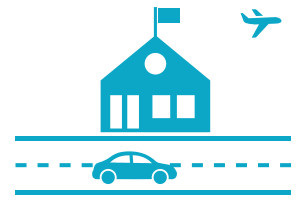


Infrastructure and Collaboration



1 - Infrastructure and Collaboration

Local Infrastructure



Ku-ring-gai Local Planning Priority

K1. Providing well-planned and sustainable local infrastructure to support growth and change

BACKGROUND

Since 2006, Ku-ring-gai has seen an increase in population from 105,000 to a current estimated resident population of 126,000 (2018, ERP). With population growth, there is an increasing demand for new and enhanced assets and services. Funding shortfalls for infrastructure asset renewal is a well-documented problem facing local government.

Council spends in the range of \$14 to 18 million (excluding the Local Centre Major Projects) each year on upgrading and creating new assets. In the past this has predominantly been funded through development contributions, though, through necessity, Council is now looking for a broader range of funding sources to allow it to provide the increasing range of facilities and services that its growing population requires. Further, these new assets will themselves require maintenance and renewal in future years, putting additional pressure on Council's infrastructure backlog. As Ku-ring-gai's population increases and changes, including increased cultural diversity and older age's groups, there will be additional competing demands for services, programs and access to community facilities and infrastructure.

Council's ability to align funding with expenditure is restrained by 'rate pegging', which means that the annual increase in rating revenue is determined by an external body, namely the Independent Pricing and Regulatory Tribunal (IPART). Over half of Council's income is dependent on rates. In 2014 following extensive community consultation, Council successfully obtained a continuation of the Special Rate Variation (SRV) for Infrastructure in perpetuity. A resounding 81% of ratepayers supported continuing the SRV for local road improvements.

Council staff have undertaken significant work formulating new funding strategies, and renewal and maintenance programs, to achieve further reductions in Council's infrastructure backlog. The strategies and how Council proposes to fund these programs are detailed in the Long Term Financial Plan and Asset Management Strategy.

Council is currently delivering community facilities, open space and local road infrastructure to support current planned levels of redevelopment. Further growth will require additional

local infrastructure. Local infrastructure projects currently being delivered or planned include:

- Lindfield Village Green - a new urban park in the heart of Lindfield including public and commuter parking below;
- Lindfield Village Hub - a new library, community centre and public park delivered by a development partner as part of a mixed use development;
- Turramurra Community Hub - a new library, community centre and public park delivered by development partner as part of mixed use development;
- St Ives Community Hub - a new library, community centre and town square delivered by a development partner as part of a mixed use development;
- Gordon Cultural and Civic Centre – a new cultural centre and council chambers in the heart of Gordon delivered by a development partner as part of a mixed use development;
- Renovation of Marian Street Theatre - a new hub for drama in Killara;
- St Ives Showground Precinct – an outdoor entertainment and tourism destination including regional playground;
- St Ives Village Green – a new recreation precinct including a skate bowl, plaza and playground;
- Streetscape upgrades – a program addressing the widening of footpaths, outdoor dining and street trees across the Local Centres;
- St Ives High School - a new indoor sports facility jointly delivered by Council and Department of Education;
- Local parks – a number of new parks delivered through Council's acquisition program; and
- Sports fields and facilities – ongoing upgrades to Council's assets.

It is noted that many of these projects will only proceed if new funding streams, including asset recycling, are available.

SPORTS AND RECREATION INFRASTRUCTURE

The Ku-ring-gai local government area has approximately 300 hectares of developed open space with facilities for a wide spectrum of sport, recreation and leisure facilities. The pressure on Council's existing sporting and recreation facilities is high, and there are insufficient facilities to meet current and anticipated future demands.

Since 2010, the Ku-ring-gai Contributions Plan, 2010 (KCP) - Local Parks, Local Sporting Facilities has funded a rolling program of major upgrades to Council's sports fields.

During the same period Council has also delivered:

- a new artificial turf sports field in Lindfield through a Voluntary Planning Agreement (VPA) with a developer;
- upgrade of Koola Park, East Killara including provision of extra playing field; and
- new multi-use sports fields in North Turramurra by reconfiguring an existing council-owned golf course.

Further details of Council's planning for sports and recreation infrastructure are contained under Planning Priorities K17, K18 and K19.

LOCAL PARKS

Since 2010, Council has been actively acquiring land and converting the land to new parks. To date Council has created, or is in the process of creating, over 23,000sqm of new parks and civic spaces. At this point in time, Council is just over halfway through the rolling delivery program under the Ku-ring-gai Contributions Plan, 2010 (KCP) - Local Parks, Local Sporting Facilities; this plan has been supporting the delivery of local open space and generally funds 100% of the cost of land acquisition and embellishment.

The plan also allows for innovative delivery and funding mechanisms. An example of this is the Lindfield Village Green which will be built on a Council car park. In this case, development contributions will be used to fund the construction of a basement car park to replace the surface parking, thereby, freeing the surface for a new use as a park. In this case, a test is applied to ensure the money spent on a car park is not more than the cost of acquiring land in a similar location.

Further details of Council's planning for local parks are contained under Planning Priority K27.

COMMUNITY AND CULTURAL 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 and many of the buildings are not fit-for-purpose. Council is actively planning for a network of new and upgraded facilities to cater for the needs of the current and future community.

The Ku-ring-gai Contributions Plan, 2010 - Local Recreational and Cultural Facilities, and Local Social Facilities allocates funding for the capital costs of new multi-purpose community buildings and libraries in the Local Centres. Due to apportionment, only a portion of the cost of community buildings is funded by development contributions, and operational costs are not covered by development contributions. Council has developed an innovative funding mechanism to address the funding shortfall by combining the community buildings into mixed-use 'hub' projects whereby the shortfall will be funded by residential and commercial development delivered by a development partner.

Further details of Council's planning for Community and Cultural infrastructure are contained under Planning Priority K14.

LOCAL CENTRE STREETScape

The Ku-ring-gai Contributions Plan, 2010 (KCP) - Works Programmes: Local Roads; Local Bus Facilities and Local Drainage Facilities allocates funding for works to streets that form part of the Local Centres; works include new footpaths, street furniture, street trees, pedestrian and street lighting and underground powerlines. The work also includes road works such as road widening, intersection improvements and changes to traffic signals. This work is generally fully funded by development contributions.

Council has commenced a program under 'Activate Ku-ring-gai' to upgrade key streets in the Local Centres, the first of these will be St Johns Avenue, Gordon; followed by Rohini Street, Turramurra and Lindfield Avenue and the Pacific Highway, Lindfield.

LOCAL ROAD AND ASSOCIATED INFRASTRUCTURE

Ku-ring-gai's 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; and preparing detailed Transport Management Plans for each of the Local Centres. 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.

Ku-ring-gai Council's infrastructure assets represent a vast investment that supports a modern urban environment. 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).

ASSET MANAGEMENT

The approach of asset renewal will assist Council to fund specific civic and community projects through the sale of under-utilised or surplus assets (property). These projects are intent on delivering new civic and community assets and infrastructure either through the acquisition and development of new facilities or through Council's co-contribution to deliver facilities and infrastructure identified in the Ku-ring-gai Contributions Plan 2010. The Contributions Plan works program for the next 10 years requires a co-contribution from Council of \$11 million which has been included in the Long Term Financial Plan.

The reasoning for Council to divest of these assets is to ensure that Council meets the future needs of the community by providing purpose built facilities and maintaining financial sustainability. The Long Term Financial Plan identifies asset sales as a short, medium and long term funding strategy which relies in part on the future reclassification of land from Community to Operational. This relies on a collaborative approach with State Government in negotiating a path through the planning process which has not always yielded outcomes which Council considers fair, timely, or transparent.



North Turramurra Recreation Area

ASSET MANAGEMENT (CONT.)

Further, where Council plans large scale 'community hub' type projects such as the Lindfield Village Green, the community hubs in Lindfield and Turramurra, and the Gordon Civic Precinct it is expected that these projects should be commercially feasible in their own right such that they do not require long term borrowings, or be a drain on ordinary rates revenue. Further, where feasible, such projects will be expected to produce a market dividend for Council above and beyond the community facilities incorporated in the precinct. Planning for these projects will consider the inclusion of commercial opportunities of sufficient return to cover ongoing operational costs of the public spaces in the precinct.

As part of the planning for the new hubs, Council has undertaken extensive planning for the provision of new community facilities, including preparation of the Ku-ring-gai Community Facilities Strategy – Part 1 – Community Centres and Libraries, 2018. This strategy acknowledges the need to rationalise existing facilities as they are transferred into civic hub projects.

STRATEGIC RESPONSE

The development contributions system remains a critical component of a wider funding strategy to deliver new and upgraded infrastructure to support development, and the growing and changing demographics of the area.

The Ku-ring-gai Contributions Plan 2010 will require review to extend the current delivery program to accommodate additional population growth through to 2036 in-line with the North District Plan. In the meantime the rolling delivery program under the current Contributions Plan will continue.

The Ku-ring-gai Contributions Plan 2010 benefits from an exemption to the s94E Direction that would otherwise cap the contributions in the Local Centres areas. The additional funding that has been created by this exemption has been vital to Council's delivery of community facilities and its award winning open space acquisition program. Transitioning to a new contributions plan would require Council to maintain an exemption from any contributions capping to ensure the same level of infrastructure delivery can be maintained. The loss of the exemption would also put at risk the funding of the current works program at a critical stage of delivery

As part of the review, Council will liaise with the NSW State Government to address the issue of maintaining the cap exemption and the absence of community facilities from the Department of Planning, Industry and Environment's 'Essential Works List' for contributions plans, whilst noting the challenge this situation imposes on the review of Ku-ring-gai's current contributions plan.

Ku-ring-gai also has a current S7.12 Ku-ring-gai Contributions Plan 2015 (formerly s94A) which applies to different development types and supports a separate works program. It will also be concurrently reviewed to ensure it provides for a distinct works program relevant to the types of development that contribute under this plan.

Council will continue to utilise asset recycling, being the sale of underperforming or surplus assets, and return the capital to invest in new assets or to revitalise existing assets. Council will also engage with the State Government to underscore the importance of asset recycling in Council's ambitious Local Centre revitalisation and asset renewal program, to ensure that fair, timely, and transparent outcomes are obtained in the rezoning and reclassification of surplus and underutilised land. Council will also continue to investigate and develop innovative funding mechanisms for the delivery of local infrastructure.

The current strategic planning focus provides the opportunity to research, support and address a key need in Ku-ring-gai for affordable housing, particularly key worker housing and housing for people with a strong connection to the area that may experience significant changes in circumstance.

Local Infrastructure - Ku-ring-gai Local Planning Priority and Actions

<p style="text-align: center;">Ku-ring-gai Council</p>	<p>Ku-ring-gai Local Planning Priority</p> <p>K1. Providing well-planned and sustainable infrastructure to support growth and change</p> <p>Actions</p> <ul style="list-style-type: none"> • Continue to utilise asset recycling to invest in new assets or to revitalise existing assets (ongoing). • Engage with the State Government to underscore the importance of asset recycling in Council’s Local Centre revitalisation and asset renewal program, to ensure that fair, timely, and transparent outcomes are obtained in the rezoning and reclassification of surplus and underutilised land (short term). • Review and update Council’s S7.11 Contributions Plan 2010 (formerly s94) and S7.12 Contributions Plan 2015 (formerly s94A) to ensure the delivery of new infrastructure is aligned with forecasted growth in Ku-ring-gai (short term). • Liaise with the State Government to address the issue of maintaining an exemption from the cap on development contributions and on the absence of community facilities from the ‘Essential Works List’ (short term). • Investigate the development of an Affordable Housing Contributions Plan under Section 7.2 of the EP&A Act (short-medium term). • Investigate and develop innovative funding mechanisms for the delivery of local infrastructure (ongoing). • Continue to deliver the rolling delivery program under Council’s 2010 S7.11 Contributions Plan and 2015 S7.12 Contributions Plan (short-medium term). • Investigate the mechanisms and opportunities for public car parks to be utilised and adapted for other uses, either out of peak hours or in the future should demand for parking decreases (medium term).
	<p style="text-align: center;">North District Plan</p>

Collaboration

Ku-ring-gai Local Planning Priority

K2. Collaborating with State Government Agencies and the community to deliver infrastructure projects

BACKGROUND

Collaboration between local and state governments and across state agencies is essential for coordinating land use and infrastructure planning and delivery within Ku-ring-gai and the North District. Collaboration is particularly important as the population grows, and Council is required to manage the competing needs of the growing and changing community within limited budgets.

Engagement with the community and key stakeholders is central to all collaborative processes and requires all levels of government and the community to work together.

Council is actively collaborating with governments, community and business to develop new infrastructure. Recent examples include working with:

- Transport for NSW to deliver a new integrated bus interchange and commuter car park in Gordon Local Centre;
- Transport for NSW to deliver up to 240 new commuter car spaces integrated within the Council-lead Lindfield Village Green and Lindfield Village Hub projects;
- Department of Planning, Industry and Environment to develop the redundant B2 road corridor in South Turramurra;
- Roads and Maritime Services in the transport planning for Gordon, Lindfield and Turramurra Local Centres;
- Sydney Trains in Turramurra Local Centre to release rail corridor land for public open space;
- State sporting organisations to investigate opportunities for new and improved sports facilities, and joint use of school sportsgrounds;
- Transport for NSW, Roads and Maritime Services and NSW National Parks and Wildlife Service to progress the Browns Waterhole crossing upgrade of the Lane Cove River;
- Department of Education to deliver a new indoor sport facility on the grounds of St Ives High School.

STRATEGIC RESPONSE

Moving forward Council will seek to establish and maintain collaborative relationships across all levels of government, as well as our community and stakeholders to deliver long term and sustainable infrastructure; ensure the best use of resources; and deliver the best outcomes for the community.

The following are identified as opportunities where planning collaborations and partnerships will be vital to the delivery of Council's priorities in the future:

- working with market-leading development partners to deliver community infrastructure as part of the Lindfield, Turramurra, Gordon and St Ives Community Hubs;
- collaborating with Transport for NSW to identify opportunities for development over the rail line within the Local Centres;
- working with Transport for NSW, Northern Beaches Council, City of Ryde and Willoughby City Council to accelerate the delivery of infrastructure identified in Future Transport 2056 particularly the Mona Vale to Macquarie Park, and Dee Why to Chatswood Bus Rapid Transit corridors;
- working with Transport for NSW to develop a Movement and Place Framework within Local Centres to protect the amenity and quality of places;
- working with Transport for NSW to improve local access to rail stations through improved local bus services and on-demand buses (eg Keoride);
- collaborating with the Greater Sydney Commission and other relevant state agencies and statutory authorities to deliver Green Grid connections and corridors;
- collaborating with Transport for NSW, Sydney Trains, NSW National Parks and Wildlife Service and other relevant state agencies and statutory authorities to identify and deliver components of the Principal Bicycle Network;
- working with NSROC and member councils, Office of Sport and other state government agencies to develop strategic region-wide solutions for delivery of sport and recreation facilities.

Collaboration - Ku-ring-gai Local Planning Priority and Actions

<p style="text-align: center;">Ku-ring-gai Council</p>	<p>Ku-ring-gai Local Planning Priority</p> <p>K2. To collaborate with State Government Agencies and the community to deliver infrastructure projects</p>
	<p>Actions</p> <ul style="list-style-type: none"> • Progress partnership with Department of Education to deliver St Ives High School Joint Use Indoor Sports Facility (short term). • Secure development partners for Lindfield Village Hub and Turramurra Community Hub (short-medium term). • Develop ‘Movement and Place’ Framework for the Primary Local Centres in collaboration with Transport for NSW/Roads and Maritime Services (short-medium term). • Collaborate with Transport for NSW/Roads and Maritime Services, adjoining council’s and relevant state agencies and statutory authorities to improve regional and local transport links particularly buses, cycling and walking (ongoing). • Continue to work with state sporting organisations to investigate opportunities for new and improved sports facilities (ongoing). • Continue to work with the Department of Education to investigate joint use of school sportsgrounds (ongoing).
	<p style="text-align: center;">North District Plan</p>
<p style="text-align: center;">Greater Sydney Region Plan</p>	<p>Objective 5</p> <p>Benefits of growth realised by collaboration of governments, community and business</p>