



# OUR KU-RING-GAI 2038

Community Strategic Plan  
Adopted June 2018







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*Bobbin Head*  
Photographer: Claire Khalil

Cover photographer: Jacob Sife

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**Simplified Chinese**

**需要帮助吗？**

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？**

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**Korean**

**도움이 필요하십니까?**

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If you have a hearing or speech impairment, contact Ku-ring-gai Council using the 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.

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**ACKNOWLEDGEMENT OF TRADITIONAL OWNERS**

Council acknowledges the Guringai people as the Traditional Owners of the land of which the Ku-ring-gai local government area is a part, and pays its respects to their Elders, past and present.

St Ives Village Green  
Photographer: Mandy Wolpert



## About this plan

This Community Strategic Plan has been prepared by Ku-ring-gai Council on behalf of the community it represents. The plan reflects the aspirations and priorities of our community into the future.

Preparation of this plan has been informed by a review of changes in Ku-ring-gai since the previous plan was adopted in 2013, assessment of issues and challenges and engagement with our community and stakeholders to review priorities for Ku-ring-gai going forward.

### **Relationship with other plans**

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

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

### **The plan relies on collaboration and partnerships**

Our revised plan can only be a success if delivered in collaboration and partnership with our community, businesses, organisations and government. While Council has a significant role in delivering and facilitating many outcomes in the plan, it has limited direct influence for some. Council will, nevertheless, take a leadership and advocacy role participating in and supporting networks and partnerships to achieve those outcomes.

# Mayor's message

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**Our successes demonstrate our ability to work with our community and others to deliver outcomes for the benefit of current and future generations.**

We are committed to addressing the community's aspirations and priorities expressed in this strategic plan to move Ku-ring-gai towards its long term vision.

Ku-ring-gai Council already has an outstanding record of providing enhanced facilities and services to meet the changing needs of its community, while at the same time protecting our natural environment and heritage.

Those achievements extend across new and improved roads and footpaths, parks, sporting facilities, libraries and community facilities.

Ku-ring-gai's future will depend on clearly articulating the vision for our area to community and business as well as other levels of government, regional organisations and agencies.

As a community we do face challenges. These are the pressures created by a rapidly growing population, the changing demographics of our area, the need for housing choice and better infrastructure.

Council will utilise the Community Strategic Plan as the basis for its decisions, resource allocation and activity over the next 10 – 20 years. While Council is directly responsible for many outcomes, we will need to collaborate and partner with a range of agencies and organisations to bring about others.

A key issue requiring collaboration with others is the challenge of accommodating new housing in our area while retaining Ku-ring-gai's distinctive tree canopy, bushland and heritage characteristics.

Our successes demonstrate our ability to work with our community and others to deliver outcomes for the benefit of current and future generations. Knowledge, skills and experience gained from these achievements will inform the delivery of priorities over this term of Council.

Our discussions with residents for this revised plan were a clear reminder that our community regards Ku-ring-gai as a great place to live and seeks to preserve its unique character. At the same time it is recognised that we need to plan and provide for a growing and changing population.

Our Council believes that new development, facilities and services must make a positive contribution to the liveability of the area, while protecting its magnificent natural environment and physical character – things that we all hold dear. This will require rigorous management of future development and advocacy so that the area’s highly valued attributes are not lost or compromised.

Consultation with residents and businesses reaffirmed our current long term objectives, which are restated in this revised plan. The top priorities identified are:

- making it easier and safer for people to move around the area
- providing services and facilities for older people
- providing services, facilities and things to do for young people
- improving our centres including more daytime and night-time activities
- ensuring high quality urban design for new development
- increasing housing choice
- bringing our diverse community together through events and places to meet
- protecting the natural environment such as bushland and waterways
- protecting heritage buildings and historic places
- providing more information on Council services and plans.

In responding to these challenges we will take advantage of opportunities and creative thinking to develop solutions that deliver measured sustainable responses. These outcomes can only be achieved with active collaboration and partnerships with our community, business and government.

*Jennifer G. Anderson*

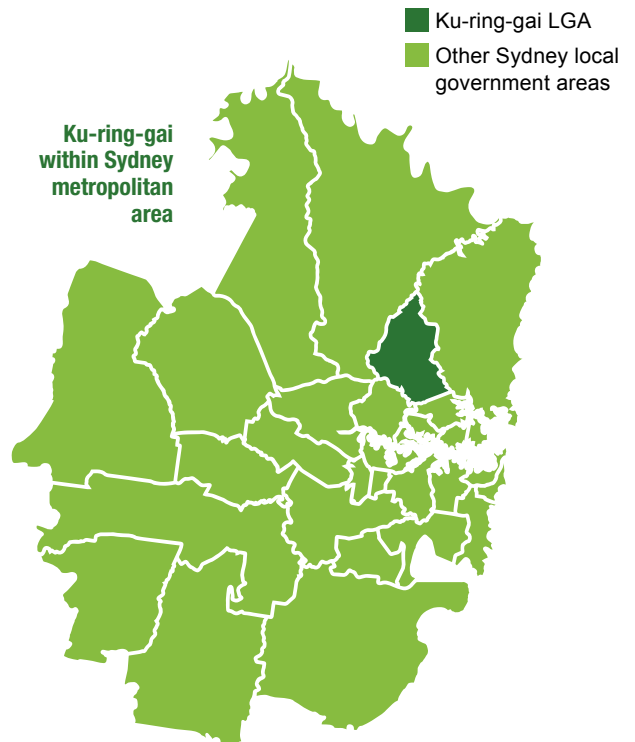
**Councillor Jennifer Anderson**  
MAYOR



# Ku-ring-gai – our place, our people

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

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



## 1 OUR LANDSCAPE

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

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

## 2 OUR UNIQUE BIODIVERSITY

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

- more than 150 bushland reserves covering 1,150 hectares
- nationally significant ecological communities - includes remnant Blue Gum High Forest and Sydney Turpentine Ironbark Forest
- over 800 recorded native plant species and more than 400 species of native animals
- a 99 hectare bio-banking site comprising three reserves at Rofe Park, Sheldon Forest and Comenarra Creek Reserve.

## 3 OUR CONNECTED URBAN VILLAGES

Historically, Ku-ring-gai's urban areas developed as a series of villages along the main ridgelines, each with their own identity, and always bounded by or close to large tracts of natural bushland, creek systems and national parks. While subdivision and residential development have connected the villages into larger suburbs over time, their distinct characteristics still largely remain intact. Today Ku-ring-gai includes 17 suburbs, most with neighbourhood centres and 7 larger local centres (Roseville, Lindfield, Gordon, Pymble, St Ives, Wahroonga, and Turramurra). Each suburb has its own unique character reflecting the local natural bushland, heritage conservation areas or more recent post war development.

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



## 4 OUR CULTURAL HISTORY AND DIVERSITY

### ► Aboriginal heritage

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

### ► Our bushland legacy

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

### ► European heritage

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

### ► Our community diversity

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



*Left: Lindfield Railway Station [1908]. Shows platform on Lindfield station looking North. The background shows shops on Gordon Road (now Pacific Highway).*

*Right: St John's Avenue, Gordon, 1924. On verso of original: St. Johns Avenue, Gordon. Afternoon tea at opening ceremony of concrete road completion.*

*Gordon residents celebrate the completion of the concreting of St John's Avenue with an afternoon tea presided over by Ku-ring-gai Shire President J.G. Lockley. The building of the road was a community endeavour, funded at residents' own expense. The afternoon tea pictured took place at the conclusion of the opening ceremony in bushland adjacent to the avenue. Credit: Broughton & Ward, Photographers*

## 5 OUR STRONG RESIDENT PARTICIPATION AND ADVOCACY

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

## 6 OUR DIVERSE LOCAL ECONOMY

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

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

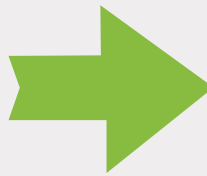
# Ku-ring-gai – snapshot of today and the future

POPULATION 2016 <sup>1</sup>



**123,143**

ESTIMATED POPULATION



PROJECTED POPULATION 2038<sup>2</sup>

**144,085**

**17%**  
Projected increase by 2038



**39,788**

AGED LESS THAN 24 YEARS






**21,466**




Aged more than 65+ years

**41**  
YEARS MEDIAN AGE

## AGE GROUPS<sup>3</sup>

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

## HOUSEHOLD TYPE<sup>3</sup>

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

## CULTURAL DIVERSITY<sup>3</sup> (2016)

**27.7%**  
SPEAK A LANGUAGE  
OTHER THAN ENGLISH  
AT HOME



**38.9%**  
RESIDENTS BORN  
OVERSEAS

## RESIDENTS REQUIRING ASSISTANCE DUE TO A DISABILITY<sup>3</sup>



**3.6%**  
DAY TO DAY  
assistance due  
to disability

## HOUSING CHOICE<sup>3</sup> (2016)



**19%**  
HIGH RISE  
DWELLINGS



**8.4%** MEDIUM DENSITY  
DWELLINGS

**72.4%**

DETACHED DWELLINGS



## A DIVERSE ECONOMY (2016)



**37,542**  
LOCAL JOBS<sup>5</sup>

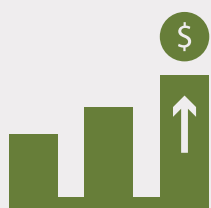


**13,965**  
LOCAL BUSINESSES<sup>3</sup>



**\$5.65  
BILLION**  
CONTRIBUTED TO GRP<sup>4</sup>

## A PROSPEROUS AREA<sup>3</sup>



**46%**  
TOTAL  
HOUSEHOLDS  
WITH A HIGH  
INCOME



**47.9%**  
WORKING POPULATION  
UNIVERSITY EDUCATED

**61.2%**

OF THE POPULATION  
IS EMPLOYED OR  
LOOKING FOR WORK



### Sources:

1. Australian Bureau of Statistics, Estimated Resident Population, 2016
2. id Small Area Forecast information, 2016
3. Australian Bureau of Statistics, Census of Population and Housing, 2016
4. Australian Bureau of Statistics. Australian National Accounts: National Income, Expenditure and Product, catalogue number 5206.0, and the National Institute of Economic and Industry Research (NIEIR) ©2016
5. National Institute of Economic and Industry Research (NIEIR) ©2016

# Ku-ring-gai in context

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## OUR STRATEGIC REGIONAL ROLE

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

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

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

## A NEW PLAN FOR GREATER SYDNEY

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

The plan *A Metropolis of Three Cities - The Greater Sydney Region Plan* proposes to re-balance growth across Greater Sydney through better coordinated planning for a more productive, liveable and sustainable metropolitan Sydney. To assist this objective the plan has been prepared concurrently with *Future Transport 2056* and the *State Infrastructure Strategy* to align land use, transport and infrastructure planning.

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

## A PLAN FOR NORTHERN SYDNEY

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

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

The North District Plan contains four key themes of infrastructure and collaboration, liveability, productivity and sustainability. These are proposed to be achieved by:

- enhancing the role of the Sydney Eastern Economic Corridor, including North Sydney as part of the Harbour CBD
- supporting jobs growth in strategic centres, including health and education precincts and facilitating innovation
- 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
- retaining the environmental, social and economic values of the Metropolitan Rural Areas
- protecting and enhancing the district's unique natural assets including waterways, coastlines and bushland.



*Ku-ring-gai Twilight  
Concert 2017*



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

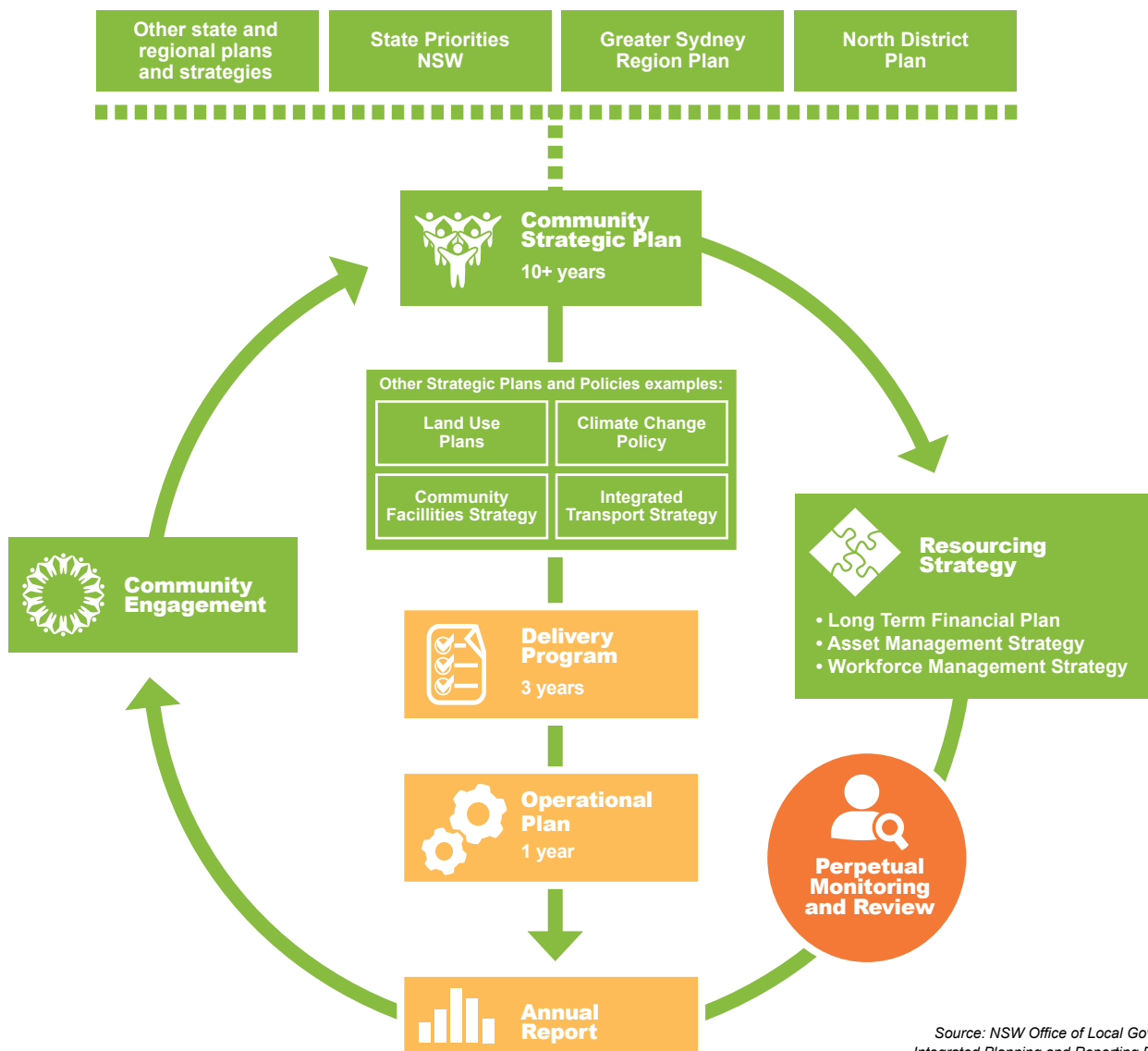
*The last fall of Autumn*  
Photographer: Nina Paine

# Our Ku-ring-gai 2038

## INTEGRATED PLANNING AND REPORTING FRAMEWORK

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 Framework. This promotes best practice strategic planning across NSW councils to ensure a more sustainable local government sector. The diagram below illustrates the hierarchy of plans within the framework and their relationship to state and regional planning.

This revised plan has been prepared in consultation with the community. It provides Council with the strategic direction needed to align its services, policies and programs consistent with community needs and priorities and aligned with state and regional planning priorities. It also acts as a guide for other organisations and individuals in planning and delivering services for the area and opportunities for collaboration and partnerships with Council.



Source: NSW Office of Local Government – Integrated Planning and Reporting Framework. Website: [olg.nsw.gov.au](http://olg.nsw.gov.au)



## OUR VISION

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 have formed the basis of Ku-ring-gai's subsequent Community Strategic Plans.

The vision and values continue to be relevant to Ku-ring-gai today. They underpin this revised Community Strategic Plan 2038.

## VISION

Our community vision is a Ku-ring-gai that is a creative, healthy and liveable place where people respect each other, conserve the magnificent environment and society for the children and grandchildren of the future.



*Creek in the bush*  
Photographer: Tim Hall



**OUR COMMUNITY PRINCIPLES**

Care for the local environment and people

Respect the needs of future generations

Learn and share knowledge

Behave ethically

Take responsibility for our actions

Lead in sustainability.





## OTHER GUIDING PRINCIPLES

Preparation of this plan has also been guided by social justice and sustainability principles.

### ► Social Justice principles

Council will 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 which 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 preparation of this plan and will be addressed in the ongoing development of policies and plans. These principles are based on those developed as part of the *Community's Sustainability Vision Report 2008*.

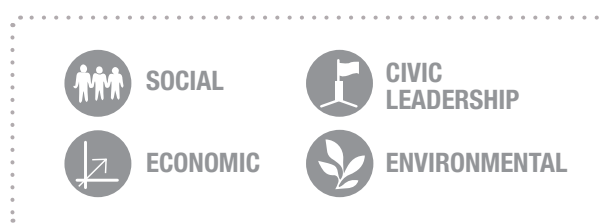
- **Social sustainability (social well-being)**
  - support cohesive, inclusive, diverse and dynamic communities
  - balance health, work and personal commitments
- **Environmental sustainability (liveability)**
  - protect the natural, social, cultural and built heritage
  - decrease the consumption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

## QUADRUPLE BOTTOM-LINE (QBL)

The 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 might become involved in delivering some of the plan's objectives.

This approach ensures the Community Strategic Plan takes a holistic balanced view, rather than favouring one particular aspect of an area and addresses the social justice and sustainability principles adjacent.

The contribution that each long term objective makes to QBL is indicated by one or more icons under each objective, illustrated below.



# Community engagement

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

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

Our recent community engagement included:

- community research survey into community issues, priorities, wellbeing indicators and satisfaction with Council services (2017)\*
- community needs research and analysis with community organisations (2017)\*
- local business survey (2017)
- seniors wellbeing survey (2017)
- youth workshops (2017)
- community planning workshops with residents from five council wards (2017)\*
- opt-in online survey for all Ku-ring-gai residents and businesses (2017/18)
- hardcopy surveys for library users.

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

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

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

Plan revisions have been drawn from an analysis of the consultation outcomes. A summary of the results of the community engagement is contained in the separate *Discussion Paper Our Ku-ring-gai 2038*. Our approach is underpinned by the NSW Social Justice Principles and the International Association of Public Participation (IAP2) Spectrum.



**Proactive consultation and engagement with our community** has been fundamental to Ku-ring-gai Council's planning and decision-making.



*Ku-ring-gai Twilight Concert 2017*

*Bobbin Head. Never tired of nature.*  
Photographer: Geoff Ford

# Delivering the plan

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All NSW councils are required to implement their Community Strategic Plan through a Delivery Program and Operational Plans.

The Delivery Program contains three year term achievements which Council will complete during its term of office to progress the long term objectives in the Community Strategic Plan.

The Operational Plans detail Council's planned activities and the financial resources required to implement the actions for each year of the Delivery Program. This includes projects, programs or services that Council will deliver in a financial year to contribute to its achievement of the Delivery Program.

## RESOURCING STRATEGY

The Resourcing Strategy explains how the strategic objectives of Ku-ring-gai can be achieved in terms of time, money, people and assets. It is the link between the long term Community Strategic Plan and the medium term Delivery Program and is developed concurrently with the other plans in the Integrated Planning and Reporting Framework. It is designed to be a living document to reflect changing financial and asset information.

The Resourcing Strategy spans a minimum of ten years and includes the following components:

### ► 10-year Long Term Financial Plan (LTFFP)

The LTFFP tests the community aspirations and goals against financial realities. It is Council's ten year financial planning document with a focus on long term financial sustainability. Financial sustainability is one of the key issues facing local government today. Contributing factors include cost shifting from other levels of government, ageing infrastructure and constraints on revenue growth. A financially sustainable Council is one that has the ability to fund ongoing service delivery and renew and replace assets without imposing excessive debt or rate increases on future generations.

### ► 10-year Asset Management Strategy

Ku-ring-gai Council's infrastructure assets represent a vast investment over many generations that support modern living in the community. Millions of dollars are spent annually managing Council's infrastructure and it is imperative that Council employs the best asset management skills and practices to ensure that related services are delivered economically and sustainably and the assets supporting these services are managed with a whole of life asset management approach.

The Asset Management Strategy (AMS) demonstrates to Ku-ring-gai residents and stakeholders how Council's asset portfolio supports the service delivery needs of the community both now and into the future (10 years). The strategy establishes the current condition and value of all assets; the preferred condition and level of service of all assets; and the systems, resources, processes and financing options to achieve the preferred condition and level of service.

### ► 10-year Workforce Management Strategy

The other component of the Resourcing Strategy is the Workforce Management Strategy (WMS). An effective strategy provides a systematic framework for developing organisational capability in order to meet emerging needs and effectively respond to unexpected change.

Council's Workforce Management Strategy provides a link between operational and strategic objectives and considers the associated workforce implications. In addressing the human capital requirements for Council's Delivery Program, this strategy spans ten years and considers all potential resourcing and knowledge requirements.



## REPORTING ON PROGRESS

The Integrated Planning and Reporting Framework requires Council to report regularly on its progress towards achieving the community's long term objectives through progress reports on Council's three year Delivery Program and one year Operational Plans.

The effectiveness of the Community Strategic Plan in progressing the community's long term objectives is measured by:

- ▶ completion of Council's Term Achievements – those three year outcomes Council said it would do to progress the Community Strategic Plan
- ▶ outcomes for progress indicators set for each long term objective
- ▶ assessment of long term objectives as being 'on track' for completion in 2038

# The plan explained

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The Community Strategic Plan reflects the aspirations and priorities of our community into the future. It contains the community’s long term vision for Ku-ring-gai along with long term objectives to achieve that vision.

The revised Community Strategic Plan ‘Our Ku-ring-gai 2038’ provides Council with the strategic direction to align its policies, programs and services. It also acts as a guide for other organisations and individuals in planning and delivering services for the area.

The plan includes:

- six themes or topic headings that group issues and long term objectives together

Theme 1: Community, People and Culture.....23

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Theme 6: Leadership and Governance .....53

- issues under each theme have been generated from key areas of concern or priority identified by the community
- long term objectives describe the desired future state or outcome for each issue

## MONITORING OUR PROGRESS

- indicators of progress provide an additional means of assessing whether we are heading in the right direction. Progress is assessed as a trend for each indicator.



# 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.



Jazz concert, Wahroonga Park  
Photographer: WonYun Lee

# THEME 1: Community, people and culture

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## *Challenges and Opportunities*

### POPULATION GROWTH

Ku-ring-gai's population growth is projected to exceed 20,000 new residents over the next 20 years. This growth will place significant pressure on existing services and facilities.

Innovative and financially sustainable approaches to delivering these services and facilities will be needed if we are to meet the needs of this growing population.

An underlying principle of Ku-ring-gai's vision for its area must remain that of an equitable place where all people are valued and enjoy safe, secure, healthy and satisfying lifestyles. We must ensure social wellbeing by designing programs which address social justice and continue advocating the area's case for adequate and equitable services.

### A YOUNG POPULATION

Between 2011 and 2016 there has been strong growth in all young age groups up to age 24 in Ku-ring-gai. This growth will continue, boosted by new residents, predominately families with children aged 5 – 17 years.

This will require responses specifically tailored to the different needs of 0-4 year olds, 5 – 11 year olds and 12 -24 year olds. This includes ensuring adequate provision of quality childcare and schools, sports and social activities, vibrant places to meet and accessibility to public transport.

### AN AGEING POPULATION

Concurrently with the growth in younger age groups, Ku-ring-gai has an ageing population trend significantly higher than Greater Sydney. By 2038 this group will make up 24.3% of our population, with a significantly greater proportion of people aged 75 years+ than Greater Sydney. As people age, their needs for services and facilities change with added difficulties of access without the use of a car and their ability to socialise and engage with others.

Our major challenge will be maintaining the wellbeing, social connections and independence of older people in the area so they can stay healthy for longer and support themselves in their own home. With other agencies and groups this will involve pursuing a range of housing options that assist ageing in-place and support independence. In collaboration with others we also need to continue our strong support and advocacy for access to quality health care, disability services, home support and other emergency services.

### INCREASING CULTURAL DIVERSITY

Ku-ring-gai's population is increasingly culturally diverse. In 2016, about 39% of the population was born overseas including just over 25% from non-English speaking countries. Of those born overseas, nearly 8,000 arrived in the last five years. About 28% of our residents speak a language other than English at home with the most common languages being Cantonese, Mandarin and Korean.

We will continue to foster and support our cultural vitality in collaboration with other agencies and community groups.

### ARTS AND CULTURE

Ku-ring-gai has a long history of support for arts and cultural pursuits. Art, music and literature have historically, and continue, to play an important role in community life in Ku-ring-gai. The community, with Council assistance, actively promotes social inclusion through programs, events and organisations in the areas of visual and performing arts, music and food along with the celebration of our cultural heritage.

Many of Ku-ring-gai's current facilities are not designed for the diverse needs of contemporary performance, arts and cultural interests. Council will continue to plan for venues that can cater for a diverse range of cultural events. At the same time we will need to equitably manage competing demands for services and access to community facilities.

### HOUSING CHOICE

While there has been nearly 6,000 high density dwellings constructed in Ku-ring-gai over the past decade the proportion of medium density dwellings remains significantly lower.

Our community engagement clearly indicated that residents are seeking greater housing choice in the Ku-ring-gai area for all age groups. New housing will need to be more varied than before to meet these changing needs and preferences and to respond to the Greater Sydney Commission's housing objectives within the North District Plan.

Our challenge is to plan for more diverse and adaptable housing development while protecting and enhancing the visual landscape and built characteristics of Ku-ring-gai. In considering these challenges we also need to focus on facilitating a diverse and affordable range of housing to meet our community needs.



### COMMUNITY CONNECTEDNESS

There are indicators of increasing isolation and vulnerability in some sections of the community, particularly in older age groups, those from a non-English speaking background, the growing number of people living on their own and people experiencing mental health issues.

Council proactively facilitates and advocates for services to assist these residents, in addition to the integration of people with disabilities, their families and carers into mainstream community and support services.

Implications of these trends need to be better understood and the issues addressed through well planned and coordinated initiatives among those groups and agencies. Our ongoing challenge will be to remove barriers to access by expanding and diversifying our volunteering networks and improving information, services and facilities to those groups who most need them.

### INCLUSIVE DESIGNS AND PROGRAMS

Council will continue to design facilities and programs such as our library, and recreational and sporting services and facilities, to cater for its unique multigenerational mix of ages and diverse community needs so as to encourage inclusivity and optimum usage.

Our mix of ages has already stimulated opportunities for inter-generational programs between young people and older people to transfer knowledge and skills, and build an inclusive and connected community. These opportunities will continue to be pursued utilising new innovative approaches and technology, in partnership with community groups and organisations.



Ku-ring-gai's population growth is projected to **exceed 20,000 new residents over the next 20 years.**

Ku-ring-gai Twilight Concert 2017

## HOW WE WILL ADDRESS THIS THEME

This theme identifies the community's aspirations for its future and how Council and other stakeholders will contribute towards their achievement. The theme's contribution to the Quadruple Bottom Line is indicated by the icons under each long term objective.



Medieval Faire 2017  
Photographer: Gareth Carr










SOCIAL

CIVIC  
LEADERSHIP

ECONOMIC



ENVIRONMENTAL

	Long Term Objective	Council role	Other key stakeholders
<b>Issue:</b> <b>C1 Community Health and Wellbeing</b> 	<b>C1.1</b> An equitable and inclusive community that cares and provides for its members.	Lead, advocate, facilitate and deliver	NSW Dept of Family and Community Services, Aging, Disability and Home Care, Youth NSW, Northern Sydney Region of Councils, NSW Dept of Education, NSW Dept of Health, National Disability Insurance Scheme, NSW Police and local community groups, residents
<b>Issue:</b> <b>C2 Cultural Diversity and Creativity</b> 	<b>C2.1</b> A harmonious community that respects, appreciates, celebrates and learns from each other and values our evolving cultural identity.	Facilitate and deliver	Multicultural NSW, State Library NSW, Northern Sydney Region of Councils, local community groups
<b>Issue:</b> <b>C3 Community Connectedness</b> 	<b>C3.1</b> A community where opportunities are provided for all voices to be heard and where community stewardship, participation and engagement is supported and promoted.	Lead and facilitate	Ku-ring-gai Hornsby Volunteer Service, NSW Centre for Volunteering, Dept Premier and Cabinet, State Library NSW, local community groups, residents
<b>Issue:</b> <b>C4 Healthier Lifestyles</b> 	<b>C4.1</b> A community that embraces healthier lifestyle choices and practices.	Lead, deliver and facilitate	NSW Office of Sport, local sporting and recreation groups, local community groups, residents
<b>Issue:</b> <b>C5 Community Safety</b> 	<b>C5.1</b> A community where residents feel safe and enjoy good health.	Lead, deliver and facilitate	Office of Local Government, NSW Police, Secure NSW, Neighbourhood Watch, emergency services, local business community, local community groups, local schools, residents
<b>Issue:</b> <b>C6 Housing Choice and Affordability</b> 	<b>C6.1</b> Housing diversity, adaptability and affordability is increased to support the needs of a changing community.	Lead, deliver, advocate and facilitate	Greater Sydney Commission, NSW Dept of Family and Community Services, Dept Planning and Environment, building industry, residents
<b>Issue:</b> <b>C7 Emergency Management</b> 	<b>C7.1</b> An aware community able to prepare and respond to the risk to life and property from emergency events.	Lead, deliver and facilitate	NSW Police, NSW RFS, Fire and Rescue NSW, Hornsby Ku-ring-gai Local Emergency Management Committee, Emergency NSW, Flood Risk Management Committee, residents

# MONITORING OUR PROGRESS

These indicators measure our progress towards the achievement of our long term achievements.

**Percentage of residents who say they can get help from friends, family or neighbours when needed.**

Baseline: In 2017, 84% of residents agreed or strongly agreed.  
Source: Ku-ring-gai Council Community Satisfaction Research

INCREASING TREND 

**Percentage of residents that mainly socialise locally.**

Baseline: In 2017, 49% of residents agreed or strongly agreed.  
Source: Ku-ring-gai Council Community Satisfaction Research

INCREASING TREND 

**Percentage of residents that have access to community groups and support networks.**

Baseline: New measure  
Source: Ku-ring-gai Council Community Satisfaction Research

INCREASING TREND 

**Resident satisfaction with Council's programs that support people from diverse cultural backgrounds.**

Baseline: In 2017, 89% of residents were somewhat satisfied, satisfied or very satisfied.  
Source: Ku-ring-gai Council Community Satisfaction Research

INCREASING TREND 

**Resident satisfaction with the range of opportunities in Ku-ring-gai for cultural and artistic participation.**

Baseline: In 2017, 81% of residents were somewhat satisfied, satisfied or very satisfied.  
Source: Ku-ring-gai Council Community Satisfaction Research

INCREASING TREND 

**Resident satisfaction with local community festivals and events.**

Baseline: In 2017, 87% of residents were somewhat satisfied, satisfied or very satisfied.  
Source: Ku-ring-gai Council Community Satisfaction Research

INCREASING TREND 

**Percentage of residents who feel they belong to the Ku-ring-gai community.**

Baseline: In 2017, 78% of residents agreed or strongly agreed.  
Source: Ku-ring-gai Council Community Satisfaction Research

INCREASING TREND 

**Number of volunteers in the community.**

Baseline: 28.2% of residents reported doing some form of voluntary work in 2016.  
Source: Census, ABS

INCREASING TREND 

**Number of participants in Council's events and programs.**

Baseline: New measure (includes community events, environmental events and other programs).  
Source: Council's records

INCREASING TREND 

**Percentage of residents who participate in sports and fitness activities.**

Baseline: In 2017, 74% of residents participate in sports and fitness activities at least once per week.  
Source: Ku-ring-gai Council Community Satisfaction Research

INCREASING TREND 

**Number of residents hospitalised due to falls in the LGA.**

Baseline: In 2014-2016, 732.7 people per 100 000 of the population were hospitalised due to falls (spatially adjusted).  
Source: Centre for Epidemiology and Evidence, NSW Ministry of Health.

DECREASING TREND 

**Number of recorded incidences of major offences in the LGA.**

Baseline: In 2017, there were 3108 recorded incidences of major offences.  
Source: Bureau of Crime Statistics and Research

DECREASING TREND 

**Proportion of residents who feel safe in their neighbourhood.**

Baseline: In 2017, 95% of residents agreed or strongly agreed.  
Source: Ku-ring-gai Council Community Satisfaction Research

INCREASING TREND 

**Mix of dwellings better suit a range of household types.**

Baseline: In 2016, 72.4% of all dwellings were separate houses; 8.4% were medium density dwellings, and 19.0% were high density dwellings.  
Source: Census data, ABS

IMPROVING TREND 

**Percentage of residents who feel adequately informed and prepared to deal with emergency events.**

Baseline: In 2017, 66% of residents agreed or strongly agreed.  
Source: Ku-ring-gai Council Community Satisfaction Research

INCREASING TREND 

## THEME 2

# Natural Environment

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



*Lovers Jump Creek Waterfall*  
Photographer: Jan Park

# THEME 2 :

## Natural environment

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### *Challenges and Opportunities*

We highly value our local environment. The extent of bushland and biodiversity is unique for an area situated so close to the Sydney CBD.

Ku-ring-gai has a number of particularly significant environmental assets that require special care and attention. They include more than 150 bushland reserves, nationally significant ecological communities such as the remnant Blue Gum High Forest and Sydney Turpentine Ironbark Forest, a number of threatened flora and fauna and three surrounding national parks. The area's natural attributes are enjoyed by those who live, work and play here.

They are a major contributor to the health and wellbeing of the Ku-ring-gai community and continue to draw new residents to the area.

#### PROTECTING THE NATURAL ENVIRONMENT

Council and the community have a joint responsibility to conserve and maintain these unique features of our area, not just for the benefit of our local population, but for the part it plays in keeping our planet healthy.

Over recent years Council and the community developed and adopted a comprehensive series of new and updated environmental policies and controls to protect the natural environment, manage the impacts of development and regulate against damage from illegal activities.

These policies and their implementation remain industry best practice. Concurrent with this work, Council also played a lead advocacy role in responding to proposed government changes to environmental legislation and controls. Staff will continue to monitor and analyse the ongoing changes to environmental protection legislation and controls and their implications for Ku-ring-gai.

#### ENHANCING OUR TREE CANOPY AND GREEN CORRIDORS

The established tree canopy in Ku-ring-gai is a defining characteristic and essential to the 'look and feel' of Ku-ring-gai. Our street trees are also an important part of this open space landscape of Ku-ring-gai. They provide shade and aesthetic value, relief from heat stress, habitat for fauna and create corridors for their movement. Good management of our street trees will need to continue to protect and enhance wildlife habitats.

Riparian corridor ecology is also becoming an increasingly prominent issue for the Northern Sydney region and wider Sydney Metropolitan area as development occurs. Land use plans which define Ku-ring-gai's riparian corridors are now in place and will help to ensure their ongoing protection and connection to adjoining national parks and local government areas.



## ENVIRONMENTAL LEVY PROGRAMS

Council has been fortunate to have majority community support for a special environmental levy, in place since 2005, which funds the annual delivery of approximately \$2.5 million of environmental initiatives within the local government area.

These long term initiatives continue to improve Ku-ring-gai's native bushland and waterways, protect our biodiversity and conservation values and reduce energy and water usage. Since its inception the levy has also successfully leveraged an additional \$9.9 million through state and federal government grants.

Over 5,000 residents participated in community environmental programs and initiatives in 2016 and 2017. Some initiatives, such as the Climate Wise Communities and our Wild Things programs, have received both national and international recognition for their innovation and positive results.

The environmental levy is due to expire in June 2019. Council has resolved to make application to state government for the permanent continuation of the levy at the amount currently paid by Ku-ring-gai ratepayers.

## ACTIVE COMMUNITY PARTICIPATION

Many of Council's bushland reserves support low-impact recreation and high community values and are cared for by active volunteer groups. Council's community volunteer program delivers one of the largest per capita environmental civic leadership programs in NSW with nearly 700 volunteers participating annually in our Bushcare, Streetcare and Parkcare programs.

It is vital that our community's appreciation and knowledge of the environment and challenges to its preservation are passed on to younger generations and newer residents of the area. We need to continue actively encouraging 'whole of community' participation in environmental activities and the transfer of knowledge to a broader audience.



## REDUCING OUR CONSUMPTION OF RESOURCES

Council's local programs, policies and strategies are aimed at influencing sustainable behaviour throughout the Ku-ring-gai area.

This includes reducing Council's own energy and water consumption and as a consequence saving money for ratepayers. Council will continue to encourage residents and business to reduce their own use of energy and water, greenhouse gas emissions and air pollutants.

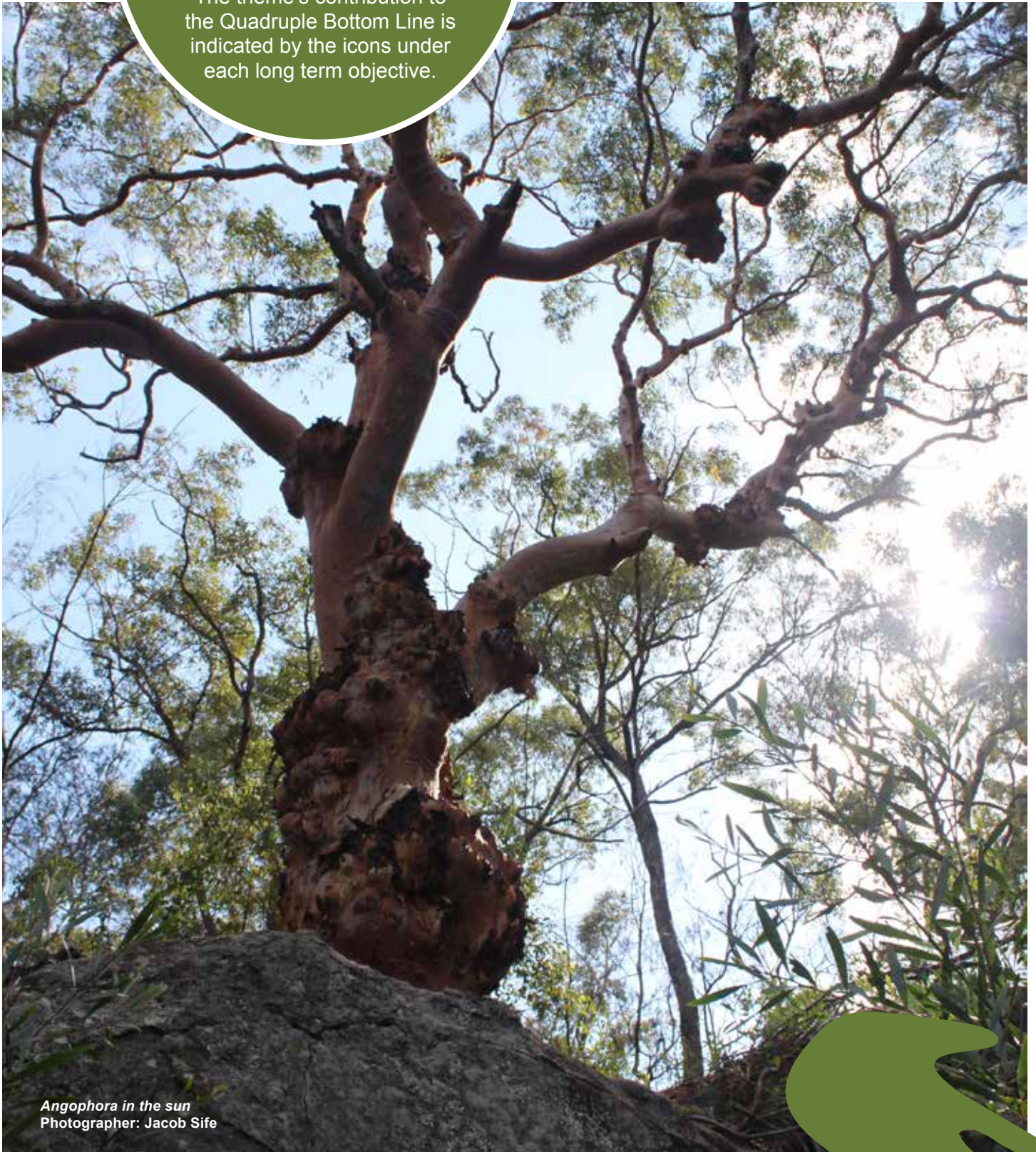
Education programs and initiatives to assist our local community to reduce waste and minimise the amount of waste sent to landfill have taken on even greater importance as state and federal governments address the future of recycling in Australia, given the reduction in recycling materials that can be exported. Similar to other environmental and sustainability priorities this will require Council, residents and business working together to develop practical and sustainable responses to this issue.



**Ku-ring-gai has more than 150 bushland reserves, nationally significant ecological communities and three surrounding national parks.**

## HOW WE WILL ADDRESS THIS THEME

This theme identifies the community's aspirations for its future and how Council and other stakeholders will contribute towards their achievement. The theme's contribution to the Quadruple Bottom Line is indicated by the icons under each long term objective.



*Angophora in the sun*  
Photographer: Jacob Sife










SOCIAL

CIVIC  
LEADERSHIP

ECONOMIC



ENVIRONMENTAL

	Long Term Objective	Council role	Other key stakeholders
<b>Issue:</b> <b>N1 Appreciating Ku-ring-gai's unique natural environment</b> 	<b>N1.1</b> A community empowered with knowledge, learning and information that benefits the environment.	Lead, facilitate and educate	Office of Environment and Heritage, local community and environmental groups, local schools, residents
<b>Issue:</b> <b>N2 Natural Areas</b> 	<b>N2.1</b> Our bushland is rich with native flora and fauna.	Lead and deliver	Office of Environment and Heritage, Dept Planning and Environment, NSW National Parks and Wildlife Service, Bushcare, local community and environmental groups, residents
<b>Issue:</b> <b>N3 Natural Waterways</b> 	<b>N3.1</b> Our natural waterways and riparian areas are enhanced and protected.	Lead and deliver	Office of Environment and Heritage, Dept Planning and Environment, Sydney Water, NSW Local Land Services (Greater Sydney), universities, residents
<b>Issue:</b> <b>N4 Climate Change</b> 	<b>N4.1</b> A community addressing and responding to the impacts of climate change and extreme weather events.	Lead, deliver and facilitate	Office of Environment and Heritage, emergency management agencies, Hornsby Ku-ring-gai Local Emergency Management Committee, Federal Department of Environment and Energy, National Climate Change Adaptation Research Facility, universities, residents
<b>Issue:</b> <b>N5 Sustainable Resource Management</b> 	<b>N5.1</b> A community progressively reducing its consumption of resources and leading in recycling and reuse.	Lead and facilitate	Office of Environment and Heritage, Northern Sydney Region of Councils, Federal Department of Environment and Energy, NSW Environmental Protection Authority, universities, utilities, residents



# MONITORING OUR PROGRESS

These indicators measure our progress towards the achievement of our long term achievements.

## Number of residents involved in community environmental programs per year.

Baseline: In 2016/17, 5348 residents were involved in community environmental programs per year.

Source: Council participation records

INCREASING TREND 

## Number of residents at an individual or household level who carried out actions to benefit the environment as a result of participation in Council programs per year.

Baseline: In 2016/17, 2843 residents carried out actions to benefit the environment per year.

Source: Council participation records

INCREASING TREND 

## Resident satisfaction with the protection of natural areas and bushland.

Baseline: In 2017, 94% of residents were somewhat satisfied, satisfied or very satisfied.

Source: Ku-ring-gai Council Community Satisfaction Research

INCREASING TREND 

## Resident satisfaction with the condition of waterways and creeks.

Baseline: In 2017, 89% of residents were somewhat satisfied, satisfied or very satisfied.

Source: Ku-ring-gai Council Community Satisfaction Research

INCREASING TREND 

## Number of residents involved in climate change adaptation activities per year.

Baseline: In 2016/2017, there were 294 participants in climate change adaptation activities.

Source: Council participation records

INCREASING TREND 

## Resident satisfaction with Council initiatives to reduce energy use.

Baseline: In 2017, 77% of residents were somewhat satisfied, satisfied or very satisfied.

Source: Ku-ring-gai Council Community Satisfaction Research

INCREASING TREND 

## Resident satisfaction with Council initiatives to reduce water use.

Baseline: In 2017, 81% of residents were somewhat satisfied, satisfied or very satisfied.

Source: Ku-ring-gai Council Community Satisfaction Research

INCREASING TREND 

## Percentage of household waste diverted from landfill.

Baseline: In 2011/2012, 60% of total household waste was diverted from landfill.

Source: Council records

MAINTAIN OR INCREASING TREND 

## Kilograms of waste generated per resident per year.

Baseline: In 2016/2017, 208.19 kg of waste was generated per resident per year.

Source: Council records

DECREASING TREND 

## Resident satisfaction with Council initiatives to reduce waste and improve recycling.

Baseline: In 2017, 91% of residents were somewhat satisfied, satisfied or very satisfied.

Source: Ku-ring-gai Council Community Satisfaction Research

INCREASING TREND 

## 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.



*Unit development with deep soil landscape areas, Dumaresq St, Gordon*  
Photographer: Peter Reynolds

# THEME 3: Places, spaces and infrastructure

## *Challenges and Opportunities*

### MANAGING URBAN CHANGE

Population growth and urban change present major challenges for all levels of government, and in particular Sydney metropolitan local governments and their communities.

To address these challenges Council has put in place a comprehensive suite of planning controls, guidelines and initiatives, prepared in consultation with the community, to ensure new development does not detrimentally impact on Ku-ring-gai's unique landscape and heritage character.

Council has received numerous awards for the standard of its planning guidelines and controls, as well as recognition for the comprehensive nature of its community engagement processes.

Population growth and residential development, proposed in the Greater Sydney Commission's North District Plan, will require Council to review its current plans and controls. Our responses need to ensure that new development continues to protect Ku-ring-gai's unique character, achieves quality design outcomes and makes a positive contribution to Ku-ring-gai's liveability.

### ENSURING HIGH QUALITY URBAN DESIGN

Our community engagement for this plan reaffirmed the community's priority for development to achieve high quality design as well as usable and enjoyable places for people to live, work, play and socialise.

While the quality of developments in the Ku-ring-gai area has been recognised through several industry design awards and commendations over recent years, our challenge will be to maintain a quality design standard in collaboration with the development industry, government agencies, business and residents. This must also include improving the accessibility, adaptability and environmental performance of buildings and spaces.

### IMPROVING OUR LOCAL AND NEIGHBOURHOOD CENTRES

Ku-ring-gai's local centres play a vital role in our local economy. They provide a diverse mix of office and retail uses, support services and community facilities and are a focus for public transport and road connections. Higher density residential development adjacent to the centres has strengthened their role.

Improvements for the local centres will continue to be progressed in collaboration with owners, businesses and state agencies through Council's award-winning Activate Ku-ring-gai development program, a staged program of urban renewal and redevelopment.

This work is consistent with the North District Plan, which seeks to sustain local centres to provide jobs, services and amenity.

In addition to the local centres, Council will continue to progress the priority improvement program for neighbourhood shopping centres.

### PROTECTING OUR HERITAGE

Local Aboriginal culture and history is recognised and protected through Council's policies, plans and continued participation in the regional Aboriginal Heritage Office initiative.

Comprehensive heritage controls and provisions now incorporated in Council's major local environmental plans and development control plans also provide protection for Ku-ring-gai's European built heritage.

It is critical that we maintain this highly valued and diverse heritage as it keeps the Ku-ring-gai community connected with our past and reinforces a sense of identity, pride and history.

### ENHANCING PARKS AND SPORTING FACILITIES

As the age profile of the community changes, different preferences for recreation and leisure are emerging. Through its own programs Council will maintain its emphasis on access to a range of fulfilling recreation and leisure opportunities including multi-use spaces, facilities and infrastructure. This will include the acquisition of land for new parks under the Ku-ring-gai Open Space Acquisition Strategy.

Council will continue to work closely with sporting organisations and clubs, user groups and residents to upgrade and build sustainable sports grounds, netball, tennis and multi-sport courts, clubhouse facilities and other recreational facilities and amenities to provide for the needs of the population into the future. Many of these works require extended planning and are subject to available funding.

Council will also continue to identify opportunities for multi-use recreational facilities, including optimising the community's use of Council's existing facilities.

### ENHANCING COMMUNITY FACILITIES

Council provides a range of buildings and facilities that are available for the community for long term lease or for casual or permanent hire. The utilisation rate for these halls, meeting rooms and other community facilities is already high. Council will continue to upgrade existing facilities and plan new facilities to cater for the needs of our community.

### INFRASTRUCTURE AND ASSET RENEWAL

Over recent years, Council has delivered an expanded asset renewal program to continue to 'close the gap' on Ku-ring-gai's infrastructure renewal backlog.

Over the four year period 2013 – 2017 this expenditure has included \$35.6 million on roadwork upgrades, \$2.7 million on new and upgraded footpaths, \$1.9 million on stormwater drainage and \$302,883 on new and upgraded traffic facilities (including grants).

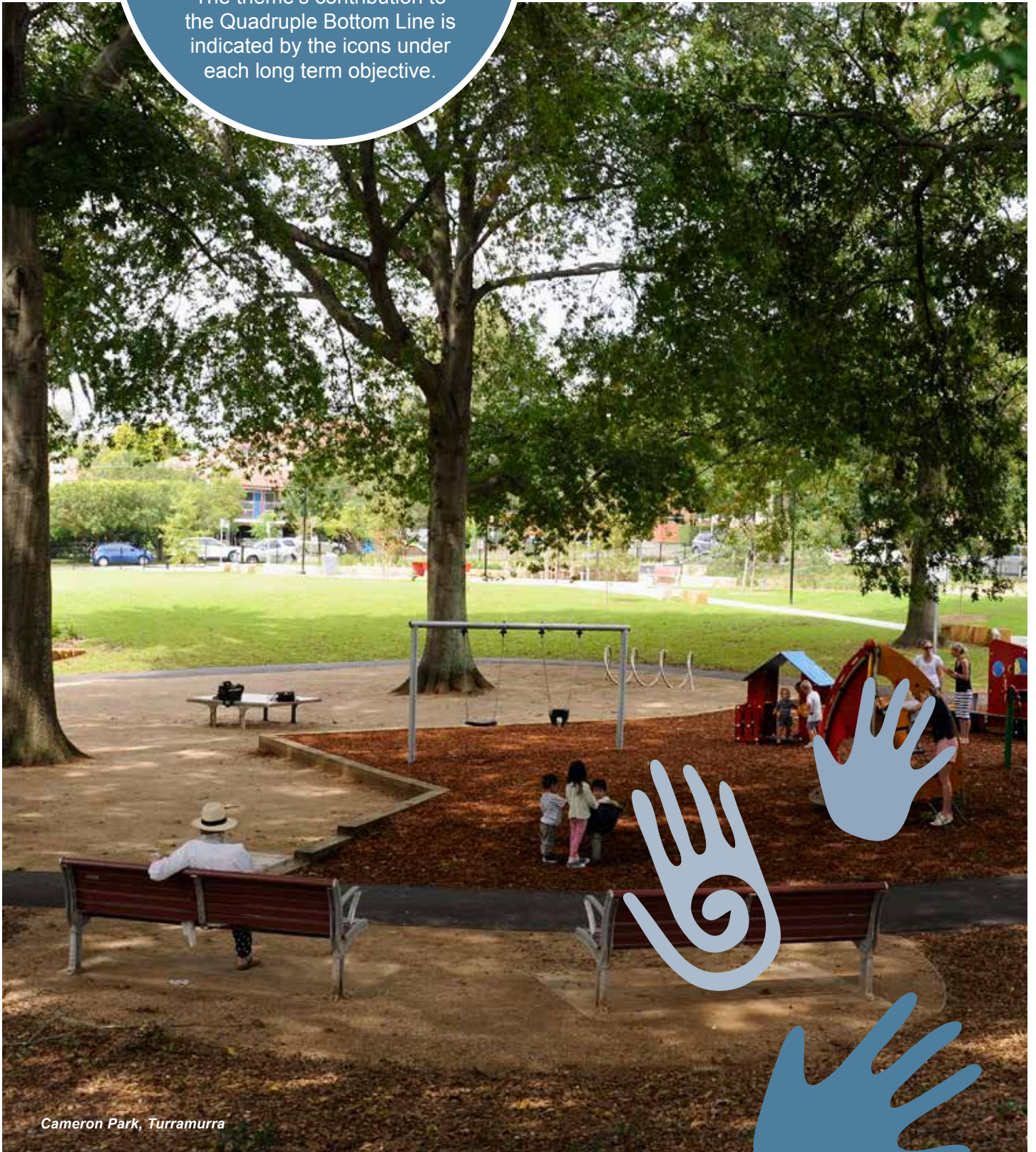
Funding required to maintain, renew and upgrade our existing infrastructure over the next 10 years has been assessed and included in the Long Term Financial Plan and Asset Management Strategy contained within the Resourcing Strategy.



*Heritage cottage*  
Photographer: Kristy Jauncey

## HOW WE WILL ADDRESS THIS THEME

This theme identifies the community's aspirations for its future and how Council and other stakeholders will contribute towards their achievement. The theme's contribution to the Quadruple Bottom Line is indicated by the icons under each long term objective.



Cameron Park, Turramurra










SOCIAL


CIVIC  
LEADERSHIP

ECONOMIC



ENVIRONMENTAL

	Long Term Objective	Council role	Other key stakeholders
<b>Issue:</b> <b>P1 Preserving the unique visual character of Ku-ring-gai</b> 	<b>P1.1</b> Ku-ring-gai's unique visual character and identity is maintained.	Lead, facilitate and deliver	Office of Environment and Heritage, Dept Planning and Environment, Greater Sydney Commission, local community groups, residents
<b>Issue:</b> <b>P2 Managing Urban Change</b> 	<b>P2.1</b> A robust planning framework is in place to deliver quality design outcomes and maintain the identity and character of Ku-ring-gai.	Lead, regulate, deliver and advocate	Dept Planning and Environment, Greater Sydney Commission, local community groups, residents
<b>Issue:</b> <b>P3 Quality Urban Design and Development</b> 	<b>P3.1</b> The built environment delivers attractive, interactive and sustainable living and working environments.	Lead, deliver, regulate and advocate	Dept Planning and Environment, Greater Sydney Commission, local community groups, residents
<b>Issue:</b> <b>P4 Revitalisation of our centres</b> 	<b>P4.1</b> Our centres offer a broad range of shops and services and contain lively urban village spaces and places where people can live, work, shop, meet and spend leisure time.	Lead, facilitate and deliver	Chambers of Commerce, local business associations, business and land owners, developers, community groups, residents
<b>Issue:</b> <b>P5 Heritage that is Protected and Responsibly Managed</b> 	<b>P5.1</b> Ku-ring-gai's heritage is protected, promoted and responsibly managed.	Lead, facilitate, deliver and regulate	Office of Environment and Heritage, Dept Planning and Environment, Aboriginal Heritage Office, Ku-ring-gai Historical Society, Heritage Reference Committee, local community groups, residents
<b>Issue:</b> <b>P6 Enhancing recreation, sporting and leisure facilities</b> 	<b>P6.1</b> Recreation, sporting and leisure facilities are available to meet the community's diverse and changing needs.	Lead, facilitate, and deliver	Office of Sport, National Disability Insurance Scheme, local sporting clubs, groups and organisations, residents
<b>Issue:</b> <b>P7 Enhancing community buildings and facilities</b> 	<b>P7.1</b> Multipurpose community buildings and facilities are available to meet the community's diverse and changing needs.	Lead, facilitate and deliver	Local sporting clubs, groups and organisations, residents

	Long Term Objective	Council role	Other key stakeholders
<b>Issue:</b> <b>P8 Improving the standard of our infrastructure</b> 	<b>P8.1</b> An improved standard of infrastructure that meets the community's service level standards and Council's obligations as the custodian of our community assets.	Lead and deliver	Office of Local Government, Dept Planning and Environment, Greater Sydney Commission, community groups, residents

## MONITORING OUR PROGRESS

These indicators measure our progress towards the achievement of our long term achievements.

### Level of importance of Ku-ring-gai's unique visual character and identity to the community.

Baseline: In 2017, 86% of residents believed it is important or very important.  
 Source: Ku-ring-gai Council Community Satisfaction Research

STEADY OR INCREASING TREND 

### Resident satisfaction with access to information about planning, regulation and local development activity.

Baseline: New measure.  
 Source: Ku-ring-gai Council Community Satisfaction Research

INCREASING TREND 

### Resident satisfaction with the visual quality of design in the Ku-ring-gai area.

Baseline: New measure.  
 Source: Ku-ring-gai Council Community Satisfaction Research

INCREASING TREND 

### Resident satisfaction with the vitality of our local centres.

Baseline: In 2017, 73% of residents were somewhat satisfied, satisfied or very satisfied.  
 Source: Ku-ring-gai Council Community Satisfaction Research

INCREASING TREND 

### Resident satisfaction with protection of heritage buildings and conservation areas.

Baseline: In 2017, 83% of residents were somewhat satisfied, satisfied or very satisfied.  
 Source: Ku-ring-gai Council Community Satisfaction Research

INCREASING TREND 

### Resident satisfaction with the provision and maintenance of sporting ovals, grounds and leisure facilities.

Baseline: In 2017, 90% of residents were somewhat satisfied, satisfied or very satisfied.  
 Source: Ku-ring-gai Council Community Satisfaction Research

INCREASING TREND 

### Resident satisfaction with the condition of Council's community facilities.

Baseline: In 2017, 94% of residents were somewhat satisfied, satisfied or very satisfied.  
 Source: Ku-ring-gai Council Community Satisfaction Research

INCREASING TREND 

### Resident satisfaction with access to Council's community facilities.

Baseline: In 2017, 93% of residents were somewhat satisfied, satisfied or very satisfied.  
 Source: Ku-ring-gai Council Community Satisfaction Research

INCREASING TREND 

### Resident satisfaction with the condition of local roads.

Baseline: In 2017, 68% of residents were somewhat satisfied, satisfied or very satisfied.  
 Source: Ku-ring-gai Council Community Satisfaction Research

INCREASING TREND 

### Resident satisfaction with the quality of footpaths.

Baseline: In 2017, 63% of residents were somewhat satisfied, satisfied or very satisfied.  
 Source: Ku-ring-gai Council Community Satisfaction Research

INCREASING TREND 

### Resident satisfaction with the provision of adequate drainage.

Baseline: In 2017, 80% of residents were somewhat satisfied, satisfied or very satisfied.  
 Source: Ku-ring-gai Council Community Satisfaction Research

INCREASING TREND 



# THEME 4

## Access, Traffic and Transport

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



Lady Game Drive

# THEME 4: Access, traffic and transport

## *Challenges and Opportunities*

The ability to move around Ku-ring-gai easily has a major influence on the liveability of our community and viability of our economy. Residents seek local services, shops, social and recreational opportunities to be readily accessible to where they live, work, play and spend time socially. Businesses and services also need to be accessible to customers and able to efficiently receive and send goods.

### **IMPROVING ACCESS AND MOBILITY**

Over the past five years, Council has delivered expanded programs for new and upgraded roads, footpaths, stormwater drainage and traffic facilities. This work has been recognised by residents with community research surveys conducted in 2014 and 2017 showing increased resident satisfaction across these services and facilities.

Recent community engagement shows that access and mobility remain high priorities for both our businesses and residents across all age groups. This is particularly important for our increasingly older and less mobile population.

Our challenge continues to be providing a better integrated and accessible pedestrian and transport network with improved access for residents and business customers, flexible transport options that cater for the needs of the population and efficient support infrastructure. This is particularly important in our local centres. While Council has direct responsibility for some areas, we continue to work in partnership and collaboration with other government agencies, transport providers and our neighbouring councils to deliver these improvements.

### **INCREASING PUBLIC TRANSPORT USE**

While residents increasingly use public transport to travel to work (28.1%<sup>1</sup> in 2016) nearly 50%<sup>1</sup> still travel to work by car. Fewer work trips by car will have tangible benefits to the environment and help to reduce congestion on the roads. Improved access to, and use of, public transport and alternative forms of transport will also reinforce our economic, social and environmental outcomes.

In comparison with other areas of Sydney, Ku-ring-gai is generally well serviced by public transport. Residents have, however, expressed a need for more regular and expanded bus services in some areas, including services to work destinations outside of Ku-ring-gai. Young people particularly seek cost effective after hours bus services. Council will continue to work with bus operators and government agencies to monitor the regularity, reliability and journey times of existing services as well as additional services to meet the changing needs of our population.

Council also advocates and collaborates with other stakeholders for improved services for the Northern Sydney Region. This has included pursuing improved east-west connectivity between Ku-ring-gai and the Northern Beaches and Macquarie Park. Advocacy for regional transport links will continue through Transport for NSW, consistent with policy directions in the new Sydney North District Plan.

Other transport options being pursued for residents include innovative and cost effective ways to expand resident access to community transport services and the promotion of cycling and walking for more mobile sections of our population.

To support resident use of public transport, Council continues to secure commuter parking, associated infrastructure and bus interchange upgrades at Lindfield and Turramurra local centres, as part of the Activate Ku-ring-gai local centres program. This is in addition to the Gordon bus/rail interchange and associated commuter parking completed in recent years as well as formalised commuter parking at Killara railway station.

### **REDUCING TRAFFIC CONGESTION**

Our local and regional road network needs to be managed effectively to reduce congestion, particularly around local centres, to maximise the efficiency of parking and to improve safety and accessibility for pedestrians, cyclists and motorists.

Council is working with stakeholders to make improvements to the network. This includes proactively seeking grant funding for eligible sites through both federal and state road improvement programs. The Lindfield Community Hub, Lindfield Village Green and Turramurra Community Hub major projects will also involve improvements to the Pacific Highway and nearby local roads.

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

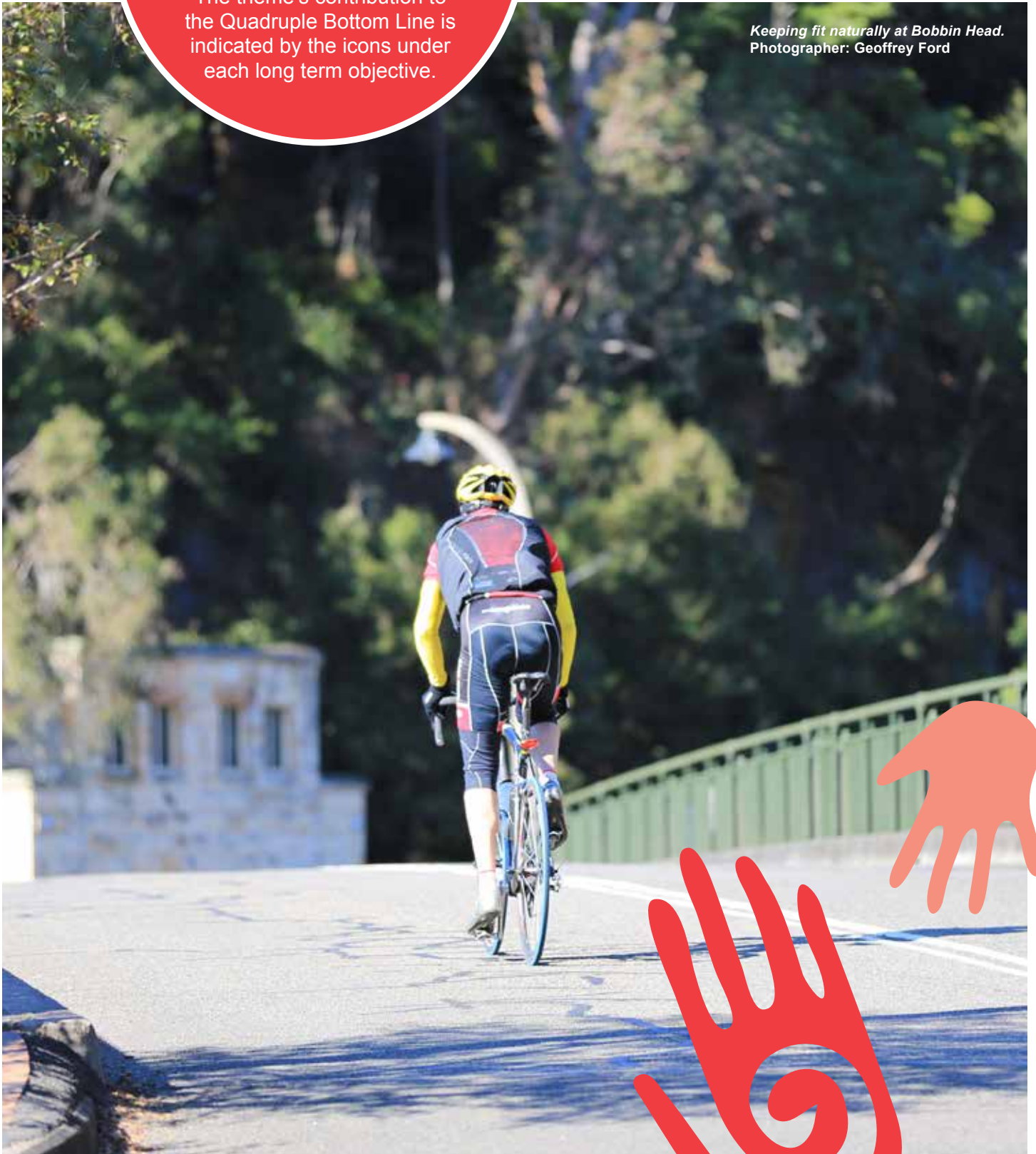


Welcome Bus Tour

## HOW WE WILL ADDRESS THIS THEME

This theme identifies the community's aspirations for its future and how Council and other stakeholders will contribute towards their achievement. The theme's contribution to the Quadruple Bottom Line is indicated by the icons under each long term objective.

*Keeping fit naturally at Bobbin Head.*  
Photographer: Geoffrey Ford





SOCIAL






CIVIC LEADERSHIP



ECONOMIC



ENVIRONMENTAL

	Long Term Objective	Council role	Other key stakeholders
<p><b>Issue:</b> <b>T1 Integrated and Accessible Transport</b></p> 	<p><b>T1.1</b> A range of integrated transport choices are available to enable effective movement to, from and around Ku-ring-gai.</p>	<p>Advocate, promote, lead, deliver, facilitate and educate</p>	<p>Transport for NSW, Roads and Maritime Services, Dept Planning and Environment, Greater Sydney Commission, private bus companies, business and community groups, Northern Sydney Region of Councils, residents</p>
<p><b>Issue:</b> <b>T2 Local Road Network</b></p> 	<p><b>T2.1</b> The local road network is managed to achieve a safe and effective local road network.</p>	<p>Lead and deliver</p>	<p>Roads and Maritime Services, Northern Sydney Region of Councils, businesses, residents</p>
<p><b>Issue:</b> <b>T3 Regional Transport Network</b></p> 	<p><b>T3.1</b> An accessible public transport and regional road network that meets the diverse and changing needs of the community.</p>	<p>Advocate and deliver</p>	<p>Transport for NSW, Roads and Maritime Services, Dept Planning and Environment, Greater Sydney Commission, private bus companies, Northern Sydney Region of Councils, businesses, residents</p>



Photographer:  
Kay Watson

# MONITORING OUR PROGRESS

These indicators measure our progress towards the achievement of our long term achievements.

## Percentage of residents who travel to work by methods other than car (public transport, walk, cycle).

Baseline: In 2016, 31% of Ku-ring-gai's employed population travelled to work by public transport, bike or walking.  
Source: Census data, ABS

INCREASING TREND 

## Percentage of residents satisfied with their ability to move in and around Ku-ring-gai.

Baseline: New measure.  
Source: Ku-ring-gai Council Community Satisfaction Research

INCREASING TREND 

## Number of road traffic crashes per year.

Baseline: In 2016, there were 185 road traffic crashes.  
Source: NSW Centre for Road Safety

DECREASING TREND 

## Resident satisfaction with the availability of car parking in local centres.

Baseline: In 2017, 66% of residents were somewhat satisfied, satisfied or very satisfied.  
Source: Ku-ring-gai Council Community Satisfaction Research

INCREASING TREND 

## Resident satisfaction with access to cycleways, footpaths and walking tracks.

Baseline: In 2017, 76% of residents were somewhat satisfied, satisfied or very satisfied.  
Source: Ku-ring-gai Council Community Satisfaction Research

INCREASING TREND 

## Vehicle travel speed on arterial roads within designated speed limits.

Baseline: In the Sept - Nov 2017 quarter, during the am peak period the average speed on arterial roads was 49.1km/h.  
Source: Roads and Maritime Services

INCREASING TREND 

## Resident satisfaction with access to public transport.

Baseline: In 2017, 85% of residents were somewhat satisfied, satisfied or very satisfied.  
Source: Ku-ring-gai Council Community Satisfaction Research

INCREASING TREND 

# THEME 5 Local Economy and Employment

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



Communal Colour at North Turramurra shops  
Photographer: Kay Watson

# THEME 5: Local economy and employment

## *Challenges and Opportunities*

Ku-ring-gai's local economy consists of 13,965<sup>1</sup> businesses and 37,542<sup>2</sup> jobs distributed across seven local commercial centres, a business park, a major hospital precinct, public and independent educational facilities and dispersed neighbourhood shopping centres. Ku-ring-gai's business sector is predominantly made up of small to medium size businesses with particular growth occurring in home based businesses.

The top five industry sectors for employment<sup>1</sup> in Ku-ring-gai include health care and social assistance; education and training; financial and insurance services; professional, scientific and technical services and retail trade.

Over 44% of people who work in the area also live in the area. The area has a highly educated workforce with a high work-force participation rate.

Ku-ring-gai's local economy contributes \$5.65 billion per year to the gross regional product, with 4% growth since 2011.

### A STRONG LOCAL ECONOMY

A strong local economy, able to provide and attract quality jobs is an important contributor to Ku-ring-gai's long term sustainability.

Projected population growth in Ku-ring-gai will place further pressures on infrastructure and the quality of life enjoyed by those who live and work here. As the population grows it will be important for the local economy and jobs to grow to support our community in the future. This will be particularly relevant to the increasing young adult population.

While Council has limited influence on local economic performance it will continue, in partnership with business and other stakeholders, its strong leadership role in building the area's capacity to become more competitive and attractive to investment. This includes initiatives focussed on infrastructure improvements, employment growth, enhanced tourism opportunities and continuing the well-received business engagement program tailored to the needs of our business community. These initiatives are consistent with priorities identified in the Greater Sydney Commission's North District Plan.

### FUTURE EMPLOYMENT OPPORTUNITIES

Nearly three quarters of our residents leave the area every day for work. While this mismatch is due in part to the number of specialist and professional workers who need to work in other commercial and specialist centres, it also indicates a need for more skilled jobs closer to home and the daily expenditure lost from the Ku-ring-gai local economy.

Facilitating more local economic and job growth, particularly across existing industries is important in addressing this mismatch. Taking advantage of opportunities presented by new technologies, new business models and emerging industries while facilitating training and business support and reducing red tape will also help to expand employment.

Ku-ring-gai has nearly half the number of people in the 25 – 34 year working age group than Greater Sydney (8.2% vs 16.0%<sup>1</sup> respectively). This is despite our high number of people in younger age brackets. Opportunities to retain a greater proportion of this potential resident workforce will continue to be pursued to strengthen Ku-ring-gai's employment base.





### EXPANDING TOURISM

Over recent years Council developed its reputation for delivering interesting and successful events with regional and national prominence. As a result of Council's successful events and promotion, visitation numbers significantly increased at the St Ives Precinct, including the Ku-ring-gai Wildflower Garden and St Ives Showground.

Council's recently adopted Destination Management Plan proposes the expansion of nature based tourism, visitation based on Aboriginal heritage and other major events at the St Ives Precinct. Strategies and actions from the plan will be pursued over the coming years.

Council will also continue to provide sponsorship and assist in the promotion and marketing of other important events and cultural groups which promote the area and attract visitors.

### IMPROVING OUR CENTRES

Ku-ring-gai's seven local centres are a key component of our local economy. They currently provide a diverse mix of office, retail and eatery businesses located close to public transport and residential areas and, with short journey to work distances, offer a positive work-life balance for employees living in Ku-ring-gai.

Resourcing much-needed improvements to the centres to reinforce their strategic role, invigorate their appearance and vitality and attract more investment is challenging within limited resources. Council will continue to address these challenges through the Activate Ku-ring-gai renewal program and other initiatives in conjunction with local businesses.

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

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

**Over 44% of people who work in the area also live in the area. The area has a highly educated workforce with a high work-force participation rate.**

Shop Locally  
Photographer: Heather Rollo



## HOW WE WILL ADDRESS THIS THEME

This theme identifies the community's aspirations for its future and how Council and other stakeholders will contribute towards their achievement. The theme's contribution to the Quadruple Bottom Line is indicated by the icons under each long term objective.



*Sausage tasters at Wahroonga.*  
Photographer: Heather Rollo






SOCIAL

CIVIC  
LEADERSHIP

ECONOMIC



ENVIRONMENTAL

	Long Term Objective	Council role	Other key stakeholders
<b>Issue:</b> <b>E1 Promoting Ku-ring-gai's business and employment opportunities</b> 	<b>E1.1</b> Ku-ring-gai is an attractive location for business investment.	Lead and facilitate	Chambers of Commerce, Sydney Business, local business associations, business and land owners, local community groups, residents, utilities
<b>Issue:</b> <b>E2 Partnering for business and employment growth</b> 	<b>E2.1</b> Key stakeholders have confidence in, and pro-actively partner with Council to enhance employment and economic benefits.	Lead, advocate and facilitate	NSW Department of Industry, Skills and Regional Infrastructure, Northern Sydney Region of Councils, Chambers of Commerce, Sydney Business, local business associations, business and land owners
<b>Issue:</b> <b>E3 Tourism and visitation opportunities</b> 	<b>E3.1</b> Ku-ring-gai has a range of activities and experiences that attract visitors.	Facilitate	Destination NSW, Chambers of Commerce, local business associations, local businesses, groups and associations

# MONITORING OUR PROGRESS

These indicators measure our progress towards the achievement of our long term achievements.

## Business satisfaction with the attractiveness and vitality of our local centres.

Baseline: New measure.  
Source: Ku-ring-gai Council Community Satisfaction Research

INCREASING TREND 

## Business satisfaction with Council's regulatory services.

Baseline: New measure.  
Source: Ku-ring-gai Council Community Satisfaction Research

INCREASING TREND 

## Number of businesses and workplaces in Ku-ring-gai.

Baseline: In 2016, there were 13,965 businesses in Ku-ring-gai.  
Source: Census data, ABS

MONITOR 

## Value of non-residential building approvals per year.

Baseline: In 2016/2017, the value of non-residential building approvals was \$83,484.  
Source: Census data, ABS

MONITOR 

## Value of residential building approvals per year.

Baseline: In 2016/2017, the value of residential building approvals was \$495,001.  
Source: Census data, ABS

MONITOR 

## Business satisfaction with Council's initiatives to partner and support local business.

Baseline: New measure.  
Source: Council's business survey

INCREASING TREND 

## Number of local jobs in Ku-ring-gai.

Baseline: In 2016, there were 37 542 local jobs.  
Source: NIEIR

INCREASING TREND 

## Resident satisfaction with tourist attractions in the local area.

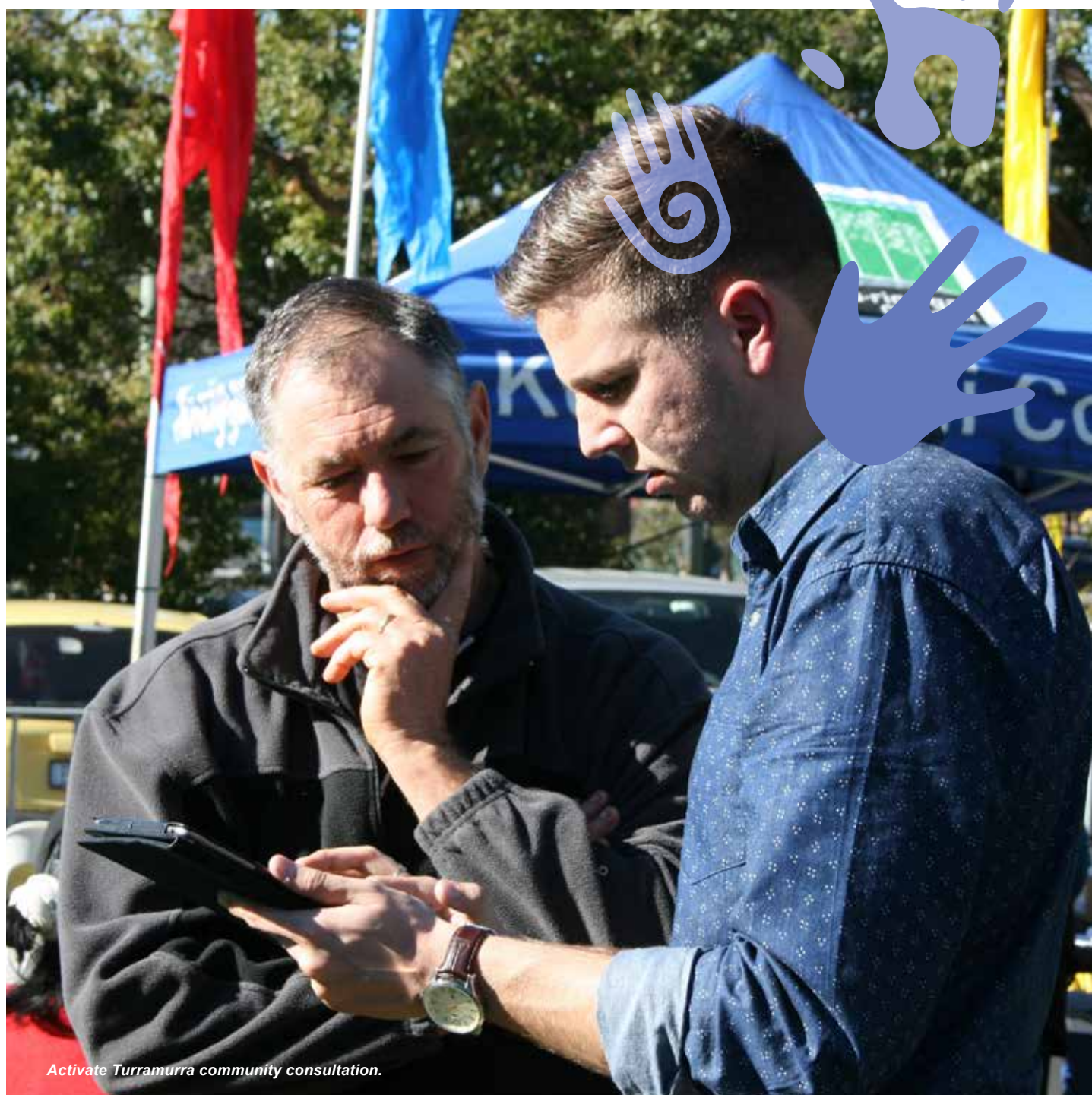
Baseline: New measure.  
Source: Ku-ring-gai Council Community Satisfaction Research

INCREASING TREND 

## THEME 6

# Leadership and Governance

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



Activate Turramurra community consultation.

# THEME 6: Leadership and governance

## *Challenges and Opportunities*

The functions and responsibilities of local government continue to increase and change. Council is faced with the challenge of selecting its activities prudently and of adequately resourcing its programs. These programs and the services selected must be carefully designed and delivered to equitably and effectively advance the wellbeing of the community.

### FINANCIAL SUSTAINABILITY

Council's focus remains on maintaining and improving its long term financial position and performance. This has been pursued by maintaining a healthy financial position in each financial year, underpinned by a sound income base and commitment to control and delivery of services, facilities and infrastructure required by the community. At the end of the current Delivery Program, Council's financial position remains sound with operating surpluses in all previous financial years. This will enable investment in infrastructure, with healthy cash reserves and liquidity, and an affordable level of debt within industry benchmarks over the coming years.

Opportunities for new resources and increased effectiveness and efficiencies will be rigorously pursued. Continued improvements to service level specification and delivery approaches will be needed to support this.

### SUSTAINING OUR ASSETS

Ku-ring-gai Council delivers a variety of services to the community, and at the same time, must ensure that the assets supporting these services are managed sustainably. With Ku-ring-gai's population growth and increasing diversity there will be a growing demand for new and enhanced assets, programs and services. Along with many authorities, we face asset renewal and investment challenges which must be balanced with resident and ratepayer's expectations.

Managing our asset portfolio, which is valued at over \$1.3 billion, is important in meeting the needs and expectations of our community. Council's Asset Management Strategy integrates with the Community Strategic Plan, Delivery Program, Operational Plan and Long Term Financial Plan. This ensures that adequate funding for maintenance and renewals is scheduled into annual work programs.

Ku-ring-gai's assets also require maintenance and renewal in the future. Council's ongoing challenge is to continue to identify ways to provide adequate funding for new, and improve existing assets, throughout their lifecycle.

### OPPORTUNITIES FOR COMMUNITY PARTICIPATION

Community involvement and engagement is at the heart of good governance and will ensure that our strategic directions meet the aspirations of our local community. We will continue to engage with the community over this three year term of Council to provide input into our decision-making processes and monitor our progress. This will include the use of support technologies, best practice engagement techniques and social media to engage local residents and businesses.

We will also actively engage with our community to seek opinion on priorities and willingness to pay for enhanced service delivery. Importantly, Council will seek to provide services which match the needs and preferences of the community.

### RESPONDING TO STATE AND REGIONAL PLANS


Recent state government legislation and policies and the new Greater Sydney Commission's North District Plan have a number of implications for Council over the next few years, particularly planning for new housing and population growth in Ku-ring-gai. This will require rigorous assessment and well researched responses from Council and the community. It is important that the community is fully informed and engaged regarding these policy directions and our responses address other long-standing Ku-ring-gai community priorities in the Community Strategic Plan, including the protection of our natural areas and heritage.

## OUR ORGANISATION

Council can only achieve the outcomes it seeks for the community with the aid of a well-managed organisation focussed on working in the community's interest and continuously improving its delivery of services. With change continuously taking place in Council's activities the workplace must be able to adapt to these and other changes as they emerge.

Council is committed to ensuring the organisation has both the capacity and capability to deliver positive outcomes for the organisation and ultimately the community. Key challenges being addressed by the organisation include the implications of an ageing workforce, skills shortages across a number of professional areas and training that keeps pace with changing technology, new work practices and policies and the need for increased leadership skills.

Council recognises the quality of the people it can attract and retain is vital to it achieving its programs. It values its people and appreciates their contribution. It will continue to recognise the obligation for them to be provided with a safe, secure and satisfying workplace, treated equitably with respect and properly rewarded.



**Council is committed to ensuring the organisation has both the capacity and capability to deliver positive outcomes for the organisation and ultimately the community.**



## HOW WE WILL ADDRESS THIS THEME

This theme identifies the community's aspirations for its future and how Council and other stakeholders will contribute towards their achievement. The theme's contribution to the Quadruple Bottom Line is indicated by the icons under each long term objective.



*Strategy and Environment team building day.*













SOCIAL

CIVIC  
LEADERSHIP

ECONOMIC



ENVIRONMENTAL

	Long Term Objective	Council role	Other key stakeholders
<b>Issue:</b> <b>L1 Leadership</b>    	<b>L1.1</b> A shared long term vision for Ku-ring-gai underpins strategic collaboration, policy development and community engagement.	Lead, advocate and deliver	Office of Local Government, Dept Planning and Environment, Greater Sydney Commission, Northern Sydney Region of Councils, local community groups, business and residents
<b>Issue:</b> <b>L2 Financial capacity and sustainability</b> 	<b>L2.1</b> Council rigorously manages its financial resources and assets to maximise delivery of services.	Lead and deliver	Office of Local Government, Audit Office NSW
<b>Issue:</b> <b>L3 Good Governance and Management</b> 	<b>L3.1</b> The organisation is recognised and distinguished by its ethical decision-making, efficient management, innovation and quality customer service.	Lead and deliver	Office of Local Government, Northern Sydney Region of Councils, local community and environmental groups, local business and residents
<b>Issue:</b> <b>L4 Community Engagement</b>  	<b>L4.1</b> The community is informed and engaged in decision-making processes for community outcomes.	Lead, facilitate and deliver	Office of Local Government, Dept Planning and Environment, local community groups

# MONITORING OUR PROGRESS

These indicators measure our progress towards the achievement of our long term achievements.

## Resident satisfaction with opportunities to participate in matters impacting on the Ku-ring-gai community.

Baseline: New measure.  
Source: Ku-ring-gai Council Community Satisfaction Research

INCREASING TREND 

## Resident satisfaction with Council's advocacy on matters impacting on Ku-ring-gai.

Baseline: In 2017, 75% of residents were somewhat satisfied, satisfied or very satisfied.  
Source: Ku-ring-gai Council Community Satisfaction Research

INCREASING TREND 

## Achieve ongoing operating surpluses.

Baseline: In 2016/2017, Council reported an operating surplus.  
Source: Council's Audited Financial Statement

MAINTAIN OR INCREASING TREND 

## Ability to increase commitment of general revenue towards asset refurbishment.

Baseline: In 2016/17, Council improved its ability to increase funding towards asset refurbishment  
Source: Council's Audited Financial Statement

MAINTAIN

## Available working capital.

Baseline: In 2016/2017, Council exceeded its working capital target.  
Source: Council's Audited Financial Statement

GREATER THAN OR EQUAL TO \$4 MILLION

## Overall community satisfaction with Council performance.

Baseline: In 2017, 87% of residents were somewhat satisfied, satisfied or very satisfied.  
Source: Ku-ring-gai Council Community Satisfaction Research

INCREASING TREND 

## Resident satisfaction with Council's consultation and engagement.

Baseline: New measure.  
Source: Ku-ring-gai Council Community Satisfaction Research

INCREASING TREND 

## Resident satisfaction with Council's provision of information about events, services, programs and facilities.

Baseline: New measure.  
Source: Ku-ring-gai Council Community Satisfaction Research

INCREASING TREND 



# Contact Us

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

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### Online chat

Go to our online chat - [kmc.nsw.gov.au](http://kmc.nsw.gov.au)  
8.30am - 5pm (AEST), Monday - Friday

### Website

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

## 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

Many photographs featured in the Community Strategic Plan 'Our Ku-ring-gai 2038' were entrants in the Capture Ku-ring-gai Photo Competition or photographs taken by staff. Thank you to our photographers.

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