



Ku-ring-gai  
**2032**

Community  
Strategic Plan

Adopted June 2022

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## Simplified Chinese

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本文件包含重要信息。如果您不理解本文件，请致电翻译口译服务 131 450。让其代表您致电 9424 0000 联系Ku-ring-gai议会。营业时间：周一至周五，上午8.30—下午5:00。

## Traditional Chinese

### 需要幫助嗎？

本檔包含重要資訊。如果您不理解本檔，請致電翻譯口譯服務 131 450。讓其代表您致電 9424 0000 聯繫Ku-ring-gai議會。營業時間：週一至週五，上午8.30—下午5:00。

## Korean

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## Persian

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## Japanese

### ご質問がありますか？

当文書には重要な情報が記載されています。もし何か不明な点があれば、月曜から金曜の午前8:30から午後5:00までの受付時間内に、まず131 450の通訳翻訳サービスにお電話いただき、通訳を介してKu-ring-gai Councilのサービス担当（電話:02 9424 0000）までお問合せください。

These languages were chosen as they are the most widely spoken by Ku-ring-gai residents indicated by ABS Census data 2011 and 2016.

# ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

Ku-ring-gai Council recognises the traditional custodians of the lands and waters, and pays respect to Elders past, present and emerging.

## Need assistance with hearing or speaking?

Contact Ku-ring-gai Council using the 24 hour **National Relay Service:**

TTY users: Call 133 677 then dial 02 9424 0000.

Speak and Listen users with ordinary handset: Call 1300 555 727 then ask for 02 9424 0000.

NRS Chat: Log onto [www.infrastructure.gov.au/mediacommunications-arts/phone/services-people-disability/accesshub/national-relay-service](http://www.infrastructure.gov.au/mediacommunications-arts/phone/services-people-disability/accesshub/national-relay-service) and enter 02 9424 0000.

## Need help to access Council's building?

Disability parking and access is available via a ramp and lift, off Radford Place at the rear of Council's building, at 818 Pacific Highway, Gordon, NSW. Call 02 9424 0000 Monday to Friday 8.30am - 5.00pm if you need further assistance.

## KU-RING-GAI COUNCIL

818 Pacific Highway, Gordon NSW 2072

P 02 9424 0000 | E [krg@krg.nsw.gov.au](mailto:krg@krg.nsw.gov.au)

W [krg.nsw.gov.au](http://krg.nsw.gov.au)

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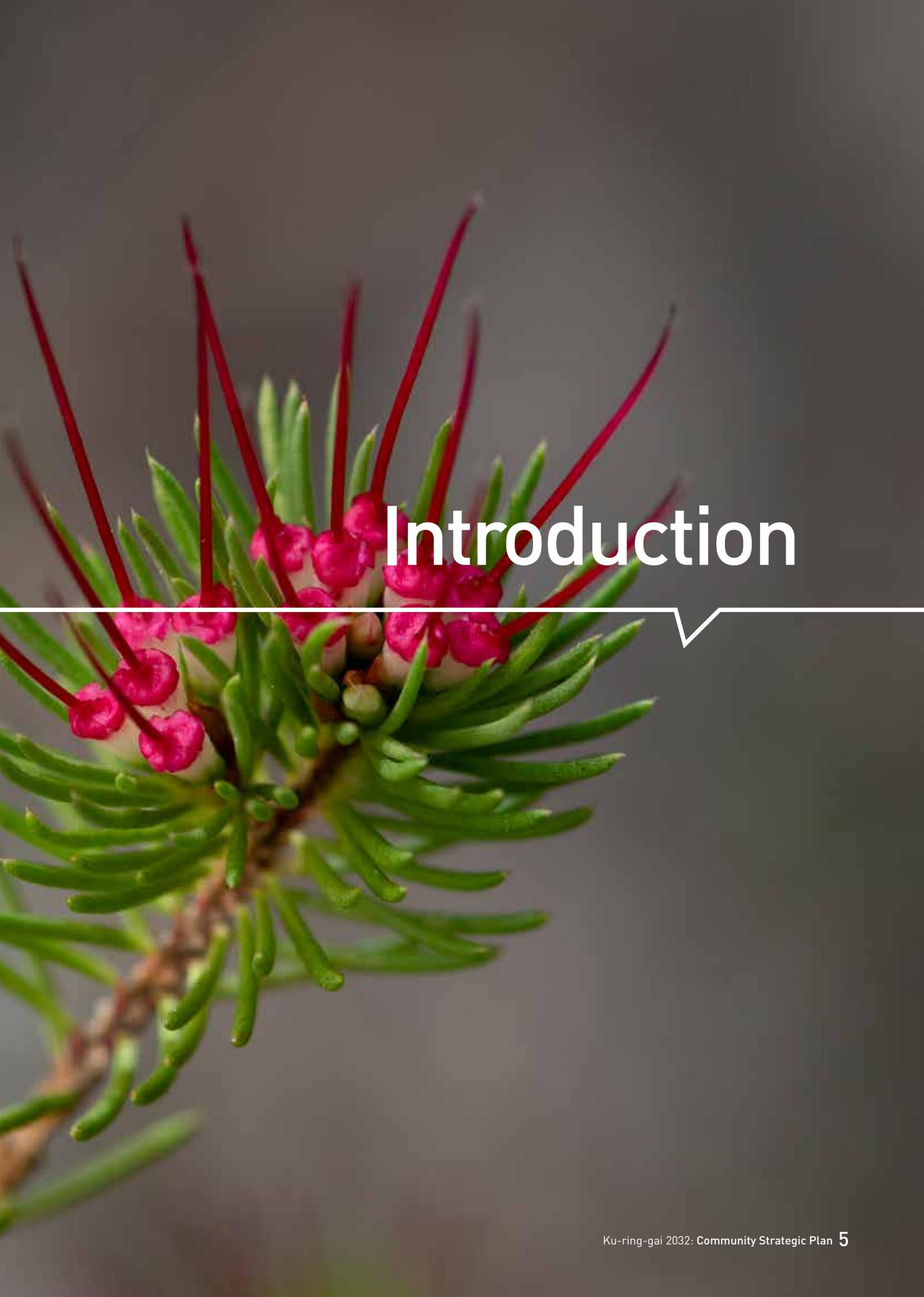
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Darwinia. Photographer: Wolter Peeters.





# Introduction



# Ku-ring-gai 2032

This revised plan contains the community's vision and aspirations for Ku-ring-gai over the next 10 years.

It responds to changes in Ku-ring-gai since 2018, when the previous plan was adopted, as well as the priorities and issues identified more recently by our community and other stakeholders.

The plan also responds to state, metropolitan and regional plans and priorities relevant to Ku-ring-gai and is a guide for other government agencies, local service providers and community organisations in planning and delivering services for our area.

The plan is Council's highest-level strategy and provides long term direction for the organisation to align its delivery of the community's policies, programs and services.

The overall success of our plan relies on the participation and commitment of businesses, community groups, other levels of government and the community as a whole to work together to deliver on the aspirations and priorities presented within this plan.



## Acknowledgements

Ku-ring-gai Council would like to thank the community and other stakeholders for their ideas, expertise and commitment to the development of this plan.

## Photography

Photographs featured in this plan include entrants in various Ku-ring-gai Council photography competitions, and contributions from members of the community and staff. Thank you to all of the talented photographers featured.

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# MAYOR'S

## message

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I'm very pleased to present Ku-ring-gai 2032, the blueprint for future service and improvements planning developed with the input of local people.

We asked residents, businesses and community groups what they think are priorities for Ku-ring-gai over the next 10 years, as well as trends and issues.

The result is our Community Strategic Plan - Ku-ring-gai 2032. It's a plan that refocusses on improving community connectedness. We want to remove any barriers for residents that prevent them from fully participating in community life, especially young people, those from culturally and linguistically diverse backgrounds and people with disabilities.

We also want to reach a wider audience when consulting residents about projects and issues that affect them.

Other priorities are:

- Providing facilities and services for our changing population
- Maintaining existing infrastructure and facilities
- Protecting the natural environment
- Managing new development while preserving the area's character
- Making it easier and safer to move around Ku-ring-gai

Our discussions with residents highlighted that Ku-ring-gai is a great place to live and we need to enhance its unique character. We also recognise we must plan and provide for a growing and changing population.

On behalf of the Council, I want to thank everyone who participated in the consultation that has helped us prepare the plan.

I can assure residents that my Councillor colleagues and I are committed to progressing the priorities outlined in Ku-ring-gai 2032.

Councillor Jeff Pettett  
**MAYOR**



# COMMUNITY vision

An inclusive and connected community, where our natural environment and heritage are valued, working towards a sustainable future.

## COMMUNITY STRATEGIC PLAN AT A GLANCE



### THEME 1: Community, people and culture

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

#### C1 Engagement and connectedness

C1.1 An empowered community where opportunities are provided for all voices to be heard and participation and engagement are encouraged.

#### C2 Housing choice

C2.1 Housing choice and adaptability support the needs of a changing population.

#### C3 Health and wellbeing

C3.1 An equitable, inclusive and resilient community that cares and provides for its residents and embraces healthier lifestyles.

#### C4 Diversity and inclusiveness

C4.1 Harmonious communities that understand, value and accept each other, and embrace our evolving cultural identities.

#### C5 Creativity

C5.1 Our creativity and rich cultural diversity is promoted and celebrated.

#### C6 Safety and emergency management

C6.1 A community that feels safe and is equipped to respond to risks to life and property from emergency events.



### THEME 2: Natural environment

Working together as a community to protect and enhance our natural environment and resources.

#### N1 Appreciating Ku-ring-gai's unique natural environment

N1.1 A community empowered with knowledge, learning and information that drives participation in activities that benefit the environment.

#### N2 Natural areas

N2.1 Our bushland, tree canopy and biodiversity are managed and improved to enhance the health and function of ecosystems.

#### N3 Natural waterways

N3.1 Our natural waterways and riparian areas are enjoyed, enhanced and protected.

#### N4 Climate change

N4.1 A community transitioning to net zero emissions and responding to the impacts of climate change and extreme weather events.

#### N5 Sustainable resource management

N5.1 A community progressively reducing its consumption of resources and leading in resource recovery and the circular economy.



### THEME 3: People, places and infrastructure

A range of well planned, clean and safe neighbourhoods and public spaces designed with a strong sense of identity and place.

#### P1 Preserving Ku-ring-gai's character

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

#### P2 Managing urban change

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

#### P3 Quality urban design and development

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

#### P4 Revitalising our centres

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

#### P5 Heritage that is protected and responsibly managed

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

#### P6 Enhancing recreation, sporting and leisure facilities

P6.1 Recreation, sporting and leisure facilities are available to meet the community's diverse and changing needs.

#### P7 Enhancing Council's community buildings and facilities

P7.1 Multipurpose community buildings and facilities are available to meet the community's diverse and changing needs.

#### P8 Improving the standard of our infrastructure

P8.1 An improved standard of infrastructure that meets the community's service level standards and Council's obligations as the custodian of our community assets.



**THEME 4:**  
**Access, traffic and transport**

Access and connection to, from and within Ku-ring-gai provide safe, reliable and affordable public and private travel, transport and infrastructure.

**T1 Integrated and accessible transport**

T1.1 A range of integrated and sustainable transport choices enable effective movement to, from and around Ku-ring-gai.

**T2 Road network**

T2.1 Local roads and parking operate safely and efficiently.

**T3 Regional transport network**

T3.1 An accessible public transport and regional road network.



**THEME 5:**  
**Local economy**

Creating economic employment opportunities through vital, attractive centres, business innovation and technology.

**E1 Facilitating business growth**

E1.1 Ku-ring-gai is an attractive location for business.

**E2 Partnering for business growth**

E2.1 Key stakeholders partner with Council to strengthen and develop Ku-ring-gai's local economic base.

**E3 Destination opportunities**

E3.1 Ku-ring-gai has a range of attractions and events that draw local and regional visitors.



**THEME 6:**  
**Leadership**

Ku-ring-gai is well led, managed and supported by ethical organisations which deliver projects and services to the community by listening, advocating and responding to their needs.

**L1 Leadership**

L1.1 A shared long-term vision underpins strategic collaboration and partnerships and builds leadership capacity.

**L2 Financial capacity and sustainability**

2.1 Council rigorously manages its financial resources, to sustainably deliver assets and facilities to maximise delivery of services.

**L3 Communication**

L3.1 An informed and engaged community with enhanced collaboration, participation and decision-making.

**L4 Good governance and management**

L4.1 The organisation provides ethical and transparent decision-making, efficient management, and quality customer service.

**L5 Continuous improvement**

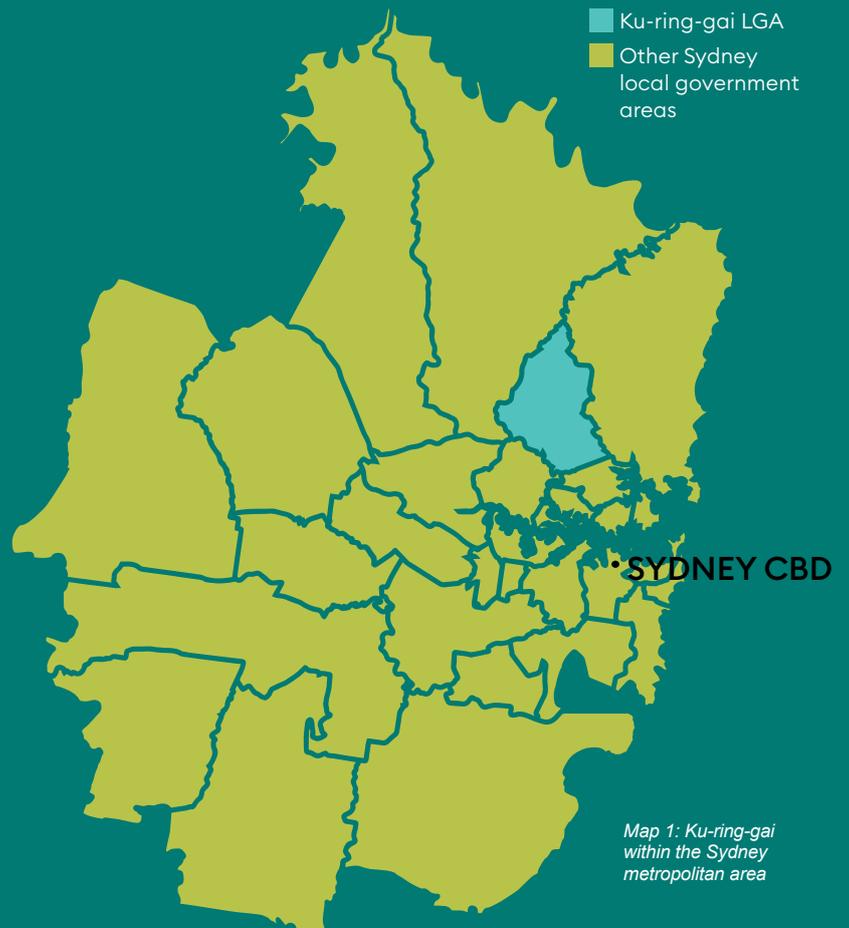
L5.1 Council services and programs are provided on the basis of equity, community priorities, and best value for money within available resources.



**FURTHER INFORMATION**

See pages 35-57 for further details on long-term objectives and progress measures contained in the Community Strategic Plan.

# ABOUT Ku-ring-gai



Map 1: Ku-ring-gai within the Sydney metropolitan area

**Ku-ring-gai local government area is situated 16 kilometres north of the Sydney CBD.**

## Sydney's green heart

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

The local government area adjoins three National Parks (Ku-ring-gai Chase, Garigal and Lane Cove) and contains large forests and areas of local bushland. It also has a visually significant tree canopy across both natural and urban areas. These landscape features give Ku-ring-gai its distinctive natural beauty and character and distinguishes it from other parts of metropolitan Sydney.

## A place of connected urban villages

Ku-ring-gai includes 17 suburbs, most with neighbourhood centres and seven larger local centres located along the northern Sydney rail line. Each suburb has its own unique character reflecting its physical geography of creeks and ridgelines, local natural bushland setting, heritage conservation areas or more recent post-war development. These factors all contribute to a strong sense of place.



## Liveability

Residents of Ku-ring-gai regard the area as a great place to live. Factors contributing to high liveability include significant areas of attractive natural bushland and ready access to reserves, parklands and recreation areas for outdoor activities. Suburbs are also readily accessible to public transport, schools, medical services and shopping.

## Resident participation and advocacy

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

## Our growing diversity

Today, people with diverse cultural backgrounds and lifestyles call Ku-ring-gai home. Almost 40 per cent of our residents were born overseas.

## Aboriginal heritage

The Aboriginal clans who once occupied the Ku-ring-gai area left important evidence of their past and way of life before colonisation, including middens, petroglyphs (rock drawings or carvings) and remains of shelters. Up to 650 Aboriginal heritage sites may have existed within the Ku-ring-gai LGA. While 101 recorded sites exist in the LGA, over double that number are believed to remain.

## European heritage

Ku-ring-gai is the birthplace of the National Trust of Australia (NSW) and has traditionally highly valued its significant built heritage, with over 987 heritage items and 52 heritage conservation areas within a well-defined urban area. The area is well known for its established gardens and mature trees. Over 3,939 properties are within Ku-ring-gai's Heritage Conservation Areas, or approximately 10% of all properties.

## A diverse economy

Ku-ring-gai has a diverse local economy. This includes seven larger local centres providing mixed food, retail and professional services as well as 15 local neighbourhood centres providing daily convenience shopping, services and cafes.

The economy also includes:

- a regionally significant education sector with early learning, primary and high schools
- a large specialist medical and health care sector
- a metropolitan hospital
- a growing small to medium-size business sector, and
- a business park with commercial and service uses.

# WHAT OUR COMMUNITY love about Ku-ring-gai



Public transport is widely accessible

The friendliness and acceptance of all people

Neighbours help each other out

Community kindness

Having the Rangers deliver library books was incredible (during lockdown)

High quality educational facilities

Beautiful and peaceful. The trees and birds



Nice village ambiance and atmosphere



Space

Support for locals

Lots of dedicated dog parks

Availability of medical services

Leafy streets

Easy access to the city

Balance of built areas and green space

Accessibility of major shopping centres like Hornsby, Gordon and Macquarie

Facilities for people who need them like the elderly and people with a disability

Public transport is widely accessible

The heritage features



# KU-RING-GAI

## snapshot

### Residents of Ku-ring-gai

#### POPULATION IN 2021<sup>1</sup>

**126,554**

#### POPULATION BY 2036<sup>8</sup>

**147,650**

#### CULTURAL DIVERSITY<sup>2</sup>

**38.9%** of residents born overseas



#### GROWING HOUSEHOLDS WITHOUT CHILDREN

Families **55.8%**<sup>2</sup> → **52.7%**<sup>8</sup> in 2036  
 Couples (no kids) **24.2%**<sup>2</sup> → **24.8%**<sup>8</sup> in 2036  
 Lone person **15.5%**<sup>2</sup> → **17.3%**<sup>8</sup> in 2036

#### LANGUAGE<sup>2</sup>

**27.7%** of residents speak a language other than English at home  
**4.2%** of residents do not speak English at all or very well

#### GROWTH<sup>1</sup>

▼ **0.82%** since 2020  
 (-0.1% Greater Sydney)

AGE GROUP	2016 <sup>2</sup>	2036 <sup>8</sup>
Children 0-9 yrs	12.5%	11.5%
Young people 10-14 yrs	7.9%	7.6%
15-19 yrs	8%	7.7%
Older people 65-74 yrs	8.8%	9.1%
75+ yrs	9.4%	11.4%

#### ANCESTRY<sup>2</sup>

**32.5%** English  
**25%** Australian  
**17.7%** Chinese  
**10.3%** Irish  
**9.3%** Scottish

COVID-19 will affect population growth; the impact will be greatest in the cities. As time goes by, the effects of COVID-19 will be more evident<sup>8</sup>.

**Median age<sup>2</sup>**  
41 years

**Largest age group<sup>2</sup>**  
45 to 49-year-olds



#### A GROWING PROPORTION OF OLDER PEOPLE

#### A HIGHLY EDUCATED COMMUNITY<sup>2</sup>

**47.9%** of the working population have a university education

**46%** of total households are classed as high income



### Housing choice

#### SEPARATE DWELLINGS ARE DOMINANT<sup>2</sup>



**72.4%** Detached dwellings  
**19%** High rise dwellings  
**8.4%** Medium density dwellings

#### HOUSING NEEDS<sup>3</sup>

**83%** of housing in the area meets resident's needs

#### HOUSING TENURE<sup>2</sup>

**37%** of households have a mortgage  
**17%** of households rent

## Resident's health and wellbeing

### QUALITY OF LIFE<sup>3</sup>

**98%** of residents rate their quality of life as good, very good or excellent



### ASSISTANCE<sup>2</sup>

**3.6%** of residents require day-to-day assistance due to disability



### SPORT AND FITNESS<sup>3</sup>

**83%** of residents participate at least once per week

### SAFETY<sup>3</sup>

**94%** of residents feel safe in their neighbourhood

### UNPAID CARERS<sup>2</sup>

**11,547 (or 12.3%)** residents provide unpaid care for those with a disability, long term illness or old age compared with 11.1% in Greater Sydney

### SENSE OF BELONGING<sup>3</sup>

**74%** of residents feel they belong to the community they live in

### VOLUNTEERING<sup>2</sup>

**28.2%** of residents volunteer



### HELP AND SUPPORT<sup>3</sup>

**87%** of residents can call on a neighbour, local family or friends for assistance

## Moving in and around with ease

### TRANSPORT AND ACCESS<sup>3</sup>

**90%** of residents are satisfied<sup>9</sup> with the ability to move in and around Ku-ring-gai

### PUBLIC TRANSPORT<sup>2</sup>

**28%** of residents use public transport to get to work



### COMMUTER PARKING<sup>3</sup>

**61%** of residents are satisfied<sup>9</sup> with the availability of commuter parking in Ku-ring-gai

## A community committed to environmental sustainability

### WASTE

**61%** of household waste is diverted from landfill<sup>6</sup>

### DECREASING CONSUMPTION OF RESOURCES

- ▼ Potable water consumption<sup>10</sup>
- ▼ Electricity consumption<sup>10</sup>



▲ Residents carrying out actions to benefit the environment through Council programs<sup>10</sup>

## A resilient economy

### LOCAL JOBS<sup>4</sup>

**37,708**



### LARGEST EMPLOYMENT SECTORS<sup>4</sup>

Health care and social assistance  
Education and training  
Professional, scientific and technical services



### EMPLOYED RESIDENTS<sup>4</sup>

**67,451**

### LOCAL BUSINESSES<sup>5</sup>

**14,549**

### GRP<sup>4</sup>

**\$7.06 billion**



### RESIDENT WORKERS<sup>2</sup>

**24%** of residents live and work in the area

**\$204K** Value of non-residential building approvals<sup>7</sup>

**\$508K** Value of residential building approvals<sup>7</sup>

1 Australian Bureau of Statistics, Estimated Resident Population, 2021

2 Australian Bureau of Statistics, Census of Population and Housing, 2016 (Usual residence data). Compiled and presented in profile.id

3 Community Satisfaction Research, Ku-ring-gai Council, 2021

4 National Institute of Economic and Industry Research, 2021

5 Australian Bureau of Statistics, 2021

6 Ku-ring-gai Council Annual Report 2020 - 2021

7 Australian Bureau of Statistics, Building Approvals, Australia, catalogue number 8731.0. Compiled and presented in economy.id by .id 2020-2021

8 Department of Planning Industry and Environment, 2019

9 Either very satisfied, satisfied or somewhat satisfied

10 Ku-ring-gai Council End of Term Report 2017 - 2021

*Holiday program at the Ku-ring-gai Wildflower Garden.  
Photographer: Alexander Mayes.*



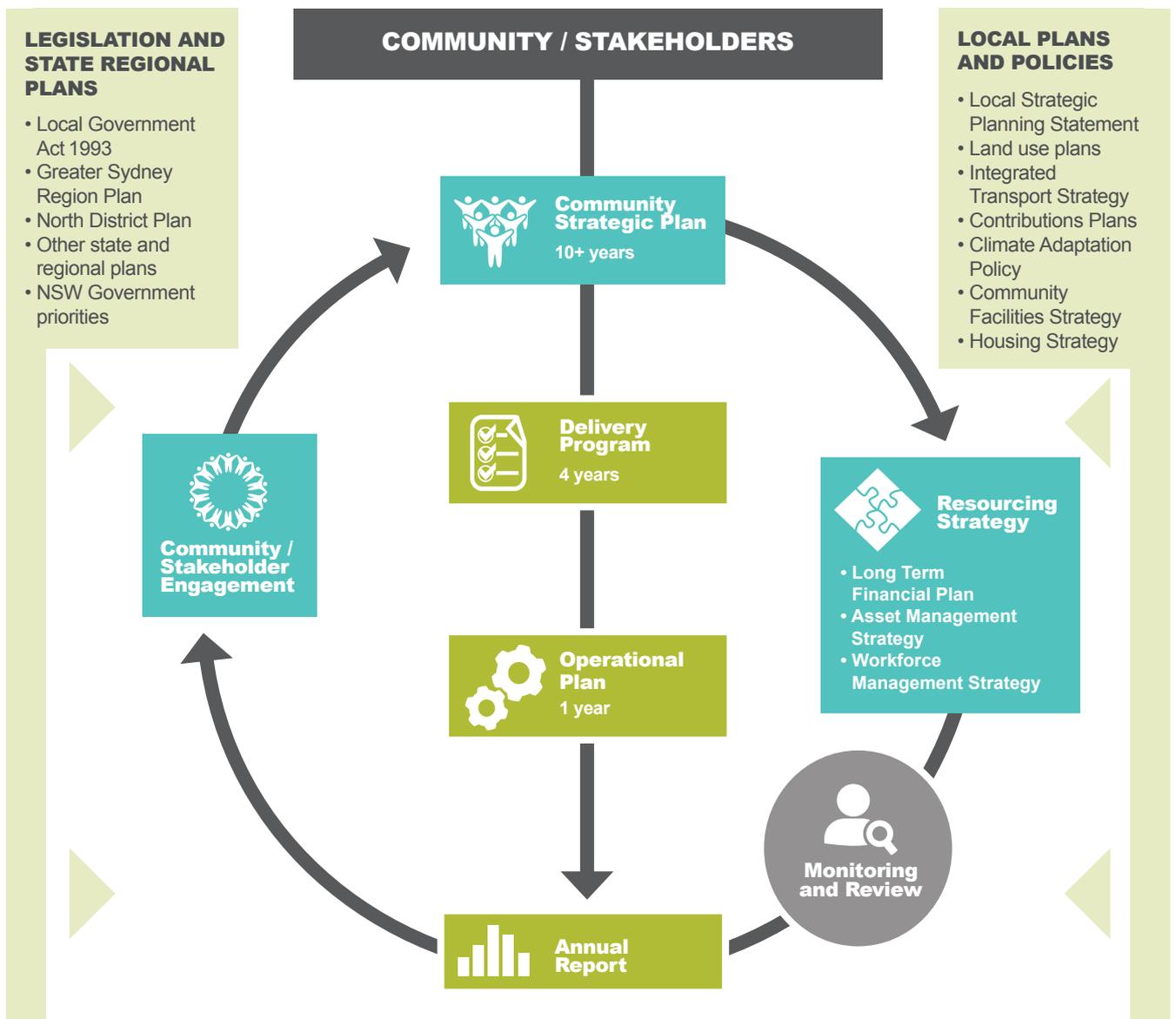
The background image shows a natural outdoor setting. In the foreground, there are several pieces of light-colored wood, possibly logs or branches, resting on a dark surface. A metal bucket is visible in the middle ground, partially obscured by tall, thin grasses. The background is filled with more tall grasses and some green foliage, creating a sense of a wild, natural environment.

# The plan explained

# INTEGRATED PLANNING and reporting

The NSW Government requires local councils to deliver their community vision and objectives through long, medium and short-term plans, known as the Integrated Planning and Reporting (IP&R) framework. This promotes best practice strategic planning across NSW councils to ensure a more sustainable local government sector. Diagram 1 below illustrates the hierarchy of plans within the framework and their relationship to state and regional planning.

The Community Strategic Plan is prepared and revised in consultation with the community. It provides Council with the strategic direction needed to align its services, policies and programs with community needs and priorities, as well as state and regional planning priorities. It also acts as a guide for local organisations in their planning and delivery of services for the area and opportunities for collaboration and partnerships with Council.



Source: Adapted from NSW Office of Local Government – Integrated Planning and Reporting Framework.

Website: [www.olg.nsw.gov.au](http://www.olg.nsw.gov.au)

Diagram 1: Integrated and planning reporting framework

## Ku-ring-gai in context

Local government planning needs to take account of the wider spheres of federal, state and regional planning, with each level informing the others. The IP&R framework assists local councils in this challenging task.

### NSW government priorities

Council accounts for the priorities of the NSW Government through its long-term strategic planning. These priorities represent the NSW Government's commitment to enhancing the quality of life of the people of NSW. They include:

- a strong economy
- highest quality education
- well-connected communities with quality local environments
- putting customers at the centre
- breaking the cycle of disadvantage.

### The Greater Sydney Region Plan

The NSW Government's Greater Cities Commission leads metropolitan planning for the Greater Sydney Region.

The vision of *A Metropolis of Three Cities - The Greater Sydney Region Plan* is for a 30-minute city, where jobs, services and quality public spaces are within easy reach of people's homes. The objective of the plan is to re-balance growth and deliver benefits more equally and equitably to residents across Greater Sydney through better coordinated planning. It is supported by Future Transport 2056 and the State Infrastructure Strategy to align land use, transport and infrastructure planning.

### North District Plan

The Greater Cities Commission's District Plans are a guide for implementing the Greater Sydney Region Plan at a district level and serve as a bridge between regional and local planning. They inform local environmental plans, community strategic plans and the assessment of planning proposals. The District Plans also help councils to plan and deliver for growth and change, and to align local planning strategies to place-based outcomes.

Ku-ring-gai local government area is located within the North District, which also includes the local government areas of Hornsby, Hunters Hill, Lane Cove, Northern Beaches, Mosman, North Sydney, Ryde and Willoughby.

In line with the Greater Sydney Region Plan, the North District Plan contains four key themes of infrastructure and collaboration, liveability, productivity and sustainability, and sets policy directions for each. Policy directions relevant to Ku-ring-gai include:

- sustaining local centres to provide jobs, services and amenity
- providing fast and efficient transport connections to achieve a 30-minute city
- retaining and managing industrial and urban services land
- creating and renewing great places while protecting heritage and local character and improving places for people

- improving walking and safe cycling ways
- enhancing foreshore access to Sydney Harbour and the district's waterways
- enhancing the quality and improving access to open space, and increasing urban tree canopy
- protecting and enhancing the district's unique natural assets including waterways, coastlines and bushland.

## Our strategic regional role

Ku-ring-gai's Community Strategic Plan recognises the important role of Ku-ring-gai in the Northern Sydney region and broader metropolitan Sydney.

Ku-ring-gai's contribution includes a nationally significant ecological environment, extensive state and locally significant heritage and regionally significant economic employment sectors including education, specialist medical and health care and professional services.

Ku-ring-gai contributed over \$7 billion to Gross Regional Product during 2020-2021.

## Local Strategic Planning Statement

Local responses to regional policy directions are required as part of our preparation of long, medium and short-term plans for Ku-ring-gai. Land use planning responses are contained in Ku-ring-gai's Local Strategic Planning Statement (LSPS), adopted by Council in March 2020. The LSPS provides guidance on:

- location of future housing
- future identity and character of local centres - Lindfield, Gordon, Turramurra and St Ives
- future requirements for community facilities and open space
- future transport infrastructure
- supporting the local economy
- partnership opportunities with government agencies
- managing bushland, biodiversity and waterways, and adapting to climate change.

## Other requirements

While the IP&R framework is prescribed by the *Local Government Act 1993*, other acts and state agencies require additional strategic planning from Council.

Beyond the Community Strategic Plan, there are also state and regional planning frameworks that may inform, and be informed by, the work undertaken by Council through IP&R.



# PREPARING the plan

## Community vision

*An inclusive and connected community, where our natural environment and heritage are valued, working towards a sustainable future.*

In 2008, the Ku-ring-gai community and Council together developed a vision and set of values to guide future strategic planning and directions for Ku-ring-gai. These form the basis of Ku-ring-gai's Community Strategic Plans.

In 2021, we asked residents to comment on the vision statement. Suggested changes focused on making the statement more concise and relevant to Ku-ring-gai now and into the future.

The revised statement is the result of feedback from residents through the recent community survey and community forums.

## Guiding principles

The preparation of this plan has been guided by social justice and sustainability principles.

### Social justice principles

Council aims to ensure that the Community Strategic Plan reflects the following social justice principles and that social considerations are adequately addressed in the planning process.

- **Equity** - there should be fairness in decision-making, and prioritising and allocation of resources, particularly for those in need
- **Access** - all people should have fair access to services, resources and opportunities to improve their quality of life
- **Participation** - everyone should have the maximum opportunity to genuinely participate in decisions that affect their lives
- **Rights** - equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

## Sustainability principles

Sustainability principles have directly informed the preparation of this plan and will be addressed in the ongoing development of policies and plans.

- **Social sustainability** (social well-being)
  - o support cohesive, inclusive, diverse and dynamic communities
  - o balance health, work and personal commitments
- **Environmental sustainability** (liveability)
  - o protect the natural, social, cultural and built heritage
  - o decrease the consumption of resources
- **Economic sustainability**
  - o maintain a strong and stable local economy
  - o ensure the delivery of services, facilities and infrastructure is financially sustainable

## Quadruple bottom-line

The Community Strategic Plan must demonstrate that it adequately addresses social, environmental, economic and civic leadership considerations, where 'civic leadership' includes how Council will engage with the community and how community members can be involved in delivering the plan's objectives.

This approach ensures the Community Strategic Plan reflects a holistic and balanced set of objectives, addresses social justice and sustainability principles, and ensures that Council monitors and reports on its performance against each of these pillars. The contribution that each objective makes to quadruple bottom line (QBL) pillars is indicated by one or more icons under each objective, as illustrated below.

### QBL KEY



# ENGAGING

## with our community

### How we engaged

Consultation with our community is fundamental to Ku-ring-gai Council's planning and decision-making. It is only through effective and meaningful engagement that Council can ensure that its priorities, programs and services are genuinely responsive to community views and needs.

In 2021-22 Council undertook an extensive community engagement strategy, in line with its Community Engagement Policy to review its strategic directions and priorities for the future of Ku-ring-gai.

Communications and engagement included online surveys, web information, media releases, newspaper articles, social media, e-news and face to face workshops with Council staff.

Council continues to expand its reach, providing more residents with important information about Council programs and services, and opportunities to have a say.

Community engagement in the review of the Community Strategic Plan has been impacted by COVID-19 restrictions and the delayed Council elections. Council adapted to these challenges by focusing on surveys and digital channels. Community engagement reached over 1,000 participants, and included the following actions:

Engagement project	Type of engagement
<b>Community research</b> (into priorities and importance/satisfaction with services - April 2021)	• representative recruited and telephone survey
<b>Online resident survey</b> (December 2021 – March 2022)	• online survey • social media and e-news • project webpages • media releases
<b>Online business survey</b>	• online survey • social media and e-news
<b>Youth group</b>	• in-person workshop
<b>Cultural and linguistically diverse groups (x 2)</b>	• in-person discussion groups
<b>Community forums (x 2)</b>	• in-person workshops
<b>Community information night</b>	• webinar online briefings • Q and A session

Extensive community engagement undertaken over the last 4 years has also informed the review of strategic directions and priorities for the future of Ku-ring-gai. This included engagement in significant planning and policy areas.

- Lindfield Village Hub (2021)
- Local Character Study (2021)
- Launch of Net Zero Communities program (2021)
- Community engagement policy (2021)
- Heritage Strategy (2021)
- Public Domain Plans (2021)
- Draft Housing Strategy (2020)
- Waste Strategy (2020)
- Play Space Strategy (2020)
- Home-based business research (2020)
- Access and Disability Inclusion Plan 2020-2024 (2020)
- St Johns Avenue, Gordon upgrade - Eat street style urban improvements - Phases 1 and 2 (2019)
- Recreation in Natural Areas Strategy (2019)
- Continuation of the environmental levy (2018)
- Local Strategic Planning Statement (2018)





# WHAT have we heard?

More than 1,000 people told us what they think is important for Ku-ring-gai. Comments focused on:

- providing facilities and services for our changing population
- providing and maintaining infrastructure and facilities
- protecting and enhancing the natural environment
- long term planning and managing new development
- preserving the area's character
- accessibility and moving around Ku-ring-gai

Other areas identified for greater focus include:

- improving community connectedness
- removing barriers to resident participation in community life
- addressing the needs of young people, those from culturally and linguistically diverse backgrounds and people with disabilities
- expanding Council communication to a wider audience
- celebrating Ku-ring-gai's diversity

More opportunities for young people to be involved in the community and have their say

Keep Ku-ring-gai as the most liveable area in Sydney

Increased focus on sustainable development and environmental maintenance

More facilities and parks designed for adults – rather than just kids



Tap into the valuable skills of residents and new arrivals

Better traffic management to help road congestion

Address generational gaps in facilities to meet needs of children and younger families

Many community facilities are designed by oldies for young people – and they don't meet our needs

More opportunities for new arrivals and different nationalities to meet and interact with long-term residents

Being able to share views and opinions

How will you hear young people?

Places where all people are equal

Understanding each other can be a barrier

Adapting to climate change

Provide real alternatives to diverse housing



# DELIVERING the plan

All NSW councils are required to implement their Community Strategic Plan through a Delivery Program and Operational Plans as demonstrated in Diagram 2.

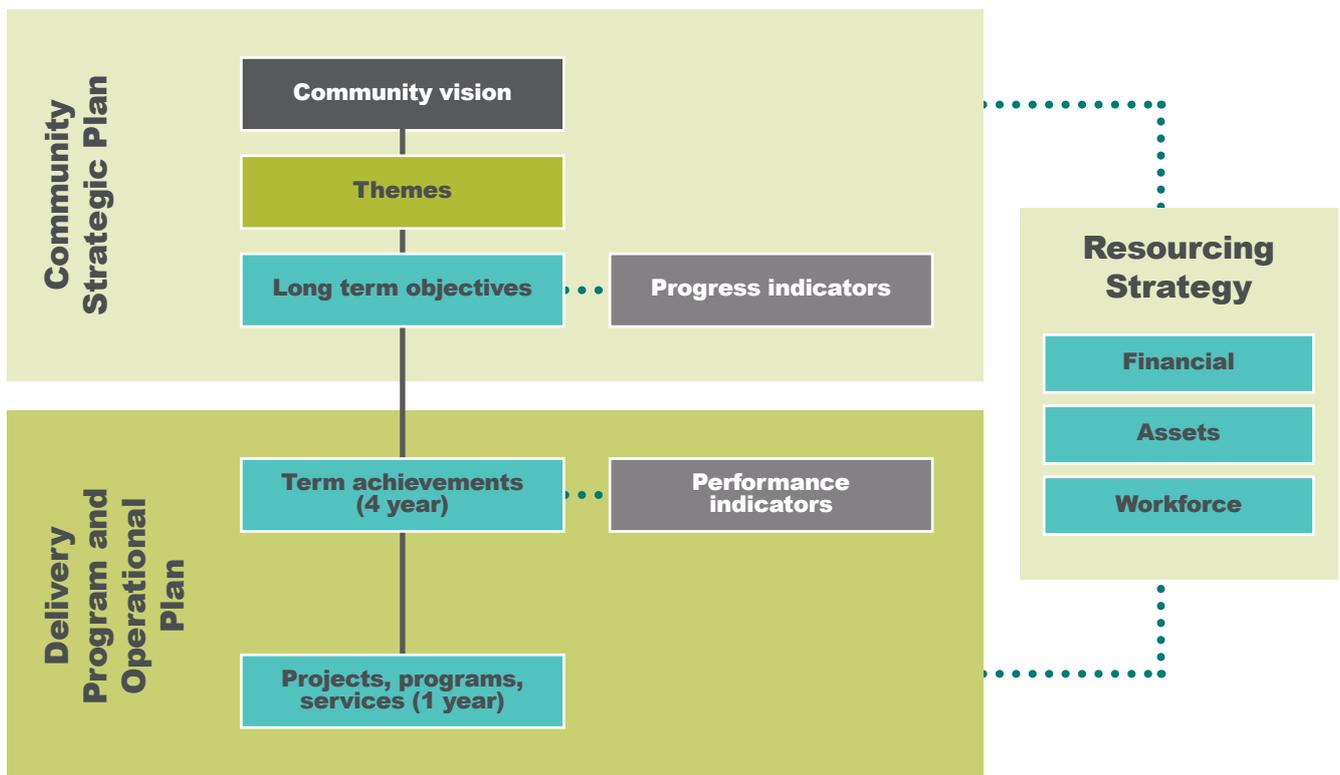


Diagram 2: Delivery of the Community Strategic Plan is through the Delivery Program and Operational Plan and is supported by the Resourcing Strategy.

The **Delivery Program** is a statement of commitment to the community from each newly elected council. It identifies how Council will work towards achieving the community's vision, long-term objectives and priorities over the four years. It outlines the principal activities that Council will deliver, how resources will be allocated and is linked to the Community Strategic Plan through term achievements identified under six themes.

The **Operational Plan** is Council's action plan for achieving the community priorities outlined in the Community Strategic Plan and Delivery Program through delivery of projects, programs and services. It incorporates Council's Budget, Capital Works Program, Statement of Revenue Policy and Fees and Charges for the financial year.

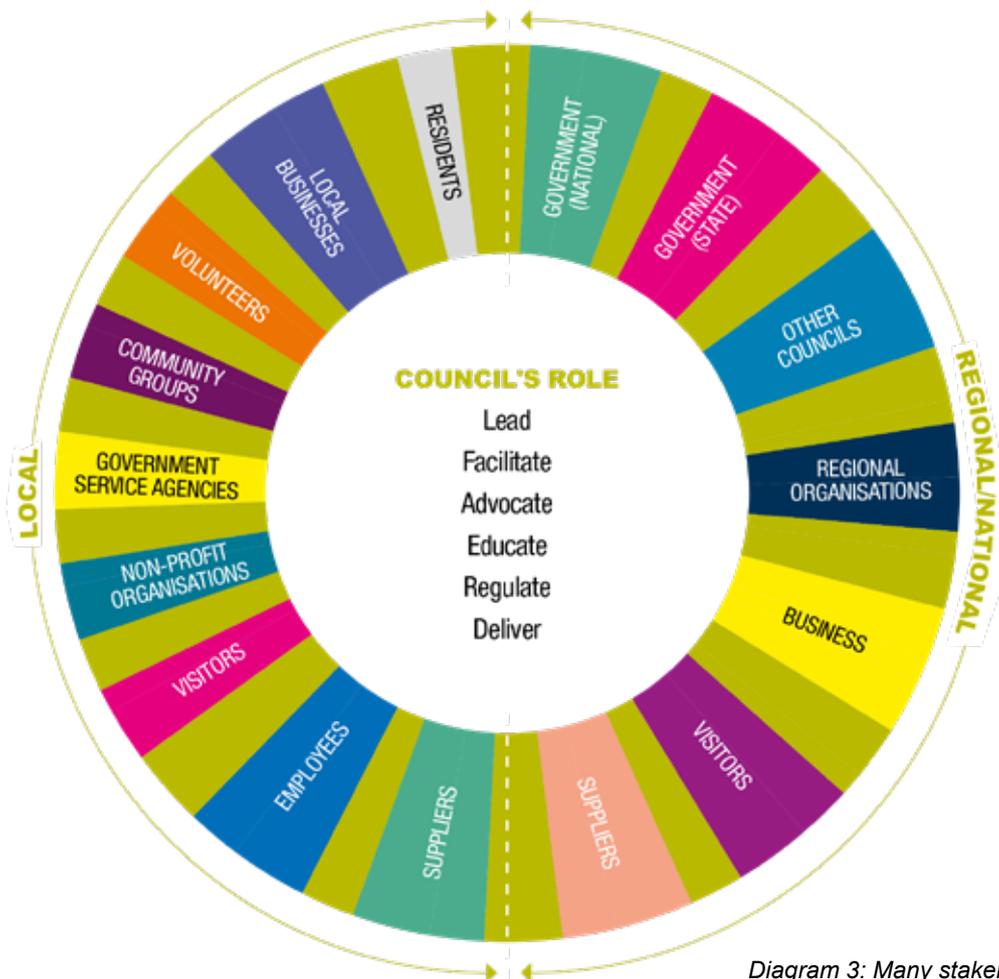
The **Resourcing Strategy** is the link between the Community Strategic Plan and the Delivery Program. It plans how Council will deliver the community's vision and includes the **Long Term Financial Plan, Asset Management Strategy and the Workforce Management Strategy** (staffing and skills requirements). The Resourcing Strategy spans ten years and is revised annually.

## Stakeholders

Council does not have full responsibility for implementing or resourcing all long-term objectives identified in the Community Strategic Plan and detailed in Council's Delivery Program and annual Operational Plans.

Other stakeholders, such as state agencies, non-government organisations, businesses, community groups and individuals also have an important role to play in delivering these outcomes (see diagram 3).

Stakeholders are listed against the long-term objectives within Council's Community Strategic Plan.



*Diagram 3: Many stakeholders assist in delivering Council's Community Strategic Plan, Delivery Program and Operational Plan.*

## Council's roles

Council is the custodian of the shared vision and aspirations of the Ku-ring-gai community reflected in the Community Strategic Plan. Council takes on a number of different roles to progress the long-term objectives of the Community Strategic Plan through the Delivery Program and Operational Plan. These roles include:

- **Lead**

Council has a critical role in drawing together the diverse interests of the local community and achieving common goals for Ku-ring-gai. Council also acts as an important role model for others, through its own actions, strategic responses to issues and challenges and way of doing things.

- **Engage**

Council plays a vital role in engaging with the community. This can occur through community advisory and reference groups for major projects, workshops or forums for the Community Strategic Plan, land use planning, consultation on draft policies and other areas of interest as well as regular communication on Council decisions, plans and special matters of interest to residents and the business community.

- **Collaborate**

Many of the long-term objectives identified in the Community Strategic Plan require sharing of responsibilities and resources with service providers and other stakeholders. Council therefore has an important role in collaborating with community groups, businesses, developers and government agencies to achieve the community's long-term objectives for the area.

- **Facilitate**

Council proactively works with community groups, sporting organisations and agencies to assist in the formation of partnerships aimed at promoting the area and achieving the Community Strategic Plan's long-term objectives as well as assisting with collaboration and interaction between stakeholders and community groups to optimise benefits to the community.

- **Educate**

Council plays an important role in explaining, raising awareness and educating the community and other stakeholders on Council's strategic planning, prioritisation and resourcing matters, as well as sustainability, sound environmental management practices, quality urban design and alternative transport options.

- **Advocate**

Council seeks to improve services, facilities and opportunities for Ku-ring-gai and its communities by lobbying agencies and other levels of government. Council also articulates Ku-ring-gai's long-term vision for its area to others and the opportunities that it presents for investment in the area.

- **Regulate**

Council has a statutory responsibility to implement legislative provisions such as health and safety controls, development assessment controls, tree preservation, energy and water reduction measures, waste management, environmental management and other state government requirements.

- **Deliver**

Council has a vital role in delivering the services, facilities and infrastructure needed by the community, and ensuring that the community and Council's resources are responsibly managed. Council's role as a provider of services and infrastructure aims to assist in building the long-term sustainability of the area.

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# REPORTING

on progress

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Progress on achieving the community's long-term objectives is monitored and reported through progress indicators set for each long-term objective, the delivery of Council's term achievements and performance indicators. These are regularly reported to Council and the community in biannual reports, annual reports and the State of our City Report.







# The plan

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# HOW TO

## read the plan

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The Community Strategic Plan provides Council with the strategic direction to align its projects, programs and services. It also acts as a guide for other organisations and individuals in planning and delivering services for the area.

The plan is divided into six themes or topic headings:



Each theme contains **focus areas**, **long-term objectives** and **progress indicators**:









# Theme 1: COMMUNITY, PEOPLE AND CULTURE

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

## Opportunities and challenges

- Ensuring arts, cultural and community facilities, infrastructure and outdoor spaces are fit for purpose and meeting growing demand and community expectations.
- Maintaining a strong sense of community, and addressing emerging issues including loneliness and isolation, mental health and domestic violence.
- Responding to demographic change and population growth, aging population and removing barriers to young people, marginalised and diverse groups.
- Responding to the impact of COVID-19 on community wellbeing and building resilience to future disruptions and emergencies.
- Building on strong volunteering culture, and maintaining positive relations between government agencies, community groups, service providers and Council.
- Supporting housing choice, affordability and balancing community, regional and metropolitan demands.
- Working with agencies and community groups that support community safety and health practices.
- Strengthening community connectedness through communication, engagement activities and events.



# Theme 1: COMMUNITY, PEOPLE AND CULTURE

The community's aspirations for its future (long-term objectives) and how Council and other stakeholders will contribute towards their achievement are identified in the table below. The indicators measure our progress towards the long-term objectives. The contribution to the quadruple bottom line is indicated by the icons under each long-term objective.

Long-term objective	Council's role and key stakeholders	Progress indicator
<b>Focus area C1 Engagement and connectedness</b>		
<p><b>C1.1 An empowered community where opportunities are provided for all voices to be heard and participation and engagement are encouraged</b></p>	<p><b>Lead and facilitate</b></p> <p>Ku-ring-gai Hornsby Volunteer Service NSW Volunteering Local community groups</p>	<p><b>Resident satisfaction with Council's consultation and engagement.</b> Baseline: 68% of residents are satisfied<sup>1,2</sup> Target: Increasing</p> <p><b>Percentage of residents who feel they belong to the Ku-ring-gai community.</b> Baseline: 76% of residents agree or strongly agree<sup>2</sup> Target: Increasing</p>
<b>Focus area C2 Housing choice</b>		
<p><b>C2.1 Housing choice and adaptability support the needs of a changing population</b></p>	<p><b>Lead, advocate, facilitate and deliver</b></p> <p>Greater Cities Commission NSW Communities and Justice NSW Department Planning and Environment Building industry Residents</p>	<p><b>Housing in the area meets my current needs.</b> Baseline: 82% of residents agree or strongly agree<sup>2</sup> Target: Maintain</p> <p><b>Housing in the area meets my future needs.</b> Baseline: 65% of residents agree or strongly agree<sup>2</sup> Target: Increasing</p>
<b>Focus area C3 Health and wellbeing</b>		
<p><b>C3.1 An equitable, inclusive and resilient community that cares and provides for its residents and embraces healthier lifestyles</b></p>	<p><b>Lead, advocate, facilitate and deliver</b></p> <p>NSW Communities and Justice Northern Sydney Regional Organisation of Councils NSW Department of Education NSW Health (Northern Sydney Local Health District) National Disability Insurance Agency NSW Police Office of Sport (NSW) Local sporting and recreation groups Local community groups</p>	<p><b>Percentage of residents that have access to community groups and support networks.</b> Baseline: 57% of residents agree or strongly agree<sup>2</sup> Target: Increasing</p> <p><b>Percentage of residents who participate in sports and fitness activities.</b> Baseline: 79% of residents participate in sports and fitness activities at least once per week<sup>2</sup> Target: Increasing</p>

Long-term objective	Council's role and key stakeholders	Progress indicator
<b>Focus area C4 Diversity and inclusiveness</b>		
<p><b>C4.1 Harmonious communities that understand, value and accept each other, and embrace our evolving cultural identities</b></p> 	<p><b>Advocate, facilitate and deliver</b></p> <p>National Disability Insurance Agency            Multicultural NSW            Northern Sydney Regional Organisation of Councils            Local community groups</p>	<p><b>Resident satisfaction with Council's programs that support people from diverse cultural backgrounds.</b></p> <p>Baseline: 88% of residents are satisfied<sup>1, 2</sup>            Target: Increasing</p>
<b>Focus area C5 Creativity</b>		
<p><b>C5.1 Our creativity and rich cultural diversity is promoted and celebrated</b></p> 	<p><b>Lead, advocate, facilitate and deliver</b></p> <p>NSW Communities and Justice            Northern Sydney Regional Organisation of Councils            Multicultural NSW            Create NSW            Destination NSW            Local community groups</p>	<p><b>Resident satisfaction with the range of opportunities in Ku-ring-gai for cultural and artistic participation.</b></p> <p>Baseline: 80% of residents are satisfied<sup>1, 2</sup>            Target: Increasing</p>
<b>Focus area C6 Safety and emergency management</b>		
<p><b>C6.1 A community that feels safe and is equipped to respond to risks to life and property from emergency events</b></p> 	<p><b>Lead, facilitate and deliver</b></p> <p>Office of Local Government            NSW Police            NSW Rural Fire Service            Fire and Rescue NSW            Hornsby Ku-ring-gai Local Emergency Management Committee            Resilience NSW            NSW State Emergency Service            Flood Risk Management Committee            Neighbourhood Watch            Local business community            Local youth groups            Local schools</p>	<p><b>Proportion of residents who feel safe in their neighbourhood.</b></p> <p>Baseline: 95% of residents agree or strongly agree<sup>2</sup>            Target: Increasing</p> <p><b>Percentage of residents who feel adequately informed and prepared to deal with emergency events.</b></p> <p>Baseline: 70% of residents strongly agree or agree<sup>2</sup>            Target: Increasing</p> <p><b>Number of recorded incidences of major offences in the LGA.</b></p> <p>Baseline: 1930 recorded incidences of major offences<sup>3</sup>            Target: Decreasing</p>

QUADRUPLE BOTTOM LINE  Social  Environmental  Economic  Civic leadership

1 Either very satisfied, satisfied or somewhat satisfied  
 2 Source: Ku-ring-gai Council Community Satisfaction Research  
 3 Source: NSW Bureau of Crime Statistics and Research





## Theme 2: NATURAL ENVIRONMENT

Working together as a community to protect and enhance our natural environment and resources.

### Opportunities and challenges

- Improving native bushland and waterways, protecting our biodiversity and striking a balance between usage and conservation.
- Enhancing and protecting our tree canopy and green corridors.
- Leading on global challenges, including climate change responses, net zero emission targets, sustainable resource management and waste reduction.
- Increasing urbanisation and population growth and managing the impact of development.
- Making better use of technology to improve environmental outcomes.
- Responding to legislative changes and building strong partnerships with external providers, agencies and venues.



## Theme 2: NATURAL ENVIRONMENT

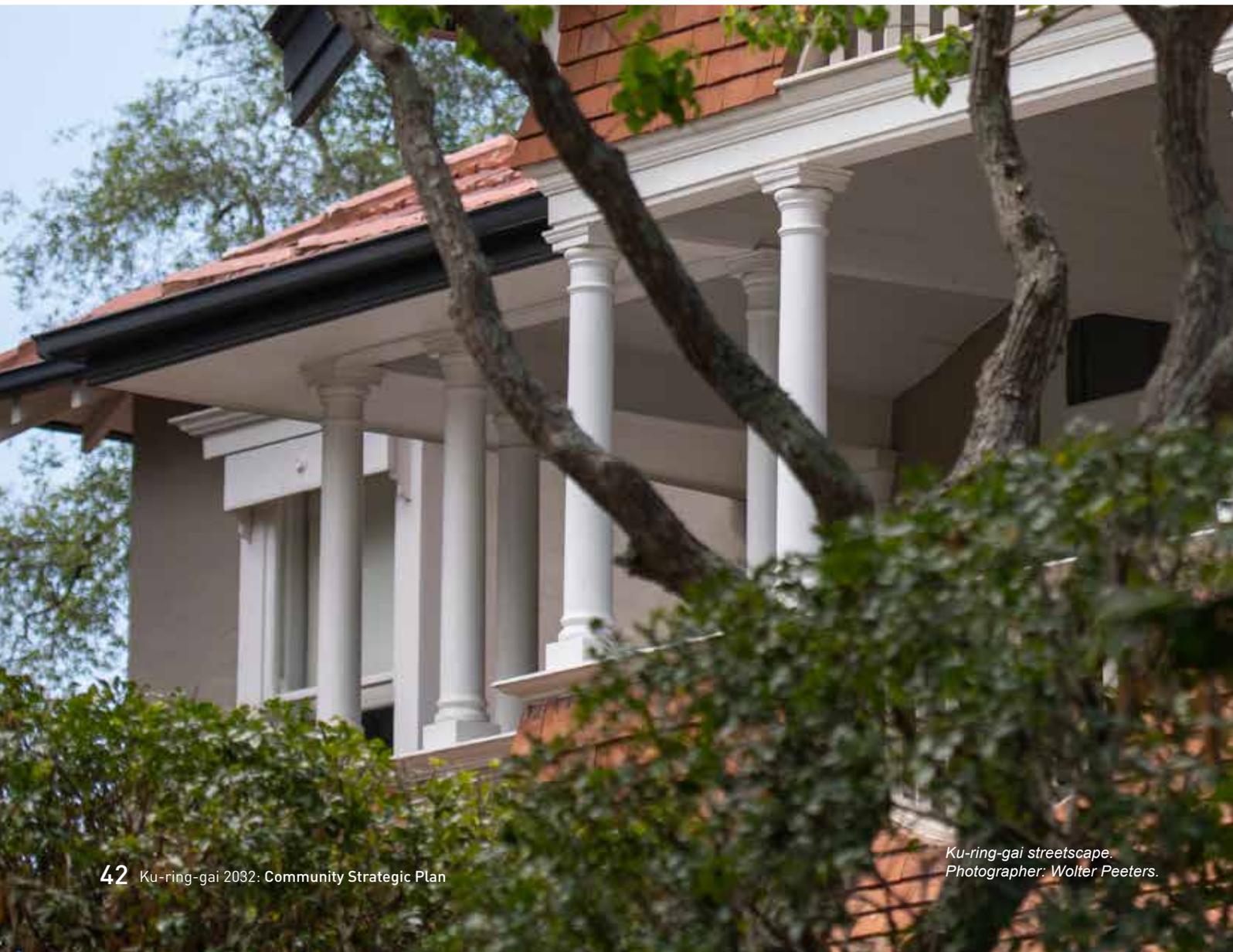
The community's aspirations for its future (long-term objectives) and how Council and other stakeholders will contribute towards their achievement are identified in the table below. The indicators measure our progress towards the long-term objectives. The contribution to the quadruple bottom line is indicated by the icons under each long-term objective.

Long-term objective	Council's role and key stakeholders	Progress indicator
<b>Focus area N1 Appreciating Ku-ring-gai's unique natural environment</b>		
<p><b>N1.1 A community empowered with knowledge, learning and information that drives participation in activities that benefit the environment</b></p> 	<p><b>Lead, facilitate and educate</b></p> <p>NSW Department of Planning and Environment</p>	<p><b>Number of residents involved in community environmental programs and events.</b></p> <p>Baseline: 5,500 residents are involved in community environmental programs per year<sup>1</sup></p> <p>Target: Increasing</p>
<b>Focus area N2 Natural areas</b>		
<p><b>N2.1 Our bushland, tree canopy and biodiversity are managed and improved to enhance the health and function of ecosystems</b></p> 	<p><b>Lead, deliver and educate</b></p> <p>NSW Department of Planning and Environment NSW National Parks and Wildlife Service Northern Beaches Council Local community and environmental groups</p>	<p><b>Resident satisfaction with the protection of natural areas and bushland.</b></p> <p>Baseline: 94% of residents are satisfied<sup>2,3</sup></p> <p>Target: Increasing</p> <p><b>Percentage of urban tree canopy coverage in Ku-ring-gai.</b></p> <p>Baseline: Ku-ring-gai has an urban canopy cover of 45%<sup>6</sup></p> <p>Target: Increasing</p>
<b>Focus area N3 Natural waterways</b>		
<p><b>N3.1 Our natural waterways and riparian areas are enjoyed, enhanced and protected</b></p> 	<p><b>Lead, deliver and educate</b></p> <p>NSW Department of Planning and Environment Sydney Water NSW Local Land Services (Greater Sydney) Northern Beaches Council Universities</p>	<p><b>Overall health grade of waterway sites sampled in Ku-ring-gai per year.</b></p> <p>Baseline: In Spring 2021, sites sampled in Ku-ring-gai had an average health grade of "B" (physical and chemical condition, bacterial contamination and the presence of water bugs)<sup>7</sup></p> <p>Target: Maintain</p>

Long-term objective	Council's role and key stakeholders	Progress indicator
<b>Focus area N4 Climate change</b>		
<p><b>N4.1 A community transitioning to net zero emissions and responding to the impacts of climate change and extreme weather events</b></p> 	<p><b>Lead, deliver, educate and facilitate</b></p> <p>NSW Department of Planning and Environment  NSW Rural Fire Service  Fire and Rescue NSW  NSW State Emergency Service  Resilience NSW  Hornsby Ku-ring-gai Local Emergency Management Committee  Commonwealth Department of Industry, Science, Energy and Resources  Northern Sydney Local Health District (Planetary Health team)  National Climate Change Adaptation Research Facility  Northern Beaches Council  Universities</p>	<p><b>Greenhouse gas emissions (tonnes CO2-e) from Ku-ring-gai community.</b>  Baseline: New measure<sup>8</sup>  Target: Decreasing</p>
<b>Focus area N5 Sustainable resource management</b>		
<p><b>N5.1 A community progressively reducing its consumption of resources and leading in resource recovery and the circular economy</b></p> 	<p><b>Lead, educate and facilitate</b></p> <p>NSW Department of Planning and Environment  Northern Sydney Regional Organisation of Councils  Commonwealth Department of Industry, Science, Energy and Resources  NSW Environmental Protection Authority  Universities  Electricity, gas, water and waste utilities</p>	<p><b>Household electricity consumption per capita.</b>  Baseline: 2,980kWh household energy consumption per capita<sup>4</sup>  Target: Decreasing</p> <p><b>Household potable water consumption per capita.</b>  Baseline: 79.38 kL household water consumption per capita<sup>5</sup>  Target: Decreasing</p> <p><b>Percentage of household waste diverted from landfill.</b>  Baseline: 60% of total household waste diverted from landfill per year<sup>1</sup>  Target: Increasing</p>

QUADRUPLE BOTTOM LINE  Social  Environmental  Economic  Civic leadership

1 Source: Council records  
2 Either very satisfied, satisfied or somewhat satisfied  
3 Source: Ku-ring-gai Council Community Satisfaction Research  
4 Source: Ausgrid and RAPP2.0  
5 Source: Sydney Water  
6 Source: Ku-ring-gai Council, Urban Forest Monitoring program  
7 Source: Ku-ring-gai Council, Water Quality Report Card  
8 Source: Resilient Sydney





## Theme 3: PLACES, SPACES AND INFRASTRUCTURE

A range of well planned, clean and safe neighbourhoods and public spaces designed with a strong sense of identity and place.

### Opportunities and challenges

- Balancing demands for growth whilst retaining the visual character of the area.
- Ensuring community buildings and facilities are accessible, resilient and fit for purpose.
- Costs and challenges in delivering upgrades to local centres, sports, recreational and other facilities.
- Shifts in legislation and policy and impact of changing development contributions on planned social infrastructure.
- Costs of delivering new infrastructure, upgrading ageing infrastructure, high community expectations, increasing demand and ongoing maintenance costs.
- Managing complexities in zoning, development assessment, compliance and regulation, including impacts on heritage and natural environments.



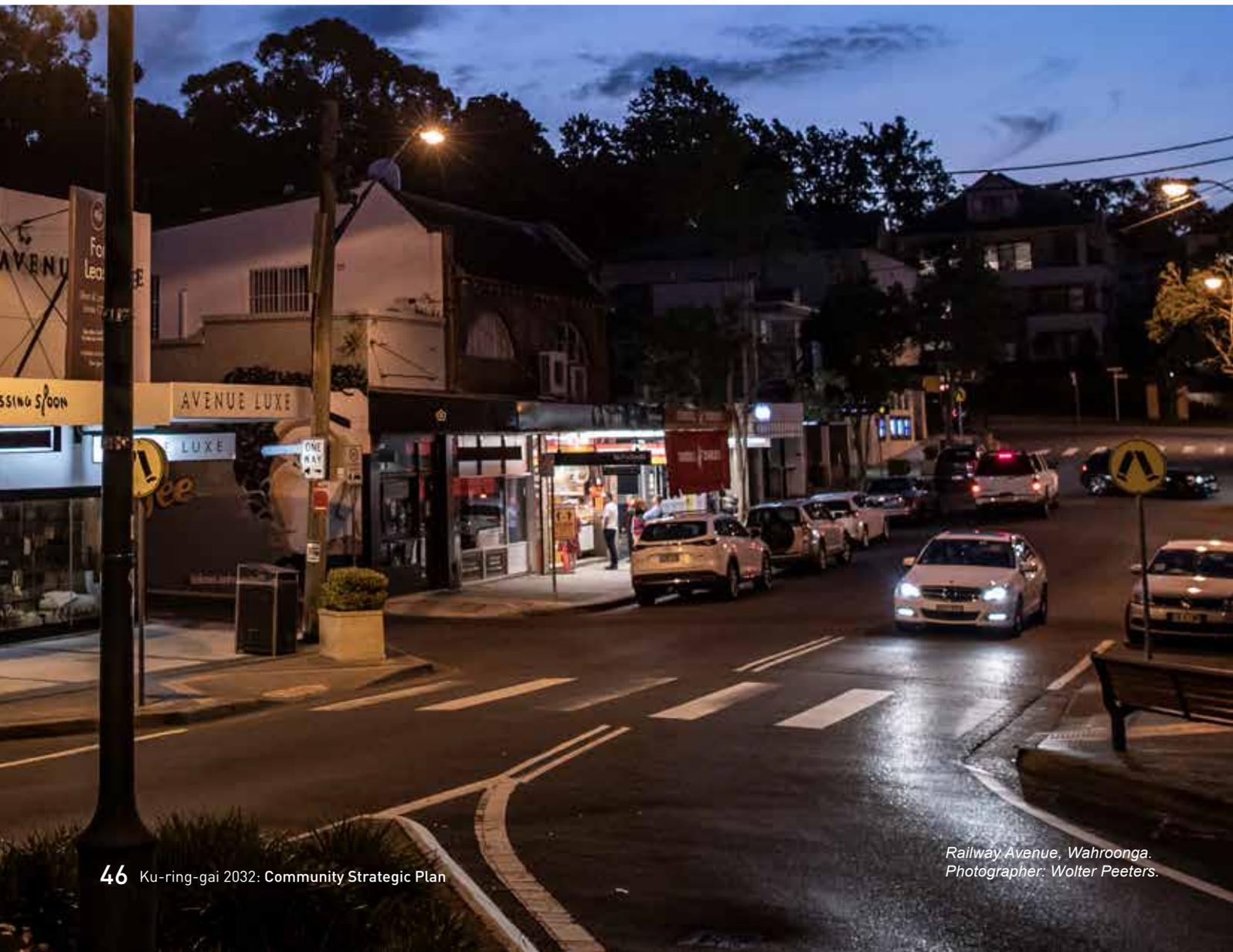
## Theme 3: PLACES, SPACES AND INFRASTRUCTURE

The community's aspirations for its future (long-term objectives) and how Council and other stakeholders will contribute towards their achievement are identified in the table below. The indicators measure our progress towards the long-term objectives. The contribution to the quadruple bottom line is indicated by the icons under each long-term objective.

Long-term objective	Council's role and key stakeholders	Progress indicator
<b>Focus area P1 Preserving Ku-ring-gai's character</b>		
<p><b>P1.1 Ku-ring-gai's unique visual character and identity is maintained</b></p> 	<p><b>Lead, facilitate and deliver</b></p> <p>NSW Department of Planning and Environment Community groups Residents</p>	<p><b>Level of importance of Ku-ring-gai's unique visual character and identity to the community.</b></p> <p>Baseline: 86% of residents believe it is important or very important<sup>3</sup> Target: Increasing</p>
<b>Focus area P2 Managing urban change</b>		
<p><b>P2.1 A robust planning framework is in place to deliver quality design outcomes and maintain the identity and character of Ku-ring-gai</b></p> 	<p><b>Lead, deliver, regulate and advocate</b></p> <p>NSW Department of Planning and Environment Greater Cities Commission Residents</p>	<p><b>Resident satisfaction with development compatible with the local area.</b></p> <p>Baseline: 61% of residents are satisfied<sup>2,3</sup> Target: Increasing</p>
<b>Focus area P3 Quality urban design and development</b>		
<p><b>P3.1 The built environment delivers attractive, interactive, healthy and sustainable living and working environments</b></p> 	<p><b>Lead, deliver, regulate and advocate</b></p> <p>NSW Department of Planning and Environment Greater Cities Commission Residents</p>	<p><b>Resident satisfaction with visual quality of building design in the Ku-ring-gai area.</b></p> <p>Baseline: 69% of residents are satisfied<sup>2,3</sup> Target: Increasing</p> <p><b>Resident satisfaction with being able to find shade in public places when they need it.</b></p> <p>Baseline: New measure<sup>3</sup> Target: Increasing</p>
<b>Focus area P4 Revitalising our centres</b>		
<p><b>P4.1 Our centres offer a broad range of shops and services and contain lively and shaded urban village spaces and places where people can live, work, shop, meet and spend leisure time</b></p> 	<p><b>Lead, facilitate and deliver</b></p> <p>Chambers of Commerce Local business associations Business and landowners Developers Community groups Residents</p>	<p><b>Resident satisfaction with the revitalisation/beautification of their closest bigger retail centre.</b></p> <p>Baseline: 72% of residents are satisfied<sup>2,3</sup> Target: Increasing</p> <p><b>Resident satisfaction with the revitalisation/beautification of their closest neighbourhood shops.</b></p> <p>Baseline: 72% of residents are satisfied<sup>2,3</sup> Target: Increasing</p>

Long-term objective	Council's role and key stakeholders	Progress indicator
<b>Focus area P5 Heritage that is protected and responsibly managed</b>		
<p><b>P5.1 Ku-ring-gai's heritage is protected, promoted and responsibly managed</b></p> 	<p><b>Lead, facilitate, deliver and regulate</b></p> <p>NSW Department of Planning and Environment            Aboriginal Heritage Office            Ku-ring-gai Historical Society            Heritage Reference Committee            NSW Police – Local Area Command            Local community groups</p>	<p><b>Resident satisfaction with the protection of heritage buildings and conservation areas.</b>            Baseline: 80% of residents are satisfied<sup>2,3</sup>            Target: Increasing</p>
<b>Focus area P6 Enhancing recreation, sporting and leisure facilities</b>		
<p><b>P6.1 Recreation, sporting and leisure facilities are available to meet the community's diverse and changing needs</b></p> 	<p><b>Lead, facilitate and deliver</b></p> <p>NSW Office of Sport            National Disability Insurance Agency            Northern Sydney Regional Organisation of Councils            Northern Beaches Council            Local sporting clubs, groups and organisations</p>	<p><b>Resident satisfaction with the provision and maintenance of sporting ovals, grounds and leisure facilities.</b>            Baseline: 90% of residents are satisfied<sup>2,3</sup>            Target: Increasing</p>
<b>Focus area P7 Enhancing Council's community buildings and facilities</b>		
<p><b>P7.1 Multipurpose community buildings and facilities are available to meet the community's diverse and changing needs</b></p> 	<p><b>Lead, facilitate and deliver</b></p> <p>Local sporting clubs, groups and organisations            Residents</p>	<p><b>Resident satisfaction with the condition of Council's community facilities.</b>            Baseline: 92% of residents are satisfied<sup>2,3</sup>            Target: Increasing</p> <p><b>Resident satisfaction with access to Council's community facilities.</b>            Baseline: 90% of residents are satisfied<sup>2,3</sup>            Target: Increasing</p>
<b>Focus area P8 Improving the standard of our infrastructure</b>		
<p><b>P8.1 An improved standard of infrastructure that meets the community's service level standards and Council's obligations as the custodian of our community assets</b></p> 	<p><b>Lead and deliver</b></p> <p>Office of Local Government            NSW Department of Planning and Environment            Community groups            Residents</p>	<p><b>Resident satisfaction with the condition of local roads.</b>            Baseline: 73% of residents are satisfied<sup>2,3</sup>            Target: Increasing</p> <p><b>Resident satisfaction with the condition of existing footpaths.</b>            Baseline: 63% of residents are satisfied<sup>2,3</sup>            Target: Increasing</p> <p><b>Resident satisfaction with the provision of adequate drainage.</b>            Baseline: 80% of residents are satisfied<sup>2,3</sup>            Target: Increasing</p>

1 Source: Council records  
 2 Either very satisfied, satisfied or somewhat satisfied  
 3 Source: Ku-ring-gai Council Community Satisfaction Research





## Theme 4: ACCESS, TRAFFIC AND TRANSPORT

Access and connection to, from and within Ku-ring-gai provide safe, reliable and affordable public and private travel, transport and infrastructure.

### Opportunities and challenges

- Improving mobility by reducing congestion and providing a more integrated and accessible network.
- Understanding changes in transportation usage and technology, and how these are likely to impact on our region.
- High cost of commuter parking, responding to increasing demand and considering innovative ways to integrate transportation across the region.
- Coordinating across state and local government and multiple projects.



## Theme 4: ACCESS, TRAFFIC AND TRANSPORT

The community's aspirations for its future (long-term objectives) and how Council and other stakeholders will contribute towards their achievement are identified in the table below. The indicators measure our progress towards the long-term objectives. The contribution to the quadruple bottom line is indicated by the icons under each long-term objective.

Long-term objective	Council's role and key stakeholders	Progress indicator
<b>Focus area T1 Integrated and accessible transport</b>		
<p><b>T1.1 A range of integrated and sustainable transport choices enable effective movement to, from and around Ku-ring-gai</b></p>	<p><b>Advocate, educate, lead, deliver and facilitate</b></p> <p>Transport for NSW Sydney Trains NSW Department of Planning and Environment Northern Sydney Regional Organisation of Councils Private bus companies Bicycle user groups Community groups Residents</p>	<p><b>Resident satisfaction with access to public transport.</b> Baseline: 85% of residents are satisfied<sup>2,3</sup> Target: Increasing</p> <p><b>Resident satisfaction with access to cycleways, footpaths and walking tracks.</b> Baseline: 76% of residents are satisfied<sup>2,3</sup> Target: Increasing</p>
<b>Focus area T2 Road network</b>		
<p><b>T2.1 Local roads and parking operate safely and efficiently</b></p>	<p><b>Lead and deliver</b></p> <p>Transport for NSW Northern Sydney Regional Organisation of Councils</p>	<p><b>Resident satisfaction with traffic management.</b> Baseline: 70% of residents are satisfied<sup>2,3</sup> Target: Increasing</p> <p><b>Resident satisfaction with the availability of short-stay parking in their closest biggest retail centre.</b> Baseline: 83% of residents are satisfied<sup>2,3</sup> Target: Increasing</p> <p><b>Resident satisfaction with the availability of commuter parking in Ku-ring-gai.</b> Baseline: 61% of residents satisfied<sup>2,3</sup> Target: Increasing</p> <p><b>The number of recorded collisions involving vehicles or pedestrians in Ku-ring-gai.</b> Baseline: There were 257 recorded collisions involving vehicles or pedestrians in Ku-ring-gai<sup>4</sup>. Target: Decreasing</p>

Long-term objective	Council's role and key stakeholders	Progress indicator
<b>Focus area T3 Regional transport network</b>		
<p>T3.1 An accessible public transport and regional road network</p> 	<p>Advocate and deliver</p> <p>Transport for NSW Sydney Trains NSW Department of Planning and Environment Northern Sydney Regional Organisation of Councils Private bus companies</p>	<p>Percentage of residents satisfied with their ability to move in and around Ku-ring-gai. Baseline: 89% of residents are satisfied<sup>2,3</sup> Target: Increasing</p>

QUADRUPLE BOTTOM LINE  Social  Environmental  Economic  Civic leadership

1 Source: Council records

2 Either very satisfied, satisfied or somewhat satisfied

3 Source: Ku-ring-gai Council Community Satisfaction Research

4 Source: NSW Centre for Road Safety



*TreeTops Adventure Park,  
St Ives Showground.  
Photographer: Natalie Roberts.*



## Theme 5: LOCAL ECONOMY

Creating economic employment opportunities through vital, attractive centres, business innovation and technology.

### Opportunities and challenges

- Supporting local businesses and a strong local economy to provide and attract quality jobs.
- Clarifying long-term objectives for business, employment and jobs growth in Ku-ring-gai.
- Considering where and how Council can have a positive impact on economic and employment outcomes.
- Quality and amenity of local commercial and retail centres.
- Attracting visitors to events, heritage and natural attractions and balancing community expectations and infrastructure demands.
- Cost and complexity of town centre improvements and major projects.



## Theme 5: LOCAL ECONOMY

The community's aspirations for its future (long-term objectives) and how Council and other stakeholders will contribute towards their achievement are identified in the table below. The indicators measure our progress towards the long-term objectives. The contribution to the quadruple bottom line is indicated by the icons under each long-term objective.

Long-term objective	Council's role and key stakeholders	Progress indicator
<b>Focus area E1 Facilitating business growth</b>		
<b>E1.1 Ku-ring-gai is an attractive location for business</b> 	<b>Advocate and facilitate</b> Chambers of Commerce Business and landowners Local community groups Residents	<b>Number of local businesses in Ku-ring-gai.</b> Baseline: There are 14,549 businesses in Ku-ring-gai <sup>1</sup> Target: Increasing  <b>Number of local jobs in Ku-ring-gai.</b> Baseline: There are 37,708 local jobs in Ku-ring-gai <sup>2</sup> Target: Increasing
<b>Focus area E2 Partnering for business growth</b>		
<b>E2.1 Key stakeholders partner with Council to strengthen and develop Ku-ring-gai's local economic base</b> 	<b>Lead, advocate and facilitate</b> NSW Department of Enterprise, Investment and Trade Northern Sydney Regional Organisation of Councils Chambers of Commerce Sydney Business Local business associations Business and landowners	<b>Percentage growth of the Ku-ring-gai economy.</b> Baseline: Ku-ring-gai's economy grows by 2.5% per year (Gross Regional Product) <sup>2</sup> Target: Increasing
<b>Focus area E3 Destination opportunities</b>		
<b>E3.1 Ku-ring-gai has a range of attractions and events that draw local and regional visitors</b> 	<b>Facilitate</b> Destination NSW Chambers of Commerce Local businesses, groups and associations	<b>Resident satisfaction with attractions in the local area.</b> Baseline: 76% of residents are satisfied <sup>3,4</sup> Target: Increasing  <b>Resident satisfaction with local community festivals and events.</b> Baseline: 87% of residents are satisfied <sup>3,4</sup> Target: Increasing

QUADRUPLE BOTTOM LINE  Social  Environmental  Economic  Civic leadership

1 Source: Census data, ABS, 2021

2 Source: National Institute of Economic and Industry Research (NIEIR), 2021

3 Either very satisfied, satisfied or somewhat satisfied

4 Source: Ku-ring-gai Council Community Satisfaction Research



Echo Point Beach, Roseville Chase.  
Photographer: Wolter Peeters.





## Theme 6: LEADERSHIP

Ku-ring-gai is well led, managed and supported by ethical organisations which deliver projects and services to the community by listening, advocating and responding to their needs.

### Opportunities and challenges

#### Opportunities and challenges

- Limited capacity to raise revenue while demands and costs increase, maximising commercial and community benefits from asset recycling.
- Improving engagement and partnership with different stakeholders, community groups and residents; communicating the implications of major projects and policies on resources.
- Influencing and responding to funding reforms and policy changes at the State and Commonwealth level and responding to state and regional plans.
- Building organisational capability (people, skills, technology and processes) and remaining agile in a complex and changing environment.
- Setting clear service levels in line with community expectations and financial constraints.
- Innovation and embracing new technologies to increase efficiency and effectiveness of operations and service delivery.
- Improving communication channels – delivering information in the right way at the right time.



## Theme 6: LEADERSHIP

The community's aspirations for its future (long-term objectives) and how Council and other stakeholders will contribute towards their achievement are identified in the table below. The indicators measure our progress towards the long-term objectives. The contribution to the quadruple bottom line is indicated by the icons under each long-term objective.

Long-term objective	Council's role and key stakeholders	Progress indicator
<b>Focus area L1 Leadership</b>		
<p><b>L1.1 A shared long-term vision underpins strategic collaboration and partnerships and builds leadership capacity</b></p>	<p><b>Lead, advocate and deliver</b></p> <p>Office of Local Government NSW Department of Planning and Environment Northern Sydney Regional Organisation of Councils Local community groups, businesses and residents</p>	<p><b>Resident satisfaction with opportunities to participate in matters impacting the Ku-ring-gai community.</b> Baseline: 67% of residents are satisfied<sup>2,3</sup> Target: Increasing</p> <p><b>Resident satisfaction with Council's advocacy on matters impacting Ku-ring-gai.</b> Baseline: 75% of residents are satisfied<sup>2,3</sup> Target: Increasing</p>
<b>Focus area L2 Financial capacity and sustainability</b>		
<p><b>L2.1 Council rigorously manages its financial resources, to sustainably deliver assets and facilities to maximise delivery of services</b></p>	<p><b>Lead and deliver</b></p> <p>Office of Local Government Independent Pricing and Regulatory Tribunal of NSW</p>	<p><b>Achieve ongoing operating surpluses (excluding capital income).</b> Baseline: Council reports an operating surplus<sup>4</sup> Target: Maintain</p> <p><b>Maintain Building and Infrastructure Renewals Ratio.</b> Baseline: Council reports a Building and Infrastructure Renewals Ratio greater or equal to 100%<sup>4</sup> Target: Maintain</p>
<b>Focus area L3 Communication</b>		
<p><b>L3.1 An informed and engaged community with enhanced collaboration, participation and decision-making</b></p>	<p><b>Lead, facilitate and deliver</b></p> <p>Office of Local Government Local community groups Residents</p>	<p><b>Resident satisfaction with Council's provision of information about events, services, programs and facilities.</b> Baseline: 84% of residents are satisfied<sup>2,3</sup> Target: Increasing</p> <p><b>Resident satisfaction with the level of communication Council has with the community.</b> Baseline: 88% of residents are satisfied<sup>2,3</sup> Target: Increasing</p>

Long-term objective	Council's role and key stakeholders	Progress indicator
<b>Focus area L4 Good governance and management</b>		
<p><b>L4.1 The organisation provides ethical and transparent decision-making, efficient management, and quality customer service.</b></p> 	<p><b>Lead and deliver</b></p> <p>Office of Local Government Ombudsman, NSW            State Archives and Records Authority            Information and Privacy Commission NSW            Independent Commission Against Corruption (ICAC)</p>	<p><b>Resident satisfaction with overall Council performance.</b>            Baseline: 89% of residents are satisfied<sup>2,3</sup>            Target: Increasing</p>
<b>Focus area L5 Continuous improvement</b>		
<p><b>L5.1 Council services and programs are provided on the basis of equity, community priorities, and best value for money within available resources</b></p>   	<p><b>Lead and deliver</b></p> <p>Office of Local Government            Northern Beaches Council            Northern Sydney Regional Organisation of Councils</p>	<p><b>Percentage completion of Council's annual improvement program.</b>            Baseline: New measure<sup>1</sup>            Target: Monitor</p>

QUADRUPLE BOTTOM LINE  Social  Environmental  Economic  Civic leadership

1 Source: Council records  
 2 Either very satisfied, satisfied or somewhat satisfied  
 3 Source: Ku-ring-gai Council Community Satisfaction Research  
 4 Source: Council's Financial Statements





## Contact us

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

## Address

818 Pacific Highway, Gordon NSW 2072

## Post

Locked Bag 1006, Gordon NSW 2072

## Business hours

Monday - Friday, 8.30 am - 5.00 pm

Phone 02 9424 0000

Fax 02 9424 0001

DX 8703 Gordon

Email [krg@krg.nsw.gov.au](mailto:krg@krg.nsw.gov.au)

## Online chat

Go to our online chat - [krg.nsw.gov.au](http://krg.nsw.gov.au)

8.30 am - 5.00 pm (AEST), Monday - Friday

## Website

[krg.nsw.gov.au](http://krg.nsw.gov.au)

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