local, national and international basis.</li> </ul>
5.3.2 Willoughby is a place of economic development, commerce and employment in the Region.	<ul style="list-style-type: none"> <li>a. Work with all levels of government to access funding, services and infrastructure that supports development.</li> <li>b. Obtain corporate and government sponsorship and investment for events, programs and activities in the City.</li> <li>c. Develop the CBDs in a way that enhances their long term prosperity and as places for commercial investment.</li> </ul>
5.3.3 The performing and visual arts are fostered and supported across Willoughby City.	<ul style="list-style-type: none"> <li>a. Provide opportunities for artists, performers and audiences through facilities and programming.</li> <li>b. Develop appropriate funding strategies for arts programs.</li> </ul>
5.3.4 Willoughby is home to creative and innovative business and industry.	<ul style="list-style-type: none"> <li>a. Support programs that assist local businesses to be innovative and sustainable.</li> <li>b. Work in partnership with government, educational institutions and innovation-based organisations and businesses within the LGA to encourage opportunities for new services and creative solutions.</li> </ul>
5.3.6 Civic Place is a complete facility for the arts, learning, and business.	<ul style="list-style-type: none"> <li>a. Promote Civic Place to corporate and performing arts markets locally, nationally and internationally.</li> </ul>

## 6. CIVIC LEADERSHIP

Civic leadership or governance refers to the way in which decisions are taken, communicated, monitored and assessed. It includes the processes for transparent decision making, accountability and for measuring performance. All government, business and community organisations operating within Willoughby will apply good governance.

Under good governance principles, the Council will operate with integrity, honesty, and responsibility and in the best interests of the Willoughby community. Council also seeks to undertake a leadership role in managing and resourcing civic projects, services and activities and to involve the community in decision making.

To ensure that we meet statutory and financial management obligations, Council undertakes a number of corporate strategic planning activities to ensure that all activities are managed and resourced within the guidelines of good governance principles.

These strategic planning activities are also undertaken to ensure that the needs of the community are factored into Council's Delivery Program and budgeting processes.

The three subthemes for Civic Leadership are:

- Open Government,
- Community Engagement, and
- Business Efficiency and Service Delivery.

## 6.1 Open Government

### GOAL

To ensure transparency and ethical practices in everything that we do, including implementation of policy and decision making across all of Council's activities.

Outcomes	Strategies
6.1.1 A Council that is open and honest and represents its constituents.	<ul style="list-style-type: none"><li>a. Implement relevant policies and protocols that support ethical, open conduct.</li><li>b. Ensure that decisions reflect the communities' priorities as outlined in the Willoughby City Strategy.</li><li>c. Ensure decisions are communicated to residents.</li></ul>
6.1.2 A community that is confident in Council's decision making process.	<ul style="list-style-type: none"><li>a. Opportunities are provided for community participation in open debate and discussion.</li><li>b. Meet all statutory requirements.</li><li>c. The community informs the decision-making process.</li></ul>

## 6.2 Community Engagement

### GOAL

To have a participatory community, actively involved in decision making and well educated in the services and activities available.

Outcomes	Strategies
6.2.1 A community that is well informed of key Council policies and decisions.	<ul style="list-style-type: none"> <li>a. Key decisions are communicated in a timely, accessible manner.</li> <li>b. Community consultation is undertaken where appropriate.</li> <li>c. Plan and coordinate community engagement activities across all of Council.</li> <li>d. External communication is conducted in an open and professional manner.</li> <li>e. Technologies are utilised that provide information to the community in an efficient manner.</li> </ul>
6.2.2 A community that participates in the decision making process.	<ul style="list-style-type: none"> <li>a. Engage key stakeholders on issues that will directly impact upon them.</li> <li>b. Regular opportunities are provided for community feedback.</li> <li>c. Broad consultation techniques are used to improve community accessibility to information.</li> <li>d. Encourage target group (e.g. youth) involvement in decision making processes.</li> </ul>
6.2.3 An engaged, participatory community with knowledge of local community services, activities and events.	<ul style="list-style-type: none"> <li>a. Provision of accessible, relevant information i.e. alternative formats and relevant community languages about facilities, services, activities and events.</li> <li>b. Coordinated cross-promotion of services and activities.</li> <li>c. Develop new, innovative ways of engaging people who are hard to reach.</li> <li>d. Maintain community education programs.</li> <li>e. Provide external communications that are professional and accurate.</li> </ul>

## 6.3 Business Efficiency and Service Delivery

### GOAL

To maintain our position as a robust, sustainable Council providing strong financial management and a high quality of service delivery.

Outcomes	Strategies
6.3.1 Council maintains a strong and sustainable financial position.	<ul style="list-style-type: none"> <li>a. Maximise financial capacity and balance risk.</li> <li>b. Deliver a balanced budget.</li> <li>c. Maintain compliance with Australian Accounting Standards and local government Code of Accounting Practice.</li> <li>d. Optimise Council's financial return from assets and investments.</li> <li>e. Seek a range of alternative funding sources.</li> </ul>
6.3.2 Financial management is transparent.	<ul style="list-style-type: none"> <li>a. Independent auditing of Council's financial position and processes to achieve transparency.</li> <li>b. Budgets are available for public scrutiny.</li> <li>c. Special levies are spent as described.</li> </ul>
6.3.3 Council services are delivered to a high quality standard and are responsive to community needs.	<ul style="list-style-type: none"> <li>a. Employ open and ethical practices across all areas of service delivery.</li> <li>b. Create opportunities for regular customer feedback.</li> <li>c. Benchmark services to achieve best practice where possible.</li> <li>d. Regularly measure service delivery outcomes.</li> <li>e. Periodic benchmarking exercises for services.</li> <li>f. Create a culture of continuous improvement.</li> <li>g. Manage information systems efficiently and ethically.</li> </ul>
6.3.4 Council has an appropriately trained, skilled and supported work force.	<ul style="list-style-type: none"> <li>a. Identify long and short term staffing needs.</li> <li>b. Manage gaps/shortages in employment areas.</li> <li>c. Measure staff turnover rates and satisfaction levels.</li> <li>d. Improving internal communication and partnering on projects.</li> </ul>

## 7. LIST OF REFERENCE DOCUMENTS

Please refer to the following documents for further information:

Willoughby City Strategy Discussion Paper – Housing (July 2005)  
Willoughby City Strategy Discussion Paper – Access and Infrastructure (July 2005)  
Willoughby City Strategy Discussion Paper – Natural Environment (July 2005)  
Willoughby City Strategy Discussion Paper – Community and Cultural Life (July 2005)  
Willoughby City Strategy Discussion Paper – Economy and Education (July 2005)  
Willoughby City Strategy Discussion Paper – Governance (July 2005)  
Willoughby City Strategy Fact Sheets (July 2005)

Report of Outcomes from Community Consultation prepared by Elton Consulting  
November 2005

All of the above documents can be viewed on Willoughby City Council's website  
[www.willoughby.nsw.gov.au](http://www.willoughby.nsw.gov.au)

Draft Inner North Subregional Strategy (NSW Department of Planning, 2006).