

Our Future Willoughby 2028 Community Strategic Plan

Public Exhibition Engagement Report June 2018

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1 Context

Under the Local Government Act NSW 1993 all NSW councils are required to meet the Integrated Planning and Reporting Framework which includes the development of a 10 year Community Strategic Plan (CSP). The CSP identifies the aspirations and priorities of the community for the future of the local government area and is required to be developed with the community through an engagement process.

Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the local government area. It is not wholly responsible for its implementation. Other partners, such as state agencies and community groups are also required to deliver the long term objectives of the Plan.

Council has an adopted Community Engagement Policy and Framework which guides how Council engages – informs and consults with the community. The development of the Community Strategic Plan was based on a Strategic Engagement Plan which was endorsed by Council at its 27 November 2017 Ordinary meeting.

Feedback from seven months of comprehensive community engagement was synthesised and incorporated into the development of the draft *Our Future Willoughby 2028*. The draft *Our Future Willoughby 2028* identifies the vision for the future of Willoughby City as:

‘Willoughby’s diversity underpins our liveable and prosperous City’.

This vision is supported by five strategic outcomes as outlined below and supported by a number of priorities:

- A City that is green
- A City that is connected and inclusive
- A City that is liveable
- A City that is prosperous and vibrant
- A City that is effective and accountable.

The draft Community Strategic Plan, *Our Future Willoughby 2028*, was placed on public exhibition between 15 May and 11 June 2018, as resolved by Council at its Ordinary meeting of 14 May 2018.

During this exhibition period Council’s Operational Plan and Delivery Program were also placed on public exhibition. A large amount of feedback from the Community Strategic Plan was more appropriate for these documents and has been referred to Council staff to consider.

2 Communication and Engagement Process

The draft *Our Future Willoughby 2028* was on public exhibition for a period of 28 days from 15 May to 11 June 2018.

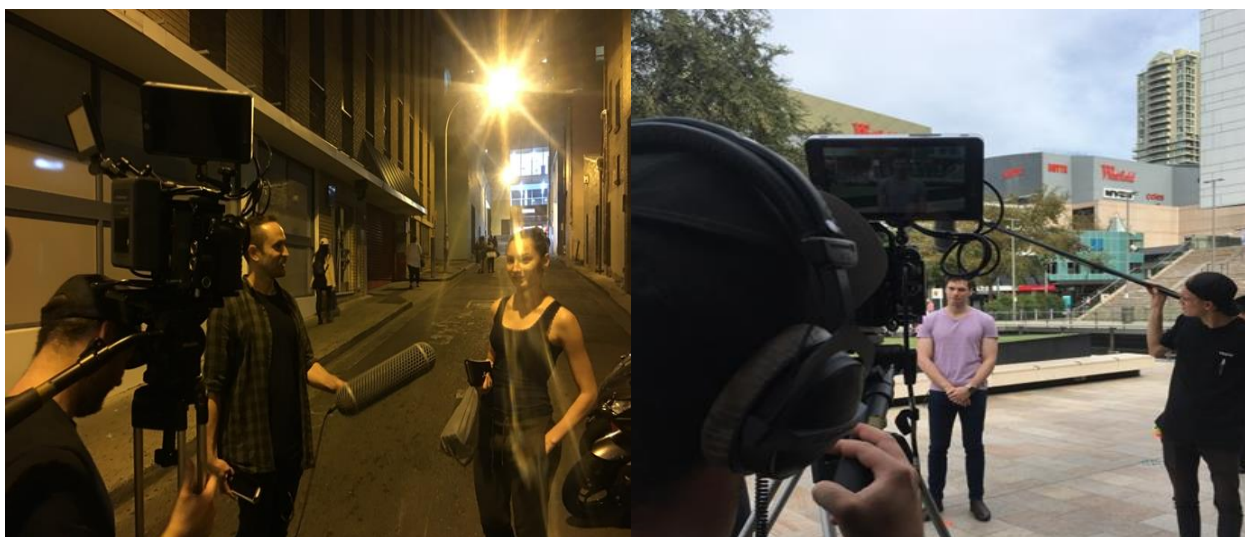
A number of communication and engagement strategies were undertaken to encourage the community and stakeholders to view and comment on the CSP including:

2.1 Communication strategies through the public exhibition period:

- Information provided on **Council's website** with links to Have Your Say
- Advertisements in **North Shore Times** 24 May
- Advertisement in **Council's column** in North Shore Times on 7 June
- Information provided on **Northside Radio** 29 May
- Promotion through Council's '**What's on in Willoughby**' electronic newsletter 3 May
- Mayor's column in local newsletter '**The Crag**' late in June
- **Promotional posters** through-out Willoughby City community boards and at Council facilities
- **Development of promotional video** explaining CSP goals and priorities to encourage stakeholder comments
- **Social media campaign** on Facebook and Instagram
- **Mass mail out invitation** to participate to Have Your Say registered users 23 May and previous participants and stakeholders 29 May
- Information distributed for inclusion in **twelve school** newsletters 23 May
- **Tailored marketing material developed** including A0 posters displaying CSP Outcomes and Priorities and smaller postcards for hand outs at pop-up stalls
- Direct mail out to **State Government agencies** throughout the exhibition period
- **Internal staff email** seeking survey participation from staff who reside in Willoughby City
- **Staff information posters** to assist staff understanding of the CSP and support community participation in the exhibition period.
- **Information posters** at all regional libraries and Council facilities.

Further detail and examples of communications can be found in the Attachments.

Two days talking with diverse stakeholders from across Willoughby City to create the video to promote through our social media channels.



2.2 Engagement strategies throughout the exhibition period:

- **Interactive information displays** at Chatswood Library and Council's administration building
- **Online survey** on Council's Have Your Say consultation website
- **Online document review** on Council's Have Your Say consultation website
- **Staff assisted customers as required** at Council's administration customer service area
- **Non-electronic options** available to encourage **written and email submissions** and a **contact number** advertised for **verbal submissions**
- **Pop-up kiosks at community events** with staff taking submissions and handing out post cards, including:
 - Chatswood Mall markets each Thursday
 - Vivid events between 25 May to 11 June
 - Naremburn and Artarmon Local Villages 7 June
 - Archipaws Pet Festival Sunday afternoon 20 May.

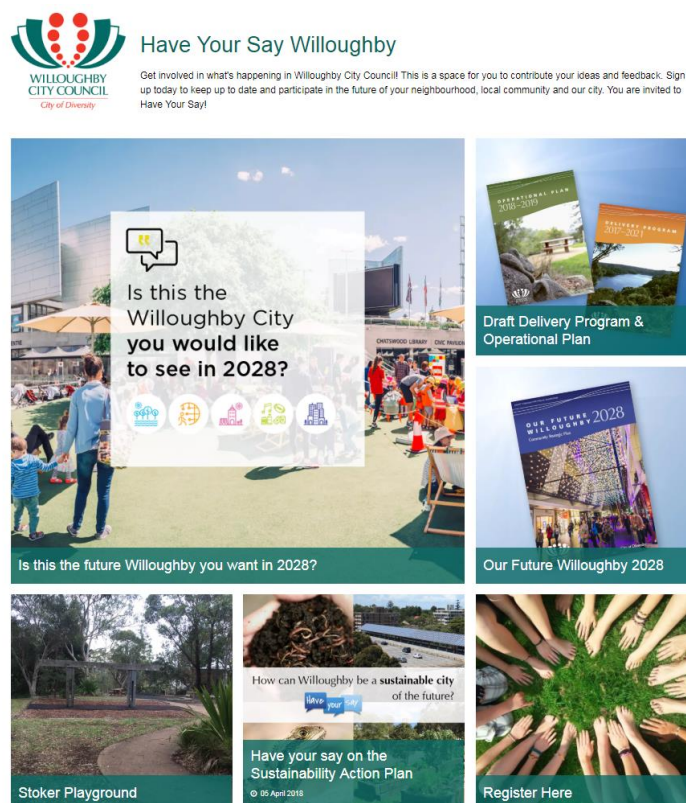
Council's response to the *Our Future Willoughby 2028* is in the Operational Plan and Delivery program which were on public exhibition concurrently as the community Strategic Plan.



3 Consultation Methodology

3.1 Have Your Say Website

Councils Have Your Say website, managed by the Bang the Table software is an essential component of Council's approach to engagement with the community. *Our Future Willoughby 2028* and all relevant supporting documents were available on this page.



Have Your Say Online Survey

The online survey was designed to understand community sentiment of the five broad Outcome areas and the community Priorities of *Our Future Willoughby 2028*. This online survey, estimated to take between one and five minutes, depending on the extent of questions chosen by the participant.

The survey used a Likert scale where respondents were asked whether they 'Strongly Agree', 'Agree', 'Neither agree nor disagree', 'Disagree' or 'Strongly Disagree' to:

- each of the specific community priorities; and
- an overall question, "Does the *Our Future Willoughby 2028* vision, outcomes and priorities, meet your expectations of the Willoughby you want to live in?"

All of the questions were non-mandatory, other than demographic questions.

As respondents could choose not to participate in questions, the total number of responses to each community priority is variable and does not equate to the total number of survey respondents. Numbers have been provided in the analysis of the data along with percentages for ease of reference.

Each outcome area in the survey offered respondents an opportunity to answer an open question to provide comment.

A total of four surveys with very subtle variations in the structure were used during the exhibition period. Variations included combining individual Likert scale questions into a single question for each Outcome area, allowing for an open general response, and change to the mandatory requirement to enter an email which detracted participation during random pop-up events. Importantly, the subtle differences between the surveys did not affect the outcomes of the survey data itself however the variation did marginally affect some of the demographic data.

The details of the survey results are outlined from Chapters 4, 5 and 6.

Home » Is this the Willoughby City you want to see in 2028? » Is this the Willoughby you want in 2028?

Is this the Willoughby you want in 2028?

Consultation has concluded

Our Future Willoughby 2028

Tell us what you think of draft *Our Future Willoughby 2028* before midnight Monday 11 June 2018.

You can participate below in a short survey or comment on any of the outcome areas; or provide an overall comment.

If you prefer, you can also leave a public comment on a PDF copy of *Our Future Willoughby 2028* found in Google Docs.

Our Future Willoughby 2028 can be downloaded on the right side of this page along with supporting documents.

Written submissions to:

- Mail to: *Our Future Willoughby 2028* Submissions, Willoughby City Council, PO Box 57 Chatswood NSW 2057
- In person: Willoughby City Council, Level 4, 31 Victor St, Willoughby NSW 2067
- Email to: ourfuturewilloughby2028@willoughby.nsw.gov.au

For further information you can speak with one of the staff on 02 9777 1000 or email ourfuturewilloughby2028@willoughby.nsw.gov.au

IS THIS THE WILLOUGHBY YOU WANT IN 2028?-(COPY)

Is this the Willoughby you want in 2028?

Consultation has concluded

Drafts-Our Future Willoughby 2028 documents

- DRAFT *Our Future Willoughby 2028* (1.56 MB) (pdf)
- *Our Future Willoughby 2028_Gap Analysis* (1.89 MB) (pdf)
- *Our Future Willoughby 2028_Community Engagement Report* (4.62 MB) (pdf)
- *Our Future Willoughby 2028_Community Engagement Strategy* (1.7 MB) (pdf)
- *Our Future Willoughby 2028* in Google Docs to make public comments

Life Cycle

- **Idea generation**
November 2017 to January 2018: to understand what's important people asked what they love, would like to see improved and would like to see created in the future for the area?
- **Formulation and validation of themes**
February to March 2018: where we asked "What does the future of Willoughby City look like to you?"
- **Community symposium**
17 March 2018: Almost 100 people, from diverse parts of the local community showed up to take part in a two-hour creative and innovative community workshop about the future needs of their community.
- **Validation of broad themes**
April to May 2018: Validation and

Have Your Say Online Document Review

Participants were also invited to leave a public comment on a PDF copy of *Our Future Willoughby 2028* in Google Docs. This new methodology allowed all comments to be seen by all respondents and created an opportunity for respondents to consider others feedback before providing theirs.

This did not however prove to be a preferred method of contribution receiving only one participant. This is most likely due to the unfamiliar process for regular Have Your Say participants as well as possibly some discomfort in having comments in the public domain.

3.2 Written Submissions

Written submissions could be made:

- Via mailing to: *Our Future Willoughby 2028* Submissions, Willoughby City Council, PO Box 57 Chatswood NSW 2057
- In person: Willoughby City Council, Level 4, 31 Victor St, Willoughby NSW 2067
- Email to: ourfuturewilloughby2028@willoughby.nsw.gov.au.

Nineteen additional email submissions were received and of those, most had a significant number of comments. Five email submissions were from organisations including Bike North Inc, North Sydney Innovation Network, Springvue Pty Ltd and two submissions from Willoughby LGA Progress Associations; Naremburn and Willoughby South Progress Associations.

Some respondents requested that their submissions be anonymous in the public arena. This has been undertaken in this instance. A policy approach will be developed in future to ensure clarification on this matter is provided up front.

3.3 Face to Face Responses

Council staff attended a number of events and interactive displays to talk to respondents and encourage participation in reviewing the Outcomes and community Priorities of the document.

During this time, respondents could provide their responses then and there and staff would add them into the Have Your Say website directly. Nineteen responses were received this way and are included in the Online Survey results. Many community members preferred to take a postcard and complete the survey in their own time.

The community could also speak with one of the staff on 02 9777 1000 or email to ourfuturewilloughby2028@willoughby.nsw.gov.au.

4 Results of the Have Your Say Online Survey – Summary Data

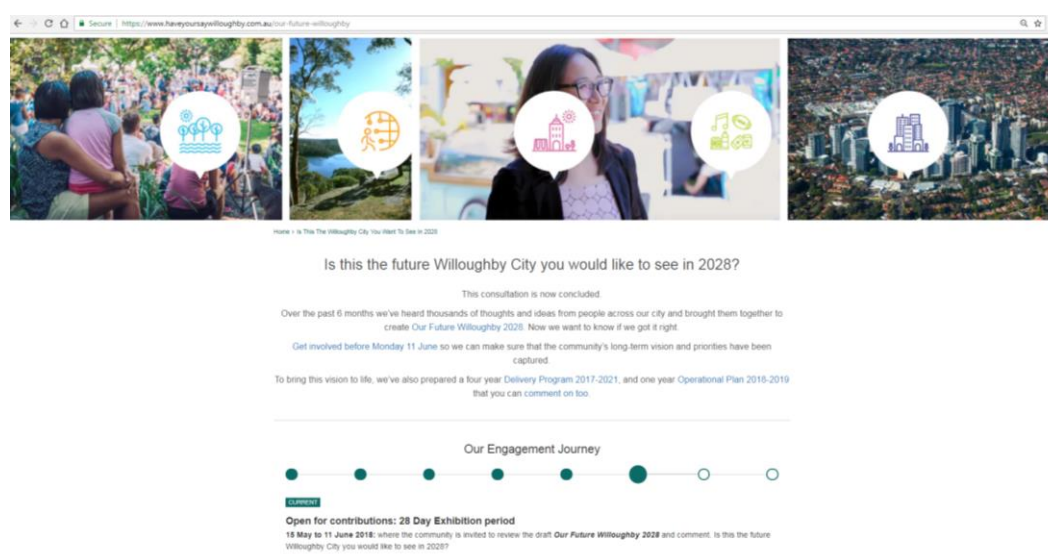
195 submissions were made.

4.1 Highlights of the Have Your Say Online Survey

The following provides an overview of the visits to Council's Have Your Say engagement platform in relation to the draft *Our Future Willoughby 2028* during the exhibition period 15 May – 11 June 2018.

Total Visits to the Have Your Say website	1600
Maximum Visitors Per Day	168
Engaged Visitors	195
Aware Visitors (single visit to the site)	1152
Informed Visitors (clicked on something)	637
Downloaded draft <i>Our Future Willoughby 2028</i>	635

This indicates that a large number in the community have received information and now have awareness of the document and its intent.



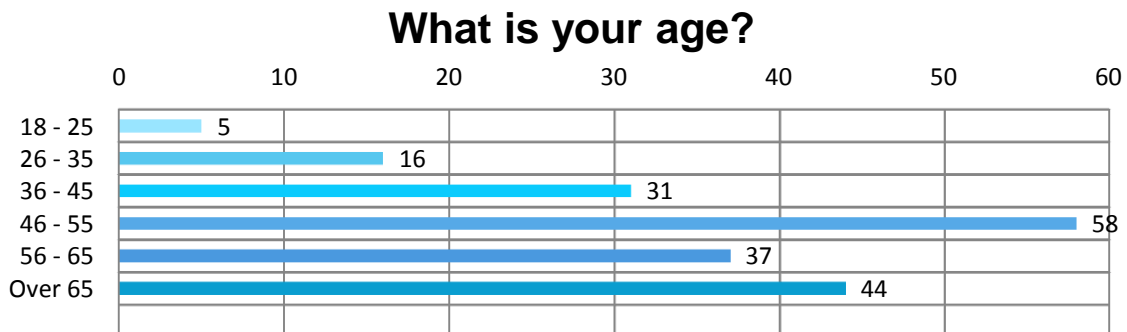
4.2 Consultation Traffic Channels

The following provides a break-down of how participants arrived at Council's Have Your Say website to participate in Council's engagement activities during the exhibition period. The combination of a URL or direct links, targeted email distribution and social media proved the most successful channels to encourage participation and generate traffic to the website.

Direct - typing in the URL or clicking on a link	394
Social media	433

Email campaign	713
Search Engine	33
Government web sites	57
Referrals from other	6

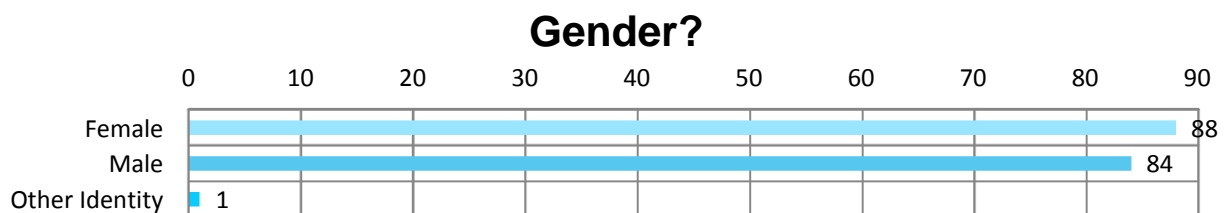
4.3 Demographic Information



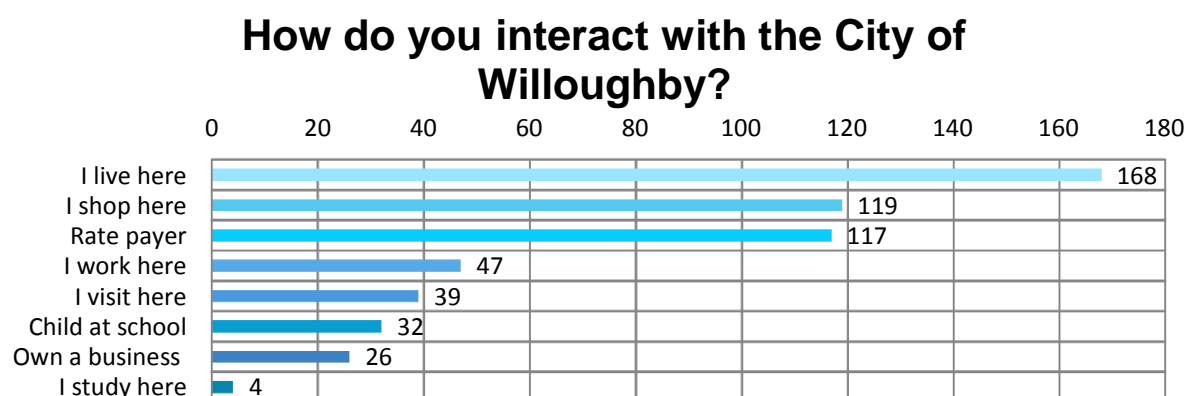
The median age of the Willoughby City population is 37. The age range was most represented in the survey were 46-55 year olds at 30.4% and over 65 at 23% with less participation by the 36-45 groups at 16.2% and the 26-35 group at 8.4% and under 18 at only 2.1%.

When compared against the Willoughby population, young people aged 18-25 and young families were underrepresented while older age groups above 46 were well represented as a combined total of 72.8% all respondents.

This is common in Council engagement programs and Council is working to improve reach to these less engaged age groups.



The split in gender of participants was comparable, and similar to Willoughby's population.



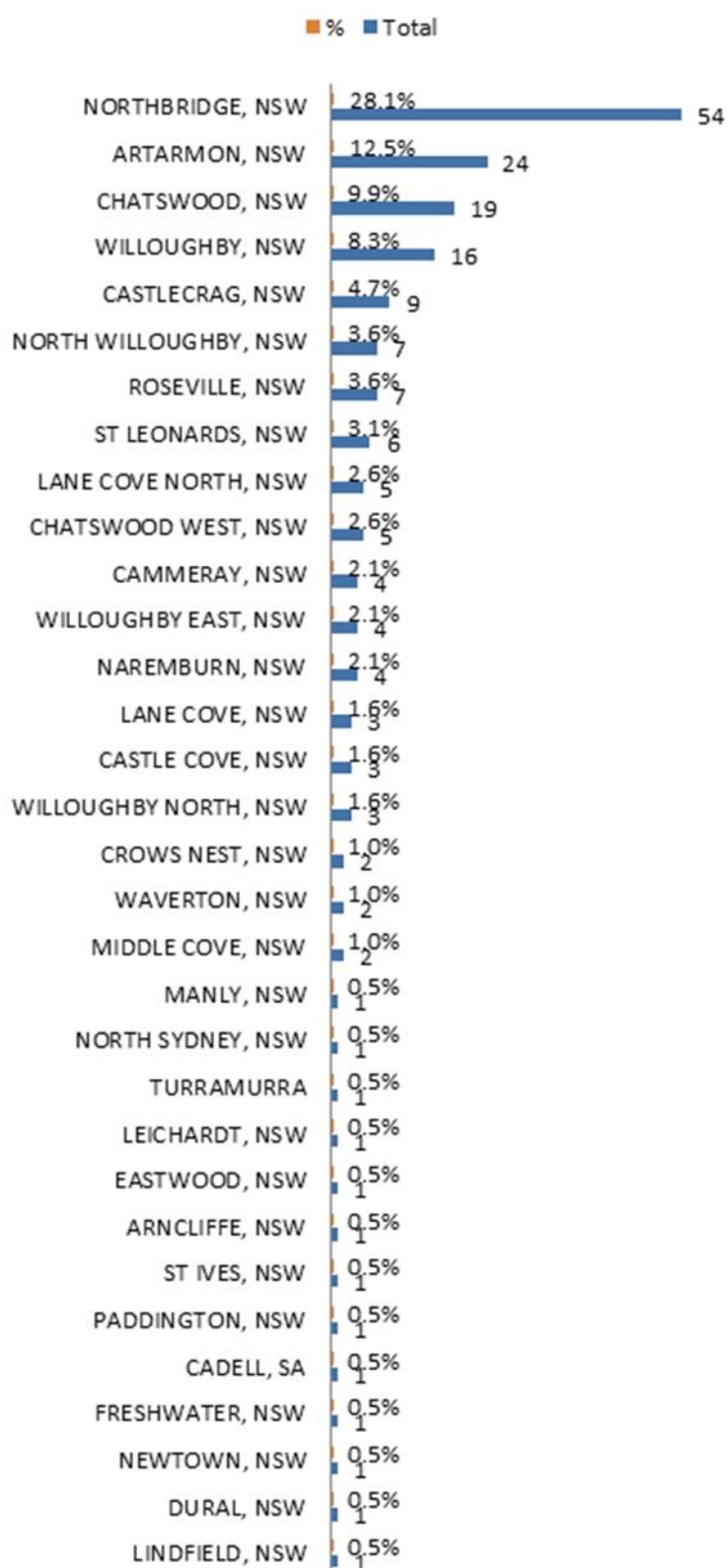
Residents were the majority of respondents to the question about how they interact with Council. Participants could choose more than one interaction type.

88% of respondents were residents of the Willoughby Local Government Area (LGA), however there were some people who made comment who lived outside the LGA. The primary target market in the communications and marketing was Willoughby residents, however given the high number of visitors to the area, participation was not restricted to only residents.

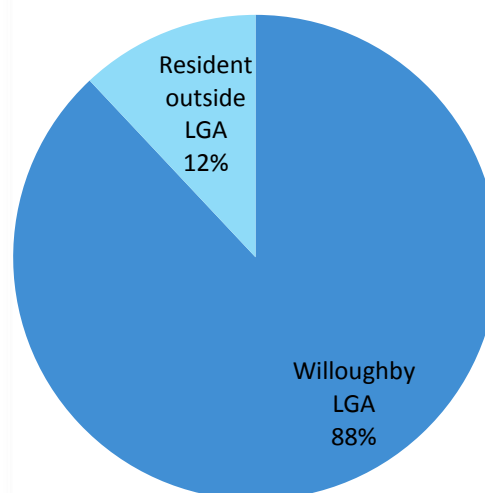
There is a notable spike in responses from Northbridge and Artarmon. This was likely due to staff presenting to the Northbridge Progress Association on the draft Local Centres Strategy just prior to the public exhibition period (June 8). In addition, the Streetscape Design Planning projects recently commenced engagement for the Northbridge and Artarmon Centres and the General Manager spoke at the Federation of Willoughby Progress Associations in Chatswood. These combined factors may provide some reasoning for the high percentage of people responding from these areas. This was highlighted by there being a number of specific comments regarding the Northbridge Local Centres Strategy and a particular development in Northbridge.

Chatswood also saw a high number of responses, most likely due to the pop-up events and library interactive display being held in the Chatswood Central Business District.

What is your suburb?



Willoughby LGA Respondents



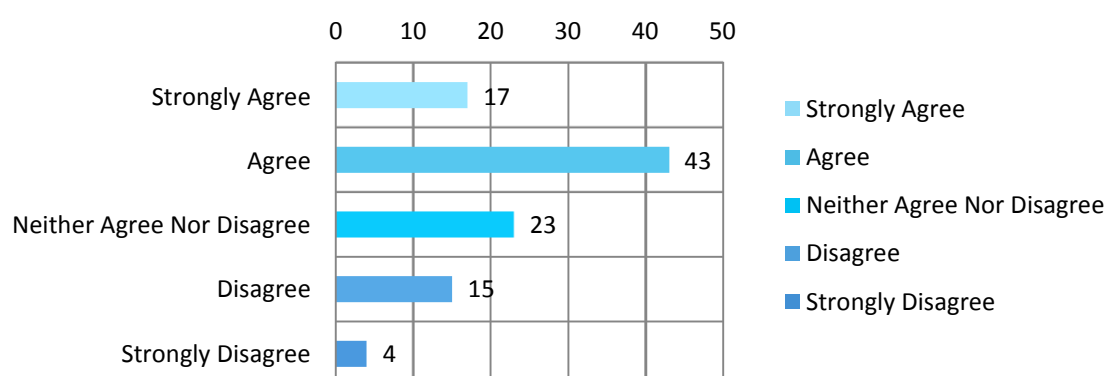
5 Results of Have Your Say Online Survey - Quantitative Data

5.1 Overall community perception

59.8% of 102 respondents that responded to this question Strongly Agreed or Agreed that Overall *Our Future Willoughby 2028* vision, outcomes and priorities, met their expectations of the Willoughby they wanted to live in 22.5% Neither Agreed or Disagreed and 18.6% Disagreed or Strongly Disagreed.

Given the significant number of comments received through the engagement process prior to the public exhibition period, this was not surprising.

Overall, does the Our Future Willoughby 2028 vision, outcomes and priorities, meet your expectations of the Willoughby you want to live in?



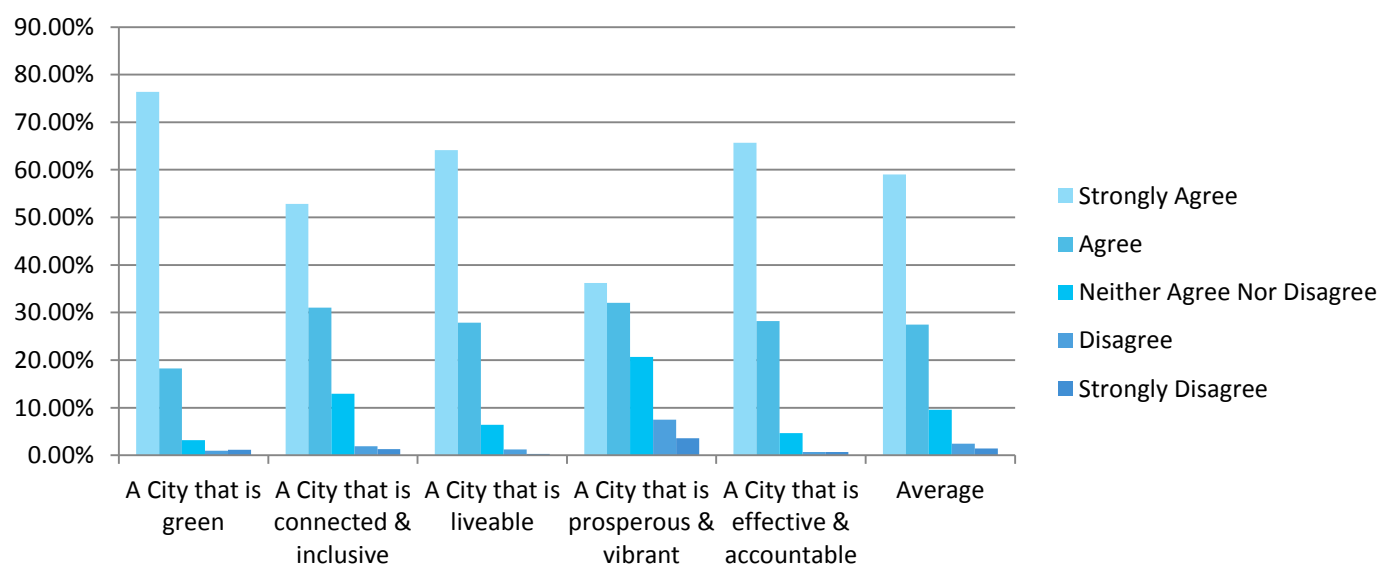
Example Comments

- “Putting infrastructure in place to reduce future traffic congestion should be a major priority.”
- “Overcrowding is the only outcome from the relentless drive for growth.”
- “The document is very positive and easy to read, like the survey.... hopefully when looking at the future we open our minds to our next generation and ensure that there are enough schools and green spaces so our families will stay.”
- “Im pleased to be a Resident and part of the Willoughby Community. And happy to see the growth in so many areas of this diverse Shire in particular the progressive preservation of local Bushland, Wildlife and Habitat corridors being maintained and restored.”
- “We need more affordable housing in all suburbs. Greater diversity of housing types makes for a more balanced demographic, enriching us all.”
- “I love the direction council is taking the city. I would like to see more done to assist creativity and culture.”

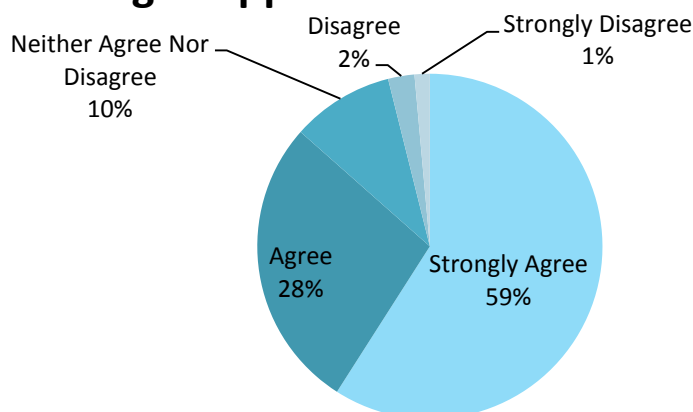
- “Thank you for your dedication to the well-being of the people Willoughby council, its environment and community.”
- “I have no idea what the financial situation of the Concourse is but it's such a great public asset. It deserves to be used more. Is there anything in a multicultural (especially Asian) angle in addition to the mainly western offerings.”
- “Ban all plastic supermarket shopping bags”
- “5.1-5.5 are great motherhood statements. What is the realisation?”
- “Changing community and customer needs cannot be met while there is encouragement to grow grow grow the population base. More people ultimately means a decrease in most other aspects.”
- “Need to have a measure or target for each priority.”
- “Stop constraining new businesses and stop constraining the development of more affordable new homes to protect rich people’s lifestyles.”
- “Improved Infrastructure and less modern undesirable development.”

5.2 Feedback across the Five Outcomes

The five outcomes were developed as a result of the previous engagement processes, the online survey provided an opportunity to understand the community’s feelings towards each of those, as indicated below.



Average Support Across 5 Outcome Areas

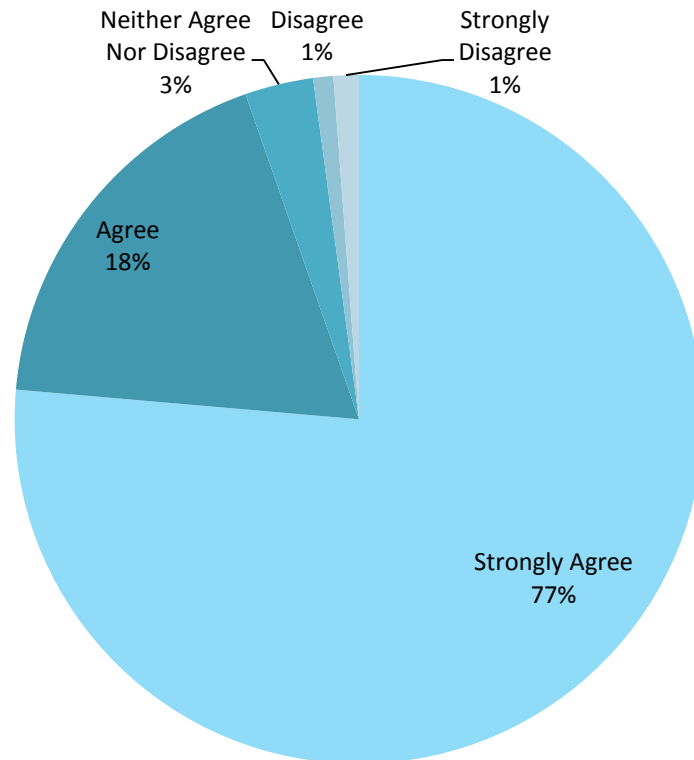


Each of the Outcome areas have a number of Priorities, the survey then allowed respondents to provide feedback on each via the Likert scale and / or free text.

Participation across the five Outcome areas was relatively consistent. Overall, there was strong support for the priorities of a City that is green; A City that is connected and inclusive; and, A City that is liveable. Although there was seemingly less support for A City that is prosperous and vibrant, it also had the highest result of respondents that neither agreed nor disagreed.

The response to each Outcome area is below with some of the key comments reflected by the results. This is followed by the Likert scale results for each community Priority area.

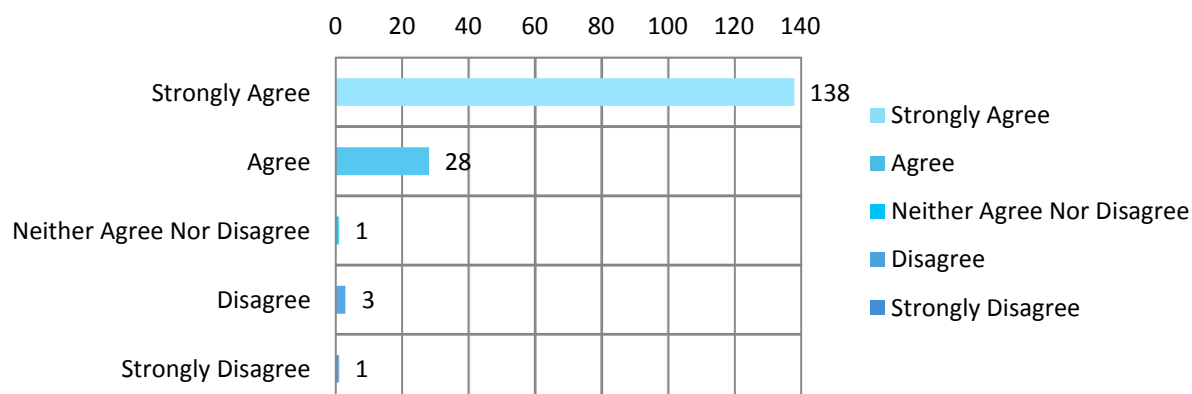
5.3 Outcome 1: A City that is green



Example Comments:

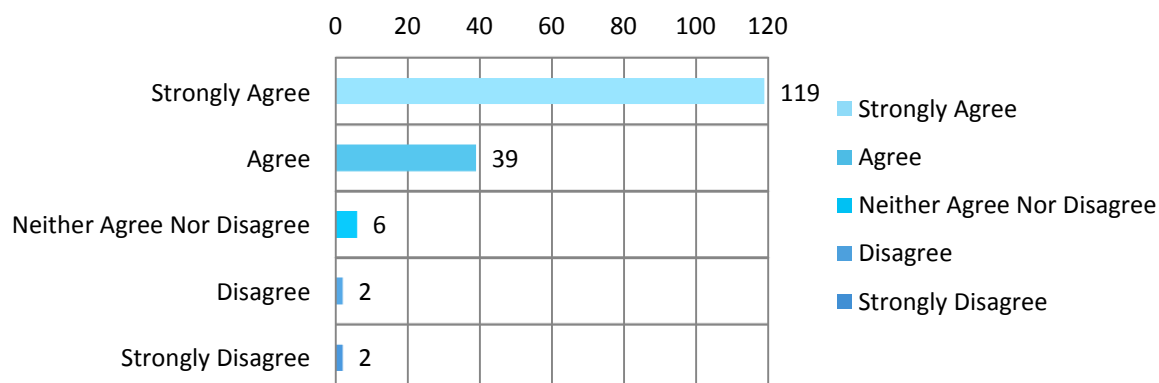
- “infiltrate the urban and natural environment.” “Build green walls on buildings like Melbourne.” “Solar passive building requirements for all new developments.”
- “Yes we all want a green and sustainable city etc etc but we also need to get around it.”
- “be thoughtful about the constant push for floodlights at parks, preserve at least some peaceful grass parklands for members of the community”
- “It’s fantastic that we have access to so many green spaces, sporting areas and parks. Please assist us to keep these areas clean and tidy by providing adequate waste services, bins!”
- “more street trees - ideally power lines should be underground so that the trees are not mutilated every few years to avoid overhead wires”
- “Why do we need another 12k people crammed into Willoughby? How will that reduce energy consumption, waste, keep our bushland vibrant?”
- “We need more playgrounds sports fields and off leash dog walking areas.”
- “Set realistic targets for these outcomes and monitor them regularly to confirm they are “on target”
- “solar panels; no plastic; real recycling; there is so much more that we could do”

1.1 Create and enhance green spaces



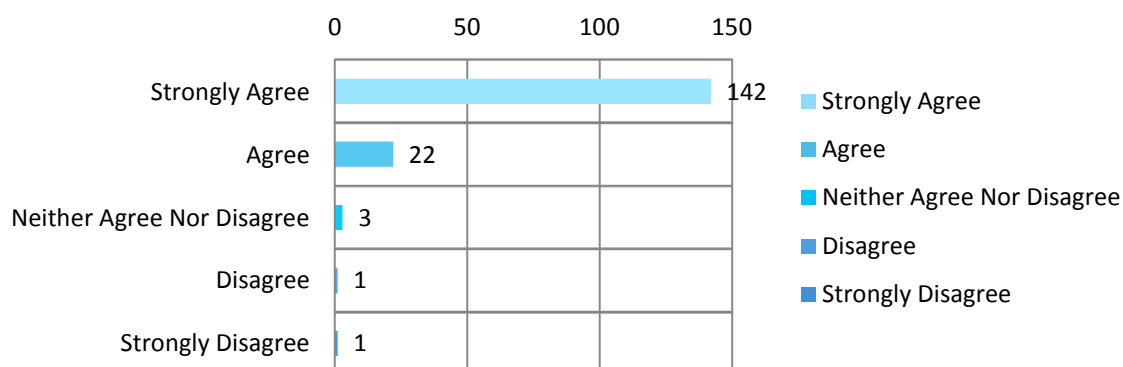
97.1% of 171 respondents Strongly Agreed or Agreed with the Community Priority 1.1 Create and enhance green spaces.

1.2 Promote sustainable lifestyles and practices.



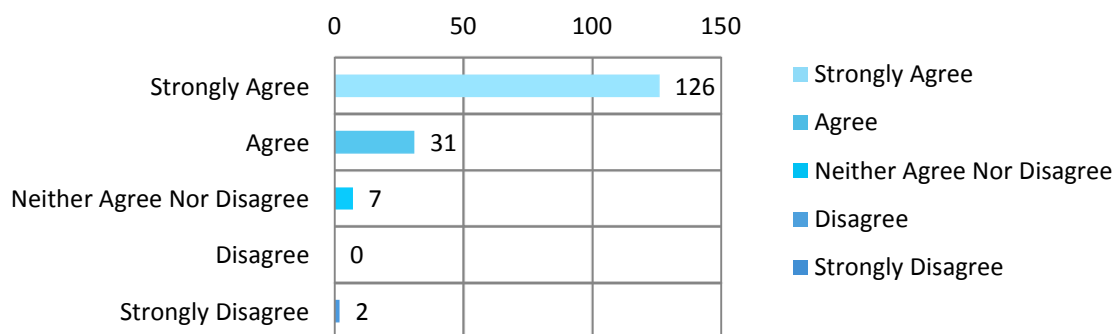
94% of 168 respondents Strongly Agreed or Agreed with the Community Priority 1.2 Promote sustainable lifestyles and practices.

1.3 Enhance, protect and respect waterways, bushland, nature, wildlife and ecological systems.



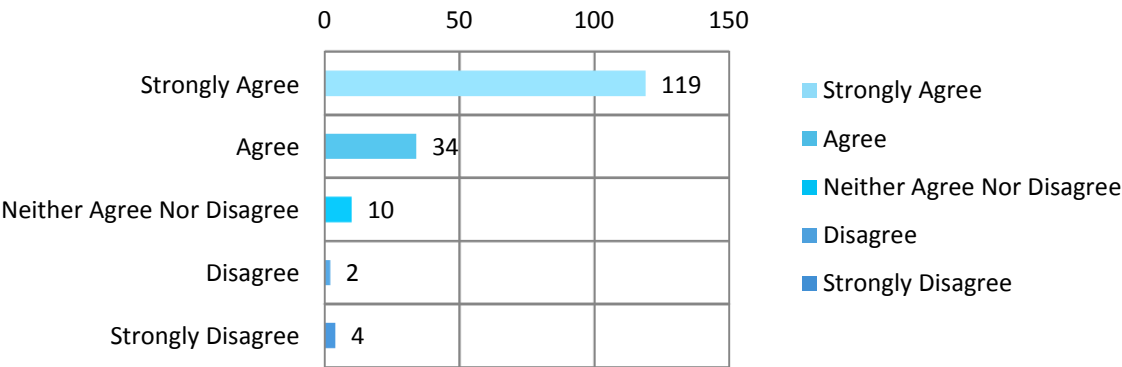
97% of 169 respondents Strongly Agreed or Agreed with the Community Priority 1.3 Enhance, protect and respect waterways, bushland, nature, wildlife and ecological systems.

1.4 Reduce energy, water and resource waste and encourage reuse and recycling.



94.6% of 166 respondents Strongly Agreed or Agreed with the Community Priority 1.4 Reduce energy, water and resource waste and encourage reuse and recycling.

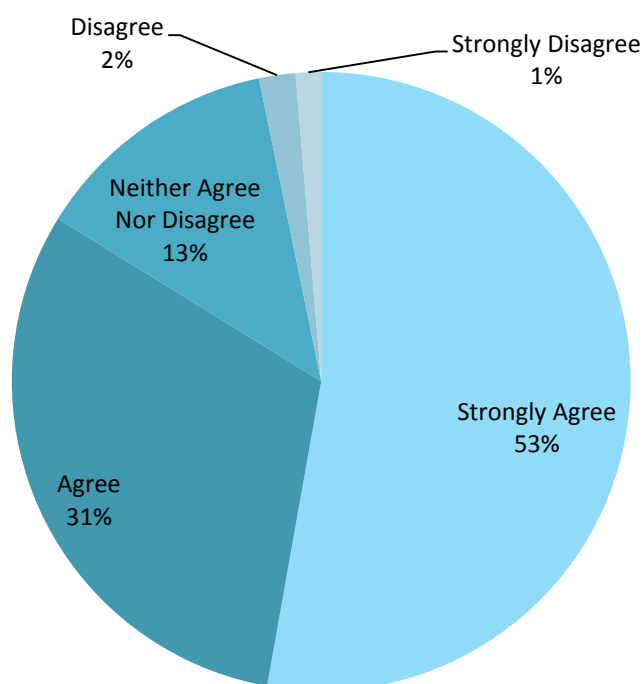
1.5 Reduce carbon and greenhouse gas emissions.



90.5% of 169 respondents Strongly Agreed or Agreed with the Community Priority 1.5 Reduce carbon and greenhouse gas emissions.

Many of the comments in this Outcome area will be forwarded to Council’s Environment team who are currently developing a revised Sustainability Action Plan for Willoughby City Council.

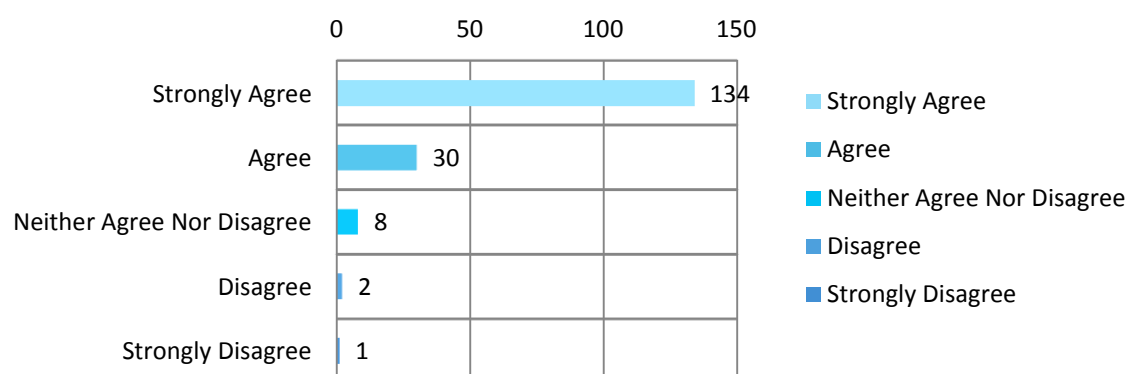
5.4 Outcome 2: A City that is connected and inclusive



Example Comments

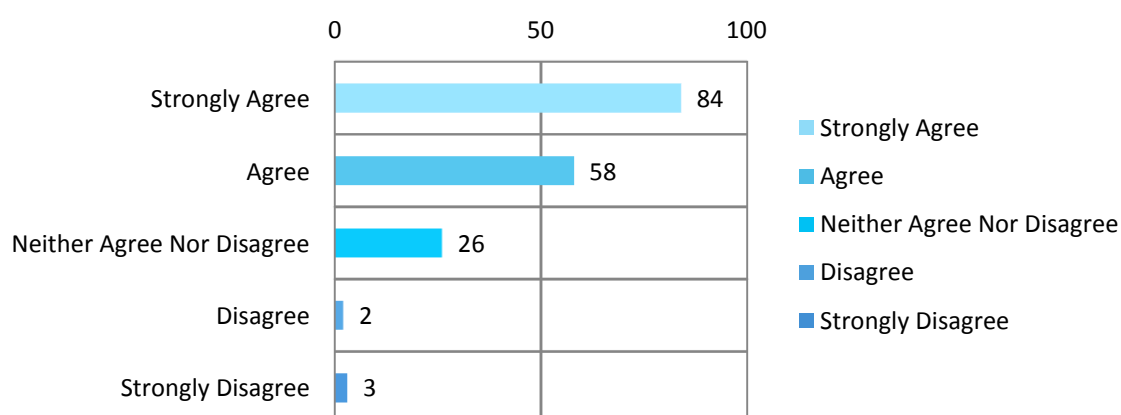
- “the best way to reduce on-street parking and traffic congestion must surely be more underground parking throughout the area”
- “Increase amount of connected bike paths into Chatswood CBD to reduce amount of traffic into Chatswood CBD.”
- “The current methodology must change by removing all parking along these arterial roads and fully focus on making public transport the number one mode of transport.”
- “Council is to be congratulated for its commitment to Bushcare programmes.”
- “More bicycle paths need to be provided. There are some but for many journeys there is just not a safe bicycle route.”
- “Our city has become overcrowded and congested.”
- “Public transport at night should be improved.”
- “Transport links that are speedy and reliable are a key to a thriving city.”
- “Permits discriminate families whose dependent children also have cars”
- “Willoughby Council has a strong community focus.. keep it up”
- “Having grown up in Willoughby, I have loved the multi cultural diversity, at the same time unity of the community.”

2.1 Enhance transport choices and connections throughout the City.



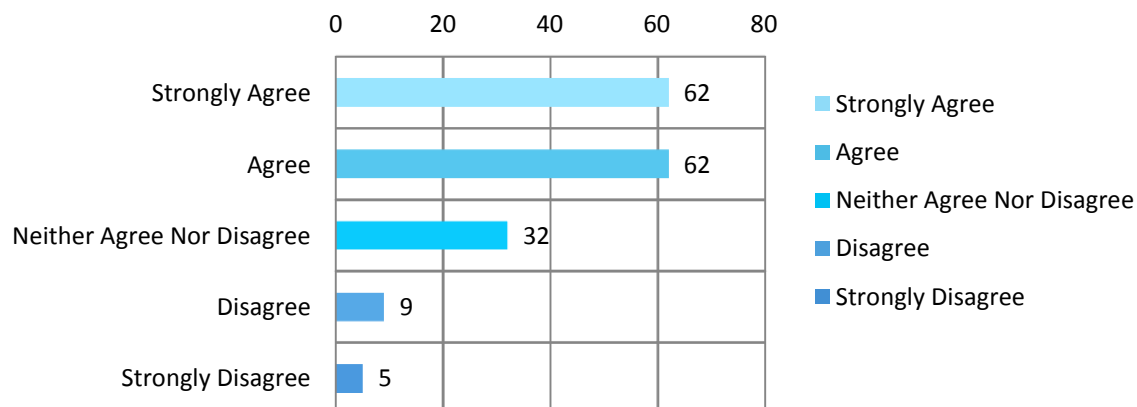
93.7% of 175 respondents Strongly Agreed or Agreed with the Community Priority 2.1 Enhance transport choices and connections throughout the City.

2.2 Respect and celebrate our history and heritage sites.



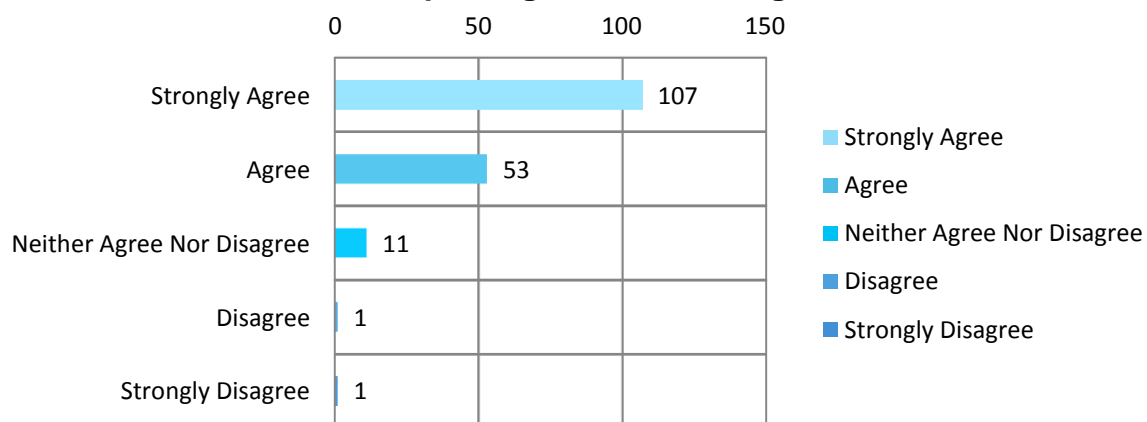
82.1% of 173 respondents Strongly Agreed or Agreed with the Community Priority 2.2 Respect and celebrate our history and heritage sites.

2.3 Celebrate and encourage our diversity.



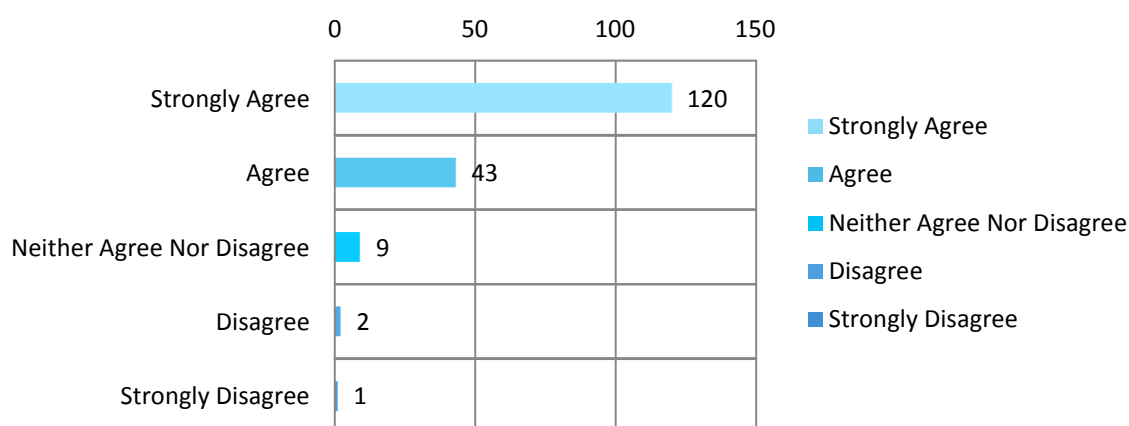
72.9% of 170 respondents Strongly Agreed or Agreed with the Community Priority 2.3 Celebrate and encourage our diversity.

2.4 Reduce parking and traffic congestion.



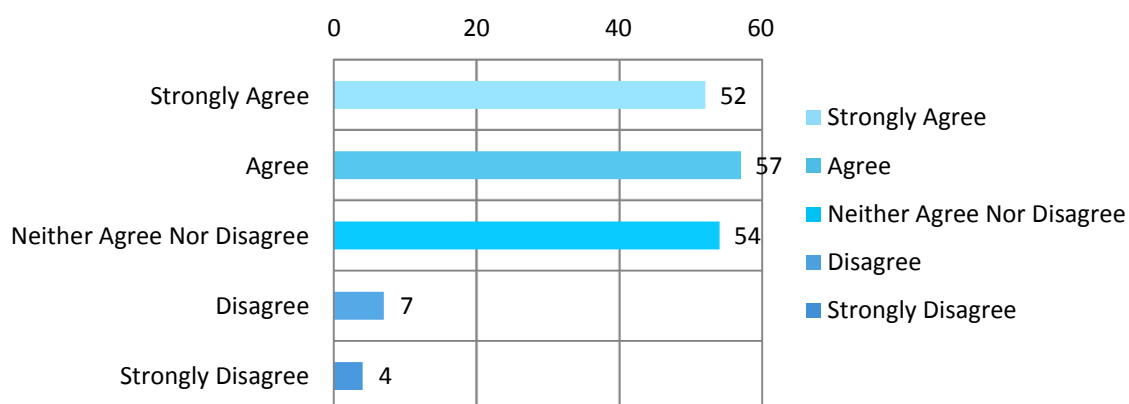
92.5% of 173 respondents Strongly Agreed or Agreed with the Community Priority 2.4 Reduce parking and traffic congestion

2.5 Create family friendly neighbourhoods that connect people.



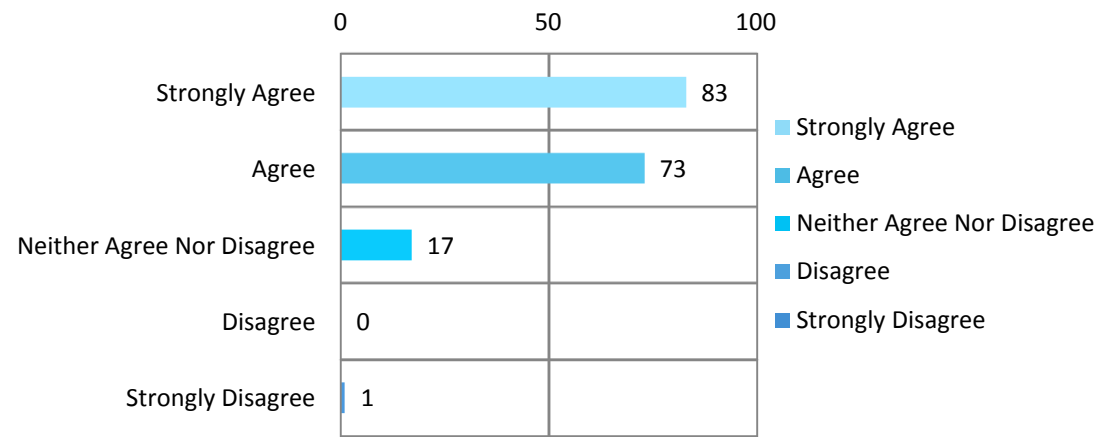
93.1% of 175 respondents Strongly Agreed or Agreed with the Community Priority 2.5 Create family friendly neighbourhoods that connect people.

2.6 Improve access to digital services in public places.



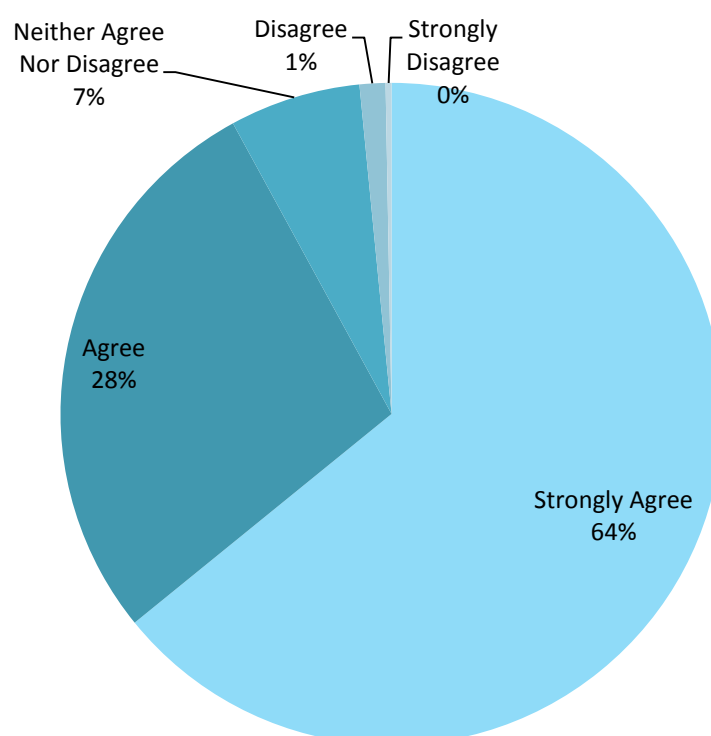
62.6% of 174 respondents Strongly Agreed or Agreed with the Community Priority 2.6 Improve access to digital services in public places. 6.3% Disagree or strongly disagree, 54% neither agreed nor disagreed which is a very high percentage comparative to the other Priority areas.

2.7 Promote accessible services for the community.



89.7% of 174 respondents Strongly Agreed or Agreed with the Community Priority 2.7 Promote accessible services for the community.

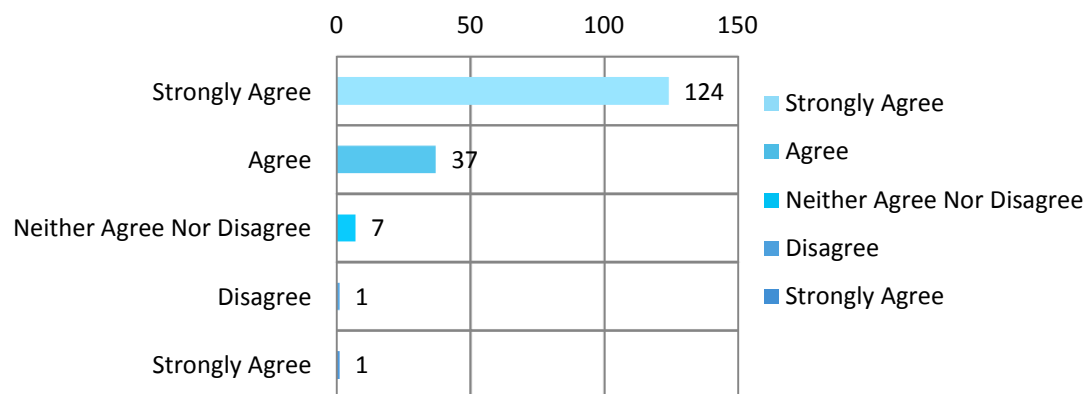
5.5 Outcome 3: A City that is liveable



Example Comments

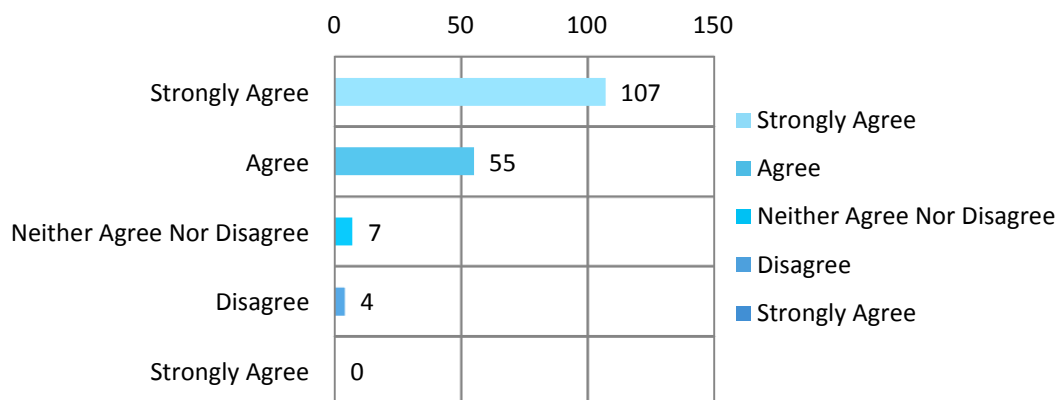
- “Have you really taken into account the growing population? More families = more children = more need for schools = more sports spaces = organised activities.”
- “It is important to provide good quality accommodation for people of all ages and stages in their lives to maintain a good balance community.”
- “Would love to see more multi-use indoor sports stadiums so that teens and adults don’t have to finish basketball games at 10.45pm at night.”
- “too much space and time is dedicated to children play areas and not enough to meet the needs of those over 50 who are active and vibrant.”
- “There are not nearly enough spaces for sport for kids or adults”
- “Build more affordable homes.”
- “Improved Infrastructure and less modern undesirable development.”
- “also consider those with dogs.”
- “More lighting in suburbs (such as Artarmon) would assist in helping people feel safe.”
- “Recreational spaces - So good for people's mental health”
- “In particular to create safe places for teens to socialize”

3.1 Foster feelings of safety, security and cleanliness.



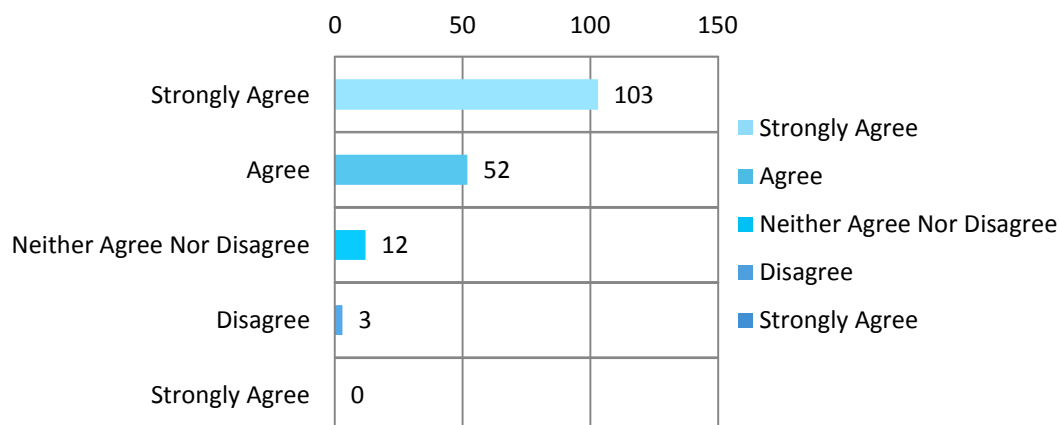
94.7% of 170 respondents Strongly Agreed or Agreed with the Community Priority 3.1 Foster feelings of safety, security and cleanliness.

3.2 Create recreation spaces for all.



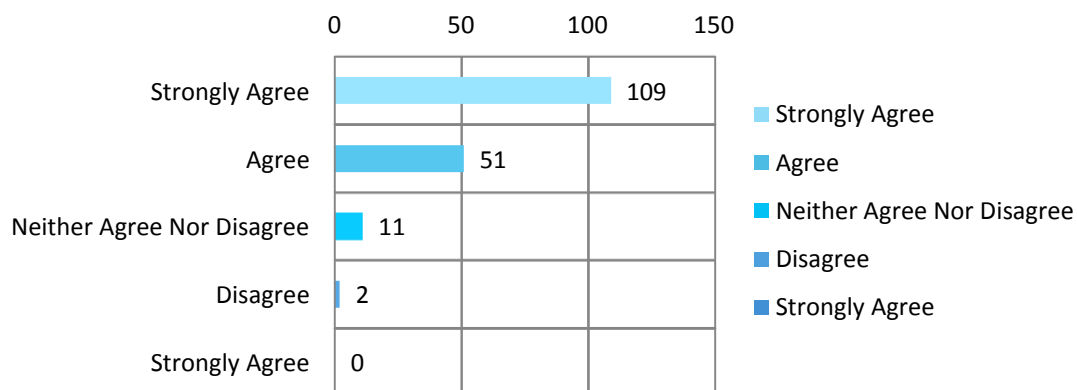
93.6% of 173 respondents Strongly Agreed or Agreed with the Community Priority 3.2 Create recreation spaces for all.

3.3 Promote an active and healthy lifestyle.



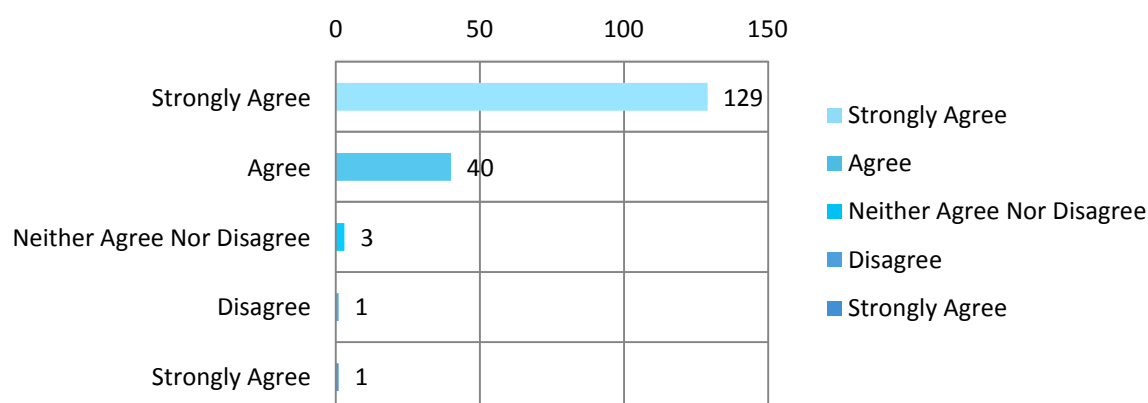
91.2% of 170 respondents Strongly Agreed or Agreed with the Community Priority 3.3 Promote an active and healthy lifestyle.

3.4 Create desirable places to be and enjoy.



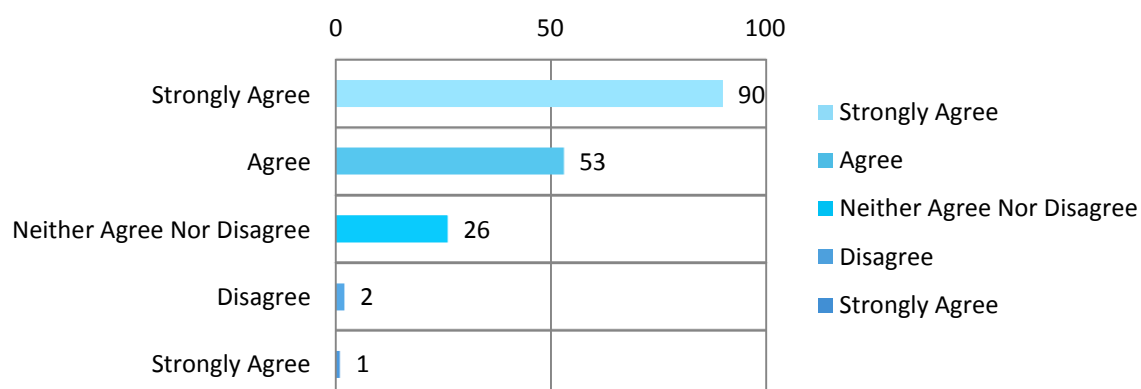
92.5% of 173 respondents Strongly Agreed or Agreed with the Community Priority 3.4 Create desirable places to be and enjoy.

3.5 Maintain quality of life by balancing population growth with the provision of assets and services.



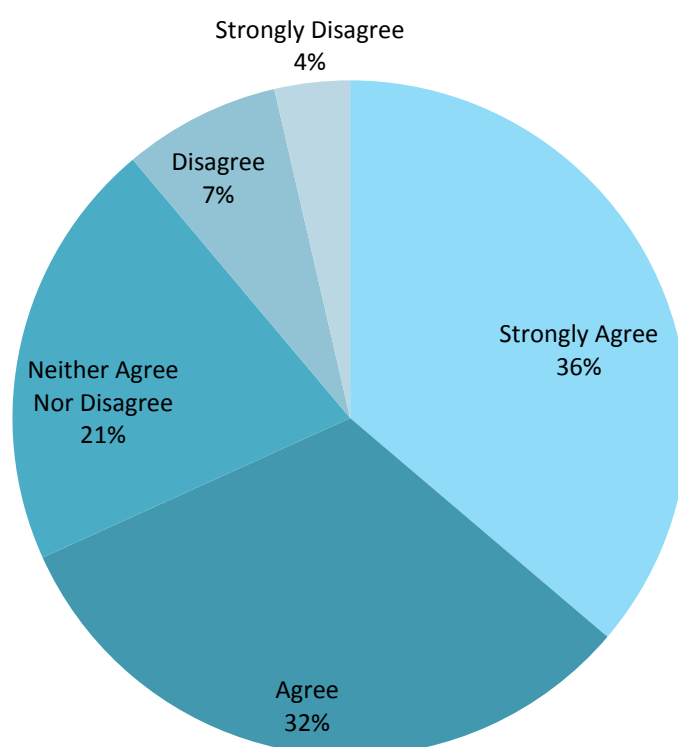
97.1% of 174 respondents Strongly Agreed or Agreed with the Community Priority 3.5 Maintain quality of life by balancing population growth with the provision of assets and services.

3.6 Activate local spaces in creative ways.



83.1% of 172 respondents Strongly Agreed or Agreed with the Community Priority 3.6 Activate local spaces in creative ways.

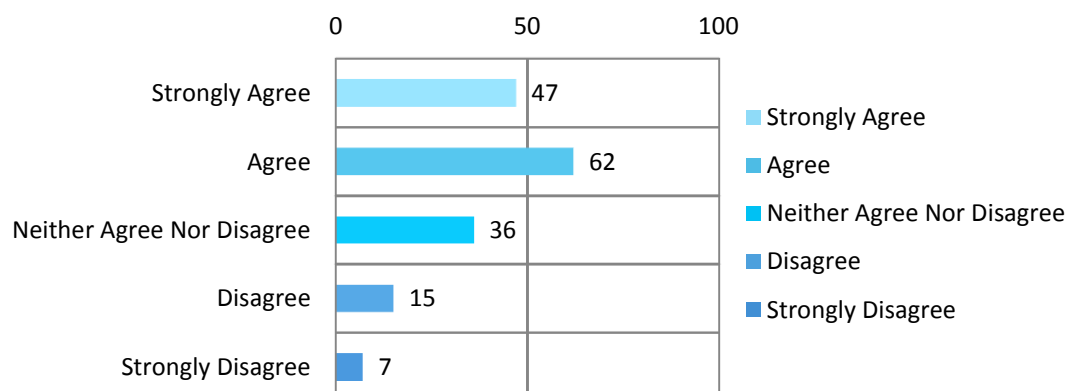
5.6 Outcome 4: A City that is prosperous and vibrant



Example Comments

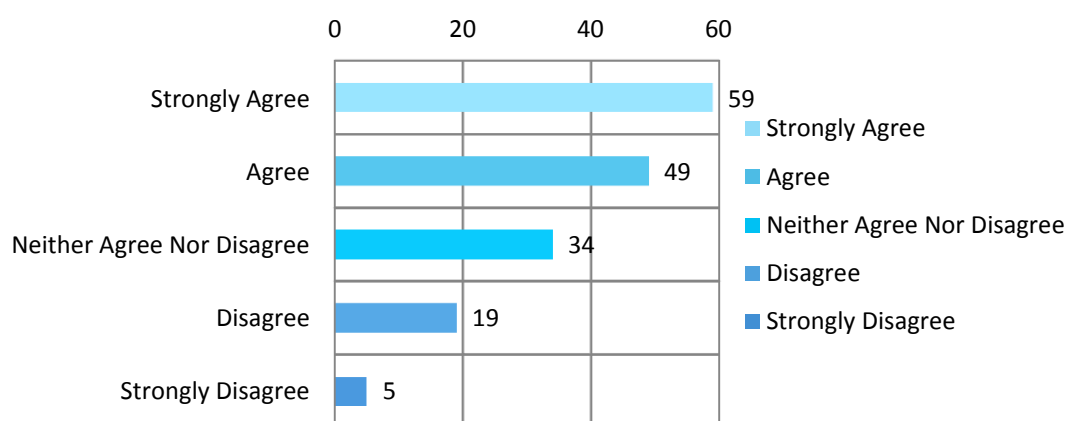
- “I believe a place like Chatswood should also be an active place at night”
- “Northbridge could do with a more vibrant village feel like a Cammeray”
- “The Artarmon Station area should be updated.”
- “A night time economy is good, however, it needs to be one that doesn’t bring anti social behaviour into our neighbourhood at night time.”
- “There is not enough exceptional places to eat and drink on the north shore. Willoughby could be this destination.”
- No need to “create” memorable food destinations, they already exist in Chatswood
- “We are high density enough without visitors.”
- “Let local shops flourish by supporting parking, lowering costs to operate, allowing longer operating hours, liquor licensing.”
- “Time for the visual arts!
- “It is imperative that the council supports SMALL business in Chatswood”
- “older "B" grade buildings are being demolished and replaced with bigger buildings with much higher rent”
- “Use smart technology - sensors to communicate to residents in real time”

4.1 Facilitate the development of all businesses.



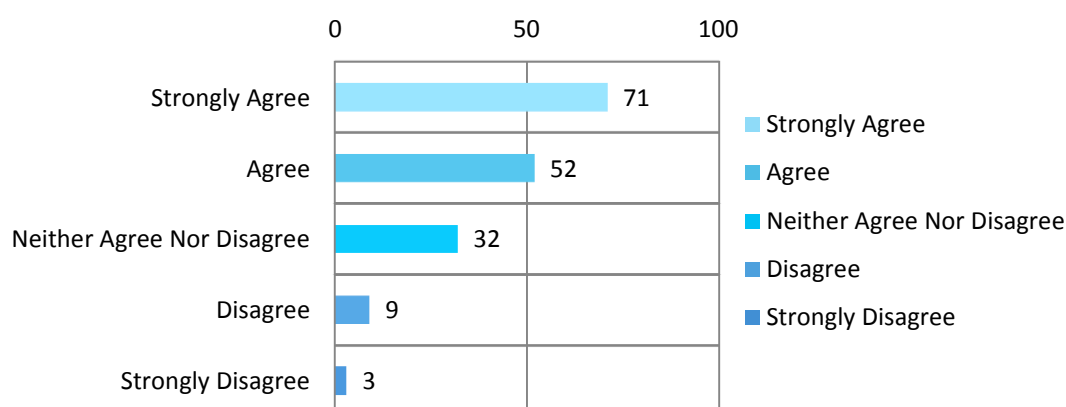
65.3% of 167 respondents Strongly Agreed or Agreed with the Community Priority 4.1 Facilitate the development of all businesses. 13.2% Disagree or strongly disagree while 36% neither agree nor disagree.

4.2 Build and support a night-time economy.



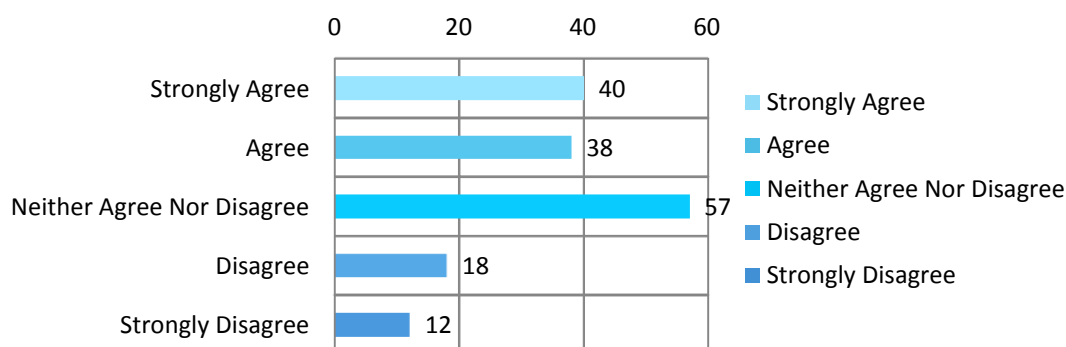
65.1% of 166 respondents Strongly Agreed or Agreed with the Community Priority 4.2 Build and support a night-time economy.

4.3 Create memorable food destinations.



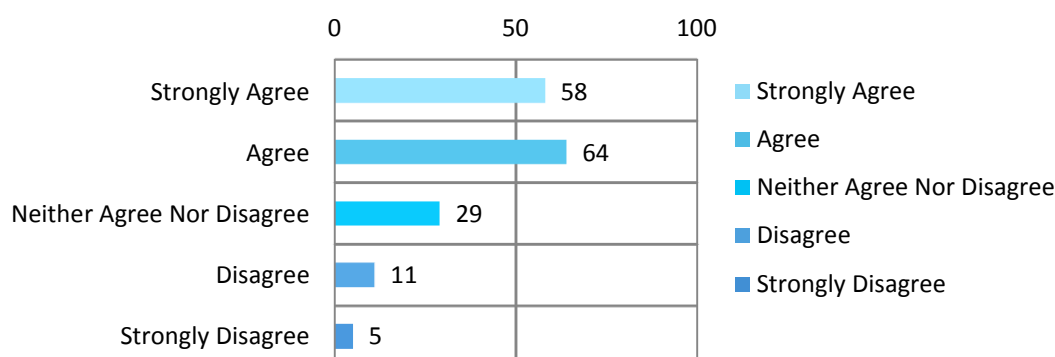
73.7% of 167 respondents Strongly Agreed or Agreed with the Community Priority 4.3 Create memorable food destinations. 7.2% Disagree or strongly disagree while 32% neither agree nor disagree.

4.4 Attract visitors and promote local, destination-based tourism.



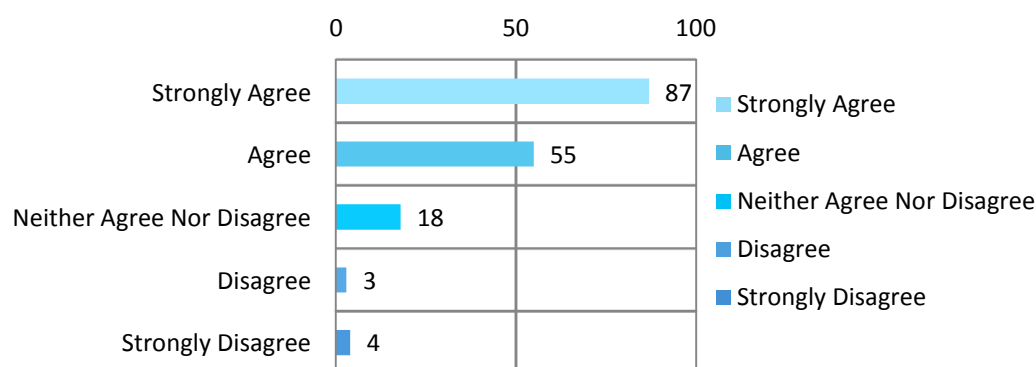
47.3% of 165 respondents Strongly Agreed or Agreed with the Community Priority 4.4 Attract visitors and promote local, destination-based tourism. 18.2% Disagree or Strongly Disagree while 36% Neither Agree nor Disagree.

4.5 Diversify our economy including creative and innovative industries.



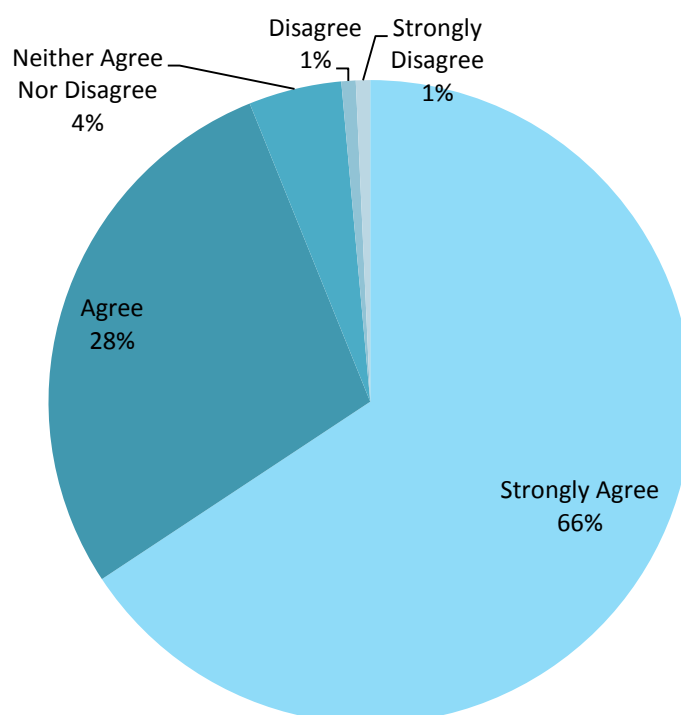
73.1% of 167 respondents Strongly Agreed or Agreed with the Community Priority 4.5 Diversify our economy including creative and innovative industries.

4.6 Facilitate the viability and vibrancy of our village centres.



85% of 167 respondents Strongly Agreed or Agreed with the Community Priority 4.6 Facilitate the viability and vibrancy of our village centres.

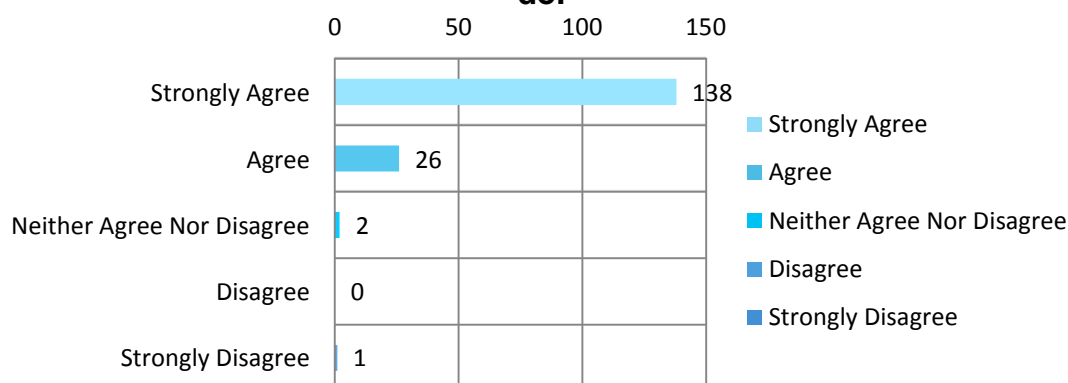
5.7 Outcome 5: A City that is effective and accountable



Example Comments

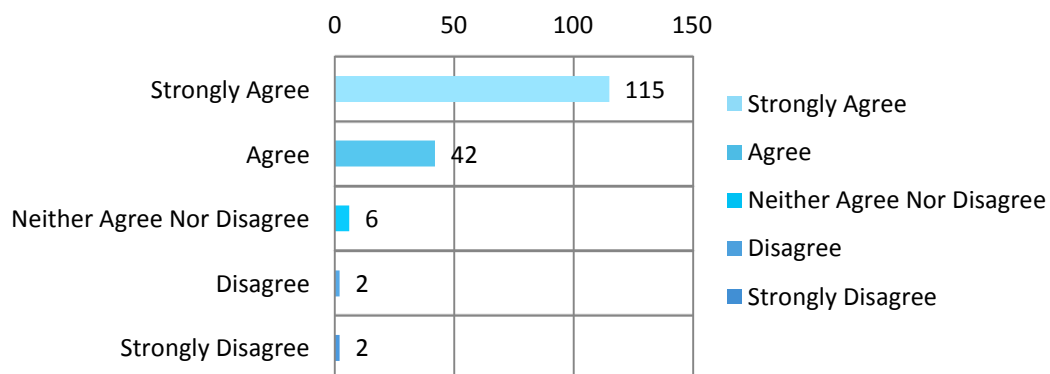
- “Some assets need to be levelled and replaced by beautiful architectural buildings and spaces” “We’ve elected leaders to make strategic decisions. These may not be popular but right for the long term.”
- “Changing community and customer needs cannot be met while there is encouragement to grow grow grow the population base.”
- “Sick of rates going up all the time.”
- “more bars and restaurants. Stop the lock out laws”
- “Things like this type of feedback seeking through social media is easy and should now be the norm.”
- “I'd like to see a facility whereby all citizens can routinely contribute to and/or participate in decision-making.”
- Council needs to be strong in maintaining quality of life for existing residents versus the wants of Developers.
- I no longer trust the Council to represent domestic residents.
- It would be great if council always follow the guidelines without closed door meetings and always having an open approach”
- “Maintain our public assets to prevent degradation”
- “Could be more effective interfacing with NSW Govt.nt transport planners”

5.1 Be honest, transparent and accountable in all that we do.



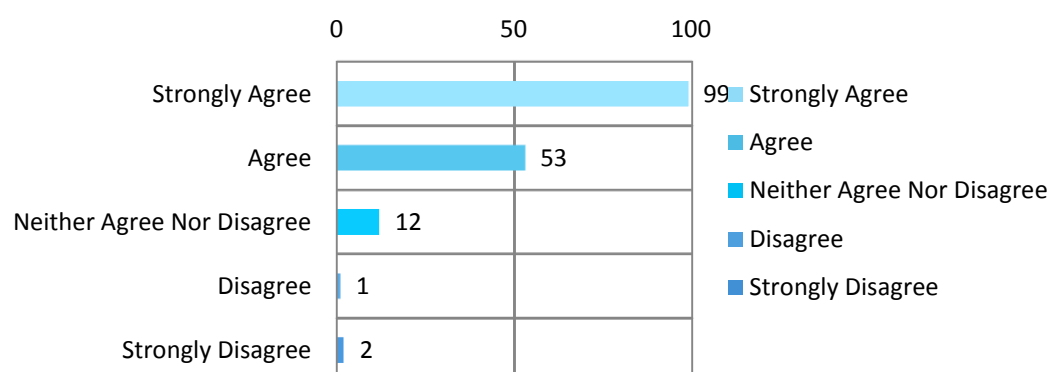
98.2% of 167 respondents Strongly Agreed or Agreed with the Community Priority 5.1 Be honest, transparent and accountable in all that we do.

5.2 Demonstrate leadership and advocacy for local priorities.



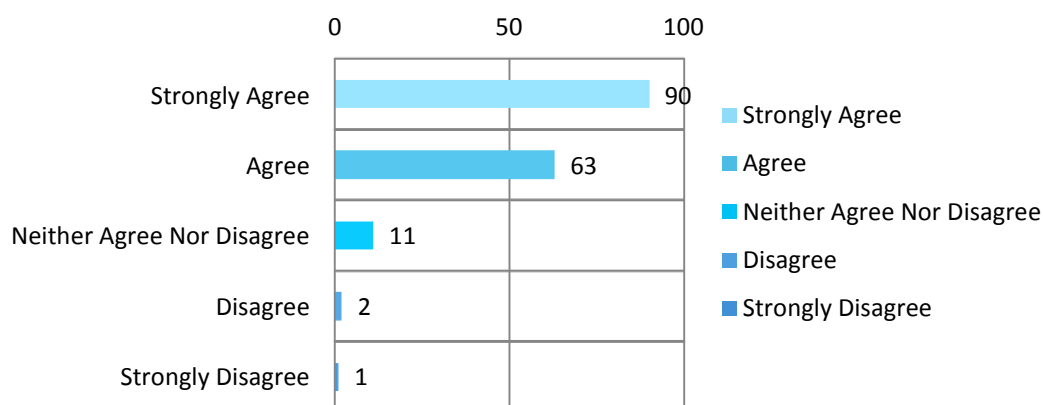
94% of 167 respondents Strongly Agreed or Agreed with the Community Priority 5.2 Demonstrate leadership and advocacy for local priorities.

5.3 Balance the creation of new public assets with the upgrade of existing public assets.



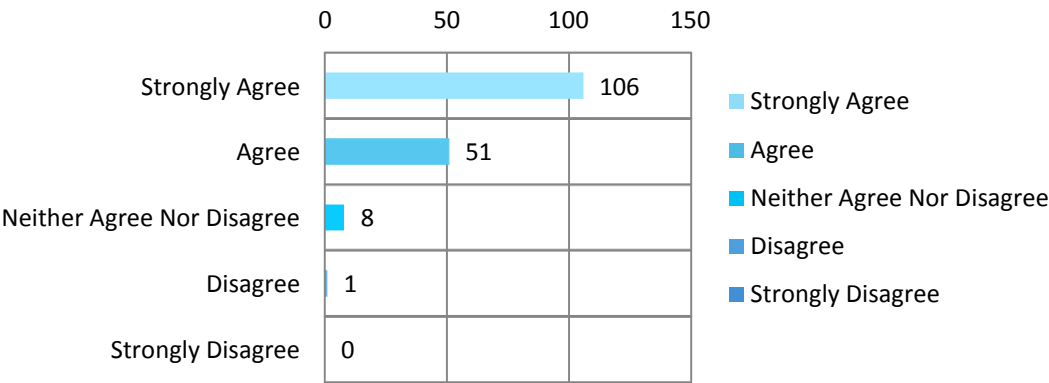
91% of 167 respondents Strongly Agreed or Agreed with the Community Priority 5.3 Balance the creation of new public assets with the upgrade of existing public assets.

5.4 Anticipate and respond to changing community and customer needs.



91.6% of 167 respondents Strongly Agreed or Agreed with the Community Priority 5.4 Anticipate and respond to changing community and customer needs.

5.5 Make it easy for citizens to participate in decision making.



94.6% of 166 respondents Strongly Agreed or Agreed with the Community Priority 5.5 Make it easy for citizens to participate in decision making.

6 Results of Have Your Say Online Survey and Public Submissions - Qualitative Feedback

Council received 195 submissions through the Have Your Say website, however within each of the submissions there were many individual comments. In addition, Council received email submissions.

All of the comments received through these processes have been collated and reviewed in the following pages. Comments have been grouped into the outcome area where the respondent provided them and they have been transcribed as received. Other comments, where the respondent didn't specifically place them in an outcome area, have been grouped in general.

Each comment has been reviewed and has been actioned in one of the following ways:

Noted	For general comments which aren't requesting a change, but have provided a general comment
Revised	The document has been revised as a result
Referred	Where the action is a specific action these have been referred to the relevant Council area or other Government department for consideration
Further Information	To provide information to assist in understanding the comment, or actions undertaken by Council.

Many of the individual comments received were specific actions for Council or other tiers of Government. The Community Strategic Plan documents the community's aspirations and priorities for the City. It does not include Council's or other agencies responses to these actions. As such, those comments relevant to Council have been referred for consideration in the development of Council strategies or operations and inclusion in future Operational Plan / Delivery Program (also being reported to Council at this meeting). In the case where comments were not the responsibility of Local Government, and these will be referred to the relevant tier of Government for their consideration.

Some large email submissions received have been summarised into key points, with the full submission attached.

6.1 Outcome 1: A City that is green

	Comment received through public exhibition (note, these are listed exactly as received)	Council Response	Further information
1	Noise control - there are currently a few cars and bikes that passing by Victoria avenue, Chatswood release significant engines noise than normal cars and biles. hopefully, council can look into control such extreme noise especially after business hours.	Noted	Noise complaints should be reported to the Police or Council at the time to enable action to be taken.
2	More community focused like shared communal gardens like Green Square are doing & City of City (Kings cross) edible gardens that are community focused. Just like Indira Naidoo has started in her community.	Noted	Council supports four community gardens on Council land and two community gardens on Council nature strips. There are at least 140 residents involved in community gardens in the Willoughby LGA. Council also encourages food sustainability through its education workshops and monthly food swaps at the Dougherty Centre. http://www.willoughby.nsw.gov.au/your-neighbourhood/community-gardens/
3	Parks and surrounding area should be preserved with low height buildings and trees. High dense residential buildings should be close to the station only. Not away from the station to reduce the foot traffic and preserve the heritage.	Noted	Council has adopted a Chatswood CBD Planning and Urban Design Strategy which includes an aim to achieve design excellence and indicates where high density residential dwellings are to be located within the CBD. Council is exploring the establishment of a Urban Design Panel and has a number of Development Control Plans in place.
4	Increase amount of connected bike paths	Noted	Refer to Outcome 2. Council has a Bike Path Strategy that endeavours to link high cycle pathways and has an additional 13.1km off road bicycle routes planned. http://www.willoughby.nsw.gov.au/community/getting-around/cycling/

5	More Sporting Facilities	Noted	Although there is a lack of land available for new sporting facilities within the Willoughby LGA, Council continues to partner with schools and developers where possible to provide additional facilities. Increasing utilisation of existing sports fields is achieved through lighting and synthetic turf. Gore Hill redevelopment includes an improved oval and Phase 2 proposes a new sporting facility with 6 indoor courts.
6	Transport is crucial to being green. Need more bikeways.	Noted	Refer to Outcome 2. Council has a Bike Path Strategy that endeavours to link high cycle pathways and has an additional 13.1km off road bicycle routes planned. http://www.willoughby.nsw.gov.au/community/getting-around/cycling/
7	Do so in a way that also protects heritage features of the community. Protection of older properties linking to the past.	Noted	Refer to 2.2 Respect and celebrate our history and heritage sites. This is being done through heritage reviews and planning controls.
8	everything seems ok?	Noted	
9	The domestic waste per person for 2016/17 is staggering. It would be interesting to find out the breakdown though; it is from all the units and an increased turnover of new renters throwing out items or just weekly garbage? Quarterly curb side throw-outs?	Noted	This is reported in Council's Sustainability Action Plan Report Card annually. This includes all weekly garbage collections. Council has entered a new waste contract with a consortium with other councils to create the volume to enable enhanced processes. This increase was anticipated as an interim step whilst new methods were developed, which over time will exceed previous waste diversion rates.
10	Is there comprehensive data available to the public to benchmark the state of Willoughby currently so we can measure the above criteria throughout the future years, to see if we are achieving the results, we have agreed on	Noted	The measures in the Community Strategic Plan are intended to be high level which gives an indication of the progress of the outcome area as a whole. Council is investigating options for the development of quality of life or state of the city indicators for our community.

11	Improved Infrastructure and less modern undesirable development.	Noted	<p>Council is systematically improving its infrastructure and advocates on behalf of the community for infrastructure provided by other tiers of Government.</p> <p>As required under the State Government Council has established a Local Planning Panel to review all large development applications. It has adopted a Chatswood CBD Planning and Urban Design Strategy which includes an aim to achieve design excellence. Council is exploring the establishment of a Urban Design Panel and has a number of Development Control Plans in place.</p>
12	<p>Your report is a whitewash with no vision. It is a sham of platitudes and double-speak. Why do we need another 12k people crammed into Willoughby? How will that reduce energy consumption, waste, keep our bushland vibrant?</p> <p>There is no vision here. Nothing concrete, just rubbery figures that will never be met.</p>	Noted	<p>The population projections are based on dwelling targets identified by the State Government to provide for the anticipated population growth over the next 20 years based on current zoning.</p> <p>Priorities identified in the CSP for energy, water, waste and bushland are supported by strategies and projects identified in Council's Sustainability Action Plan.</p>
13	We need more playgrounds sports fields and off leash dog walking areas. By your own statistics there are approx 721children per playground. And I can only think of 4 off leash areas for dogs!	Noted	<p>Although there is a lack of land available for new sporting facilities within the Willoughby LGA, Council continues to partner with schools and developers where possible to provide additional facilities. Council is continuously making improvements to increase utilisation options of existing land. In addition, Phase two of the Gore Hill Park Redevelopment seeks to address this need with the inclusion of a new sporting facility with 6 indoor courts.</p> <p>New playgrounds are planned for the former Artarmon Bowling</p>

			<p>Club site and Gore Hill Park and other playgrounds are being expanded and / or upgraded.</p> <p>There are currently 14 off-leash dog exercise areas in the City.</p>
14	need to balance 1.1 with the objectives of 3.2.	Noted	Council supports the creation of both green spaces and recreation spaces.
15	Need to include a measure or target for each priority. Currently no measure for 1.1. Need something like increase area of green space by x% over next y years	Noted	<p>The measures are intended to be high level which gives an indication of the progress of the outcome area as a whole. Delivery against the priority areas from various agencies will have numerous measures in their documentation of their strategies.</p> <p>Council is investigating options for the development of quality of life or state of the city indicators for our community.</p>
16	<p>1) Ensure Go Gets and similar car share services are not prioritised over residents ie... residents should be able to park their cars free of charge in Go Gets locations. Why: Residents have payed via council rates to live in the city whereas Go Gets is skimming profits at the expense of residents</p> <p>2) Eliminate the use of Reddy Go Bikes and similar from the city as their abandonment creates eyesores and rubbish issues for residents</p>	Noted	Car share services reduce the traffic congestion and there are no formalised bike share services operating out of the City. Council has powers under the Impounding Act 1993 to impound abandoned bikes and to remove obstructions.
17	Get people to use GreenPower rather than force BASIX on people	Noted	BASIX is a State Government requirement.
18	Protecting green spaces should also extend to household gardens. In the past six to eight years I have keenly noticed the complete decimation of long established gardens. Everytime a home that has formerly belonged to a garden loving elderly person has been sold, the gardens have been razed to the ground. Long gone are the trees and plants so carefully nurtured for fifty years. With that	Noted	<p>Council's Bushland team can provide advice to residents regarding native plant species to plant or how to remove weeds on their property.</p> <p>Council does not have powers to control private gardens.</p>

	the long established habitats of local fauna has disappeared with it. A green space should start with what is with you!		
19	<p>It is to see metrics around what Willoughby believes it can achieve and to see relevant measures.</p> <p>However, the realization of this goal - like many other goals in the plan - has a high degree of dependency on other councils and authorities. While there is some recognition of this interdependence on page 21 of the Willoughby 2028 draft document, it would be good to know more about how Willoughby will collaborate with other relevant authorities to ensure alignment and jointly progress the plan.</p>	Noted	Agreed, collaboration with relevant organisations will be pursued.
20	<p>I think it's important to infiltrate the urban and natural environment. Eg. To have trees on the sidewalks. It clears the air of CO2 emitted and exerts oxygen. I'd like to see when apartment blocks are being build that the natural environment is being considered such as vertical or roof top gardens. This would really enhance and make Willoughby City Council area a lot more innovative and unique!</p>	Noted	<p>Council has a street tree planting program.</p> <p>Council has adopted a Chatswood CBD Planning and Urban Design Strategy which includes an aim to achieve design excellence. Roof top gardens and green walls are provided for in Development Control Plans.</p> <p>Council is exploring the establishment of a Urban Design Panel and has a number of Development Control Plans in place.</p>
21	<p>I believe we should have more street trees - ideally power lines should be underground so that the trees are not mutilated every few years to avoid overhead wires.</p>	Noted	<p>Council has a street tree planting program. All large new development requires underground power.</p>
22	<p>be thoughtful about the constant push for floodlights at parks, preserve at least some peaceful grass parklands for members of the community other than just football players to congregate</p>	Noted	<p>Council seeks to achieve a balance between the demands of passive recreation, sporting uses and residential amenity.</p>

23	Not so much development. Spread out not up	Noted	Council has adopted a Chatswood CBD Planning and Urban Design Strategy, which focuses on vertical growth around transport hubs which allows villages and centres to maintain their smaller local feel.
24	P11 of Our Future Willoughby pdf - how did domestic waste increase from 132-228kgs per person in one year?	Noted	<p>This is reported in Council's Sustainability Action Plan Report Card annually. This includes all weekly garbage collections.</p> <p>Council has entered a new waste contract with a consortium with other councils to create the volume to enable enhanced processes. This increase was anticipated as an interim step whilst new methods were developed, which over time will exceed previous waste diversion rates.</p>
25	this is the time to push. We seem to be going towards no plastic, lets continue and go renewable energy as far as we can	Noted	<p>Council is focusing on single use plastic reduction through education programs, cleaning waterways, littering fines and working with local business. Council has a Renewable Energy Target of 20% by 2020 for Council operations.</p>
26	We should be leaders in the world in renewables and we aren't. Willoughby City could become leaders in this country and pressure State and Federal Govt to do the same.	Noted	Council has constructed multiple solar PV arrays totalling 5.5% of operational demands.
27	This is our only one earth.	Noted	
28	Can we get some easy to access and use kayak entry to water points around the Willoughby harbour water areas?	Noted	<p>There is an easily accessible pontoon via a boardwalk for kayaks on the Lane Cove River next to the Chatswood Rotary Athletics Field, Lane Cove North.</p> <p>Improvements to facilitate public access on Middle Harbour have been completed at Burrubru Reserve, Castlecrag, Willis Road Wharf, Castle Cove, Northbridge Sailing Club, Northbridge and at Fig Tree Point, Northbridge.</p>
29	1.1 - we need green spaces to stay in touch with ourselves and nature. I could not live in a city without green spaces.	Noted	

30	1.1 - Leave existing wild green spaces undeveloped	Noted	All bushland in Willoughby is protected by Council's Urban Bushland Plan of Management 2014.
31	1.1 - The community needs more sporting fields. The synthetic developments at Chatswood and Artarmon are excellent and allow for longer hours and greater usage as they are less weather effected. More space should be found and dedicated to sporting and health benefits.	Noted	Although there is a lack of land available for new sporting facilities within the Willoughby LGA, Council continues to partner with schools and developers where possible to provide additional facilities. Increasing utilisation of existing sportsfields is achieved through lighting and synthetic turf. Gore Hill redevelopment includes an improved oval and Phase 2 proposes a new sporting facility with 6 indoor courts.
32	1.1 - More parks	Noted	New playgrounds are planned for the former Artarmon Bowling Club site and Gore Hill Park. Council continues to partner with schools and developers where possible to provide additional facilities.
33	1.2 - solar panels no plastic real recycling there is so much more that we could do	Noted	<p>Council has a Renewable Energy Target of 20% by 2020 for Council operations. Council has constructed multiple solar PV arrays totalling 5.5% of operational demand.</p> <p>Council is focusing on single use plastic reduction through education programs, cleaning waterways, littering fines and working with local business.</p> <p>Council jointly operates the Community Recycling Centre in Artarmon which accepts waste and recycling that cannot be put in bins.</p>
34	1.2 - I would love Willoughby City to be a leader in renewable energy and one that maintains its natural environment. In this country solar power should be harnessed and used where all possible. Any new commercial or residential developments should have mandatory solar panels and rain water tanks. All the new large medium density	Noted	<p>Council has a Renewable Energy Target of 20% by 2020 for Council operations.</p> <p>Council has constructed multiple solar PV arrays totalling 5.5% of operational demands. All new developments are required to meet BASIX (State Government requirement) and relevant Development Control</p>

	units should DEF have green spaces for their residents and clothes lines provided.		Plans.
35	1.2 - More linked bike paths and recycling centers would be good	Noted	<p>Council has a Bike Path Strategy that endeavours to link high cycle pathways.</p> <p>Council jointly operates the Community Recycling Centre in Artarmon which accepts waste and recycling that cannot be put in bins.</p>
36	1.2 - Solar power, rain water tanks and recycling please	Noted	<p>Council has a Renewable Energy Target of 20% by 2020 for Council operations. Council has constructed multiple solar PV arrays totalling 5.5% of operational demands.</p> <p>All new developments are required to meet BASIX (State Government requirement) and relevant Development Control Plans.</p> <p>Council monitors the percentage of population that present recycling bins for collection. In 2016/17 this was 74% of residents. Council's target is >80%.</p> <p>Council runs proactive education programs to assist meet this target.</p> <p>http://www.willoughby.nsw.gov.au/environment---sustainability/</p>
37	1.3 - no fishing along our city foreshores. Besides taking fish the fisher people also often litter.	Noted	Council can't restrict access or fishing in public places.
38	1.3 - Once these are lost/destroyed it is very hard to return them to their natural state.	Noted	

39	<p>1.4 - We need to change people's habits (and laziness)...so much can be done in this area. The single use/throw society is ruining our planet.</p> <p>Solar in this country is a "no brainer"</p> <p>Rainwater tanks in all new developments</p>	Noted	<p>Council is focusing on single use plastic reduction through education programs, cleaning waterways, littering fines and working with local business.</p> <p>Council has a Renewable Energy Target of 20% by 2020 for Council operations.</p> <p>Council has constructed multiple solar PV arrays totalling 5.5% of operational demands.</p> <p>All new developments are required to meet BASIX (State Government requirement) and relevant Development Control Plans.</p>
40	<p>1.4 - Please find a way to subsidise grey water recycling and solar for our community</p>	Noted	<p>Council does not currently have subsidies for solar or grey water recycling. However Council has three recycled stormwater plants, providing clean water for irrigation and toilet flushing and a Renewable Energy Target of 20% by 2020 for Council operations.</p> <p>Council has constructed multiple solar PV arrays totalling 5.5% of operational demand. This reduces electricity costs for community buildings including libraries and day care centres.</p>
41	<p>Not enough green spaces needed for good mental health to escape from city constraints.</p>	Noted	<p>Council has a large range of open spaces.</p> <p>http://www.willoughby.nsw.gov.au/your-neighbourhood/parks-and-playgrounds/</p>
42	<p>1.1 - So important in this time and day. Easy to get carried away when money is concerned</p>	Noted	<p>Council supports the creation of green spaces.</p>
43	<p>improve cycleway</p>	Noted	<p>Refer to Outcome 2. Council has a Bike Path Strategy that endeavours to link high cycle pathways and has an additional 13.1km off road bicycle routes planned.</p> <p>http://www.willoughby.nsw.gov.au/community/getting-around/cycling/</p>

44	bushland volunteers do a great job	Noted	Agreed.
45	plant more trees	Noted	Council has a street tree and reserve planting program.
46	litter enforcement officers to give on the spot fines	Noted	Council Rangers can issue on the spot litter fines.
47	More rooms/online booking	Noted	Council has an online booking system for its facilities. https://willoughby.zipporah.com.au/resourcebooking/
48	give wildlife more room to live	Noted	
49	community garden in CBD to help unit residents to compost	Noted	Council supports four community gardens on Council land and two community gardens on Council nature strips. There are at least 140 residents involved in community gardens in the Willoughby LGA. Council also encourages food sustainability through its education workshops and monthly food swaps at the Dougherty Centre. http://www.willoughby.nsw.gov.au/your-neighbourhood/community-gardens/
50	more public green spaces	Noted	
51	trees and pot plants	Noted	
52	more green spaces for picnics and recreation	Noted	Council has 41 playgrounds with various picnic facilities. http://www.willoughby.nsw.gov.au/your-neighbourhood/parks-and-playgrounds/
53	more fruit trees and herbs grown in public areas for community access / use	Noted	Council supports four community gardens on Council land and two community gardens on Council nature strips. There are at least 140 residents involved in community gardens in the Willoughby LGA. Council also encourages food sustainability through its education workshops and monthly food swaps at the Dougherty Centre. http://www.willoughby.nsw.gov.au/your-neighbourhood/community-gardens/

54	More parks	Noted	Council has 41 playgrounds with various picnic facilities. http://www.willoughby.nsw.gov.au/your-neighbourhood/parks-and-playgrounds/
55	Give wildlife more room to live	Noted	
56	Plants	Noted	
57	more plants and gardens	Noted	
58	more green spaces and free water	Noted	
59	trees and pot plants	Noted	Council has a street tree and reserve planting program.
60	lots of environment	Noted	
61	plant more trees	Noted	Council has a street tree and reserve planting program.
62	more public green spaces	Noted	
63	community garden in CBD to help unit residents to compost	Noted	Council supports four community gardens on Council land and two community gardens on Council nature strips. There are at least 140 residents involved in community gardens in the Willoughby LGA. Council also encourages food sustainability through its education workshops and monthly food swaps at the Dougherty Centre. http://www.willoughby.nsw.gov.au/your-neighbourhood/community-gardens/
64	litter enforcement officers to give on the spot fines	Noted	Council Rangers can issue on the spot litter fines.
65	Many of us would like to understand the plan to land rezoning. Please be clear where would be considered.	Noted	Development is explained on http://www.willoughby.nsw.gov.au/Development/planning-proposals/
66	Solar passive building requirements for all new developments.	Noted	All new developments are required to meet BASIX (State Government requirement) and relevant Development Control Plans.
67	Not allowing new medium and high rise which is built to street footpath edge.	Noted	Councils has Development Control Plans which identify relevant setbacks.

68	Build green walls on buildings like Melbourne.	Noted	<p>Council has adopted a Chatswood CBD Planning and Urban Design Strategy which includes an aim to achieve design excellence. Roof top gardens and green walls are provided for in Development Control Plans.</p> <p>Council is exploring the establishment of a Urban Design Panel and has a number of Development Control Plans in place.</p>
69	Ideally I want blocks of high density along chunks next to main arterials	Noted	This is the intent in both State Government and Council strategies.
70	Strict guidelines for removal of trees need to be updated, maintained and adhered to by residents and developers. Any development should preserve mature trees, space for gardens, and not allow "fence to fence" size houses i.e. houses which utilise the complete footprint of the land.	Noted	<p>Council is undertaking a review of the Vegetation Policy and Guidelines. Council current tree process is outlined on the website.</p> <p>http://www.willoughby.nsw.gov.au/your-neighbourhood/trees/Pruning-and-Removing-Trees/</p>
71	I think there is so much more to a successful city and neighbourhood than the matters raised above.	Noted	
72	I think we all expect these things as a given in a modern society.	Noted	
73	I hope we grow as an energised community looking after one and another and at the same time improving our environment in all respects.	Noted	
74	Responses to community outcomes are motherhood statements and should be self-evident.	Noted	
75	Tiresome presentation ;excessive graphics.	Noted	
76	More and better public transport and better road infrastructure.	Noted	Public transport is provided by the State Government. Public transport initiatives such as Sydney Metro Link and improved infrastructure such as the North Connex Motorway aims to alleviate traffic on Pacific Highway through Chatswood.

77	So many cars commute through our community daily and it impacts on the liveability of Northbridge	Noted	Council is developing a CBD Traffic Strategy that will consider all transport options and trafficable routes. Council also works with the RMS through the Traffic Committee (consisting of Police, Local Members & State Government) that reviews all traffic requests. A balance of parking and vehicle movements will always be required.
78	More shade trees along main streets would encourage walking instead of using a car.	Noted	Council has a street tree and reserve planting program.
79	It's no use having priorities with no performance measures. There needs to be a specific measure for meeting each of the priorities including 1.1 Create more green spaces	Noted	The measures are intended to be high level which gives an indication of the progress of the outcome area as a whole. Council is investigating options for the development of quality of life or state of the city indicators for our community.
80	A green city is more easily achieved with fewer people.	Noted	
81	It is important to maintain the lovely environment we have now in our community which is influenced by living in pleasant, natural surroundings.	Noted	
82	I cannot believe how little Council's measurable outcomes in the draft 'Our Future Willoughby 2028' correlate with community priorities. For example, it is inconceivable that Council has provided ZERO measurable outcomes for what it acknowledges is the community's number one priority, green spaces! There are at least seven separate mentions of this issue as the community's priority (1.1, 1.3, 2.5, 3.2, 3.3, 3.4, 3.6). Council needs to immediately measure and record all current green spaces (this would be easily done in square metres via Google maps or Google earth). The public (and Council itself) could then track how much more green space is created by Council, or destroyed by rampant development. This is	Noted	<p>The measures are intended to be high level which gives an indication of the progress of the outcome area as a whole. Delivery against the priority areas from various agencies will have numerous measures in their documentation of their strategies.</p> <p>Council is investigating options for the development of quality of life or state of the city indicators for our community.</p> <p>Council does have records of open space assets.</p> <p>http://www.willoughby.nsw.gov.au/your-neighbourhood/parks-and-playgrounds/</p>

	<p>the only way to ensure that our precious green spaces are not reduced or removed by overdevelopment. An example: what used to be a large park of rolling green hills beside Sailors Bay creek between Eastern Valley Way and Alpha Road in Northbridge has been reduced to a tiny rectangle of grass in order to make way for hundreds of town houses and units. If Council was truly representing community wishes, it would not try to claim that a few metres of grass were equivalent to the expanse of parkland which had occupied the space since the suburb's creation, or that by reducing green spaces to a tenth of their former size they were being 'a good steward to the environment'. Shrinking public land into a tiny square of grass and labelling it a 'Market Garden Park' as Willoughby Council likes to do is hypocritical and directly contrary to community wishes, as would be seen if they translated the community's priorities into actual measurable outcomes.</p>		
83	<p>Set realistic targets for these outcomes and monitor them regularly to confirm they are "on target"</p>	Noted	<p>The measures are intended to be high level which gives an indication of the progress of the outcome area as a whole. Delivery against the priority areas from various agencies will have numerous measures in their documentation of their strategies. Council is investigating options for the development of quality of life or state of the city indicators for our community.</p> <p>A review of the Community Strategic Plan and process against the measures is undertaken every four years.</p>

84	Nowhere in the measurements criteria for this section is there a stocktaking of green space (bushland as well as green recreation space) to ensure its preservation. We need it documented transparently to ensure that it can ALL be preserved and that no more is lost to overdevelopment. For example, the reserve between Alpha Road and Eastern Valley Way Northbridge where there are now 70+ medium density residences.	Noted	Council does have records of open space assets. http://www.willoughby.nsw.gov.au/your-neighbourhood/parks-and-playgrounds/
85	Maintain the parks, reduce overdevelopment of single residential blocks.	Noted	
86	Page 11, Amount of Domestic Waste Per Person per Year (from 132 kgs to 228kgs. This large jump in waste per person deserves some explanation.	Noted	This is reported in Council's Sustainability Action Plan Report Card annually. This includes all weekly garbage collections. Council has entered a new waste contract with a consortium with other councils to create the volume to enable enhanced processes. This increase was anticipated as an interim step whilst new methods were developed, which over time will exceed previous waste diversion rates.
	Better traffic management to reduce exhaust emissions. Re-position bus stops in Victoria Ave that block traffic flow especially in peak hours.	Noted	Council is developing a CBD Traffic Strategy that will consider all transport options and trafficable routes. Council also works with the RMS through the Traffic Committee (consisting of Police, Local Members & State Government) that reviews all traffic requests. A balance of parking and vehicle movements will always be required.
	Houses/residences are being allowed to take up more and more of their properties with buildings and hard surfaces leaving less and less green landscaped areas. What happened to the requirement to have a minimum percentage of the property green....not built on? We need more than just	Noted	Councils has Development Control Plans which identify relevant setbacks.

	dedicated public green spaces. Every property should have to contribute to the green spaces of the city.		
	additional green spaces and maintaining what we have is so important	Noted	
	<p>The Outcome 'a city that is green' should be represented in the colour green. It loses credibility if a simple statement like this is not in the colour green. People are simple in nature and make associations quickly, this is an easy one to change.</p> <p>There should be measures here that state:</p> <p>'Increase and maintain street tree and canopy cover'</p> <p>'Improvement in local waterway Health Report Card (no net decline is too weak and not aspirational enough)</p> <p>'Reduction of pest plant distribution and increase native plant diversity'</p>	Noted	<p>The measures are intended to be high level which gives an indication of the progress of the outcome area as a whole. Delivery against the priority areas from various agencies will have numerous measures in their documentation of their strategies.</p>
	<p>As well as bushland and parks the streets should stay green. Important to keep nature strips and street trees and that building codes do not allow people to cover their housing blocks with buildings/hard surfaces. Lawns, gardens and trees absorb storm water, absorb air pollutants, reduce the ambient temperature by several degrees on hot days (which has the knock-on effect of reducing the energy people use in air-conditioning) and provide homes for urban wildlife. Even in high density areas there should be space for trees and gardens.</p>	Noted	<p>Council has a street tree planting program.</p> <p>Councils has Development Control Plans which identify relevant setbacks and roof top gardens and green walls.</p>
	Perhaps continuing replantations of native trees that the community can easily contribute to	Noted	Council has a street tree planting program.

	I am very concerned about maintaining as much green space for the future as is possible. The impact of a heavily urbanised environment on each person is very significant we need green space, native flora and fauna, safe air quality & the opportunity to be able to enjoy these gifts daily.	Noted	
87	A green approach does not utilise hot bush land burning techniques as is currently the case. These techniques increase weed invasion such as bush land dominated by Pittosporum and damage to and destabilising of mature trees due to poor afterburn supervision. These techniques severely reduce habitat and increase the subsequent chance of storm related accidents. Street tree maintenance is poor as is choice of trees overinflating the populations of lorikeets and noisy mynas.	Referred	<p>To Council's Environment team for consideration in Bushland Action Plans and Street tree selection.</p> <p>Council has statutory responsibilities for bushfire management and its impacts under several Acts and policies, including but not limited to the Willoughby Urban Bushland Plan of Management 2014, Local Government Act 1993, Environment Protection and Biodiversity Conservation Act 1999 (the EPBC Act), Rural Fires Act 1997, Planning for Bushfire Protection 2006, and the Bushfire Environmental Assessment Code (BEAC) for NSW (2006).</p> <p>All burns are prepared in accordance with the Bushfire Risk Management Plan (BRMP).</p> <p>Street trees are maintained and planted by Council with species selected based on their suitability to the location. Pruning is carried out in accordance with Australian Standard 4373 (Pruning of amenity trees). Please note that Ausgrid undertake works if trees start to impact on power lines and the work that they complete cannot be guaranteed to meet agreed amenity values.</p>

88	Reduce all non-arterial roads traffic speed to 40kmh	Referred	<p>To Council's Traffic team.</p> <p>Council is developing a CBD Traffic Strategy that will consider all transport options and trafficable routes. Council also works with the RMS through the Traffic Committee (consisting of Police, Local Members & State Government) that reviews all traffic requests. A balance of parking and vehicle movements will always be required.</p>
89	<p>As usual the document is full of all the motherhood statements that everyone agrees with. Yes we all want a green and sustainable city etc etc but we also need to get around it. The elephant in the room that is travelling around the area is completely disregarded. It can take 40 mins easily to drive from Naremburn to East Roseville. I do this at least 6 times a week and the issue is that traffic flow is impeded by parked cars at intersections , right hand turns and lack of planning. Until council bites the bullet and make Mowbray Rd, Willoughby Rd and Penshurst St no parking for the entire length all the sustainability and green house gas targets are just a fantasy. At some point the council will have to make some hard unpopular decisions because the number of people and cars in the area is only going to increase.</p>	Referred	<p>To Council's Traffic team.</p> <p>Council is developing a CBD Traffic Strategy that will consider all transport options including appropriate speed limits and trafficable routes subject to standards. Council also works with the RMS through the Traffic Committee (consisting of Police, Local Members & State Government) that reviews all traffic requests.</p>
90	it's fantastic that we have access to so many green spaces, sporting areas and parks. Please assist us to keep these areas clean and tidy by providing adequate waste services, bins!	Referred	To Council's Waste team.
91	Use technology to measure waste versus recycling at an individual household. The technology to weight and record bin weight and GPS data and image recognition to match	Referred	<p>To Council's Environment team.</p> <p>Council will assess technology options during the next waste tender.</p>

	usage to household and used in conjunction with behavioural economics to nudge individuals to reducing waste and increasing recycling.		
92	Extend Chatswood Mall from Anderson Street to Archer Street as a vehicle free zone and help the flow of traffic by creating Archer Street (from Boundary St to Mowbray Road a clearway prior to 9am. Thank you!	Referred	To Council's Traffic team. Council is developing a CBD Traffic Strategy that will consider all transport options and trafficable routes. Council also works with the RMS through the Traffic Committee (consisting of Police, Local Members & State Government) that reviews all traffic requests. A balance of parking and vehicle movements will always be required.
93	1.1 - In the absence of Federal political leadership Willoughby needs to take a position on the Paris accord to attract business investment and do the right thing for the environment	Referred	To Council's Environment team for consideration in the Sustainability Action Plan.
94	1.5 - solar panels, solar panels, solar panels lets be the first council to go carbon neutral and be proud of it	Referred	To Council's Environment team for consideration in the Sustainability Action Plan. Council has a Renewable Energy Target of 20% by 2020 for Council operations. Council has constructed multiple solar PV arrays totalling 5.5% of operational demands.
95	1.5 - It would be great if Willoughby City aimed to be "off grid"	Referred	To Council's Environment team for consideration in the Sustainability Action Plan. Council has a Renewable Energy Target of 20% by 2020 for Council operations. Council has constructed multiple solar PV arrays totalling 5.5% of operational demands.

96	1.5 - Commit to the Paris accord	Referred	<p>To Council's Environment team for consideration in the Sustainability Action Plan.</p> <p>Council has a Renewable Energy Target of 20% by 2020 for Council operations.</p> <p>Council has constructed multiple solar PV arrays totalling 5.5% of operational demands.</p>
97	Problem 1 recycling is not working in this country and too much of it is still going to landfill since china is now taking less of our product. We are not doing enough to mitigate this problem. Unfortunately this should be handled by the federal government and. It as much can be done by local government.	Referred	<p>To Council's Environment Team for consideration in the Sustainability Action Plan.</p> <p>Council runs a number of education programs throughout the City to raise awareness and change behaviour.</p>
98	Problem 2 how can you encourage individuals to reduce greenhouse emissions. I hope Willoughby Council can. I hope that Council does a lot for 1.3	Referred	<p>To Council's Environment Team for consideration in the Sustainability Action Plan.</p> <p>Council runs a number of education programs throughout the City to raise awareness and change behaviour.</p>
99	zero emissions goal	Referred	<p>To Council's Environment Team for consideration in the Sustainability Action Plan.</p> <p>Council has a Renewable Energy Target of 20% by 2020 for Council operations.</p>
100	better waste management and more renewable energy	Referred	<p>To Council's Environment team for consideration in the Sustainability Action Plan.</p>
101	ban plastic bags	Referred	<p>To Council's Environment team for consideration in the Sustainability Action Plan.</p> <p>Council is focusing on single use plastic reduction through education programs, cleaning waterways, littering fines and working with local business. Council has a Renewable Energy Target of 20% by 2020 for Council operations.</p>

102	please ban plastic	Referred	<p>To Council's Environment team for consideration in the Sustainability Action Plan.</p> <p>Council is focusing on single use plastic reduction through education programs, cleaning waterways, littering fines and working with local business.</p>
103	promote rooftop solar panels for households, businesses & high rises	Referred	<p>To Council's Environment team for consideration in the Sustainability Action Plan.</p> <p>All new developments are required to meet BASIX (State Government requirement) and relevant Development Control Plans.</p> <p>Council has constructed multiple solar PV arrays totalling 5.5% of operational demands.</p>
104	more solar PV's on buildings	Referred	<p>To Council's Environment team for consideration in the Sustainability Action Plan.</p> <p>Council has constructed multiple solar PV arrays totalling 5.5% of operational demands.</p>
105	longer working hours for shops and library.	Referred	<p>To Council's Library Services team.</p> <p>Council is currently exploring the hours of all library services.</p> <p>Shop hours are defined by the State Government if defined as exempt or complying development, which does not require reference to Council.</p>
106	a succulent garden to brighten it up	Referred	To Council's Open Space team to consider in future strategies.
107	cycle routes to city not shared with cars	Referred	<p>To Transport for NSW.</p> <p>Council has a Bike Path Strategy that endeavours to link high cycle pathways and has an additional 13.1km off road bicycle routes planned.</p> <p>http://www.willoughby.nsw.gov.au/community/getting-around/cycling/</p>

108	Low maintenance- a succulent garden to brighten it up	Referred	To Council's Open Space team to consider in future strategies.
109	more green space to sit and have lunch and play with the kids	Referred	To Council's Open Space team to consider in future strategies.
110	not enough rubbish bins for general public in residential areas	Referred	To Council's Waste team.
111	please ban plastic	Referred	<p>To Council's Environment team for consideration in the Sustainability Action Plan.</p> <p>Council is focusing on single use plastic reduction through education programs, cleaning waterways, littering fines and working with local business.</p>
112	ban plastic bags	Referred	<p>To Council's Environment team for consideration in the Sustainability Action Plan.</p> <p>Council is focusing on single use plastic reduction through education programs, cleaning waterways, littering fines and working with local business.</p>
113	better waste management and more renewable energy	Referred	To Council's Environment team for consideration in the Sustainability Action Plan.
114	more electric vehicle charging stations	Referred	Council have some in the Albert Street car park and recently endorsed 2 additional spaces with associated infrastructure in Anderson Street, Chatswood.
115	promote or incentivise rooftop solar panels for households, businesses & high rises	Referred	<p>To Council's Environment team for consideration in the Sustainability Action Plan.</p> <p>All new developments are required to meet BASIX (State Government requirement) and relevant Development Control Plans.</p>
116	more PV's on buildings	Referred	<p>To Council's Environment team for consideration in the Sustainability Action Plan.</p> <p>Council has constructed multiple solar PV arrays totalling 5.5% of operational demands.</p>
117	Find a way to get the locals to invest into green initiatives that are council backed	Referred	To Council's Environment team for consideration in the Sustainability Action Plan and

			grants program.
118	Pollution, population & waste creation are ever increasing whilst the will to do anything about either is reducing. So many options, so little achieved, so much desired.	Referred	To Council's Environment team for consideration in the Sustainability Action Plan.
119	Research into European High Efficiency Incinerator which produces electricity from the waste products unable to be recycled ending up in land fill. This would need the co-operation of several local councils to finance and manage and locate with a suitable country council seeking employment opportunities.	Referred	To Council's Environment team for consideration in the Sustainability Action Plan and waste management strategies.
120	Encourage more community gardens, verge plantings, preservation of existing parks and extension where possible - even linking parks with green corridors.	Referred	To Council's Open Space team for consideration in future strategies.
121	The Council MUST respect the Bales Park Village Green and not floodlight it. It must not become the Bales Park Stadium!	Referred	Council has requested a report on all criteria to connect unlit fields to lit fields.
122	No high rise buildings along Sailors Bay Road Northbridge opposite the Northbridge Plaza.	Referred	To Council's Strategic planning team for consideration in the Local Centres Strategy.
123	There are many more opportunities in the community to improve energy efficiency and reduce cost. Typical is the opportunity to heat the shower water at Northbridge Baths from the sun. There is ample available highly suitable roof space at hand.	Referred	To Council's Environment team for consideration in the Sustainability Action Plan and the Recreation and Leisure team.
124	More public education is needed so that residents become more aware about how to reduce waste, and how to recycle efficiently.	Referred	To Council's Environment team for consideration in the Sustainability Action Plan and waste management strategies. Council currently undertakes a range of environmental education programs.
125	Ensure local schools have easy access to sustainable tools from	Referred	To Council's Environment team for consideration in the

	the Council and no or low cost.		Sustainability Action Plan.
126	Green spaces remain, are maintained and accessible to the public for use. Through the appropriate use of boardwalks, tracks and lighting to be able to view and experience these green spaces.	Referred	To Council's Open Space and Bushland teams to consider in future strategies. Bushland team maintain boardwalks and tracks.
127	Council should be actively supporting / promoting the use of solar power. They should also encourage the reduction of waste by reviewing the garbage collection system and making it easier to dispose of chemical and electronic waste.	Referred	To Council's Environment team for consideration in the Sustainability Action Plan. Council has constructed multiple solar PV arrays totalling 5.5% of operational demands. Garbage system is reviewed at the time of a new tender. Community Recycling Centre (CRC) is a free service where you can drive through and drop off household problem waste that cannot go in your kerbside bins. http://www.willoughby.nsw.gov.au/your-neighbourhood/waste---recycling/recyclingcentre/
128	My name is XXXXXXX and for my senior Geography project at Willoughby Girls High I am studying the return and earn system in Willoughby. I believe it is very important to be reducing our plastic use, promoting facilities such as return and earn to do so. I'm not sure if you have watched the Netflix film a plastic ocean but when you see the birds stuffed with plastic, dropping dead from the chemicals leeching into their bodies then you will agree (unless you are a heartless freak). Look, all plastic is recyclable and I think it is so important that we provide the facilities so to actually reuse this material. Return and Earn is a great way to do this, we have 2 return locations in Willoughby but hardly anyone knows they exist and even less actually are making use of them. Not only	Referred	To Council's Environment team for consideration in the Sustainability Action Plan. Council is focusing on single use plastic reduction through education programs, cleaning waterways, littering fines and working with local business.

	<p>this, facilities to recycle soft plastics should be more widely spread, we should have better labelling so as to understand what can and can't be recycled in our area. Honestly, there was plastic found in the pristine waters of Antarctica, there was plastic found in the Mariana Trench!!! All your green ideas sound amazing, but we have to conquer plastic before it practically drowns us. Willoughby can lead this initiative, we have resources, we have educated and willing citizens (mostly), look we should really give it a go and take a stand against plastic. So there you have it, a little rant about plastics from a girl who would like to see a world for her children. If you need some assistance convincing your parliament about the need for this system please show them this message or email me at XXXXXX I will come personally and show them the data about recycling I have collected from the Willoughby area! Hope someone actually read this...</p>		
129	<p>Promote a strong priority for our green environment in terms of natural bush care. Reduce artificial landscape, particularly the use of artificial grass and contrived play areas. Children should learn the value of bush care and their natural environment.</p>	Referred	<p>To Council's Environment team for consideration in the Sustainability Action Plan.</p> <p>Council undertakes a range of environmental education programs.</p>
130	<p>Where is the outcome to independently measure air quality and reduce carcinogenic emissions from concentrated pollution that the Western Harbour & Beaches Link tunnels (each over 7km long) will be releasing over our LGA? The Office of Heritage and Environment, whose task it is to monitor air quality, do not measure air quality anywhere near our LGA, it measures the</p>	Referred	<p>To Transport for NSW.</p> <p>Council understands the detailed route of the proposed Northern Beaches tunnel has not been finalised at this point.</p> <p>http://www.rms.nsw.gov.au/projects/sydney-north/western-harbour-tunnel-beaches-link/index.html</p>

	<p>air quality for the Lower North Shore within the Lane Cove national park (Linfield)... The approach by RMS and the State Government of building these tunnels without filtration, focusing on the lowest cost option without adequately taking into account the environmental and health impacts on our community is frankly unacceptable!</p>		
131	<p>I am very concerned about air pollution from major roads and tunnels from the large scale infra structure projects being built through and in our space.</p>	Referred	<p>To Transport for NSW.</p> <p>Council understands the detailed route of the proposed Northern Beaches tunnel has not been finalised at this point.</p> <p>http://www.rms.nsw.gov.au/projects/sydney-north/western-harbour-tunnel-beaches-link/index.html</p>

6.2 Outcome 2: A City that is connected and inclusive

	Comment received through public exhibition (note, these are listed exactly as received)	Council Response	Further Information
132	I think there should be reference to the contribution that religious organisations make to many of our residents. Also the need for kindness to act as the glue that holds us together.	Revised	Included reference to faiths in the vision statement on page 6.
133	Parking restrictions introduced in Artarmon has seen a slight improvement for local resident parking.	Noted	
134	This is an area where Council can be effective	Noted	
135	free parking for short term parking	Noted	<p>Council has over 50 public car parks across the City, with many being free. Those located in the CBD will have time restrictions and / or charges which is comparable to other areas and supports short stay parking in high demand areas supporting residents and businesses.</p> <p>Council has no control over the parking charges of private car parks.</p>
136	there is too much parking in Chatswood which just encourages people to drive and cause congestion	Noted	Council is undertaking a CBD Traffic Study and has a Street Parking Strategy.
137	free high bandwidth internet	Noted	<p>Council provides free Wi-Fi at Chatswood Mall, Dougherty Centre, Chatswood Library, Artarmon Library, Castle Cove Library, Naremburn Library, Chatswood West Library, Northbridge Library, Mosaic Centre & Youth Centre. Some of these sites have recently been upgraded to improve the internet speeds and improve the user experience.</p> <p>NBN rolled out.</p>
138	Yes! Reduce the traffic please	Noted	Council is undertaking a CBD Traffic Study.

139	celebration of other cultures	Noted	Council currently organises & supports numerous events and activities that celebrate various cultures. This is supported through its grants program, multicultural services and MOSAIC multicultural centre. Community groups are supported to promote events and programs to the broader community.
140	community flea market	Noted	Council does not provide these types of markets, however other providers may operate across the City.
141	close Victoria Pde to traffic	Noted	Council's CBD Strategy reviewed the closure of Victoria Avenue which was not supported.
142	cycle and pedestrian throughout Willoughby City	Noted	Council has a Bike Path Strategy that endeavours to link high cycle pathways and has an additional 13.1km off road bicycle routes planned. http://www.willoughby.nsw.gov.au/community/getting-around/cycling/
143	more cultural events	Noted	Council currently organises & supports numerous events and activities that celebrate various cultures. This is supported through its grants program, multicultural services and MOSAIC multicultural centre. Community groups are supported to promote events and programs to the broader community.
144	off road bike path end to end(not the current ad hoc approach)	Noted	Council has a Bike Path Strategy that endeavours to link high cycle pathways and has an additional 13.1km off road bicycle routes planned. http://www.willoughby.nsw.gov.au/community/getting-around/cycling/
145	people with more manners and kindness	Noted	
146	cycle path from Willoughby to city	Noted	Council has a Bike Path Strategy that endeavours to link high cycle pathways and has an additional 13.1km off road bicycle routes planned. http://www.willoughby.nsw.gov.au/community/getting-around/cycling/

147	free Wi-Fi	Noted	Free Wi-Fi is available at Chatswood Mall, Dougherty Centre, Chatswood Library, Artarmon Library, Castle Cove Library, Naremburn Library, Chatswood West Library, Northbridge Library, Mosaic Centre & Youth Centre. Some of these sites have recently been upgraded to improve the internet speeds and improve the user experience.
148	No judgemental. More understanding people!!	Noted	
149	concentrate not just on market capital but encourage social capital	Noted	Council has an extensive calendar of events and programs that support the development of social capital in our community as well as working with or supporting various community groups.
150	happy people	Noted	
151	Wi-Fi please	Noted	Free Wi-Fi is available at Chatswood Mall, Dougherty Centre, Chatswood Library, Artarmon Library, Castle Cove Library, Naremburn Library, Chatswood West Library, Northbridge Library, Mosaic Centre & Youth Centre. Some of these sites have recently been upgraded to improve the internet speeds and improve the user experience.
152	I agree more kindness	Noted	
153	protect the heritage feature. Less high rise	Noted	<p>The community response has been to preserve heritage in the area and Council's strategies have been developed to protect this. The controls allow for alterations and additions that maintain the identified character.</p> <p>Council's Local Environment Plan identifies zonings and Council has adopted a Chatswood CBD Planning and Urban Design Strategy which identifies heights and the locations.</p>
154	cycle path from Willoughby to city	Noted	<p>Council has a Bike Path Strategy that endeavours to link high cycle pathways and has an additional 13.1km off road bicycle routes planned.</p> <p>http://www.willoughby.nsw.gov.au/community/getting-around/cycling/</p>

155	more 'meet-up' activities to exchange ideas	Noted	Council facilitates many networks and committees and there are numerous community groups operating within the City. http://www.datadiction.com.au/bin/d.d.ll/Lincs?xps&MBR=WLBY
156	Unlimited WIFI	Noted	Council provides free Wi-Fi at Chatswood Mall, Dougherty Centre, Chatswood Library, Artarmon Library, Castle Cove Library, Naremburn Library, Chatswood West Library, Northbridge Library, Mosaic Centre & Youth Centre.
157	Less traffic	Noted	
158	free high bandwidth internet	Noted	NBN roll out.
159	provide many free English classes	Noted	Council provides English conversation classes through our Library Services and MOSAIC multicultural centre and there are many private providers in the area.
160	Less traffic	Noted	
161	protect the heritage feature. Less high rise	Noted	The community response has been to preserve heritage in the area and Council's strategies have been developed to protect this. The controls allow for alterations and additions that maintain the identified character. Council's Local Environment Plan identifies zonings and Council has adopted a Chatswood CBD Planning and Urban Design Strategy which identifies heights and locations.
162	better bike paths	Noted	Council has a Bike Path Strategy that endeavours to link high cycle pathways and has an additional 13.1km off road bicycle routes planned. http://www.willoughby.nsw.gov.au/community/getting-around/cycling/
163	free parking for short term parking	Noted	Council has over 50 public car parks across the City, with many being free. Those located in the CBD will have time restrictions and / or charges which is comparable to other areas and supports short stay parking in high demand areas supporting residents and businesses.

			Council has no control over the parking charges of private car parks.
164	there is too much parking in Chatswood which just encourages people to drive and cause congestion	Noted	Council is undertaking a CBD Traffic Study and has a Street Parking Strategy.
165	off road bike path end to end(not the current ad hoc approach)	Noted	Council has a Bike Path Strategy that endeavours to link high cycle pathways and has an additional 13.1km off road bicycle routes planned. http://www.willoughby.nsw.gov.au/community/getting-around/cycling/
166	close Victoria Pde to traffic	Noted	Council's CBD Strategy reviewed the closure of Victoria Avenue which was not supported.
167	celebration of other cultures	Noted	Council currently organises & supports numerous events and activities that celebrate various cultures. This is supported through its grants program, multicultural services and MOSAIC multicultural centre. Community groups are supported to promote events and programs to the broader community.
168	improve cycleway	Noted	Council has a Bike Path Strategy that endeavours to link high cycle pathways and has an additional 13.1km off road bicycle routes planned. http://www.willoughby.nsw.gov.au/community/getting-around/cycling/
169	Parking has always been an issue, need more underground parking and free parking spaces.	Noted	Council has over 50 public car parks across the City, with many being free. Those located in the CBD will have time restrictions and / or charges which is comparable to other areas and supports short stay parking in high demand areas supporting residents and businesses. Council has no control over the parking charges of private car parks.

170	The parking soon Harden Ave is a joke. There should be no stopping along the whole side of the street near the plaza so it doesn't become a single lane after a certain time, and Sat and Sunday all day. This is the busiest time with people trying to get into the car park and no one can get in or out to a Sailors Bay. This is basic common sense. I urge you to try and drive up and down that street on the weekend and negotiate with a car 80m away - which will drive through first and who will wait.	Noted	There is no intention to remove parking on Harden Avenue at this stage.
171	Maintain and preserve Conservation Zones so that houses and areas of historic significance are kept. We could learn from the strict zoning in the UK. We also need to maintain the streetscapes which add to the community and the greening of the suburbs.	Noted	The community response has been to preserve heritage in the area and Council's strategies have been developed to protect this. The controls allow for alterations and additions that maintain the identified character.
172	Community gardens could be increased as they are places where people can mix, meet new people, learn new skills, and achieve a sense of purpose and belonging.	Noted	Council supports four Community Gardens on Council land and two community gardens on Council nature strips. There are at least 140 residents involved in community gardens in the Willoughby LGA. Council also encourages food sustainability through its education workshops and monthly food swaps at the Dougherty Centre. http://www.willoughby.nsw.gov.au/our-neighbourhood/community-gardens/
173	The Council is to be congratulated for its commitment to the Bushcare programmes.	Noted	
174	Need a refuge for women and children escaping violence so they continue schooling and work and don't become homeless - there is evidence that this is a growing concern for all communities.	Noted	This service is provided by community organisations. Council host the Lower North Shore Domestic Violence Interagency and supports organisations that provide these services.
175	There is a need for a refuge for homeless people where they	Noted	Council is a member of Northern Sydney Homeless Interagency

	feel safe. There is also a need for areas where homeless people can shower, launder clothes and have a place to store their belongings.		Network. Council works in partnership with NSW Police, Mission Australia, FACS to address homelessness.
176	The provision for more accessible areas for people with disabilities - wheelchairs, walkers etc so they have a feeling of recognition and inclusion in the community.	Noted	As assets are upgraded compliance with Council's Access Disability Inclusion Plan will be undertaken. Council facilitates an Access Steering Committee each month which aims to provide a barrier free environment and promote physical access and mobility to services and facilities in the Willoughby Local Government Area.
177	There is a great need for a centre with on-going community support for people with mental illness, young offenders, refugees and new migrants.	Noted	These services are provided by various community organisations or NSW State agencies.
178	The council is to be applauded for its support of the "Drop in Centre" for the Youth.	Noted	
179	Diversity has resulted in disconnection and exclusivity	Noted	
180	Stop self-interested NIMBYism that stops sensible high density living	Noted	
181	Access to the upper level of The Concourse is problematic. The shallow steps present a real danger to many users, while the alternative access via lifts is inadequate. In comparison, the Opera House has many steps but they are much broader, making them safer to use.	Noted	This facility meets building standards.
182	It's no use having priorities with no performance measures. There needs to be specific effective relevant and effective measures included for meeting the following important priorities: 2.4 Reducing traffic and parking congestion: particularly given that the increase in population the 'journeys to work' measure may be met without any action and may still accompany an increase in traffic and parking	Noted	The measures are intended to be high level which gives an indication of the progress of the outcome area as a whole. Delivery against the priority areas from various agencies will have numerous measures in their documentation of their strategies. Council is investigating options for the development of quality of life or state of the city indicators for our community.

	congestion. 2.6 improve digital access in public spaces		
183	printed material should be in black ink on a white background in reasonably readable font.	Noted	
184	Questions such as these can be interpreted in any number of ways. I support the above provided they are not a "blind" to promoting expanding medium/high rise development in what are presently single dwelling areas.	Noted	
185	Manage and promote a wide range of sports and sports facilities in the area, beyond organised team sports. Other sports grounds and spaces for other individual use in club based competition, organised training or broader passive use by the whole community. This includes cycling, kayaking, trail walking, trail jogging, general running, track and field athletics, fixed outdoor exercise equipment. By offering a range of built open space, providing a range of sporting options, this caters for a greater diversity of sporting activities for organised and passive use. This promotes greater community connections and inclusivity of more members of the Willoughby City council community.	Noted	<p>Although there is a lack of land available for new sporting facilities within the Willoughby LGA, Council continues to partner with schools and developers where possible to provide additional facilities. Increasing utilisation of existing sportsfields is achieved through lighting and synthetic turf. Gore Hill redevelopment includes an improved oval and Phase 2 proposes a new sporting facility with 6 indoor courts.</p> <p>Non organised sports Council has boat ramp access in various sites, natural bushland with trails and an extensive bike network and significant passive recreation spaces available to all non organised sporting groups.</p>
186	Provision of bike lanes is a huge omission from this section. Dedicated bike lanes keep cars off the roads.	Noted	<p>Council has a Bike Path Strategy that endeavours to link high cycle pathways and has an additional 13.1km off road bicycle routes planned.</p> <p>http://www.willoughby.nsw.gov.au/community/getting-around/cycling/</p>
187	There also should be an increase in off road/ separated cycle ways	Noted	<p>Council has a Bike Path Strategy that endeavours to link high cycle pathways and has an additional 13.1km off road bicycle routes planned.</p> <p>http://www.willoughby.nsw.gov.au/community/getting-around/cycling/</p>

188	<p>Council is failing to acknowledge that the Willoughby Council area is not homogenous. Chatswood is a city, the remainder of the area - the vast majority - consists of low-density residential housing and should be treated as such. It needs to be acknowledged that the Lower North Shore's quiet, leafy, low density streets are unique in Sydney and are what lures everyone to the area! For example, '2.5 Create family friendly neighbourhoods that connect people' is a statement which directly contradicts the Council's repeated pressure upon Northbridge residents to allow the overseas owner of Northbridge Plaza to massively overdevelop the site into a whopping four eleven-storey apartment buildings containing many hundreds of apartments, additional shops and an underground carpark, just so Council would no longer be responsible for maintaining the existing carpark. The only reason Northbridge has remained a 'family friendly neighbourhood that connects people' is because its residents have completely and repeatedly rejected Willoughby Council's development-biased bullying.</p>	Noted	<p>Council's not aware of a proposal for Northbridge Plaza that meets this description.</p> <p>The Local Centres Strategy for Northbridge has recently undergone consultation with the results currently being considered. The most dense scenarios in this strategy anticipate 2-5 storeys.</p>
189	<p>We have old buildings that leave us with a legacy of times gone by. I am referring to the Artarmon Bowling Club. The club house was built by a community and particularly its women. the club house archives show how the women of Artarmon worked along side their men to build the club house. The Artarmon Bowling club went on to be one of the first clubs to allow women bowlers. This is a significant part of our history, it was the</p>	Noted	<p>A review of the long term use of the facility is currently underway.</p>

	first time in this sport that the women were treated equal to men. Further, these women were true pioneers. The club house was integral to these women's well being, were they could find time away from their children, because were not allowed at the club house their men took the responsibility. We have so much to learn from the history of the Artarmon bowling club and more should be done to preserve this heritage.		
190	I would like to the area to maintain its character of California bungalows, heritage homes etc. I have seen too many homes demolished and replaced with over development of plots. Because of this our infrastructure can not keep up with it.	Noted	The community response has been to preserve heritage in the area and Council's strategies have been developed to protect this. The controls allow for alterations and additions that maintain the identified character.
191	My one big concern is the need for our Willoughby Council to lose its tragically over-compromised corporate mentality and approach. One need look no further than the lack of affordable meeting places. The much-heralded community facility of The Concourse is marvellous, but financially is totally out of the reach of community groups, including local chapters of not-for-profit organizations. Looking at other possible meeting venues, the situation is not much better. Venues such as the library meeting rooms are still prohibitive to community groups which have virtually no budget for expenditure. Can anyone tell me why a library has to make a substantial profit on renting its rooms, of the order of \$40 per hour - where is the council's mandate for focusing on profit over support for community social intercourse and activity?	Noted	<p>Council has a variety of venues the community can book at highly subsidised rates and in addition groups can apply for a further community discount or community grant.</p> <p>There is a specific grant program to assist groups accessing The Concourse, The Concourse Performing Arts grant.</p> <p>http://www.willoughby.nsw.gov.au/community/Facilities/</p> <p>http://www.willoughby.nsw.gov.au/community/grants/</p>

192	<p>Council is failing to acknowledge that the Willoughby Council area is not homogenous. Chatswood is a city, the remainder of the area - the vast majority - consists of low-density residential housing and should be treated as such. It needs to be acknowledged that the Lower North Shore's quiet, leafy, low density streets are unique in Sydney and are what lures everyone to the area! For example, '2.5 Create family friendly neighbourhoods that connect people' is a statement which directly contradicts the Council's repeated pressure upon Northbridge residents to allow the overseas owner of Northbridge Plaza to massively overdevelop the site into a whopping four eleven-storey apartment buildings containing many hundreds of apartments, additional shops and an underground carpark, just so Council would no longer be responsible for maintaining the existing carpark. The only reason Northbridge has remained a 'family friendly neighbourhood that connects people' is because its residents have completely and repeatedly rejected Willoughby Council's development-biased bullying.</p>	Noted	<p>Council's not aware of a proposal for Northbridge Plaza that meets this description.</p> <p>The Local Centres Strategy for Northbridge has recently undergone consultation with the results currently being considered. The most dense scenarios in this strategy anticipate 2-5 storeys.</p>
193	<p>More arts and culture initiatives, like Parramatta is now the leader in arts and culture. Willoughby isn't known to help Arts & culture in local communities- just see the local funding initiatives - not much to offer at all.</p>	Noted	<p>Council currently organises & supports numerous events and activities that celebrate various cultures. This is supported through its grants program, multicultural services and MOSAIC multicultural centre. Community groups are supported to promote events and programs to the broader community. Council also provides three visual arts exhibition spaces as well as artist studios.</p>

194	Increase amount of connected bike paths into Chatswood CBD to reduce amount of traffic into Chatswood CBD.	Noted	<p>Council has a Bike Path Strategy that endeavours to link high cycle pathways and has an additional 13.1km off road bicycle routes planned.</p> <p>http://www.willoughby.nsw.gov.au/community/getting-around/cycling/</p>
195	If we are to encourage cycling, safe separated paths are required. Most people say they would cycle, except safety is always the number one concern. Cycleways provide a safe feeling. They allow anyone from 8 to 80 to participate. Currently Willoughby does not have many cycleways. Think about crossing across Chatswood. Any trip involves heavy traffic, and a risky unsafe route.	Noted	<p>Council has a Bike Path Strategy that endeavours to link high cycle pathways and has an additional 13.1km off road bicycle routes planned.</p> <p>http://www.willoughby.nsw.gov.au/community/getting-around/cycling/</p>
196	The current cycle ways are disjointed and positively dangerous.	Noted	<p>Council has a Bike Path Strategy that endeavours to link high cycle pathways and has an additional 13.1km off road bicycle routes planned.</p> <p>http://www.willoughby.nsw.gov.au/community/getting-around/cycling/</p>
197	I would like to think there is an appetite for learning about the different cultures in our LGA and creating a space to publicly celebrate these cultures on relevant dates.	Noted	<p>Council currently organises & supports numerous events and activities that celebrate various cultures. This is supported through its grants program, multicultural services and MOSAIC multicultural centre. Community groups are supported to promote events and programs to the broader community.</p>
198	Congestion and parking will require some deep thinking. More parking could equate to more congestion. Congestion that affects Chatswood residents is along the Pacific Highway where the intersection with Mowbray especially presents major obstacles with buses blocking morning peak hour traffic on the left hand lane (bus stop) and the right hand lane (bus only turning into Mowbray but only just after	Noted	<p>Referred to Council's Traffic team.</p> <p>Council has a Street Parking Strategy and a CBD Traffic Strategy that will consider all transport options including appropriate speed limits and trafficable routes. Council also works with the RMS through the Traffic Committee (consisting of Police, Local Members & State Government) that reviews all traffic requests.</p>

	red).		Pacific Highway is a State Government responsibility. Public transport initiatives such as Sydney metro Link and improved infrastructure such as North Connex motorway aims to alleviate traffic on Pacific Highway through Chatswood.
199	Improved Infrastructure and less modern undesirable development.	Noted	<p>Council is systematically improving its infrastructure and advocates on behalf of the community for infrastructure provided by other tiers of Government.</p> <p>As required under the State Government Council has established a Local Planning Panel to review all large development applications. It has adopted a Chatswood CBD Planning and Urban Design Strategy which includes an aim to achieve design excellence. Council is exploring the establishment of a Urban Design Panel and has a number of Development Control Plans in place.</p>
200	12k extra people will not help any of the above. And you community access is some drivell about libraries, come on...	Noted	
201	The outcomes are great however the 2 measures that will be used fall well short of matching the 7 outcomes identified. The first measure: "number of journeys to work that do not use a motor vehicle" is great to assess outcomes 2.1 and 2.4. The second measure "Increase in volunteer work undertaken" - I am not sure what this assesses in the outcomes identified. But where is the measure and therefore assessment for outcomes 2.2, 2.3, 2.5, 2.6 and 2.7? There need to be appropriate measure of these outcomes if we as a community want to truly be able to move towards this goal.	Noted	<p>The measures are intended to be high level which gives an indication of the progress of the outcome area as a whole. Delivery against the priority areas from various agencies will have numerous measures in their documentation of their strategies.</p> <p>Council is investigating options for the development of quality of life or state of the city indicators for our community.</p>

202	Just drive on a Saturday from Naremburn to East Roseville and see how long it takes! Until the council makes Mowbray Rd, Willoughby Rd and Penshurst St no parking for their entire length all the goals in the world will not help. At some point the council will have to make hard decisions. No glossy brochures, consultations or interactive websites are going to make this process any more palatable for the affected residents. Just do it .	Noted	To Council's Traffic team. Council has a Street Parking Strategy and a CBD Traffic Strategy that will consider all transport options including appropriate speed limits and trafficable routes. Council also works with the RMS through the Traffic Committee (consisting of Police, Local Members & State Government) that reviews all traffic requests.
203	2.2 is something that needs real emphasis in our community. Don't overdevelop our streets as this will work against connectedness and the sense of character that led people to the area in the first place. For e.g. don't let people knock down 3 old houses in the same street just to speculate.	Noted	A principle of Council's strategic planning work is to retain the character and heritage of the area.
204	Naremburn parking is always an issue. Rangers do not like booking cars in the area because businesses do not like them doing so but the residents do not like having their driveways impacted.	Noted	Council's Rangers undertake regular parking education and enforcement patrols and target safety, turnover of available parking spaces and access issues.
205	I strongly believe that Sydney is wasting precious time and money on 'heritage' when what we really need is spaces for people to live & grow. Australia is a young country. Let's keep it moving and growing not sit in a measly 150yr past. Now if it was a 1500year old cathedral....sure. Knock it down if it isn't usable space & build something functional. It makes no sense to keep things that cannot be used for the generations to come if things have changed. I.e. the Artarmon Village/streetscape of buildings along Hampden Rd. This could be used so much better, better planned & built. But it would need to start from scratch. Proper parking,	Noted	The community response has been to preserve heritage in the area and Council's strategies have been developed to protect this. The controls allow for alterations and additions that maintain the identified character. The Local Centres Strategy and streetscape designs for Artarmon are currently in consultation.

	perhaps underneath. And usable sized shops that could be fit out properly & the massage parlors GONE. The reason people rent the space to the massage parlors is because no one else wants the UNUSABLE space up there.		
206	leave 2.6 to the market service providers. They'll do it and you don't need to spend the money on it. Promote it. no need to provide it.	Noted	
207	Need a measure or target for each priority. Not sure of how a measure of Volunteering rates relates to these priorities.	Noted	The measures are intended to be high level which gives an indication of the progress of the outcome area as a whole. Council is investigating options for the development of quality of life or state of the city indicators for our community.
208	1. Item 2.4: Willoughby Council is NOT inclusive: it is creating a two classes of citizen: ones where families can park their cars freely outside their residents without hindrance of time parking permits; and those that are forced by council's undemocratic processes to pay for permits capped at up to two cars per family. The Permit approach discriminates against families whose dependent children also have cars.	Noted	Council has a Street Parking Strategy which aims to manage areas of high demand and areas which have capacity to accommodate cars. Strategies such as parking permits and controls are put in place to assist in supporting the local areas and the residents.
209	2. Item 2.4 conflates Parking and Traffic. They are two separate issues, with traffic being more closely aligned with item 2.1.	Noted	
210	Build more affordable homes	Noted	Council operates an affordable housing program and but developers and other tiers of Government need to address the volume of affordable housing required.
211	Increase parking areas around all shopping areas	Noted	Council has a Street Parking Strategy and a CBD Traffic Strategy that will consider all transport options including appropriate speed limits and trafficable routes.

212	Council keeps talking about our multicultural diversity, but in the past two decades the long established and important ethnic groups that made willoughby great in the first place have been forgotten. The Armenians, Italians, Greeks and Croatians, all large communities, have been in our fair city since the sixties, as well as smaller established groups of French and Scandinavian. For example the Dalmatia club began in Chatswood in the old town hall and then in Baldry Street. These ethnic groups must not be overlooked. Everything in willoughby seems to centre around the Asian community and no one else. This must change now.	Noted	Council acknowledges the significant contribution that our multicultural community have made to the City. Council currently organises & supports numerous events and activities that celebrate various cultures. This is supported through its grants program, multicultural services and MOSAIC multicultural centre. Community groups are supported to promote events and programs to the broader community.
213	Parking of large boats on 3-lane streets needs to be prohibited	Noted	Council has powers to discourage the nuisance caused by the long-term parking of unattended registered boat trailers on public roads, which can result in impounding the trailer.
214	Awareness of not littering	Noted	Existing education and behavioural change programs are provided by Council along with a focused compliance program managed by the Rangers Team.
215	2.1 - cycling paths	Noted	Council has a Bike Path Strategy that endeavours to link high cycle pathways and has an additional 13.1km off road bicycle routes planned. http://www.willoughby.nsw.gov.au/community/getting-around/cycling/
216	2.1 - More bike lanes and better bus services	Noted	Council has a Bike Path Strategy that endeavours to link high cycle pathways and has an additional 13.1km off road bicycle routes planned. http://www.willoughby.nsw.gov.au/community/getting-around/cycling/ Council runs community buses while the State Government is responsible for public transport.

217	2.1 - I think Willoughby is already pretty well serviced by public transport.	Noted	
218	2.1 - I don't think we should have dedicated cycle/bike lanes (if that was being contemplated). Cyclists only cause more traffic/congestion.	Noted	Council supports cycling and has a Bike Path Strategy that endeavours to link high cycle pathways and has an additional 13.1km off road bicycle routes planned. http://www.willoughby.nsw.gov.au/community/getting-around/cycling/
219	2.2 - this is what connects us	Noted	
220	2.2 - Heritage is important but please don't limit this as there are important contemporary architectural buildings that continue to define Willoughby	Noted	Heritage provisions do not limit sensitive contemporary alterations and additions. A Heritage Review including contemporary buildings is being undertaken.
221	2.2 - Not a priority.	Noted	
222	2.3 - this is what unites us and we have so much to learn from each other	Noted	
223	2.3 - We need to support homelessness	Noted	Council is a member of Northern Sydney Homeless Interagency Network. Council works in partnership with NSW Police, Mission Australia, FACS to address homelessness.
224	2.3 - Willoughby now more than ever needs this. Our Council and community needs to lead with inclusion before we see what's happening in Victoria where social disadvantage, disengaged young people are creating havoc and significant problems. This starts with the diversity of the councillors and administration that need to better reflect the future of Willoughby	Noted	Council is in the process of developing a Youth Strategy that will address the issues identified by Young People in the LGA. Councillors are elected by the community and the administration is selected through merit based recruitment. Data on the diversity of staff is also provided in Council's Annual Report.
225	2.3 - Not a priority	Noted	
226	2.3 - Celebrate diversity	Noted	Council currently organises & supports numerous events and activities that celebrate various cultures. This is supported through its grants program, multicultural services and MOSAIC multicultural centre. Community groups are supported to promote events and programs to the broader community.
227	2.4 - traffic seems more stressful these days and there is no end in sight. Are we	Noted	

	getting used to this state of affairs?		
228	2.4 - Increasing traffic and reduced fees	Noted	Council parking fees are similar to other areas across Sydney.
229	2.4 - I agree to reducing traffic congestion, but parking is important. There are a lot of units in the area without designated parking spots and as such there should be ample space for residents to park without restrictions.	Noted	Council has a Street Parking Strategy and Development Control Plans identify the number of car spaces required for development, with the intent to reduce the number of cars on the roads.
230	2.5 - Community gardens are a great connector of residents	Noted	<p>Council supports four Community Gardens on Council land and two community gardens on Council nature strips. There are at least 140 residents involved in community gardens in the Willoughby LGA. Council also encourages food sustainability through its education workshops and monthly food swaps at the Dougherty Centre.</p> <p>http://www.willoughby.nsw.gov.au/our-neighbourhood/community-gardens/</p>
231	2.5 - We are fortunate to have amazing neighbours but it's important to keep social spaces funded like scout halls but also reimagining how social space need to engage people like the way you've done with the concourse. Think about how this could be decentralised by making better parklands and bush walks and "pop up" theatres, clubs, dance parties	Noted	Council will continue to use Place Making approach to develop family friendly spaces that connect people.
232	2.5 - I think Willoughby is doing pretty well in this regard already. The Concourse forecourt is a great area for families, more open spaces like this would be awesome.	Noted	Council will continue to use Place Making approach to develop family friendly spaces that connect people.
233	2.5 - Shouldn't have more upcoming developments eg. High rise buildings due to overcrowding	Noted	Council's Local Environment Plan defines height controls and locations.
234	2.6 - Free fast wifi is fundamental to business and connecting people	Noted	Free Wi-Fi is available at Chatswood Mall, Dougherty Centre, Chatswood Library, Artarmon Library, Castle Cove Library, Naremburn Library, Chatswood West Library, Northbridge Library,

			Mosaic Centre & Youth Centre. Some of these sites have recently been upgraded to improve the internet speeds and improve the user experience.
235	2.7 - Free WiFi isnt that hard	Noted	Free Wi-Fi is available at Chatswood Mall, Dougherty Centre, Chatswood Library, Artarmon Library, Castle Cove Library, Naremburn Library, Chatswood West Library, Northbridge Library, Mosaic Centre & Youth Centre. Some of these sites have recently been upgraded to improve the internet speeds and improve the user experience.
236	We need a better traffic management plan for Chatswood	Noted	Council is developing a CBD Traffic Study. Public transport initiatives such as Sydney Metro Link and improved infrastructure such as the North Connex Motorway aims to alleviate traffic on Pacific Highway through Chatswood.
237	Willoughby Council has a strong community focus.. keep it up	Noted	
238	Increase in Council communication in Mandarin, Cantonese and Korean language'.	Noted	Council does translate information into different languages and will continue to broaden its communications reach through translation of information.
239	'Increase in the number of cycleways'	Noted	Council has a Bike Path Strategy that endeavours to link high cycle pathways and has an additional 13.1km off road bicycle routes planned. http://www.willoughby.nsw.gov.au/community/getting-around/cycling/
240	Transport links that are speedy and reliable are a key to a thriving city.	Noted	Public transport initiatives such as Sydney Metro Link and improved infrastructure such as the North Connex Motorway aims to alleviate traffic on Pacific Highway through Chatswood. Council is developing a City Wide Traffic Strategy, a Street Parking Strategy and also has a Traffic Committee (of Police, Local Members, State Government) that

			reviews all traffic requests.
241	<p>I support that we need to enhance our transport choices and connections within the City of Willoughby. As the Premier said at a recent meeting - "it is easier for her (living in Northbridge) to travel by bus to the City and then back out again by bus to Chatswood - than it is to go from Northbridge to Chatswood. If we are to develop a vibrant City - we need to address this disconnect.</p> <p>I support that we need to reduce parking and traffic congestion. Our urban planners look at population growth and placement and height of buildings. The impact on infrastructure in our City receives minor consideration. If our roads are congested now - adding more high rise to enable communities to accommodate a growing population - will only exacerbate a dire situation on our roads. Developing more accessible living structures for the elderly (or Over 55's) is fine in theory - but requires more public transport to be added to an already congested road. Our Urban Planning needs to address Infrastructure - traffic congestion - and parking.</p>	Noted	<p>Public transport is provided by the State Government. Public transport initiatives such as Sydney Metro Link and improved infrastructure such as the North Connex Motorway aims to alleviate traffic on Pacific Highway through Chatswood.</p> <p>Council is developing a CBD Traffic Strategy that will consider all transport options and trafficable routes. Council also works with the RMS through the Traffic Committee (consisting of Police, Local Members & State Government) that reviews all traffic requests. A balance of parking and vehicle movements will always be required.</p> <p>The population projections are based on dwelling targets identified by the State Government to provide for the anticipated population growth over the next 20 years based on current zoning.</p>
242	signs asking people to wash their hands to slow the spread of illness	Referred	<p>To NSW Health.</p> <p>This is provided in Council facilities. Council also plays an education, regulation and enforcement role to education for food businesses.</p>
243	more public transportation remove traffic jam	Referred	To Transport for NSW.
244	too many cars in Chatswood. Restrict car usage in Chatswood!	Referred	<p>To Council's Traffic team.</p> <p>Council is developing a CBD Traffic Study.</p>
245	more public transportation remove traffic jam	Referred	To Transport for NSW

246	cycle routes to city not shared with cards	Referred	<p>To Transport for NSW.</p> <p>Council has a Bike Path Strategy that endeavours to link high cycle pathways and has an additional 13.1km off road bicycle routes planned.</p> <p>http://www.willoughby.nsw.gov.au/community/getting-around/cycling/</p>
247	Need more parks, more schools, more sporting facilities that is deemed as highest quality.	Referred	<p>To NSW Education.</p> <p>Although there is a lack of land available for new sporting facilities within the Willoughby LGA, Council continues to partner with schools and developers where possible to provide additional facilities. Increasing utilisation of existing sportsfields is achieved through lighting and synthetic turf. Gore Hill redevelopment includes an improved oval and Phase 2 proposes a new sporting facility with 6 indoor courts.</p>
248	Encouraging commuter parking in a low-rise carpark near Artarmon and St Leonards Station would benefit local business - the recent change to 4P does nothing to reduce congestion and stops commuters lingering and enjoying area.	Referred	<p>To Transport for NSW.</p> <p>No identified site for commuter car parking and 4P enables a good mix for turnover for residents and businesses.</p>
249	The public transport to the city is horrendous. The buses leaving from the city on Loftus instead of Wynyard since the George St tram construction is a farce. You cannot exit the city on a bus back to Willoughby because of the traffic. It takes a extra 8 mins to get in to the CBD with the bus going around the Cahill instead of straight to Wynyard. Even the Bus drivers say that they hate it and the council won't listen to them. Listen to the people who make this precinct function.	Referred	To Transport for NSW
250	See my comment re maintaining Bales Park. How can you say you are enhancing public transport	Referred	To Council's Traffic team.

	when you have narrowed Victoria Avenue so that every time a bus is at the bus stop it holds up all the buses behind it. More council hypocrisy.		
251	<p>Item 2.4: Parking along major or secondary arterial roads has to change. The current methodology employed for many years has had its day and must change by removing all parking along these arterial roads and fully focus on making public transport the number one mode of transport. As an offset, public planning for parking could shift to small rd/st corner parking lots along these arterial roads so that businesses do not miss out on trade. Cycling (including e-cycles) must also be a focus so it is safe and enjoyable rather than unsafe and stressful i.e. cyclists vs un-courteous drivers. It is currently way too dangerous. Traffic management must also be a focus as part of my narrative trio. Random Policing of speed, especially in residential areas is a must. I am often dismayed at the speed, unsafe driving practices and impatience of our residents who live in our LGA when i am sure they would be the first ones to complain when an issue like this affects them. Thankyou</p>	Referred	<p>To Council's Traffic team and to NSW Police.</p> <p>Council is developing a CBD Traffic Study, a Street Parking Strategy and also has a Traffic Committee (of Police, Local Members, State Government) that reviews all traffic requests.</p> <p>There is a mix of clearways along arterial roads in peak periods with parking allowed along kerb lanes in other times to allow residents on street parking near homes.</p> <p>To NSW Police.</p>
252	Public transport at night should be improved, evening bus timetables to places other than Chatswood CBD are terrible. Northbridge buses run every hour after peak....not good enough. Saturday morning traffic when Shore has a game at Northbridge during netball season.....abysmal, the school should make some gesture for the inconvenience it causes other residents.	Referred	To Transport for NSW.

253	More free parking initiatives for people in St Leonards are we are the only suburb that pays to park in their own suburb in Sydney. Give people a leg up instead of revenue raising parking inspectors, making life hard instead of easy for the community.	Referred	To Council's Traffic team. Council also has a Street Parking Strategy and is developing a CBD Traffic Strategy that will consider all transport options including appropriate speed limits and trafficable routes subject to standards.
254	I'm very concerned about the congestion. I live in Colwell Crescent and take the 255 bus to Chatswood where I work. It is often delayed by significant congestion in the streets around Chatswood High School because of the way in which people park on the streets. There needs to be much better planing in this area to allow people to actually be able to use the transport options that are available.	Referred	To Council's Traffic team. Council has a Street Parking Strategy and is developing a CBD Traffic Strategy that will consider all transport options including appropriate speed limits and trafficable routes subject to standards. Council's Rangers undertake regular parking education and enforcement patrols and target safety, turnover of available parking spaces and access issues.
255	We need good public transport that connects all Willoughby residents to the entertainment and work hubs. It is crazy how hard it is to get from Northbridge to Chatswood and no bus at all on sundays. Your own stats show the majority of workers in Willoughby live out of area this is because residents can't get to Chatswood after 6pm or on sundays. It is hard to get out of your car when there is no other option.	Referred	To Transport NSW.
256	Improve schoolyard areas and actual classroom accommodation.	Referred	Referred to NSW Department of Education.
257	Add a specific measure to monitor cycling trips within the city. The source being Strava (or similar site) combined with RMS (or council) bicycle counter data.	Referred	To Council's Traffic team. Council undertake a number of data surveys to monitor cycle usage, however it is not aware of this method and will investigate.
258	2.1 - Consider leading Australia with a trial of autonomous car or shuttles	Referred	To Council's Traffic team for consideration in future strategies.

259	2.1 - More work could be done to provide community buses to alleviate parking issues. Providing buses to train hubs from residential areas as well as the Chatswood shopping precinct could help reduce car congestion.	Referred	<p>To Council's Traffic team for consideration in future strategies.</p> <p>Council provides community buses as do many community organisations. The Loop is a free bus service provided by Council providing transport to key destinations across the City.</p> <p>http://www.willoughby.nsw.gov.au/community/getting-around/community-transport/the-loop/</p>
260	2.1 - More frequent trains	Referred	To Transport NSW.
261	2.4 - More frequent flexible public transportation	Referred	To Transport NSW.
262	2.4 - Trial autonomous vehicle shuttle service	Referred	To Council's Traffic team for consideration in future strategies.
263	2.4 - This should be prioritised. The traffic through Artarmon (Hampden Road) and the intersections of Mowbray/Penshurst/Willoughby Roads should be looked at as a priority with the aim of taking traffic off residential precincts.	Referred	<p>To Council's Traffic team for consideration in future strategies.</p> <p>Council has a Traffic Committee (of Police, Local Members, State Government) that reviews all traffic requests.</p>
264	2.5 - out door movie night, volley ball games or the like on public ground	Referred	<p>Council has an extensive calendar of events and programs that incorporate recreational activities. Council will continue to work with Community groups to develop and support events in public areas.</p> <p>http://www.willoughby.nsw.gov.au/whats-on/</p>
265	2.5 - Less traffic on residential streets - Lane Cove is an excellent example of reducing "rat-running". Reduce the high volume of cars on High St, Sydney St, Artarmon Road, Hampden Road.	Referred	<p>To Council's Traffic team for consideration in future strategies.</p> <p>Council has a Traffic Committee (of Police, Local Members, State Government) that reviews all traffic requests.</p>
266	More bicycle paths need to be provided. There are some but for many journeys there is just not a safe bicycle route. The report mentions reducing the amount of work commuting by private car but should include all journeys at all times. People will only leave their cars at home if they are confident of a regular, frequent, reliable,	Referred	<p>To Transport NSW.</p> <p>Refer to Outcome 2. Council has a Bike Path Strategy that endeavours to link high cycle pathways and has an additional 13.1km off road bicycle routes planned.</p> <p>http://www.willoughby.nsw.gov.au/community/getting-around/cycling/</p>

	<p>convenient, safe and cost-effective public transport alternative.</p> <p>As the population ages, older people who are not able to drive will become isolated if they can not easily get around another way.</p>		<p>Council runs community buses while the State Government is responsible for public transport.</p>
267	<p>The Calle30 tunnel in Madrid is 40km long and carries up to 120,000 vpd, however it has 30 ventilation stacks, all of which are filtered.</p> <p>Hong Kong's planners and Leighton Asia JV spared no effort to ensure the city's latest major road and tunnel project leaves residents breathing easy.</p> <p>Many long road tunnels (Madrid, Tokyo, Hong Kong) have filtration systems to protect their communities.</p> <p>If these systems are good enough for Hong Kong and Madrid, then why is it not good enough for the residents of Sydney and in particular Willoughby LGA?</p>	Referred	<p>To Transport for NSW.</p> <p>Assume this comment relates to the Northern Beaches Tunnel. Council understands the detailed route of the proposed Northern Beaches tunnel has not been finalised at this point.</p> <p>http://www.rms.nsw.gov.au/projects/sydney-north/western-harbour-tunnel-beaches-link/index.html</p>
268	<p>Our city has become overcrowded and congested due to the ridiculous amount of development that has occurred. Infrastructure cannot support the number of people we have. All high and medium density development should cease immediately and remain so until infrastructure is improved. Transport, parking, congestion on pavements and in shops is becoming a nightmare - heaven's knows what pressure is being put on underground piping and sewerage.</p>	Referred	<p>The population projections are based on dwelling targets identified by the State Government to provide for the anticipated population growth over the next 20 years based on the current zoning.</p> <p>Council has adopted the Chatswood CBD Planning and Urban Design Strategy which seeks to secure Chatswood as a strategic centre into the future.</p> <p>Public transport initiatives such as Sydney Metro Link and improved infrastructure such as the North Connex Motorway aims to alleviate traffic on Pacific Highway through Chatswood.</p>

269	We desperately need more green spaces and parks, swimming pools and sporting facilities.	Referred	<p>To Council's Open Space team.</p> <p>Council recognises there are high demands on our sporting facilities and seeks to achieve a balance between passive and sporting uses as well as meeting the needs of a variety of users. Council has 41 playgrounds.</p> <p>New playgrounds are planned for the former Artarmon Bowling Club site and Gore Hill Park. Through our upgrade program Council aims to provide enhanced accessibility.</p> <p>http://www.willoughby.nsw.gov.au/our-neighbourhood/parks-and-playgrounds/</p>
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6.3 Outcome 3: A City that is liveable

	Comment received through public exhibition (note, these are listed exactly as received)	Council Response	Further Information
270	I would not like to see more high rise in the eastern side of Artarmon.	Noted	A Local Centres Strategy is being developed to ensure the long term vibrancy of commercial centres.
271	Traffic is bad due to too many high density developments.	Noted	
272	better bike paths	Noted	Council has a Bike Path Strategy that endeavours to link high cycle pathways and has an additional 13.1km off road bicycle routes planned. http://www.willoughby.nsw.gov.au/community/getting-around/cycling/
273	agree with above comment	Noted	Council has a Bike Path Strategy that endeavours to link high cycle pathways and has an additional 13.1km off road bicycle routes planned. http://www.willoughby.nsw.gov.au/community/getting-around/cycling/
274	No1 priority affordable housing	Noted	Council operates an affordable housing program and but developers and other tiers of Government need to address the volume of affordable housing required.
275	too many cars in Chatswood! Restrict car usage in Chatswood	Noted	Council is undertaking a CBD Traffic Study and has a Street Parking Strategy. Council has adopted the Chatswood CBD Planning and Urban Design Strategy which seeks to secure Chatswood as a strategic centre into the future.
276	better wifi	Noted	Council provides free Wi-Fi at Chatswood Mall, Dougherty Centre, Chatswood Library, Artarmon Library, Castle Cove Library, Naremburn Library, Chatswood West Library, Northbridge Library, Mosaic Centre & Youth Centre.
277	free food please!	Noted	

278	focus not just on market capital but on social capital	Noted	Council has an extensive calendar of events and programs that support the development of social capital in our community as well as working with or supporting various community groups.
279	do up post office lane ! It smells	Noted	Council has introduced no smoking in the lane, increased Ranger inspections and undertaken to work more closely with the shops that back onto the lane to reduce the odours.
280	if there was a zoo, it would be great!	Noted	
281	happy children green spaces, flowers, trees, grass, space	Noted	
282	I just want to touch a pet	Noted	
283	pet parks for de stress	Noted	Council has 14 off- leash dog areas across the City.
284	freedom to move	Noted	
285	no smoking on footpath	Noted	Council Rangers issue infringements for smoking in non-smoking areas. There are no smoking areas in the Post Office lane, the mall, some Council, sporting fields and parks.
286	more plants and garden	Noted	
287	less development	Noted	
288	more affordable housing. Only rich people still live in Willoughby and no families will be here to enjoy these services	Noted	Council operates an affordable housing program and but developers and other tiers of Government need to address the volume of affordable housing required.
289	more shops buildings & nature	Noted	
290	more dog parks	Noted	Council has 14 off- leash dog areas across the City.
291	lit dog park	Noted	Council has 14 off- leash dog areas across the City and non are specifically lit for off dog leash.
292	a new skateboard park	Noted	To Council's Open Space team for consideration in future strategies.
293	More community gardens	Noted	Council supports four community gardens on Council land and two community gardens on Council nature strips. There are at least 140 residents involved in community gardens in the Willoughby LGA. If interested in commencing a new garden,

			contact Council. http://www.willoughby.nsw.gov.au/your-neighbourhood/community-gardens/
294	staggered infrastructure works so as to not impact too greatly on residents	Noted	Council works are planned to minimise impact on residents where possible.
295	A very big park with swings	Noted	Council has 41 playgrounds. New playgrounds are planned for the former Artarmon Bowling Club site and Gore Hill Park. http://www.willoughby.nsw.gov.au/your-neighbourhood/parks-and-playgrounds/
296	a rocket launcher on the top of Willoughby City for me	Noted	
297	Playground with cool stuff	Noted	Council has 41 playgrounds. New playgrounds are planned for the former Artarmon Bowling Club site and Gore Hill Park. http://www.willoughby.nsw.gov.au/your-neighbourhood/parks-and-playgrounds/
298	more flowers and happy children and parks	Noted	
299	we need more affordable housing. Less luxury apartments. No place should be just for the rich and privileged.	Noted	Council operates an affordable housing program and but developers and other tiers of Government need to address the volume of affordable housing required.
300	council to organise grass cutting of nature strip in front of houses beside roads and streets	Noted	Council's Nature strips in Willoughby Policy states that Council does not engage in the regular maintenance of the nature strip/road verge outside private property.
301	to make better toilets	Noted	
302	more out of school care please	Noted	Council provides three, Out of School Hours Care and there are a number of other private providers across the City.
303	More green space for picnic and recreation	Noted	Council seeks to achieve a balance between the demands of passive recreation, sporting uses and residential amenity. Council has 41 playgrounds and spaces for picnics. http://www.willoughby.nsw.gov.au

			u/your-neighbourhood/parks-and-playgrounds/
304	Pet parks for de-stress	Noted	Council has 14 off- leash dog areas across the City.
305	No high rise building anymore	Noted	
306	more affordable housing. Only rich people still live in Willoughby and no families will be here to enjoy these services	Noted	Council operates an affordable housing program and but developers and other tiers of Government need to address the volume of affordable housing required.
307	More playing areas for sport	Noted	Although there is a lack of land available for new sporting facilities within the Willoughby LGA, Council continues to partner with schools and developers where possible to provide additional facilities. Council is continuously making improvements to increase utilisation options of existing land. In addition, Phase two of the Gore Hill Park Redevelopment seeks to address this need with the inclusion of a new sporting facility with 6 indoor courts.
308	Soccer fields	Noted	<p>75 % of Council grounds have soccer use.</p> <p>Although there is a lack of land available for new sporting facilities within the Willoughby LGA, Council continues to partner with schools and developers where possible to provide additional facilities. Council is continuously making improvements to increase utilisation options of existing land. In addition, Phase two of the Gore Hill Park Redevelopment seeks to address this need with the inclusion of a new sporting facility with 6 indoor courts.</p> <p>http://www.willoughby.nsw.gov.au/your-neighbourhood/recreation/Sports-ground/</p>
309	More children's activities during the weekend please	Noted	

310	more shops buildings & nature	Noted	
311	NO more passive smoking!	Noted	Council Rangers issue infringements for smoking in non-smoking areas. There are no smoking areas in the Post Office lane, the mall, some Council, sporting fields and parks.
312	less development	Noted	
313	lit dog park	Noted	Council has 14 off- leash dog areas across the City and non are specifically lit for off dog leash.
314	Smoke free in Willoughby! Like Lane cove	Noted	Council Rangers issue infringements for smoking in non-smoking areas. There are no smoking areas in the Post Office lane, the mall, some Council, sporting fields and parks.
315	more dog parks	Noted	Council has 14 off- leash dog areas across the City.
316	population growth is inevitable. It's either high rise now or bushland destruction now and high rise later	Noted	
317	roof top garden on high rise buildings	Noted	<p>Council has adopted a Chatswood CBD Planning and Urban Design Strategy which includes an aim to achieve design excellence. Roof top gardens and green walls are provided for in Development Control Plans.</p> <p>Council is exploring the establishment of a Urban Design Panel and has a number of Development Control Plans in place.</p>
318	no smoking on footpath	Noted	Council Rangers issue infringements for smoking in non-smoking areas. There are no smoking areas in the Post Office lane, the mall, some Council, sporting fields and parks.
319	no more high rise buildings please	Noted	
320	too many high-rise buildings	Noted	
321	focus not just on market capital but on social capital	Noted	Council has an extensive calendar of events and programs that support the development of

			social capital in our community as well as working with or supporting various community groups.
322	Tired of commercially focussed sporting groups (even community based ones) taking so much control of public facilities. The Bales park floodlight plan is a classic terrible idea -it purports to make a green space more widely accessible but loses the community share and visit anytime charm of a local park. Green space shouldn't all be allocated and deadlocked 24/7.	Noted	Allocation of sportsgrounds are undertaken on a seasonal basis and aims to allow non organised sport access to these facilities as well. Council has requested a report on all criteria to connect unlit fields to lit fields.
323	There's the nub of the problem, unmanaged & fiercely desired (by Government & the greedy) population growth. Turn down the increases to zero & everything works out for the best.	Noted	The population projections are based on dwelling targets identified by the State Government to provide for the anticipated population growth over the next 20 years based on the current zoning.
324	The plaza should not expand until they clean up the mess that Woolworths employees create. The plaza should be a set of boutique shops, instead it's populated with chain stores. Such a waste of a resource bought out by an international company. These chain stores exist in North Sydney and Chatswood. Not far away. We need unique stores.	Noted	Northbridge Plaza is privately owned and a matter for the owner.
325	Stop building apartments on Sailors Bay.	Noted	Council's LEP controls development.
326	Would love to see more multi-use indoor sports stadiums so that teens and adults don't have to finish basketball games at 10.45pm at night.	Noted	Phase two of the Gore Hill Park Redevelopment seeks to address this need with the inclusion of a new sporting facility with 6 indoor courts.
327	We need more dedicated bike pathways.	Noted	Council has a Bike Path Strategy that endeavours to link high cycle pathways and has an additional 13.1km off road bicycle routes planned. http://www.willoughby.nsw.gov.au/community/getting-

			around/cycling/
328	What does 3.5 mean? Is this code for no high density development?	Noted	Assets and services ideally should be in place for any new population.
329	Commercial style illuminated signs and digital noticeboards should not be allowed in residential settings. Lighting in general should not be intrusive for residents.	Noted	These are controlled by Development controls.
330	All of this shows that Bales Park Village Green must be maintained as is.	Noted	Council has called for a report on the criteria used to convert unlit fields to lit fields.
331	<p>It's no use having priorities with no measures. There needs to be specific measures included for meeting the following important priorities:</p> <p>3.2 Create recreation spaces for all: We need more ovals and playing fields and netball courts etc to accompany the massive increase in residents through development. There should be a measure for increase in these types of recreation spaces. There are too many golf courses on lower north shore , including three in Willoughby LGA and one on the LGA border. Some of this space needs to be used for sports fields etc that enable many more people to participate in sports on a much smaller footprint. Comment: the increase in volunteering measure might be hard given the increased demands on people's time and the cultural changes Council should be focused on performing its core role and providing core services. roads, rates, parks, rubbish, and relevant things like place activation. Ratepayer funds and council resources should not be wasted by focusing on things like promoting healthy lifestyles other than through ensuring sufficient sports facilities etc. Promoting active</p>	Noted	<p>The measures are intended to be high level which give an indication of the progress of the outcome area as a whole. Delivery against the priority areas from various agencies will have numerous measures in their documentation of their strategies.</p> <p>Council is investigating options for the development of quality of life or state of the city indicators for our community.</p> <p>Although there is a lack of land available for new sporting facilities within the Willoughby LGA, Council continues to partner with schools and developers where possible to provide additional facilities. Council is continuously making improvements to increase utilisation options of existing land. In addition, Phase two of the Gore Hill Park Redevelopment seeks to address this need with the inclusion of a new sporting facility with 6 indoor courts.</p>

	healthy lifestyles may be outside council core business.		
332	Again I am sceptical of how survey answers might be interpreted. I am extremely supportive of protecting our open spaces and parks. I am absolutely opposed to destroying any part of our parks and open space for "facilities". Every centimetre of parkland and open space should be preserved. It is possibly the most precious asset this community has and is critical to our wellbeing.	Noted	
333	I would like to see a cap on population growth in Willoughby.	Noted	It is not legally possible to cap population growth. The population projections are based on dwelling targets identified by the State Government to provide for the anticipated population growth over the next 20 years based on the current zoning.
334	Previous comments about range of open space options supports the above outcomes.	Noted	
335	The scale of our city is changing considerably, I would like to see the urban consolidation and development-at-all-costs attitude turned around. That would make the city more liveable.	Noted	<p>The population projections are based on dwelling targets identified by the State Government to provide for the anticipated population growth over the next 20 years based on the current zoning.</p> <p>Council has planning strategies that aim to find that balance.</p>
336	It is important to provide good quality accommodation for people of all ages and stages in their lives to maintain a good balance community.	Noted	
337	Population growth is already 'out of balance' with the provision of assets & services. This has to be corrected or adjusted, before we allow further population.	Noted	<p>The population projections are based on dwelling targets identified by the State Government to provide for the anticipated population growth over the next 20 years based on the current zoning.</p> <p>Public transport initiatives such as Sydney Metro Link and improved infrastructure such as</p>

			<p>the North Connex Motorway aims to alleviate traffic on Pacific Highway through Chatswood.</p> <p>The Department of Education is undertaking improvement works at three schools and the development of three new schools and are actively looking for further opportunities for sites for additional school(s) in the area.</p>
338	<p>yes too much space and time is dedicated to children play areas and not enough to meet the needs of those over 50 who are active and vibrant. Our population is aging and there is a lack of health care facilities that cater for this age group. Sure the leisure centre has facilities however the space is extremely intimidating for my age group. The Artarmon Bowling club could be promote healthy lifestyle as a wellbeing centre. Its time that the council looked at facilities for older and active Australians. And not assume at all older people are feeble geriatrics.</p>	Noted	<p>Council offers a range of services directly to the older population and supports community organisations also provide services to this group.</p> <p>http://www.willoughby.nsw.gov.au/community/older-adults/</p>
339	<p>on the 3.6 depends on type of usage, it must beneficial to all.</p>	Noted	
340	<p>The video has nothing to do with Arts & culture - which is disappointing to see.</p>	Noted	
341	<p>Limit amount of development close to Chatswood CBD. Numerous residential towers have been built in past few years, but there has been no increase or improvements to the existing infrastructure</p>	Noted	<p>Council has adopted the Chatswood CBD Planning and Urban Design Strategy which seeks to secure Chatswood as a strategic centre into the future.</p> <p>The population projections are based on dwelling targets identified by the State Government to provide for the anticipated population growth over the next 20 years based on the current zoning.</p> <p>The Department of Education is undertaking improvement works at three schools and the</p>

			<p>development of three new schools and are actively looking for further opportunities for sites for additional school(s) in the area.</p> <p>Public transport initiatives such as Sydney Metro Link and improved infrastructure such as the North Connex Motorway aims to alleviate traffic on Pacific Highway through Chatswood.</p>
342	The local spaces seem to be oriented towards the young and perhaps should also consider those with dogs. I recall one of the parks in Willoughby having time restrictions for dog owners which was too severe.	Noted	Council has 14 off- leash dog areas across the City and seeks to achieve a balance between the various users of our open spaces.
343	3.5 is important though I feel Council want more units for revenue rather than considering the impact on the neighbors.	Noted	
344	I'm very concerned about the SIGNIFICANT increase in high density living in Chatswood. This has contributed to the parking and traffic congestion that is now experienced on a daily basis. It is critical for the council to ensure that when you keep approving these high rise developments there are going to be consequences.	Noted	<p>Council has adopted the Chatswood CBD Planning and Urban Design Strategy which seeks to secure Chatswood as a strategic centre into the future.</p> <p>The population projections are based on dwelling targets identified by the State Government to provide for the anticipated population growth over the next 20 years based on the current zoning.</p> <p>Public transport initiatives such as Sydney Metro Link and improved infrastructure such as the North Connex Motorway aims to alleviate traffic on Pacific Highway through Chatswood.</p>
345	I think Willoughby should continue its policy of high density in the Chatswood CBD. There are still a lot of single story shops on Victoria Avenue for example that can become multistory: shops below and residential above.	Noted	Council has adopted the Chatswood CBD Planning and Urban Design Strategy which seeks to secure Chatswood as a strategic centre into the future.

	Better transport access will alleviate the need for parking.		
346	It is my opinion that the W'by Council area is at total saturation point with respect to the building of home units/apartments. They are everywhere. No area seems to have escaped. Chatswood is starting to look like Hong Kong. We should be maintaining our suburban areas and their integrity and street scapes.	Noted	Council has adopted the Chatswood CBD Planning and Urban Design Strategy which seeks to secure Chatswood as a strategic centre into the future and numerous Development Control Plans focusing on preserving suburbs.
347	Population growth is the elephant in the room. We should be aiming for a stable population NOT growth. More growth will stress all our systems - green spaces, liveability, security & safety, quality of life for a tart. we cannot and must not have such an emphasis on population growth. It is the most damaging economic imperative in the region today	Noted	The population projections are based on dwelling targets identified by the State Government to provide for the anticipated population growth over the next 20 years based on the current zoning.
348	Improved Infrastructure and less modern undesirable development.	Noted	<p>Council is systematically improving its infrastructure and advocates on behalf of the community for infrastructure provided by other tiers of Government.</p> <p>As required under the State Government Council has established a Local Planning Panel to review all large development applications. It has adopted a Chatswood CBD Planning and Urban Design Strategy which includes an aim to achieve design excellence. Council is exploring the establishment of a Urban Design Panel and has a number of Development Control Plans in place.</p>

349	Improved Infrastructure and less modern undesirable development.	Noted	<p>Council is systematically improving its infrastructure and advocates on behalf of the community for infrastructure provided by other tiers of Government.</p> <p>As required under the State Government Council has established a Local Planning Panel to review all large development applications. It has adopted a Chatswood CBD Planning and Urban Design Strategy which includes an aim to achieve design excellence. Council is exploring the establishment of a Urban Design Panel and has a number of Development Control Plans in place.</p>
350	How do you 'activate a space'? Seriously, this corporate dross of the highest order. How can we create recreation spaces for all? Are we doing to give every unit-dweller a garden? Seriously, this is pathetic...	Noted	
351	I believe a place like Chatswood should also be an active place at night and encourage people to come out at night.	Noted	Council is working on a CBD strategy to include night time activations.
352	Again these are the usual motherhood statements that everyone agrees with. Yes we all want to live near a park with great amenities until it becomes popular and we can't get out of our driveway because we are blocked or the noise from the kids playing is too loud to talk over. These are real issues and are being ignored by council.	Noted	Council Rangers or the NSW Police can address blocked driveways and noise complaints at the time of occurrence.

353	<p>The explosion of apartments has to stop unless we build more schools, put on more public transport and ensure at least 2 car parks per apartment.</p>	Noted	<p>The population projections are based on dwelling targets identified by the State Government to provide for the anticipated population growth over the next 20 years based on the current zoning. Development control plans identify car parking ratios for development.</p> <p>Public transport initiatives such as Sydney Metro Link and improved infrastructure such as the North Connex Motorway aims to alleviate traffic on Pacific Highway through Chatswood.</p> <p>The Department of Education is undertaking improvement works at three schools and the development of three new schools and are actively looking for further opportunities for sites for additional school(s) in the area.</p>
354	<p>3.2 needs to be carefully considered that you meet the needs of all and don't just 'average' the outcome some everyone gets something. it means you need to provide A class services for those that need A Class services in the area and B and C classes for the masses.</p> <p>An example is the discrepancy in sporting facilities in the region.</p> <p>It can be argued that Cricket and Rugby - low participation sports in the area have better facilities than Football (soccer) - the highest participation sport in the area. they are all playing at top level within the state yet one (football) suffers from substandard facilities. You need to be consistent and upgrade those that need it when providing spaces for all.</p>	Noted	<p>Council recognises there are high demands on our sporting facilities and seeks to provide facilities for community sport, as well as catering to a range of sporting choices for the community.</p>
355	<p>Need to have a measure or target for each priority.</p> <p>Measuring population growth</p>	Noted	<p>The measures are intended to be high level which gives an indication of the progress of the</p>

	does not quantify or qualify 3.5.		outcome area as a whole. Council is investigating options for the development of quality of life or state of the city indicators for our community.
356	Build more affordable homes	Noted	Council operates an affordable housing program and but developers and other tiers of Government need to address the volume of affordable housing required.
357	We need more enclosed "active" recreational spaces - Basketball courts - we can not get our children in to Norths at Crows Nest as it is full. This is growing sport and increasing population needs active spaces. Can used for Badminton - Volleyball - Netball - Large table tennis venue which I have seen very popular with senior citizens during the week. There is so much passive park land, natural areas and trails which is great but no good at night or when it rains.	Noted	Although there is a lack of land available for new sporting facilities within the Willoughby LGA, Council continues to partner with schools and developers where possible to provide additional facilities. In addition, Phase two of the Gore Hill Park Redevelopment seeks to address this need with the inclusion of a new sporting facility with 6 indoor courts. Council continuously looks for opportunities to improve access and lighting throughout the open space network for the diverse users.
358	Make it happen	Noted	
359	Add measure for the number of sporting participants. The source of data is council ground booking system.	Noted	This data is recorded as part of Council's performance measures.
360	It was a safe place to grow up in but the more you promote outsiders to visit Willoughby instead of focusing on long established residents, the unsafer it becomes. I have noticed in local police reports that everytime a person is arrested for a crime in our city that they stem from the same outside areas.	Noted	
361	3.5 in particular is very important and relies heavily on cooperation with other groups. Living near St Leonards station I have been extremely concerned about the development of new high rise apartments without adequate consideration of infrastructure -	Noted	St Leonards is identified as a priority precinct by the State Government and the three council's, together with State agencies are participating in developing a co-ordinated strategy for the area.

	especially roadways, but also schools, parks and other community amenities. This is a issue that requires collaboration between North Sydney, Lane Cove and Willoughby councils. At the moment it seems to be a 'tragedy of the commons' where one council approves substantial new development (e.g. south side of Pacific Hwy near St Leonards station), and then lets the burden of infrastructure fall on the other councils (e.g. congestion at Chandos Street).		
362	In terms of urbanisation I and many other adults that I have spoken to really find that the apartment blocks being put up in Sydney especially willoughby city council area are extremely unwelcoming. The apartments aren't being designed well and don't provide as much street and suburb appeal as houses lining the streets do.	Noted	<p>Council has adopted a Chatswood CBD Planning and Urban Design Strategy which includes an aim to achieve design excellence.</p> <p>Council is exploring the establishment of a Urban Design Panel and has a number of Development Control Plans in place.</p>
363	We need more villages for the "over 55s" in our area so that older people can down-size without having to leave the area	Noted	Council is developing a Housing Strategy.
364	3.1 - Chatswood shopping precinct is not pleasant - overwhelming consumerism and waste	Noted	
365	3.2 - So good for people's mental health	Noted	
366	3.3 - more bike lanes	Noted	<p>Council has a Bike Path Strategy that endeavours to link high cycle pathways and has an additional 13.1km off road bicycle routes planned.</p> <p>http://www.willoughby.nsw.gov.au/community/getting-around/cycling/</p>
367	3.3 - Find local personal trainers at parks to get the community moving on Monday and Friday mornings	Noted	A number of personal trainers are already licensed to provide this service in Council's parks.

368	3.4 - What does “desirable spaces to be and enjoy” even mean?? Are we talking more Chatwood Chase or Harold Reid Reserve?	Noted	Desirable public spaces range from plaza (e.g. The Concourse), the Mall, parks and reserves.
369	3.5 - Less Medium and high density for 10 years until public transport capacity meets demand.	Noted	<p>The population projections are based on dwelling targets identified by the State Government to provide for the anticipated population growth over the next 20 years based on the current zoning.</p> <p>Public transport initiatives such as Sydney Metro Link and improved infrastructure such as the North Connex Motorway aims to alleviate traffic on Pacific Highway through Chatswood.</p>
370	3.6 - In particular to create safe places for teens to socialize	Noted	Council is in the process of developing a Youth Strategy that will address the issues identified by young people across the City.
371	3.6 - Sorry - what does that mean??	Noted	Use infrastructure, equipment, activities, lighting and other more creative ways to get people utilising spaces.
372	3.6 - I dont know what this means. Capacity over creativity would be the requirement.	Noted	Use infrastructure, equipment, activities, lighting and other more creative ways to get people utilising spaces.
373	Our population has become too big and too densely populated. All high & medium density housing stop immediately. Increase in population should stop. The Asian influx should be limited as were losing Anglo Saxon culture. A great deal of work should be done to increase parks, ovals, improve infrastructure and cease.	Noted	<p>The population projections are based on dwelling targets identified by the State Government to provide for the anticipated population growth over the next 20 years based on the current zoning.</p> <p>Council is systematically improving its infrastructure and advocates on behalf of the community for infrastructure provided by other tiers of Government.</p>
374	As far as I'm concerned, the biggest concern is the fact that we are overcrowded, need more space (esp green) to move and live and we need all infrastructure to be renewed and improved. And we need these things urgently. I am so incensed by the over	Noted	<p>The population projections are based on dwelling targets identified by the State Government to provide for the anticipated population growth over the next 20 years based on the current zoning.</p> <p>Council is systematically</p>

	development that I am contemplating leaving the area.		improving its infrastructure and advocates on behalf of the community for infrastructure provided by other tiers of Government.
375	There are too many apartments at Chatswood Roseville shops should be redeveloped like Lindfield	Noted	To Council's Strategic planning team for consideration in the Local Centres Strategy. Council has adopted the Chatswood CBD Planning and Urban Design Strategy which seeks to secure Chatswood as a strategic centre into the future.
376	Have you really taken into account the growing population? More families are being attracted to Willoughby for its lifestyle and proximity to the city. Families WILL live in flats. Many families are from overseas and used to high density living. Sydney is an expensive city, high density is a viable option but we don't want ghettos. More families = more children = more need for schools = more sports spaces = organised activities. The projected school student numbers seems questionable.	Noted	The population projections are based on dwelling targets identified by the State Government to provide for the anticipated population growth over the next 20 years based on the current zoning. Council has adopted the Chatswood CBD Planning and Urban Design Strategy which seeks to secure Chatswood as a strategic centre into the future. The Department of Education is undertaking improvement works at three schools and the development of three new schools and are actively looking for further opportunities for sites for additional school(s) in the area.
377	A lot of work is needed to make Chatswood a place to live and visit. It is very sterile and cold in nature and I never visit unless I have to.	Noted	Council has adopted the Chatswood CBD Planning and Urban Design Strategy which seeks to secure Chatswood as a strategic centre into the future.
378	Access to recreational spaces of all types is key. Again the green recreational spaces are most at threat. Preservation of these green recreational areas are a key to long term liveability.	Noted	Council seeks to achieve a balance between the demands of passive recreation, sporting uses and residential amenity.
379	Chatswood High School is centrally located on a large block of land. The school buildings, auditorium, open spaces have the potential to	Referred	To NSW Department of Education. Council understands that a concept plan has been prepared for the site.

	be COMPLETELY redesigned, reconstructed and scaled to meet the future demands of growth, a space for community functions, a facility that is modernised to meet the needs of students and parents for new technology, sports, cultural activities, parking and other such amenities.....thanks		
380	important! allow eating & drinking in the library!	Referred	To Council's Library Services team.
381	3.2 and 3.3 for liveable, build a pool in Chatswood	Referred	To Council's Recreation and Leisure team to inform future strategies.
382	50m pool & water polo & diving pools	Referred	To Council's Recreation and Leisure team to inform future strategies.
383	a trampoline for locals	Referred	To Council's Recreation and Leisure team to inform future strategies.
384	more green space to sit and have lunch and play(kids)	Referred	To Council's Open Space team to consider in future strategies
385	more green spaces and free water	Referred	To Council's Open Space team.
386	free tennis athletics soccer. Playgrounds	Referred	<p>To Council's Open Space team for consideration in future strategies.</p> <p>Although there is a lack of land available for new sporting facilities within the Willoughby LGA, Council continues to partner with schools and developers where possible to provide additional facilities. In addition, Phase two of the Gore Hill Park Redevelopment seeks to address this need with the inclusion of a new sporting facility with 6 indoor courts.</p> <p>Council has 41 playgrounds.</p> <p>Player fees are a matter for the sporting clubs and associations. Council has fees and charges for hire of facilities.</p>
387	pools close to train line driving to pool isn't good	Referred	To Council's Open Space team for consideration in future strategies.
388	more public murals on trains	Referred	To Transport for NSW.

389	more aquatic centres	Referred	To Council's Open Space team for consideration in future strategies.
390	a new big skate park	Referred	To Council's Open Space team for consideration in future strategies.
391	pools close to train line driving to pool isn't good	Referred	To Council's Open Space team for consideration in future strategies.
392	Free table tennis	Referred	To Council's Open Space team for consideration in future strategies.
393	more play area and parks	Referred	To Council's Open Space team for consideration in future strategies.
394	a trampoline place for locals	Referred	To Council's Open Space team for consideration in future strategies.
395	more seating for elderly and mobile impaired people	Referred	To Council's Community Development team.
396	Free tennis, athletics, soccer ...Playgrounds	Referred	<p>To Council's Open Space team for consideration in future strategies.</p> <p>Although there is a lack of land available for new sporting facilities within the Willoughby LGA, Council continues to partner with schools and developers where possible to provide additional facilities. Council is continuously making improvements to increase utilisation options of existing land. In addition, Phase two of the Gore Hill Park Redevelopment seeks to address this need with the inclusion of a new sporting facility with 6 indoor courts.</p> <p>Council has 41 playgrounds.</p> <p>Player fees are a matter for the sporting clubs and associations. Council has fees and charges for hire of facilities.</p>
397	some swim pool and water polo and diving pools	Referred	To Council's Recreation and Leisure team to inform future strategies.
398	Point 2 and 3 for liveable - build a pool in Chatswood	Referred	To Council's Recreation and Leisure team to inform future strategies.

399	signs asking people to wash their hands, to slow the spread of illness	Referred	To NSW Health. This is provided in Council facilities.
400	Willoughby is a dirty place. Compare to neighbouring councils we are by far the worst. Just look at the amount of rubbish on public roads, footpaths, waste dumping... council needs to be a far better job of this.	Referred	To Council's Street Cleansing team. Council is reviewing the kerbside pick up process to reduce unwanted rubbish on footpaths.
401	It's just a money making scheme for the new rulers, no care for the culture or heritage of Northbridge. Do not put an exhaust in Northbridge because of the tunnel. If people want to live in Manly then that's their decision. They have a ferry and a great bus network to get to the CBD without needing to ruin beautiful suburbs along the way for their lifestyle choice. No one is going to use the tunnel because of tolls. Invest in the public transport system!	Referred	This is a State Government initiative.
402	We need to make parks and playgrounds etc. accessible for children and adults with disabilities to participate and enjoy i.e. equipment suitable for wheelchairs. The skateboard area near the station is well used - are more such areas required as it is important to have a variety of activities for the youth	Referred	To Council's Open Space team. Council has 41 playgrounds. New playgrounds are planned for the former Artarmon Bowling Club site and Gore Hill Park. Through our upgrade program Council aims to provide enhanced accessibility. http://www.willoughby.nsw.gov.au/your-neighbourhood/parks-and-playgrounds/
403	Willoughby has done a good job so far in providing all weather floodlit sports fields. However there is still room to bring many of these facilities into the 21st century. Synthetic pitches are a must at all grounds and we should be looking to move cricket away from grounds where football codes are played. Cricket does not have the participation levels to justify access to just	Referred	Council recognises there are high demands on our sporting facilities and seeks to achieve a balance between passive and sporting uses as well as meeting the needs of a variety of users.

	<p>about every field in the council area.</p> <p>I think that each football field should be built with 4 changing rooms to take into account that male and female players use these facilities and there will be overlap in the use of changing rooms/showers etc.</p> <p>The council should also look at the possibility of hybrid grass technology to enable high traffic on sports grounds without losing the natural grass</p>		
404	<p>Noise, air pollution, ability to get around are important. If we expand roads and parking, we get more cars, more pollution. If we provide for cycling, buses etc, then people will use these options. Currently cycling participation rates in Willoughby are very low. The council is failing to provide transport options, hence we are drowning in car traffic.</p>	Referred	<p>To Transport NSW.</p> <p>Refer to Outcome 2. Council has a Bike Path Strategy that endeavours to link high cycle pathways and has an additional 13.1km off road bicycle routes planned.</p> <p>http://www.willoughby.nsw.gov.au/community/getting-around/cycling/</p>
405	<p>3.5 needs the most work here. We continue to see overdevelopment out of step with the provision of services. E.g. building massive tower blocks without commensurate scale up of schooling and transport infrastructure.</p>	Referred	<p>To NSW Department of Education and NSW Transport.</p> <p>Council has adopted the Chatswood CBD Planning and Urban Design Strategy which seeks to secure Chatswood as a strategic centre into the future.</p> <p>The population projections are based on dwelling targets identified by the State Government to provide for the anticipated population growth over the next 20 years based on the current zoning.</p> <p>Public transport initiatives such as Sydney Metro Link and improved infrastructure such as the North Connex Motorway aims to alleviate traffic on Pacific Highway through Chatswood.</p> <p>The Department of Education is undertaking improvement works at three schools and the development of three new</p>

			schools and are actively looking for further opportunities for sites for additional school(s) in the area.
406	Install more traffic calming structures, centre strips, speed bumps chicanes flashing speed signs and more pedestrian refuges. To ensure safety after alighting public transport, surveys should be conducted so council is familiar with the routes taken by foot traffic to access bus stops. Many regular commuter routes expose alighted passengers to danger at street crossings. Eg Macmahon/ High St intersection where walkers cross to George Brain Lane and Victoria Ave East bus stop.	Referred	To Council's Traffic team for consideration in the City Wide Traffic Study.
407	The bike paths through Willoughby are an amazing asset, the connect in all directions is fantastic. We as a family regular use these for commuting to work/daycare & on weekends to get to parks or the city. Some more thought about foot paths and bike use would be appreciated. As not all ride on the road (we use a bike trailer), there are many footpaths without slopes to the road and just edges (I can't figure out how to describe it) which makes it dangerous for bikes (& also prams). Parks with bin areas and bathrooms.	Referred	To Council's Traffic team. Council has a Bike Path Strategy that endeavours to link high cycle pathways and has an additional 13.1kms off road bicycle routes planned. http://www.willoughby.nsw.gov.au/community/getting-around/cycling/
408	Work with state government to control the influx of children from outside the city, to schools within the city. Willoughby ends up being congested and subsidising these non locals through the satellite services to schools, rail and other state government infrastructure.	Referred	To NSW Department of Education. Council understands that a concept plan has been prepared for the site.
409	3.1 - Lighting in local lanes	Referred	If lighting is needed in certain areas, a resident can make a request to Council.

410	3.1 - More lighting in suburbs (such as Artarmon) would assist in helping people feel safe.	Referred	If lighting is needed in certain areas, a resident can make a request to Council.
411	3.3 - Sporting facilities should be a priority. There are not nearly enough spaces for sport for kids or adults. Chatswood High/Thomson Oval are excellent examples of ways to increase capacity.	Referred	Council recognises there are high demands on our sporting facilities and seeks to achieve a balance between passive recreation and sporting uses.

6.4 Outcome 4: A City that is prosperous and vibrant

	Comment received through public exhibition (note, these are listed exactly as received)	Council Response	Further Information
412	1.4 on the one hand we are wanting less congestion but on the other it's lovely to bring people to the area. You'd better talk to Gladys regarding this!	Noted	
413	extend the hours of outdoor cafes	Noted	This is a condition of consent, businesses can make an application for extension of hours.
414	high band internet to work from home	Noted	NBN roll out.
415	roof garden on high rise buildings	Noted	Council has adopted a Chatswood CBD Planning and Urban Design Strategy which includes an aim to achieve design excellence. Roof top gardens and green walls are provided for in Development Control Plans. Council is exploring the establishment of a Urban Design Panel and has a number of Development Control Plans in place.
416	extend the hours of outdoor cafes	Noted	This is a condition of consent, businesses can make an application for extension of hours.
417	Cleanliness has significantly declined in the city over the years especially around restaurants in Artarmon, Willoughby and Victoria Avenue.	Noted	Council undertakes inspections and street cleaners operate 24/7 within the Chatswood Mall.
418	Compared to the rest of the world, this City is already 'prosperous & vibrant', attempting to make it more so just will just decrease its potential to be a great place to live. It's very easy for this City to overdose on force-fed prosperity & vibrancy.	Noted	
419	It would be vibrant if the traffic was better managed and transport services were better	Noted	Council is developing a CBD Traffic Study.

	organized.		
420	The plaza should not be developed any further to add to their space. They need to reorganize their interior. There is so much wasted space because of their layout. They could renovate within before pushing out. There should be NO apartment built on top.	Noted	Unsure which Plaza is being referred to, if it is privately owned it is a matter for the owner.
421	I would like to see the Northbridge business district better activated - with appropriate medium density residential development and retail business districts constructed, as well as community facilities including open space and connectivity with transport and Flat Rock Gully.	Noted	A Local Centres Strategy is being developed to ensure the long term vibrancy of commercial centres.
422	It is to be hoped that all business pay sustainable wages to their workers and that they don't exploit women.	Noted	
423	We are not in favour of brothels.	Noted	Brothels are permitted in certain areas.
424	No over-development of small shopping centres or village centres.	Noted	A Local Centres Strategy is being developed to ensure the long term vibrancy of commercial centres.
425	I think that most of these items are the responsibility of businesses. Invariably when Government at all levels tries to second guess what business needs they stuff it up.	Noted	
426	It's no use having priorities with no measures. There needs to be relevant, specific performance measures for all initiatives etc	Noted	<p>The measures are intended to be high level which gives an indication of the progress of the outcome area as a whole. Delivery against the priority areas from various agencies will have numerous measures in their documentation of their strategies.</p> <p>Council is investigating options for the development of quality of life or state of the city indicators for our community.</p>
427	I do not think it is the business of council to do a great deal for	Noted	Government assists businesses through legislation and

	business as commerce should support itself as it alone benefits.		regulations.
428	I have been a resident of Chatswood West for 36 years. Over this time it has become more difficult for residents of Chatswood West to access the CBD. What used to be a 5 minute journey can now take 15 to 20 minutes! I would therefore like to see a local cafe / coffee shop open in Chatswood West.	Noted	Chatswood West was put forward in submissions as a new Local Centre and therefore discussion around this will be included in the draft Local Centres Strategy.
429	The village atmosphere of the local suburbs should be preserved and developed by adding medium density housing to accommodate people wishing to move from their family homes to suitable apartments with access to the services provided locally.	Noted	A Local Centres Strategy is being developed to ensure the long term vibrancy of commercial centres.
430	Diversity of cultures, both in business and population.	Noted	
431	Think of the people and give back to the community- something free for the paying rate payers. Offer more grants and free community initiatives - arts & culture.	Noted	<p>Council has already provided \$290,000 in community subsidies, grants and donations and a large number of free activities in the many community centres.</p> <p>http://www.willoughby.nsw.gov.au/community/grants/</p>
432	More hubs, longer free parking hours - 3hrs min. Build car parks that offer free three hour parking. Rates keep going up yet services are less.	Noted	<p>Council is undertaking a City Wide Traffic Study and has a Street Parking Strategy.</p> <p>Council has over 50 public car parks across the City, with many being free. Those located in the CBD will have time restrictions and / or charges which is comparable to other areas and supports short stay parking in high demand areas supporting residents and businesses.</p> <p>Council has no control over the parking charges of private car parks.</p>

433	It is imperative that the council supports SMALL business in the Chatswood area. It's all well and good to focus on the big picture but I utilise the services of a number of small businesses in the area and there is concern that there won't be viable options for the small business owners to rent space as so many of the older "B" grade buildings are being demolished and replaced with bigger buildings with much higher rent. Small business owners MUST come first.	Noted	<p>4.1 refers to all businesses, including large and small.</p> <p>Council supports the various Chambers of Commerce and is investigating a new model for working with businesses.</p> <p>Council has also partnered with Service NSW as part of 'Easy to do Business Program' making it easy to open small businesses within the area.</p> <p>Council has limited capacity to control private rents.</p>
434	I would love to be able to work in Chatswood, but so far I have not found an appropriate employment opportunity and so I continue to commute to the CBD.	Noted	
435	Building a night-time economy in Chatswood is considerably different to doing it in the local centres. I would hate for the Naremburn shops to be open during the night due to the proximity of the residents in that area. We live in an expensive area; we should be promoting people to save money and cook at home rather than spend it on take-away and create noisy environments with increased traffic in local centres.	Noted	
436	Overcrowding of schools and public facilities, eg Health, transport due to excessive high density development does not make a safe, prosperous or vibrant community. It introduces conflict.	Noted	<p>The population projections are based on dwelling targets identified by the State Government to provide for the anticipated population growth over the next 20 years based on the current zoning.</p> <p>Public transport initiatives such as Sydney Metro Link and improved infrastructure such as the North Connex Motorway aims to alleviate traffic on Pacific Highway through Chatswood.</p> <p>The Department of Education is</p>

			undertaking improvement works at three schools and the development of three new schools and are actively looking for further opportunities for sites for additional school(s) in the area.
437	There is a great opportunity to connect Chatswood CBD and Willoughby CBD through strategic development of shopping, leisure and living along Victoria, Penshurst and Willoughby roads.	Noted	Council's CBD Strategy reviewed the extension of retail development along Victoria Avenue which was not supported, however the Local Centres Strategy will focus on expanding retail and mixed use along Penshurst Road.
438	Yes. Stop pandering to developers and let's not crush-load the place. Transport, as it stands, is pathetic, parking abysmal. We are not more prosperous or vibrant sitting in traffic jams. Where is a real vision here?	Noted	<p>The population projections are based on dwelling targets identified by the State Government to provide for the anticipated population growth over the next 20 years based on the current zoning.</p> <p>Council has adopted a Chatswood CBD Planning and Urban Design Strategy and numerous Development Control Plans focusing on the suburbs.</p> <p>Council is developing a City Wide Traffic Study.</p>
439	What are you seriously going to help business? I see zero evidence.	Noted	<p>Council supports the various Chambers of Commerce and is investigating a new model for working with businesses.</p> <p>Council has also partnered with Service NSW as part of 'Easy to do Business Program' making it easy to open small businesses within the area. Restaurant and café are key sectors as part of the program.</p>
440	Bins & bathroom services. Don't get hung up on the 'old' buildings if they are not fit for purpose. Derelict buildings being maintained to the sake of heritage wastes money when services, spaces and development of housing etc are required. Plan for the future & create - and if that	Noted	Public transport initiatives such as Sydney Metro Link and improved infrastructure such as the North Connex Motorway aims to alleviate traffic on Pacific Highway through Chatswood.

	means we need to loose some old buildings go for it.		
441	We need live music venues, and to stop shutting existing ones down because neighbours complain despite the venue being there well before the neighbours were. Willoughby and Sydney as a whole is getting the reputation of being BORING and I have to agree when the only thing TK do at night is shop, watch a movie or eat.	Noted	Where appropriate zoning exists developments including live music venues are supported and subject to noise controls which are enforced as required.
442	Need to have a measure or target for each priority.	Noted	<p>The measures are intended to be high level which gives an indication of the progress of the outcome area as a whole. Delivery against the priority areas from various agencies will have numerous measures in their documentation of their strategies.</p> <p>Council is investigating options for the development of quality of life or state of the city indicators for our community.</p>
443	You are far too focused on events such as Vivid bringing in the unwanted hoards. Most of us long established locals have seen it once and that was enough. It doesn't do anything for us except bring the council money. It would be far more useful for council to concentrate on bringing good quality theatre to the concourse for locals to enjoy and the reintroduction of the Willoughby city art prize to satisfy the local artists. As for food...well don't we have enough eateries already? How many can you possibly need. Not only that but none of the food is to our palettes. Enough Asian food and bring in some more Italian and Greek please.	Noted	
444	While I generally support these outcomes, I am not sure that Willoughby Council is the most significant influence on their	Noted	To realise the community's vision, it is reliant on tiers of Government, businesses, organisations and individuals.

	realisation.		
445	I know we have an arts program that has a biennial, and that council curates a number of exhibitions every year, but I feel that the emphasis is moving away from 'local' artists. More interaction with the local arts community is needed - and not a piecemeal approach. More staff to deal with the arts population would be a good start. We already have fabulous venues except that the Art Space is so out of the way that people have trouble finding it or couldn't be bothered. Willoughby Park Centre could be made so much more of too. As a destination food, shopping and performance entertainment have been taken care of - now it's time for the visual arts!	Noted	Council provides 3 visual arts exhibition spaces, which many local artists hire for solo or group shows. Council also operates studio space for hire by local artists in the Northbridge library building. Additionally, Council regularly incorporates local artists into Council curated exhibitions, including one which focuses on local emerging youth.
446	We need to start acting more	Noted	
447	Use smart technology - sensors and ai to communicate to residents in real time if they are travelling through Willoughby district about traffic, events etc also - send timely reminders about keen side clean ups in streets and other services etc ... keeps us informed of things that we are keen to know and be reminded of....	Noted	Refer to Outcome 2.
448	4.1 - Willoughby should offer vacant office space to high tech start ups.	Noted	There is an opportunity through St George bank, https://www.stgeorge.com.au/business/why-choose-us/business-hub
449	4.2 - not the best around here, but improving I think. Seeing more restaurants etc. Could do with a great place to go dancing and get people together that way. Need to cater towards different age groups.	Noted	Council is working on a CBD strategy to include night time activations.
450	4.2 - A night time economy is good, however, it needs to be one that doesn't bring anti	Noted	

	social behaviour into our neighbourhood at night time...		
451	4.2 - Northbridge could do with a more vibrant village feel like a Cammeray	Noted	A Local Centres Strategy is in development stage which includes Northbridge.
452	4.2 - More small bars.	Noted	Council has also partnered with Service NSW as part of 'Easy to do Business Program' making it easy to open small businesses within the area. Restaurant and café are key sectors as part of the program.
453	4.3 - There is not enough exceptional place to eat and drink on the north shore. Willoughby could be this destination. Anata is the only place that starts to show what we could be	Noted	Council has also partnered with Service NSW as part of 'Easy to do Business Program' making it easy to open small businesses within the area. Restaurant and café are key sectors as part of the program.
454	4.3 - No need to “create” memorable food destinations, they already exist in Chatswood. Perhaps promote them more - can someone convince the SMH Good Food people that the North Shore exists?	Noted	Council is in the process of developing a CBD strategy which will include marketing Chatswood as a food destination.
455	4.3 - Make it easier for people to create fruit and vegetable gardens on their sidewalks.... some Simple dos and donts...	Noted	Council as a roads authority would need to consider an application for consent for use of the road reserve for cultivation. This is considered on its merits, case by case. Community gardens are encouraged in appropriate places.
456	4.3 - This is a great idea.	Noted	
457	4.4 - We are high density enough without visitors.	Noted	
458	4.4 - Willoughby is a city of residents, many of whom have families. It should be a city for residents, not tourists.	Noted	The City already has more than 50,000 visitors, who support the local economy.
459	4.5 - An art hub?	Noted	Council provides three visual arts exhibition spaces as well as artist studios.

460	4.6 - Let local shops flourish by supporting parking, lowering costs to operate, allowing longer operating hours, liquor licensing	Noted	<p>A Local Centres Strategy is being developed to ensure the long term vibrancy of commercial centres.</p> <p>Shop hours are defined by the State Government if defined as exempt or complying development, which does not require reference to Council and liquor licensing is a matter for NSW Department of Industry.</p>
461	Willoughby is too large, overcrowded and village lifestyle has diminished rapidly as a result.	Noted	<p>The population projections are based on dwelling targets identified by the State Government to provide for the anticipated population growth over the next 20 years based on the current zoning.</p> <p>Council has adopted a Chatswood CBD Planning and Urban Design Strategy, which focuses on vertical growth around transport hubs which allows villages and centres to maintain their smaller local feel.</p>
462	The number of people cannot be supported . I definitely do NOT want more people whether they are residents, business, or tourists. Although cafes and services are needed, they biggest need is space - space to move, space to park, space for children to play, space to walk the dog (even the pavements are overcrowded). Who is going to go to St Leonards, Crows Nest or Chatswood for a coffee when you can't park there, you have to queue for everything, there is nowhere to sit down, you can't move on the movements and feel stressed? These things must be addressed before you attract more visitors or create more industry.	Noted	<p>The population projections are based on dwelling targets identified by the State Government to provide for the anticipated population growth over the next 20 years based on the current zoning.</p> <p>Council has adopted a Chatswood CBD Planning and Urban Design Strategy, which focuses on vertical growth around transport hubs which allows villages and centres to maintain their smaller local feel.</p> <p>Council has a Street Parking Strategy.</p>
463	We have too many Asian restaurants and not enough steak or Italian restaurants	Noted	This is matter for the market.

	We could use some wine bars in the avenue		
464	Ensure the CBD becomes active again. Encourage proper night time activity - maybe some wine bars. Fix the laneways.	Noted	Council has adopted the Chatswood CBD Planning and Urban Design Strategy which seeks to secure Chatswood as a strategic centre into the future.
465	Village centres within our district are vital local hubs so preservation of viable local communities is important. Support for maintaining the heritage of different suburbs is also important as this is often what attracts people to live in this region. The lower north shore has appeal as each suburb has it's unique feel and appeal so keeping a village hub will also reduce the need to travel to our large city hubs which is great for reduction of pollution, traffic congestion at larger centres and helping foster the 'old-fashioned and still very desirable feeling of community. Community still is a key to living in our city.	Noted	Council has adopted a Planning and Urban Design Strategy, which focuses on vertical growth around transport hubs which allows villages and centres to maintain their smaller local feel. The community response has been to preserve heritage in the area and Council's strategies have been developed to protect this. The controls allow for alterations and additions that maintain the identified character.
466	celebration of Sydney's electronic dance & music continuity(street parties)	Referred	To Council's Events team.
467	Artarmon needs some help as a centre to be vibrant	Referred	A Local Centres Strategy is being developed to ensure the long term vibrancy of commercial centres.
468	celebration of Sydneys Electronic Music and Dance community (street parties!)	Referred	To Council's Events team.
469	More street fairs, more music	Referred	To Council's Events team.
470	Open the concourse art space outside to the courtyard	Referred	To The Concourse team.
471	Choices of street paving materials in Chatswood Mall are awful, never look clean or well laid.	Referred	To Council's Works team.
472	Increase frequency of bus services from villages to Chatswood and St Leonards after school, evenings and weekends so that teenagers and uni students can travel more easily. Would also assist	Referred	To Transport for NSW.

	in getting to part-time jobs in these areas.		
473	Build a medium size (6-8 passenger) driver-less hop-on/hop-off transport system between villages, business districts and transport links.	Referred	To Council's Traffic team for consideration in the CBD Traffic Study.
474	<p>It is sad to have seen the number of active theatre companies in Chatswood decrease over the last few years - Phoenix Theatre Productions is on an indefinite hiatus, Epicentre (used to be Centre Players) has disbanded altogether. Chatswood Musical Society (one of the oldest companies in Sydney) has moved out of the area and changed it's name to North Shore Theatre Company (now performing at The Independent Theatre, North Sydney). Gilbert and Sullivan Opera Sydney (used to be Savoy Arts) have also moved to North Sydney (performing at Shore). Mosman Musical Society - who have great trouble with finding a venue - are also sporadically performing (sometimes at the Zenith).</p> <p>With Kuring-Gai Council trying to revive their single (closed and unused) venue it is sad to see the wonderful Zenith Theatre sitting unused so frequently. And leads me too ask what has happened to theatre on the lower north shore? All of the aforementioned groups made use of the Zenith.</p> <p>Unfortunately rising costs (these are all amateur companies) have forced these companies out and the cultural landscape of Chatswood is poorer for it.</p> <p>Willoughby theatre Company do a marvellous job. And WTC enrich the Chatswood performing arts scene, but with only three productions a year -</p>	Referred	<p>To the Concourse team.</p> <p>Council has a variety of venues (The Zenith Theatre & Convention Centre) the community can book at highly subsidised rates and in addition groups can apply for a further community discount or community grant.</p> <p>There is a specific grant program to assist groups accessing The Concourse, The Concourse Performing Arts grant.</p>

	<p>all of a musical nature - this leaves a lack of theatre choice available to the community. None of the other companies could afford the costs of the Concourse - a marvellous venue, but very prohibitive for these companies. Surely something can be done to foster the creativity and culture in our wonderful city?</p>		
475	<p>Again, the outcomes measured do not correlate, and in some cases directly contradict, the identified community priorities. They also fail to acknowledge that the entire Willoughby Council area does not consist of Chatswood, nor do residents want to have their suburb turned into Chatswood. For example, Northbridge simply cannot sustain too much retail, cafe and restaurant space. This is evidenced by the fact that Northbridge businesses constantly fail, and office space remains unlet. There is nothing Council can, or should, do about this - the market demand is simply not there. Businesses prefer to rent cheaper, customised and well-serviced office space in hubs; store owners prefer to be located in high-traffic areas such as Chatswood; and consumers prefer the convenience of shopping in one-stop-retail hubs - again, such as Chatswood. Council should resist any business owners' pressure in Northbridge, because they are in the vast minority compared to residents, and any concessions Council could offer them would be unsustainable and ineffective. The reason suburbs like Northbridge and Castlecrag are residential is because that</p>	Referred	<p>The measures are intended to be high level which gives an indication of the progress of the outcome area as a whole. Council is investigating options for the development of quality of life or state of the city indicators for our community.</p> <p>To Council's Strategic Planning unit.</p> <p>The Local Centres Strategy for Northbridge has recently undergone consultation with the results currently being considered. The most dense scenarios in this strategy anticipate 2-5 storeys.</p>

	<p>is what people want. Neither consumers nor residents want shops or businesses scattered throughout Northbridge or 'Northbridge village' developed into a major hub. It would fail anyway - Chatswood already serves that purpose and is right on our doorstep. It is not viable because the demand is simply not there. It is time Council acknowledged this. In addition, we are in danger of Council giving away public space to private businesses under the guise of 'vibrancy of village centres'. For example, when they were trying to bully Northbridge residents into accepting the owner's proposal of turning the two-storey Northbridge Plaza into four eleven-storey apartment buildings, they attempted to deceive the public. In order to justify giving the owner the considerable amount of adjacent public land (including one park and one carpark) they claimed that the park would remain in 'public use' as it would be turned into a cafe! A blatant lie told to shoe-horn in overdevelopment inappropriate for the area, for the benefit of a private individual. It also highlights Council's hypocrisy in claiming to '1.1 Create and enhance green spaces'; '2.2 Respect and celebrate our history and heritage sites' and '3.2 Create recreation spaces for all.'</p>		
476	<p>Particular focus should be placed of those business in mental health care and health promotions for the vulnerable people of our community, being older Australians, children suffering from obesity, recent migrant support, community well-being groups.</p>	Referred	To NSW Health.

477	Vehicle speed around the residential area should be 40km/hour and build underpass closer to schools and parks to prevent from accidents.	Referred	To Council's Traffic team. Council is developing a City Wide Traffic Strategy, has a Street Parking Strategy and also has a Traffic Committee (of Police, Local Members, State Government) that reviews all traffic requests.
478	Artarmon village needs development, not heritage pussy-footing. Parking is terrible, seating on the main street is impossible for new restaurants due to design. BE LIKE LANE COVE mall area. Only residents can come down as there is no parking, and you need a car to take back shopping so many just go to lane cove or coles (or home delivery). Wilkes lane (?) if I could sit at a table without my food rolling off that would be great. Developing the nightlife and restaurants down there has been great.	Referred	To Council's Strategic Planning team for consideration in the Artarmon streetscape plan.
479	Resolve means for child care centres in the Industrial areas to be integrated to Willoughby public transport hubs; and for these Childcare centres and access solutions to support shift workers and when there are train/bus strikes etc.	Referred	To Council's Children's Services. Council operates four child care centres and there are many other private providers operating across the City, including in industrial areas. http://www.willoughby.nsw.gov.au/community/Children/
480	4.1 - The Artarmon Station area should be updated. It is a great space with a lot of small business, and there should be more done to revamp/market the area.	Referred	To Council's Strategic Planning team for consideration in the Artarmon streetscape plan. To Sydney Metro.
481	4.2 - "Strip" shops with more character are needed. Encourage businesses that encourage low waste	Referred	To Council's Environment Team for consideration in the Sustainability Action Plan.
482	4.6 - Make parking easier for older people - scratched cars is becoming a big social thing as more elderly people use their cars to go to local shopping centres with very narrow parking bays - creates	Referred	To Council's Traffic team. Council is developing a CBD Traffic Strategy and a Street Parking Strategy. The width of parking bays should comply with relevant standards.

	stress etc		
483	4.6 - Revitalising Artarmon, High Street, Willoughby Road would be a great idea. Starts with less traffic.	Referred	<p>To Council's Strategic Planning team.</p> <p>A Local Centres Strategy is being developed to ensure the long term vibrancy of commercial centres. Council is developing a CBD Traffic Strategy</p>
484	4.6 - Especially for the Artarmon Station area.	Referred	<p>To Council's Strategic Planning team.</p> <p>A Local Centres Strategy is being developed to ensure the long term vibrancy of commercial centres.</p> <p>To Sydney Metro.</p>

6.5 Outcome 5: A City that is effective and accountable

	Comment received through public exhibition (note, these are listed exactly as received)	Council Response	Further Information
485	I looked at the photo of the council and despaired. Apart from two councillors who are young and from a non Anglo Saxon background and one who is of Italian Heritage, all the others represent the status quo which is white, middle aged and probably privileged. Then I looked at all the photos in the consultative brochure. Again the photos were of older white females! Please walk the talk on diversity at least in the pictures.	Revised	Photos have been reviewed and amended. Councillors are elected by the community.
486	council needs to listen to the community	Noted	Council has an adopted Community Engagement Policy and undertakes consultation projects, such as this one. It also conducts surveys of community member's perceptions of Council.
487	no more high rise buildings please	Noted	
488	because I like to see people in 2028 please !	Noted	
489	too many high rise buildings	Noted	
490	population growth is inevitable its either high rise now or bushland destruction now and high rise later	Noted	
491	council needs to listen to the community	Noted	Council has an adopted Community Engagement Policy.
492	because I like to see people in 2028 please thank you!	Noted	
493	Stop thinking about foreign tourist trade and make residents want to stay, play and interact - too little local focus in marketing. The Concourse for example is a superb international comparable facility and so few residents are aware of it.	Noted	Council is reviewing its Marketing Strategies, including that for The Concourse.

494	Council needs to be strong in maintaining quality of life for existing residents versus the wants of Developers. Planning laws need to be upheld and enforced to protect our community from becoming noisy, dirty and crowded due to over development, as we have seen in other parts of Sydney.	Noted	Council does enforce conditions of consent on developments.
495	We would like the council to be proactive in providing more employment opportunities by reinstating Health inspectors and Building Inspectors. The community should have confidence that developments are properly constructed and that developers or their certifiers (under pressure from the developers) have just "ticked the box" . It is all too common to see evidence of this non compliance with the use of flammable insulating panels on the exterior of buildings resulting in deaths. There are also reports of bathrooms in large developments, not having proper waterproofing resulting in expensive repairs to the new buyer. This would not have occurred with a building inspector.	Noted	<p>Council does have a team of Health and Building Inspectors who manage compliance against conditions of consent for development applications, operations of food and health businesses.</p> <p>Private certifiers are also in operation, which removes Council from the process.</p>
496	There is a great need for affordable housing providing a diversity of housing and people.	Noted	Council operates an affordable housing program and but developers and other tiers of Government need to address the volume of affordable housing required.
497	There's a lot of motherhood statements in the strategy planning papers, and I'm not convinced that it all means something. If it does, good, but it seems to me that councils are losing power to the state government, and may not be able to deliver because their plans get over ridden. Planning seems to be a joke now. There are so many ugly houses	Noted	

	going up, that have huge concrete footprints and no relation to the style of Willoughby. Nothing appears to be able to be done to stop this. Developers rule, or investors who don't care at all about the heritage of the area. Very sad for me, as a person who grew up here and has family going back to the original signing of Willoughby. I'm watching it change and I hate it. But there is not much I can do. Too many people are here now, and too many cars, and I fear the future. Now I understand why people say they're glad they won't be around to see the future. I will end on a positive note though, to say good on council for going through the motion, and good luck if some of the proposals can be achieved.		
498	The Council should find us what the Community wants, as opposed to pressure groups and activists. It should then put this into action. It should not demonstrate leadership, i.e. tell us what we want and plan on the at basis.	Noted	This document was developed in consultation with the community to identify their aspirations and priorities. Council's response is provided in the Operational Plan and Delivery program which are separate documents.
499	All priorities need specific, relevant performance measures.	Noted	<p>The measures are intended to be high level which gives an indication of the progress of the outcome area as a whole. Delivery against the priority areas from various agencies will have numerous measures in their documentation of their strategies.</p> <p>Council is investigating options for the development of quality of life or state of the city indicators for our community.</p>

500	It is extremely important to retain the different character of each of our suburbs and to retain the buffer between them. All high and medium density should be located within present shopping centres. There should be no encroachment of high-rise/medium density into what are presently low density areas. Allowing the sprawl to spread would destroy everything that is so precious to us.	Noted	<p>Council's Local Environment Plan recognises the suburbs in the City and their character including conservation zones.</p> <p>Council has adopted a Chatswood CBD Planning and Urban Design Strategy which includes an aim to achieve design excellence. Council is exploring the establishment of a Urban Design Panel and has a number of Development Control Plans in place.</p> <p>A Local Centres Strategy is being developed to ensure the long term vibrancy of commercial centres.</p>
501	Maintain our public assets to prevent degradation and allow use by community groups and providers.	Noted	<p>Council has an Asset Management Framework and asset plans for all asset classes.</p> <p>Council provides a number of community facilities available for use by groups.</p> <p>http://www.willoughby.nsw.gov.au/community/Facilities/</p>
502	The need for child care and facilities for children should be catered for.	Noted	<p>Council operates four child care centres, there are many other private providers operating across the City.</p> <p>http://www.willoughby.nsw.gov.au/library/services/for-all-ages/community-information/</p>
503	Willoughby Council needs to institute a comprehensive code of conduct. At the very least it needs to begin recording and measuring whether or not it abides by its community feedback. This is because Council has repeatedly demonstrated that it deliberately ignores and manipulates community feedback in order to further its own agenda, which is often directly contradictory to the best interests of the community. Examples of the	Noted	<p>Council has a Code of Conduct as guided by the Office of Local Government. Council considers all consultation results as indicated by this document.</p> <p>http://www.willoughby.nsw.gov.au/About-Council/Government-Information-Public-Access-Act-2009/Codes-Policies-and-Reports/</p>

	Council simply seeking to boost its own power and profits abound, and a few are listed below.		
504	<p>In addition, Willoughby Council needs to require its council and staff to respond to the public. I know of several Northbridge residents who received no responses from either Councillors or council workers to several emails and requests for information about various issues. No response at all! This would be unthinkable in any other government department or company. Recent examples of Willoughby Council ignoring community feedback or deliberately soliciting it in order to subvert it to justify Council's goals:</p> <p>1. Willoughby Council surveyed residents on whether or not they would approve an extra rate levy (because we are already paying the highest rates legally allowed). The vast majority of residents responded no. The Council applied the extra levy anyway.</p> <p>2. Willoughby Council surveyed residents on whether or not they would approve council amalgamations. They presented one option as 'no amalgamation' and the other three or four options as amalgamations with different councils (e.g. 'Amalgamate with North Sydney Council only'; 'Amalgamate with North Sydney Council AND Mosman Council', etc.). The vast majority approved council amalgamations, as could be clearly seen by the</p>	Noted	<p>Council seeks to answer all correspondence and contact with it in a timely manner. You are encouraged to take this matter up further with Council if you have not received responses.</p> <p>1. The extra levy has been used to upgrade and catch up on infrastructure backlogs, including enhancements to many of Council's parks, footpaths etc.</p> <p>2. All results from consultation relating to the Council amalgamations were published and the report noted that total for various types of amalgamation combinations.</p> <p>3 WCC has not expended millions on Talus reserve which is open for the public to use.</p>

	<p>percentages supporting each of the various amalgamation options presented. But when they released the findings, Willoughby Council deceitfully concluded that the majority of residents supported no amalgamation, as they counted the various amalgamation options separately, instead of together.</p> <p>3. Willoughby Council routinely attempts to use Crown land for private profit, rather than the benefit of the community it is supposed to be representing. Unfortunately, this has become routine, as evidenced by the Council's criminal expenditure of millions of dollars to fight the Supreme Court (and residents) that Crown land (Talus Street Reserve in Naremburn) remain open to the public. Here Willoughby Council proved it is open to actively subverting the law to pursue its own agenda, of using public assets for private business profits.</p>		
505	<p>Many residents are deeply concerned that this survey itself, the 'Our Future Willoughby 2028', and the plan for Northbridge village, are just one more example of Willoughby Council forcing through its agenda contrary to the best interests of the community. This would seem to be the case, as green spaces is by far the highest community priority, according to the 'Our Future Willoughby 2028' document. Despite this, Willoughby Council has not provided one single measurable outcome for it! It is deeply hypocritical that in its 'Our Future Willoughby 2028' document, Council states, 'Despite a variety of engagement methods being used there is still a relatively low-level of participation from</p>	Noted	<p>Council has genuinely sought the community's views on the City's future and the future of local centres.</p> <p>The measures are intended to be high level which gives an indication of the progress of the outcome area as a whole. Delivery against the priority areas from various agencies will have numerous measures in their documentation of their strategies.</p> <p>Council is investigating options for the development of quality of life or state of the city indicators for our community.</p>

	the community in Council planning and decision making.' I know several Northbridge residents who have simply given up responding to Willoughby Council's requests for feedback because they know that at best, their feedback will be ignored. And at worst, as has been clearly demonstrated, it will be twisted to support Council's agenda, which is the exact opposite of the community's.		
506	It is also deeply hypocritical that the 'Our Future Willoughby 2028' document claims, 'There are increasing expectations of the level of services and the assets or infrastructure that is provided to the community and tailoring these to meet individual needs.' In the case of Northbridge, residents have had to resist the Council's completely unnecessary and disastrously expensive blunders when no interventions have been requested or required, such as the Northbridge Baths fiasco.	Noted	
507	When Willoughby Council states, 'NSW councils have caps on the amount of rates they can collect. Often this limit does not equate to the costs of services or infrastructure'; this is simply because Council has been disastrously financially and legally mismanaged. For example, Northbridge residents advised Council against choosing to break it's own planning laws and height restrictions in the case of the Orana development. Predictably, Council has now become embroiled in a ludicrously expensive Land and Environment Court case with the developer, who argues, since Council allowed him to break the height restrictions by one extra floor,	Noted	<p>Council is in a financially strong position and this strength has increased.</p> <p>Council makes public the annual budget and works toward a Long Term Financial Plan.</p>

	<p>why not two? Or three? Or four? It is unbelievable that ordinary Northbridge residents give Council better legal advice than Council's legal team.</p> <p>I truly hope Council takes the community feedback from this survey on board. But based on its performance over the preceding years, I and many other residents fear it will simply manipulate these findings into an 'Our Future Willoughby 2028' that justifies Council's goals, not the community's.</p>		
508	5.1 That's the hard one!	Noted	
509	<p>5.3 Upgrade of existing public asset, that being the Artarmon bowling Club is my driving passion. I can see this site holding value in connecting generations to the legacy of our past, I also see this beautiful building housing community based services for well-being. It is a tranquil building away from the busyness of life that can be a refuge for many in our community. I see health and fitness, yoga and dance continue to provide a valuable service as it has done for over 20 years! The club house is used 5 mornings and afternoons and also 3 evening for these actives. It is perfect for an education centre, to teach healthy eating and life style skills for young and old. I strongly believe that the upgrading of this facility as a matter of priority will meet all of this council's objectives and pioneer a well being facility that this council can be very proud to support. I thank you for your efforts so far.</p>	Noted	A review of the long term use of the facility is currently underway.
510	Having grown up in Willoughby, I have loved the multi cultural diversity, at the same time unity of the	Noted	

	community. I would like to see the continuation of this.		
511	Willoughby Council needs to institute a comprehensive code of conduct. At the very least it needs to begin recording and measuring whether or not it abides by its community feedback. This is because Council has repeatedly demonstrated that it deliberately ignores and manipulates community feedback in order to further its own agenda, which is often directly contradictory to the best interests of the community. Examples of the Council simply seeking to boost its own power and profits abound, and a few are listed below.	Noted	<p>Council has a Code of Conduct as guided by the Office of Local Government. Council considers all consultation results as indicated by this document.</p> <p>http://www.willoughby.nsw.gov.au/About-Council/Government-Information-Public-Access-Act-2009/Codes-Policies-and-Reports/</p>
512	<p>In addition, Willoughby Council needs to require its council and staff to respond to the public. I know of several Northbridge residents who received no responses from either Councillors or council workers to several emails and requests for information about various issues. No response at all! This would be unthinkable in any other government department or company. Recent examples of Willoughby Council ignoring community feedback or deliberately soliciting it in order to subvert it to justify Council's goals:</p> <p>1. Willoughby Council surveyed residents on whether or not they would approve an extra rate levy (because we are already paying the highest rates legally allowed). The vast majority of residents responded no. The Council applied the extra levy anyway.</p> <p>2. Willoughby Council</p>	Noted	<p>Council seeks to answer all correspondence and contact with it in a timely manner. You are encouraged to take this matter up further with Council if you have not received responses.</p> <p>1. The extra levy has been used to upgrade and catch up on infrastructure backlogs, including enhancements to many of Council's parks, footpaths etc.</p> <p>2. All results from consultation relating to the Council amalgamations were published and the report noted that total for various types of amalgamation combinations.</p> <p>3 WCC has not expended millions on Talus reserve which is open for the public to use.</p>

	<p>surveyed residents on whether or not they would approve council amalgamations. They presented one option as 'no amalgamation' and the other three or four options as amalgamations with different councils (e.g. 'Amalgamate with North Sydney Council only'; 'Amalgamate with North Sydney Council AND Mosman Council', etc.). The vast majority approved council amalgamations, as could be clearly seen by the percentages supporting each of the various amalgamation options presented. But when they released the findings, Willoughby Council deceitfully concluded that the majority of residents supported no amalgamation, as they counted the various amalgamation options separately, instead of together.</p> <p>3. Willoughby Council routinely attempts to use Crown land for private profit, rather than the benefit of the community it is supposed to be representing. Unfortunately, this has become routine, as evidenced by the Council's criminal expenditure of millions of dollars to fight the Supreme Court (and residents) that Crown land (Talus Street Reserve in Naremburn) remain open to the public. Here Willoughby Council proved it is open to actively subverting the law to pursue its own agenda, of using public assets for private business profits.</p>		
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513	<p>Many residents are deeply concerned that this survey itself, the 'Our Future Willoughby 2028', and the plan for Northbridge village, are just one more example of Willoughby Council forcing through its agenda contrary to the best interests of the community. This would seem to be the case, as green spaces is by far the highest community priority, according to the 'Our Future Willoughby 2028' document. Despite this, Willoughby Council has not provided one single measurable outcome for it! It is deeply hypocritical that in its 'Our Future Willoughby 2028' document, Council states, 'Despite a variety of engagement methods being used there is still a relatively low-level of participation from the community in Council planning and decision making.' I know several Northbridge residents who have simply given up responding to Willoughby Council's requests for feedback because they know that at best, their feedback will be ignored. And at worst, as has been clearly demonstrated, it will be twisted to support Council's agenda, which is the exact opposite of the community's.</p>	Noted	<p>Council has genuinely sought the community's views on the City's future and the future of local centres.</p> <p>The measures are intended to be high level which gives an indication of the progress of the outcome area as a whole. Delivery against the priority areas from various agencies will have numerous measures in their documentation of their strategies.</p> <p>Council is investigating options for the development of quality of life or state of the city indicators for our community.</p>
514	<p>It is also deeply hypocritical that the 'Our Future Willoughby 2028' document claims, 'There are increasing expectations of the level of services and the assets or infrastructure that is provided to the community and tailoring these to meet individual needs.' In the case of Northbridge, residents have had to resist the Council's completely unnecessary and disastrously expensive blunders when no interventions have been</p>	Noted	

	requested or required, such as the Northbridge Baths fiasco.		
515	<p>When Willoughby Council states, 'NSW councils have caps on the amount of rates they can collect. Often this limit does not equate to the costs of services or infrastructure'; this is simply because Council has been disastrously financially and legally mismanaged. For example, Northbridge residents advised Council against choosing to break it's own planning laws and height restrictions in the case of the Orana development. Predictably, Council has now become embroiled in a ludicrously expensive Land and Environment Court case with the developer, who argues, since Council allowed him to break the height restrictions by one extra floor, why not two? Or three? Or four? It is unbelievable that ordinary Northbridge residents give Council better legal advice than Council's legal team.</p> <p>I truly hope Council takes the community feedback from this survey on board. But based on its performance over the preceding years, I and many other residents fear it will simply manipulate these findings into an 'Our Future Willoughby 2028' that justifies Council's goals, not the community's.</p>	Noted	<p>Council is in a financially strong position and this strength has increased.</p> <p>Council makes public the annual budget and works toward a Long Term Financial Plan.</p>
516	Having a public forum for the first time has been great. We need more of this. It's just a matter of including & going ahead with people's suggestions	Noted	

517	Council should slow on spending spree. we do not need everything in the "state of the art". Sick of rates going up all the time. Theatre tickets are too expensive to afford for us, self funded retirees, so much so that we do not even get to enjoy facilities which we pay for. Even Willoughby Leisure centre has those ridiculous packages for seniors, useless	Noted	Pensioners and self-funded retirees can receive a discount on both Council rates and the domestic waste service charge. Discounts are offered on various other services but Council must be mindful of covering costs.
518	Private Contractors employed by the council should be made accountable for poor quality work	Noted	Quality of work is inspected and poor performance is addressed.
519	Changing community and customer needs cannot be met while there is encouragement to grow grow grow the population base. More people ultimately means a decrease in most other aspects	Noted	
520	Improved Infrastructure and less modern undesirable development.	Noted	<p>Council is systematically improving its infrastructure and advocates on behalf of the community for infrastructure provided by other tiers of Government.</p> <p>As required under the State Government Council has established a Local Planning Panel to review all large development applications. It has adopted a Chatswood CBD Planning and Urban Design Strategy which includes an aim to achieve design excellence. Council is exploring the establishment of a Urban Design Panel and has a number of Development Control Plans in place.</p>

521	Improved Infrastructure and less modern undesirable development.	Noted	<p>Council is systematically improving its infrastructure and advocates on behalf of the community for infrastructure provided by other tiers of Government.</p> <p>As required under the State Government Council has established a Local Planning Panel to review all large development applications. It has adopted a Chatswood CBD Planning and Urban Design Strategy which includes an aim to achieve design excellence. Council is exploring the establishment of a Urban Design Panel and has a number of Development Control Plans in place.</p>
522	This is a vacuous tragedy masquerading as a vision. You have proven it's amateur hour at the council.	Noted	
523	I'm concerned about councillors no longer having input into DA's. Just because some councils, or councillors, across the state have done the wrong thing doesn't mean our locally elected representatives should be frozen out of a process so vital to our daily lives.	Noted	This is a requirement under State Government.
524	Things like this type of feedback seeking through social media is easy and should now be the norm. The action of this feedback however will be interesting. And also the data collection from it.	Noted	Every comment is reviewed by staff and reported to Council.
525	Accountability & leadership - many times the people running for council are those who have a financial interest in the area (business owners etc) and it seems unfair.	Noted	Councillors are elected by the community.
526	Creation or new and upgrade of existing - see previous comments. Give the oldies a few refurbished history spots but JUST KNOCK DOWN those	Noted	Before any item is deemed heritage, it undergoes a formal public process either through Local, State or Federal Government.

	that cannot be used effectively and block development into the future. They'll need to just get over it!		
527	Need to have a measure or target for each priority	Noted	<p>The measures are intended to be high level which gives an indication of the progress of the outcome area as a whole.</p> <p>Council is investigating options for the development of quality of life or state of the city indicators for our community.</p>
528	5.1-5.5 are great motherhood statements. What is the realisation?	Noted	To realise the community's vision, it is reliant on tiers of Government, businesses, organisations and individuals.
529	Stop constraining new businesses and stop constraining the development of more affordable new homes to protect rich people's lifestyles	Noted	Strategic work is currently being undertaken in respect to Housing and Local Centres.
530	Don't get too involved in what private business can do within the community. There has often been too many hurdles to jump before any thing is achieved	Noted	
531	Once again catering for the new residents and forgetting about the long established and the elderly. It's time to remember these people instead.	Noted	
532	My attendance at one Council meeting (in relation to a neighborhood building development proposal) was not particularly encouraging. It appeared that a number of members on the Council were influenced by property developers and did not consider the tension between new development and the amenity of existing residents in a transparent and policy based manner. It felt like the advocate with the deepest pockets and greatest patience (i.e. the developer) would	Noted	<p>As required under the State Government Council has established a Local Planning Panel to review all large development applications.</p> <p>Councillors are bound by a Code of Conduct.</p>

	inevitably win the argument. As a member of the community I found this quite dispiriting. While property development decisions are not exclusively within the domain of Willoughby Council, I would like to see more transparency, accountability and frankly competence in this area of decision making in particular.		
533	This is hard to achieve 5.5 And more bars and restaurants. Stop the lock out laws	Noted	State Government determine lock out laws. Council has also partnered with Service NSW as part of 'Easy to do Business Program' making it easy to open small businesses within the area. Restaurant and café are key sectors as part of the program.
534	No	Noted	
535	More accountability for our environment	Noted	Refer to Outcome 1. Council has an adopted Sustainability Action Plan and is currently undergoing community engagement for the new Sustainability Action Plan.
536	Annual report against KPIs using validated independent outcomes data - such as health and welfare, business development, recreational development etc - with a major review every 5 years based around census data ...	Noted	Measures in this document are identified and sourced predominantly from independent data or data Council is required to report on. The progress against these measures will be reported annually. Council provides an Annual Report on its operations. Council is investigating options for the development of quality of life or state of the city indicators for our community.
537	5.1 - This is a minimum standard	Noted	
538	5.1 - Send us a monthly summary of where our money gets spent, key activities past month and next month... cultural activities etc...	Noted	This is provided quarterly and reported to Council.
539	5.2 - But don't lose sight of global priorities	Noted	No comment.
540	5.3 - As long as it doesn't slow renewal. Some assets need to be levelled and replaced by beautiful architectural buildings	Noted	Council has an adopted Asset Management Framework and plans for all asset classes and their condition which will indicate

	and spaces		when replacement is required.
541	5.4 - Weasel words - does this actually mean anything?	Noted	
542	5.4 - But on condition that change doesn't make a large group worse off ... transition, change management and options are important	Noted	
543	5.5 - As long as it's recognised who participates may not be representative. We've elected leaders to make strategic decisions. These may not be popular but right for the long term	Noted	Council has an adopted a Stakeholder Engagement Policy and Framework and seeks to engage a wide diversity of community members. Council is responsible for considering advice and community feedback presented to it for the purpose of decision making and direction setting.
544	5.5 - So long as the silent majority don't get railroaded by special interest groups ... people need to have the full transparent pros and cons communicated to them for fully informed decision making ...	Noted	Council has an adopted a Stakeholder Engagement Policy and Framework and seek to inform and engage a wide cross section of the community.
545	Willoughby LGA could be more effective interfacing with NSW Government transport planners prioritising road over rail transport options...	Noted	Council engages with all tiers of Government, including Transport for NSW.

546	<p>I no longer trust the Council to represent domestic residents. It is my belief you heed only the need of developers and you are focused entirely on how much money you can bring to the area - even if that damages the village feel and ambience of our City. Most people I know in the area are feeling stressed by the level of development, overcrowding and overshadowing that has occurred already. Council has completely disregard these problems. If you want to be reelected, forget these motherhood statements and STOP DEVELOPMENT NOW.</p>	Noted	<p>Council has an adopted Stakeholder Engagement Policy and Framework and undertakes consultation projects, such as this one. It also conducts surveys of community member's perceptions of Council.</p> <p>Council has adopted the Chatswood CBD Planning and Urban Design Strategy which seeks to secure Chatswood as a strategic centre into the future.</p> <p>The population projections are based on dwelling targets identified by the State Government to provide for the anticipated population growth over the next 20 years based on the current zoning.</p> <p>Councillors are bound by the Code of Conduct as guided by the Office of Local Government.</p> <p>http://www.willoughby.nsw.gov.au/About-Council/Government-Information-Public-Access-Act-2009/Codes-Policies-and-Reports/</p>
547	<p>I think that team work should be emphasised; teamwork internal and external to the council offices, team work between council officers, councillors, residents and ratepayers. "We're all in it together" should be our motto.</p>	Noted	<p>Council has an adopted a Community Engagement Policy and Framework and seeks to engage a wide diversity of community members. Council is responsible for considering advice and community feedback presented to it for the purpose of decision making and direction setting.</p> <p>A principle of Council's community engagement is to: utilise partnerships with community groups, business, and other Government organisations to achieve City objectives.</p>

548	It would be great if council always follow the guidelines without closed door meetings and always having an open approach	Noted	Council is bound by a Code of Conduct and Code of Meeting Practice. http://www.willoughby.nsw.gov.au/About-Council/Government-Information-Public-Access-Act-2009/Codes-Policies-and-Reports/
549	Willoughby Council area is a great and vibrant spot to live but the issues of environment preservation, sustainability, pollution management and preservation of the unique 'feel' of each suburb (ie. heritage buildings or the unique architecture of the suburb eg. Castlecrag or Artarmon) are important key issues	Noted	Refer to Outcome 1. Council has adopted a Chatswood CBD Planning and Urban Design Strategy, which focuses on vertical growth around transport hubs which allows villages and centres to maintain their smaller local feel.
550	not enough rubbish bins for general public in residential areas	Referred	To Council's Waste team.
551	Stop investing in apartments and the plaza without managing the traffic conditions going through. The entrance to the tunnels should NOT BE IN CAMMERAY. Are you kidding me? Miller street would be gridlocked. Clearly Artarmon is the best option. I just don't believe this council care about the people living in this area if that goes through. So many real estate shopfronts, carpet stores and blinds. Rent to the right people.	Referred	To Transport for NSW. Council understands the detailed route of the proposed Northern Beaches tunnel has not been finalised at this point. http://www.rms.nsw.gov.au/projects/sydney-north/western-harbour-tunnel-beaches-link/index.html
552	No more high rise buildings in Northbridge. Traffic is very bad as result of what is already here	Referred	To Council's Strategic Planning team for consideration in the Northbridge Local Centres Strategy.

553	I would like to see it easier for community groups to book venues at affordable prices and be able to hold meetings in affordable venues. Currently it is too expensive for not-for-profit organisations to book venues in the CBD. We are still waiting 2 years later to hear back from the Dougherty Centre if we were successful in gaining not-for-profit status. Each venue has to be applied for separately!	Referred	<p>To Council's Community Development team.</p> <p>Council has a variety of venues the community can book at highly subsidised rates and in addition groups can apply for a further community discount or community grant.</p> <p>There is a specific grant program to assist groups accessing The Concourse, The Concourse Performing Arts grant.</p> <p>http://www.willoughby.nsw.gov.au/community/Facilities/</p> <p>http://www.willoughby.nsw.gov.au/community/grants/</p>
554	I have no idea what the financial situation of the Concourse is but it's such a great public asset. It deserves to be used more. Is there anything in a multicultural (especially Asian) angle in addition to the mainly western offerings. It has the potential to be more than just a regional destination, in turn expanding the region Chatswood is a go-to centre for.	Referred	<p>To Council's The Concourse team.</p> <p>The financial accounts for The Concourse are publicly reported on a quarterly basis as part of the quarterly budget review.</p> <p>https://theconcourse.com.au/</p>
555	I enjoy these 'have your say' forums and the other survey events. By the way, several of the pages of the pdf had issues loading. I have lived in the area for over 25 years and have always had issues with the DA and planning departments; mainly in getting someone to come out to inspect an issue (it takes months and that is after many phone calls or emails) or the Council not sending the DA's out. Despite participating in the above I still feel like I simply get lip service and whatever agenda you have will play out regardless of the individual/community's desires.	Referred	<p>To Council's Planning team.</p> <p>Internal procedures have been adopted to encourage site inspection early in the assessment process.</p>

556	Ban all plastic supermarket shopping bags	Referred	To Council's Environment Team for consideration in the Sustainability Action Plan.
557	5.3 Northbridge library could be used more effectively.	Referred	To Council's Libraries team.
558	5.3 - Sizes of schools shouldn't be overcrowded	Referred	<p>To NSW Department of Education.</p> <p>The Department of Education is undertaking improvement works at three schools (Willoughby Public, Willoughby Girls High, Chatswood Public) and the development of three new schools (Cammaraygal, primary and High school at old UTS site) and are actively looking for further opportunities for sites for additional school(s) in the area.</p>

6.6 General Comments

	Comment received through public exhibition (note, these are listed exactly as received)	Council Response	Further Comment
559	Page 20 – ‘regulator of legislation’ could be rephrased as ‘regulator of certain activities and functions’ or ‘administrator of regulatory schemes’ or similar.	Revised	
560	Page 21 (second column heading and topic references) refers to NSW 2021 – this is the NSW State Plan under Premier O’Farrell. It’s my understanding that this plan was replaced by the current Premier’s State Plan - 12 Premier’s Priorities (which would probably only require minor rewording) – see link http://www.screen.nsw.gov.au/news/nsw-governmentstate-plan-nsw-2021 and website https://www.nsw.gov.au/improving-nsw/premiers-priorities/	Revised	
561	Plan well please!	Noted	
562	I hope that you can achieve at least some of the ambitious targets.	Noted	
563	Safe and diverse	Noted	
564	After 20 yrs of living in Willoughby I am increasingly disappointed with the commercialisation of public facilities. I am frustrated with more low rise cheap developments which are poorly WHS governed by Council and residents are poorer during and after each build (Sienna & The Mint and Abode all on Penshurst St are classic examples.	Noted	
565	The Gore Hill redevelopment to Astro turf means yet more greenspace is now artificial - appalling for kids but easier for council to maintain and lease out.	Noted	Council is continuously making improvements to increase utilisation options of existing land which is limited. Council also has Synthetic Sportsgrounds Management Plan which highlights five fields are proposed to be or are synthetic

			fields with the remaining 17 being grass.
566	We need to protect the Community over the desires of Developers, if we want to maintain our quality of life.	Noted	
567	Overcrowding is the only outcome from the relentless drive for growth. My best option, to enjoy the best of life's choices is to leave whilst I can & that is my plan.	Noted	
568	Don't make bad decisions without having proper consultation with the residents and the people it actually affects. The employees, the bus drivers, etc. you should all take the bus to the city and back during peak hour and see how bad it is. Maybe the reason hardly any Northbridge residents responded is because our opinions have never mattered in the past.	Noted	Council has an adopted Community Engagement Policy. Northbridge residents are well represented in the feedback on this plan.
569	Northbridge is very much in need of a facelift and we support 'tasteful' development of the area.	Noted	
570	Would like to see more action and implementation in the villages rather than money wasted on master plans and strategy documents over and over again.	Noted	Once masterplans are adopted implementation plans are enacted in line with the agreed plans over a period of time.
571	Thank you for the opportunity to comment. We have lived in Willoughby and seen many changes and developments over the years. We are frustrated that the State Government has the power to override the Council with seemingly little accountability.	Noted	
572	I'm skeptical, but wish council good luck.	Noted	
573	Minimal vision in the Vision Statement. Respond to existing needs. Services /shops do not close too early- we have late night shopping and shops are open 7 days a	Noted	The Community Strategic Plan is a plan for the City, therefore many agencies and community member's efforts, in addition to Council will be required to deliver the Plan.

	week-solution is to plan shopping. Entertainment ,if dependant upon late night hotel /bar availability is not acceptable. Housing affordability is beyond the control of WCC. Schooling is a State responsibility. Climate change -does WCC have special facts-scientists do not yet agree. Certain graphs are illegible ,statistics and tables are unclear. How do you legislate for creativity and innovation?		
574	There is not enough detail in the report and this survey is too vague to generate meaningful responses	Noted	Detail of Council's response to this document is provided in the Operational Plan and Delivery Program.
575	We need more affordable housing in all suburbs. Greater diversity of housing types makes for a more balanced demographic, enriching us all. Green spaces become even more important when we increase the built environment.	Noted	Council operates an affordable housing program and is upgrading its green spaces.
576	Willoughby is a great place to live but traffic and parking pressures are diminishing its amenity.	Noted	Council has a Street Parking Strategy and a CBD Traffic Strategy and have a Bike Plan to encourage cycling.
577	Surprised to see so many proposed initiatives do not have specific performance measures, and some have weak ones. There needs to be relevant and measureable performance measures for each priority. Focus needs to be on core businesses.	Noted	The measures are intended to be high level which gives an indication of the progress of the outcome area as a whole. Council is investigating options for the development of quality of life or state of the city indicators for our community.
578	These are all motherhood statements with no strategy how to achieve them	Noted	To realise the community's vision, it is reliant on tiers of Government, businesses, organisations and individuals to implement specific strategies and actions, the details are found in those documents. Detail of Council's response to this document is provided in the Operational Plan and Delivery Program.
579	I want community groups to be valued and encouraged.	Noted	
580	I love the direction council is	Noted	Refer to Outcome 2 and 3.

	taking the city. I would like to see more done to assist creativity and culture.		
581	To summarize, I truly hope Council takes the community feedback from this survey on board. But based on its performance over the preceding years, I and many other residents fear it will simply manipulate these findings into an 'Our Future Willoughby 2028' that justifies Council's goals, in direct contradiction of the community's stated goals.	Noted	This document was developed with more than 5000 community suggestions.
582	Thank you for your dedication to the well being of the people Willoughby council, its environment and community.	Noted	
583	I would like to see the area maintain it's character of California bungalows, heritage homes etc. I have seen too many homes demolished and replaced, with over development of plots. Because of this our infrastructure can not keep up with it. Penshurst Street has become a constant traffic jam.	Noted	<p>The community response has been to preserve heritage in the area and Council's strategies have been developed to protect this. The controls allow for alterations and additions that maintain the identified character.</p> <p>To Council's Traffic team.</p> <p>Council is developing a City Wide Traffic Strategy that will consider all transport options including appropriate speed limits and trafficable routes subject to standards. Council also works with the RMS through the Traffic Committee (consisting of Police, Local Members & State Government) that reviews all traffic requests.</p>
584	I have tried to fill out the online questionnaire but I cannot submit it. In summary I strongly agree with the vision of the plan but am concerned it is an unachievable dream. The big item missing is how it will be funded. The ideals are great but a strategy/vision for funding it is not addressed. This is the hardest step.	Noted	This Plan relies on many stakeholders to deliver strategies against the priority areas, the funding for those strategies is outlined within their documentation. For Council, this is in the Operational Plan, Delivery Program and the Long Term Financial Plan which provides details of projects, works, programs and their funding.

	For example our parks and gardens have not kept pace with our bigger population. Funding has been reduced pro rata when the vision is to improve green spaces. I cannot see how this vision can be supported by the council executive if significant additional funding is needed.		
585	Medium density buildings, not high rise, along main roads, which provide easy access to shopping centres and residential areas, without impeding local traffic through suburbs.	Noted	
586	Provision for easy access to pre-schools and schools where children and parents can walk safely, or drop off children as necessary.	Noted	
587	Street scapes must be maintained to present an appealing visual impression of the suburbs and retain the village atmosphere.	Noted	
588	In the future, would like to sell my home of forty years and buy a well-presented, good quality unit in the same area so that I can maintain my social activities in Northbridge, be near friends, the shopping centres I am familiar with, medical services that know me and enjoy the lifestyle I have had over many years in Northbridge. I would like to live independently for as many years as possible.	Noted	Council is developing the Local Centres Strategy for Northbridge which provides diverse housing options which would enable downsizing.
589	Acknowledge document and have no comments.	Noted	
590	I've had a look through it and there's not much mention of Emergency Services except for one small piece about Police concentrating on decreasing recorded crimes. I suppose the focus from FRNSW is to educate and prevent fires whilst also ensuring that our communities are aware of all the things FRNSW do	Noted	

	(Hazmat, Rescue, Bushfire, Storm & Tempest, Humanitarian work, Counter Terrorism etc).		
591	We have both reviewed the 10 year plan and have no comments. Many thanks for the opportunity to review this document.	Noted	
592	Thank you for sending me the Community Strategic Plan for comment. Having reviewed the plan I have no comment to add.	Noted	
593	Acknowledge document and have no comments.	Noted	
594	I put in part 1 ref noise control. thank you.	Noted	
595	Make our future greener with a focus with art & culture. We want Willoughby to be leaders in this field like Parramatta has recently become - offering more grants & opportunities for festivals, artists etc	Noted	Council provides Community Grants each year including those for supporting events & Arts & Culture.
596	Improve and increase facilities in parks	Noted	Master Plans are developed for Council's parks, outlining improvements to facilities. These improvements are delivered as budgets become available.
597	I think that all signs in shops, billboards and other forums should have English writing that is larger and more visible than any other language.	Noted	That is a matter for the owner. Owners don't need to refer to Council when there are changes in content of signs.
598	High and medium density development should cease until there are more parks and green spaces and infrastructure is updated. Our suburbs are being ruined by overdevelopment that cannot be supported adequately	Noted	<p>The population projections are based on dwelling targets identified by the State Government to provide for the anticipated population growth over the next 20 years based on the current zoning.</p> <p>Council is systematically improving its infrastructure and advocates on behalf of the community for infrastructure provided by other tiers of Government.</p>

599	I want to see more retention of conservation and heritage buildings including residential homes and less ugly new AV Jennings style kit homes that completely ruin the look of Willoughby.	Noted	The community response has been to preserve heritage in the area and Council's strategies have been developed to protect this. The controls allow for alterations and additions that maintain the identified character.
600	I would like our city to have room to move. Parks, sporting facilities, cafes, places to walk and ride a bicycle.	Noted	<p>Council has a large number of parks, sporting facilities and a Bike Plan</p> <p>Council has a Bike Path Strategy that endeavours to link high cycle pathways and has an additional 13.1km off road bicycle routes planned.</p> <p>http://www.willoughby.nsw.gov.au/community/getting-around/cycling/</p>
601	I would like our sewerage and water pipes to be able to support the number of people.	Noted	
602	I do not want any more high rise, medium or high density housing and not want any more businesses.	Noted	The population projections are based on dwelling targets identified by the State Government to provide for the anticipated population growth over the next 20 years based on the current zoning.
603	The document is very positive and easy to read, like the survey.... hopefully when looking at the future we open our minds to our next generation and ensure that there are enough schools and green spaces so our families will stay.	Noted	
604	<p>Great work completed so far with more to do. Innovative thinking and actions and more support to decision makers is needed.</p> <p>There are big opportunities here in Willoughby to be leaders and show the Sydney region how it's done. Now it's time to do it!</p>	Noted	

605	The intersection of Artarmon Rd and Smith Rd needs a cleared Safety Zone. Turning left into Smith is a danger when there are cars and boats on both sides right up to the corner. When a car is coming up towards Artarmon Rd , the car turning into Smith is forced to stop half in Artarmon Rd and half in Smith. That creates a high risk of a car coming along Artarmon Rd running into the back of the car trying to enter Smith Rd. We need a No Standing zone. Thanks	Noted	Referred to Council's Traffic team. Council has a Street Parking Strategy and a CBD Traffic Strategy that will consider all transport options including appropriate speed limits and trafficable routes. Council also works with the RMS through the Traffic Committee (consisting of Police, Local Members & State Government) that reviews all traffic requests.
606	It sounds like a good plan but a lot of money and effort will have to be brought about and cleverly divided for this to work	Noted	Council's response to this Plan is outlined in the Operational Plan and Delivery Program and Budget.
607	Please work for a sustainable future with minimal waste and preservation of our beautiful green whenever possible.	Noted	Refer to Outcome 1.
608	No more high rise units or buildings to be in the Northbridge area	Referred	To Council's Strategic Planning unit. The Local Centres Strategy for Northbridge has recently undergone consultation with the results currently being considered. The most dense scenarios in this strategy anticipate 2-5 storeys.
609	I would like more emphasis on sustainability rather than development. I see lots of large developments but very few buildings with any concessions to sustainability and even less consideration given to essential processes such as water run off and absorption.	Referred	To Council's Environment Team for consideration in the Sustainability Action Plan.
610	Cleanliness is important, I have seen people spitting on footpath, which is against the law. Hygiene is very important especially in food outlets.	Referred	To Council's Compliance team.

611	<p>I attended the recent Dog event down at Artarmon Reserve, and congratulations to the council, it was brilliant! (and I'm not even a dog person).</p> <p>I was hoping we could have more events like that, but also, perhaps some regular events, such as weekend markets (fresh produce and/or craft stalls), night markets (food, entertainment), performances etc down on the oval. It's a great "venue" and there seems to be plenty of parking.</p> <p>Events such as these would certainly create a stronger community (it's lovely to meet our neighbours!) and would be so much fun for Willoughby residents.</p> <p>Thank you for asking for our input.</p>	Referred	To Council's Events team.
612	<p>I would like to see Willoughby developments to be in keeping with the natural bushland and waterways which give the area its character.</p> <p>Bushland must be protected with adequate open spaces maintained, and increased, for recreation, both passive and organised. Parks for children to play and others to seek fresh air and sunshine.</p>	Referred	<p>To Council's Environment Team for consideration in the Sustainability Action Plan.</p> <p>Council has Management Plans for its bushland and parks.</p>
613	<p>Subject: Artarmon parking changes COMMENT</p> <p>We live in Smith road, a road now affected by the new restrictions to parking.</p> <p>It goes without saying that the commuters have found us!</p> <p>I know there is not a great deal we can do BUT 1. The width of the already narrow street is severely compromised by the commuters parking both sides from the corner of Artarmon Rd to the corner of Onyx Rd. The remaining width is only one car</p>	Referred	To Council's Strategic Planning team for consideration in the Artarmon Parking changes project.

	<p>wide and the school bus in the morning and the afternoon has difficulty, especially if a car turns from Artarmon Rd into Smith Rd. One of them needs to back back to an appropriate space. I pity the bus!</p> <p>There needs to be a NO STOPPING sign for a reasonable distance to allow traffic to pass safely.</p> <p>2. The four hour limit signs would be to our street's advantage for the area to the corner of Onyx Rd on the side that doesn't have the school bus stop, ie the LHS turning from Artarmon Rd.</p>		
614	<p>As a resident of Northbridge, I strongly support the activation of the the Northbridge town centre in the Willoughby Council plans.</p> <p>I also am a supporter of medium density buildings being built on both the North and South sides of Baringa rd. This would allow access from Baringa rd reducing congestion on sailors bay rd.</p>	Referred	To Council's Strategic Planning team.
615	<p>I provided some comments on each of he areas of the vision, but it did not give me an opportunity to provide some general comment.</p> <p>To me – it is all a bit “motherhoody”. Who is not going to generally agree with the statements provided as goals in each section?</p> <p>What is does not do is provide me with a sense of specific targets to be achieved over the life of the plan or a sense of what we really want to be known for in 2028. Something along the lines of “ we will be known for diversity and inclusion” or “ we will be known as a strong supporter of Tier One sports programs in the</p>	Noted	<p>This document is a high level document identifying the community's aspirations and priorities.</p> <p>The measures are intended to be high level which gives an indication of the progress of the outcome area as a whole. Delivery against the priority areas from various agencies will have numerous measures in their documentation of their strategies.</p> <p>Council is investigating options for the development of quality of life or state of the city indicators for our community.</p> <p>Council's Perception Survey is undertaken and analysed by an independent organisation.</p>

	<p>area”.</p> <p>Also, getting some of the measures from your won perception surveys is too easily criticised. You really do need independent measures to be seen to be open, transparent and accountable.</p>		
616	<p>As residents of Northbridge we support the Council's proposal of development of the area.</p> <p>In addition, as per Phase Two of the Council's Community Engagement Report, we proudly participated in the councils' Have Your Say Workshop, by invitation issued to us by the Mayor. This enabled us the opportunity to voice our support of development & expansion of Northbridge and the need of a long overdue 'facelift' for our local area of which is certainly looking tired and dated. We were pleasantly happy to learn of the general support in the workshop room of development in general, provided that it is done tastefully and with urban/green space consideration.</p>	Referred	<p>To Council's Strategic Planning unit.</p> <p>The Local Centres Strategy for Northbridge has recently undergone consultation with the results currently being considered.</p>
617	<p>I want to see Willoughby Public school developed to meet capacity beyond current capital investment project (capacity will be exceeded by end of current project, which shows inept planning).</p>	Referred	To NSW Education.
618	<p>In compiling a future LEP and DCP for our Local centres - Council needs to demonstrate to the community that it has not only just fulfilled its Community Consultation requirement but in fact has actually listened to the community. The community embraces change - but more importantly, we want to enhance our environs - we</p>	Referred	<p>To Council's Strategic Planning team.</p> <p>Council has an adopted Stakeholder Engagement Policy and Framework and undertakes consultation projects, such as this one.</p>

	want to keep our local centres "feel". Willoughby 2028 must not be an opportunity for Developers to run amock (note: WCC Planners have indicated their plan to " open the door to developers ..." / "As a city, we need to accommodate population growth so there will be a need for a higher high rise in your centre". So we, the community, ask - what is the point in community consultation? What is the point of developing plans - if Council and Developers will do what they want when they want and how they want - regardless of the community. Our Urban Planners and Council - needs to change its philosophy.		
619	98 ATAR for UTS placement please	Referred	To Council's Library Services team.
620	the Wi-Fi have a little bad	Referred	To Council's Library Services team.
621	more tables for us to work and more space	Referred	To Council's Library Services team.
622	faster internet & computers	Referred	To Council's Library Services team.
623	Wi-Fi!	Referred	To Council's Library Services team.
624	more children activities during the weekend please	Referred	To Council's Library Services team.
625	free Wi-Fi	Referred	To Council's Library Services team.
626	free Wi-Fi	Referred	To Council's Library Services team.
627	more seating for elderly + mobile impaired people	Referred	To Council's Library Services team.
628	better Wi-Fi so school students can do work	Referred	To Council's Library Services team.
629	more seats in library	Referred	To Council's Library Services team.
630	provide more English classes	Referred	To Council's Library Services team.
631	more computer and handball at the library	Referred	To Council's Library Services team.
632	more space!!	Referred	To Council's Library Services team.
633	faster internet 200mb not enough	Referred	To Council's Library Services team.
634	more children's books	Referred	To Council's Library Services team.

635	allow study rooms to be booked ahead	Referred	To Council's Library Services team.
636	Free meditation classes	Referred	To Council's Library Services team.
637	a good flow to the water fountains	Referred	To Council's Library Services team.
638	more new books	Referred	To Council's Library Services team.
639	More kids books	Referred	To Council's Library Services team.
640	one word Music!!	Referred	To Council's Library Services team.
641	a recycling bin	Referred	To Council's Library Services team.
642	more kids computers please	Referred	To Council's Library Services team.
643	earphone vending machine	Referred	To Council's Library Services team.
644	defenitly I've never met a place like this!	Referred	To Council's Library Services team.
645	make the library more fun!	Referred	To Council's Library Services team.
646	Stop people leaving their children to run , not while the parents go shopping	Referred	To Council's Library Services team.
647	more reading spaces	Referred	To Council's Library Services team.
648	someone who's not mean	Referred	To Council's Library Services team.
649	More childrens activities	Referred	To Council's Library Services team.
650	more fun books and more space	Referred	To Council's Library Services team.
651	more funny books and arts books	Referred	To Council's Library Services team.
652	more walking spcae and plants around	Referred	To Council's Library Services team.
653	internet needs faster	Referred	To Council's Library Services team.
654	1. Better WIFI, 2. Allow food and drinks 3. be nicer	Referred	To Council's Library Services team.
655	Not a lot of kid books	Referred	To Council's Library Services team.
656	stop people smoking	Referred	To Council's Library Services team.
657	No talking on phones, no children running about. Thanks!	Referred	To Council's Library Services team.
658	Better organising	Referred	To Council's Library Services team.
659	More little kids activitiies and a playground that's safe. More people reading books for	Referred	To Council's Library Services team.

	children.		
660	Even if parents need to behave!! Be quieter! And the parents room is so so so dirty!!!	Referred	To Council's Library Services team.
661	Kids activities	Referred	To Council's Library Services team.
662	quieter study space	Referred	To Council's Library Services team.
663	to make cleaner mens toilets	Referred	To Council's Library Services team.
664	a computer that is for searching where a book section to know where the book is!	Referred	To Council's Library Services team.
665	More shinier and shine DVD's	Referred	To Council's Library Services team.
666	Yo yo	Referred	To Council's Library Services team.
667	Funny book Yo Yo	Referred	To Council's Library Services team.
668	Fun book for kids and scare book for big kids Yoyo!	Referred	To Council's Library Services team.
669	I would like to see fighting	Referred	To Council's Library Services team.
670	more books please	Referred	To Council's Library Services team.
671	free food, coffee and lollys	Referred	To Council's Library Services team.
672	97 atar please	Referred	To Council's Library Services team.
673	more free tables needed for people who come in to browse and not read, more chairs with tables	Referred	To Council's Library Services team.
674	more NAPLAN related resources @ library	Referred	To Council's Library Services team.
675	coughing is a natural reaction, cannot control so stop staring, not a miracle	Referred	To Council's Library Services team.
676	I want it to be with fabulous things to look and collect	Referred	To Council's Library Services team.
677	more books! Better WIFI	Referred	To Council's Library Services team.
678	allow students to book study room ahead.	Referred	To Council's Library Services team.
679	I second that (re; allow students to book study room ahead)	Referred	To Council's Library Services team.
680	no big screen!	Referred	To Council's Library Services team.
681	More power points so laptops and other devices can be	Referred	To Council's Library Services team.

	used!!		
682	More activities	Referred	To Council's Library Services team.
683	traditionally a library has always been a QUIET place	Referred	To Council's Library Services team.
684	I would like to see new books and new things at your library	Referred	To Council's Library Services team.
685	more books like maigh row books	Referred	To Council's Library Services team.
686	more power points needed	Referred	To Council's Library Services team.
687	good books, Billy Brown	Referred	To Council's Library Services team.
688	more books, wifi, more models, bigger kids area and close later	Referred	To Council's Library Services team.
689	sign in various languages telling people to wash their hands!	Referred	To Council's Library Services team.
690	more variety of books	Referred	To Council's Library Services team.
691	more tables and seats	Referred	To Council's Library Services team.
692	latest books available. Too many old and outdated books. Too little few new books.	Referred	To Council's Library Services team.
693	more Indian and International Movie DVD's and cooking DVD's and all old DVD's	Referred	To Council's Library Services team.
694	more table space please and library open on public holidays and longer on Sat / Sun	Referred	To Council's Library Services team.
695	more books for dis/ adults	Referred	To Council's Library Services team.
696	AIV	Referred	To Council's Library Services team.
697	Lets the kids computers have flash adobe!	Referred	To Council's Library Services team.
698	vibrant décor	Referred	To Council's Library Services team.
699	1. more children's books 2. More French books 3. More sitting space	Referred	To Council's Library Services team.
700	More DVD for kids please	Referred	To Council's Library Services team.
701	more power points	Referred	To Council's Library Services team.
702	more children's books please	Referred	To Council's Library Services team.
703	more computers in the library please	Referred	To Council's Library Services team.
704	library is a peaceful and happy place	Referred	To Council's Library Services team.

705	a library is supposed to be quiet NOT a baby care crache	Referred	To Council's Library Services team.
706	enforce quiet spaces	Referred	To Council's Library Services team.
707	more books	Referred	To Council's Library Services team.
708	more seating arrangements in the library longer opening hours of the library	Referred	To Council's Library Services team.
709	more animal books	Referred	To Council's Library Services team.
710	more seating	Referred	To Council's Library Services team.
711	let us choose what books you should buy	Referred	To Council's Library Services team.
712	open for longer on weekends 9am-9pm	Referred	To Council's Library Services team.
713	more activities	Referred	To Council's Library Services team.
714	Wi-Fi	Referred	To Council's Library Services team.
715	more water bubblers in library less noisy kids	Referred	To Council's Library Services team.
716	It is super good :)	Referred	To Council's Library Services team.
717	more accessible power points/chargers	Referred	To Council's Library Services team.
718			

6.7 Larger Email Submissions

Larger submissions which have significant detail have been summarized into key themes below and the full submissions are attached in subsequent pages for reference. In this case, Council has taken the approach to publish the name of a group who has made a submission, but not the name of individuals.

	Comment received through public exhibition (these are summarised themes, the full submission enclosed)	Council Response	Further Comment
	Individual 1		
719	Preserve every centimetre of our Parks and Open Space	Noted	
720	Restrict highrise and medium density development to town centres	Noted	Council's planning instruments and strategies focus on providing high density in CBD or transport nodes.
721	Respect and protect each suburbs individual character		Council's planning instruments and strategies enable different characters for different areas.
722	Protect all heritage and buildings		The community response has been to preserve heritage in the area and Council's strategies have been developed to protect this. The controls allow for alterations and additions that maintain the identified character. A Heritage Review is being undertaken.
723	Use the Environment Levy for the purpose it was intended	Noted	Council's Environment Levy is attached to the delivery of the Sustainability Action Plan which is currently out for community engagement.
724	Retain the streetscape separation between each suburbs commercial / retail centre	Noted	Council's planning instruments and strategies enable different characters for different areas.
725	No more carparks (or parking)	Noted	Council's planning instruments and strategies identify requirements for car parking. Council is developing a City Wide Traffic Strategy and a Street Parking Strategy.
726	promote excellent public transport	Referred	To Transport for NSW.
727	public facilities must be for everyone	Noted	Council has many community facilities which are either leased, licensed or used casually to maximise utilisation.
	Individual 2 and Individual 3		

728	Outcome 1: Concern no measurable outcomes. Should record all green spaces.	Noted	<p>The measures are intended to be high level which gives an indication of the progress of the outcome area as a whole. Delivery against the priority areas from various agencies will have numerous measures in their documentation of their strategies.</p> <p>Council is investigating options for the development of quality of life or state of the city indicators for our community.</p> <p>Council does have records of open space assets.</p>
729	Outcome 2: City is not homogenous. Overdevelopment of Northbridge Plaza	Noted	<p>Council has various planning strategies to support the differences across our community. Northbridge Plaza is privately owned and a matter for the owners.</p>
730	Outcome 4: Measures don't correlate to priorities. Not all the City wants to be like Chatswood. Maintain village feel not all want to be developed. Council hypocrisy and bullying in relation to Northbridge development.		<p>The measures are intended to be high level which gives an indication of the progress of the outcome area as a whole. Delivery against the priority areas from various agencies will have numerous measures in their documentation of their strategies.</p> <p>Council is investigating options for the development of quality of life or state of the city indicators for our community.</p> <p>Council has various planning strategies to support the differences across our community.</p>
731	Outcome 5: institute Code of Conduct. Record and measure if Council abides by community feedback, Council ignores and manipulates community feedback. Staff and Councillors need to respond to residents. Council attempts to use Crown land for private profit rather than benefit of the community. Council not acknowledging	Noted	<p>Council has a Code of Conduct as guided by the Office of Local Government.</p> <p>http://www.willoughby.nsw.gov.au/About-Council/Government-Information-Public-Access-Act-2009/Codes-Policies-and-Reports/</p> <p>Council has an adopted Stakeholder Engagement Policy</p>

	feedback from Northbridge residents.		and Framework. Council has targets for responses. to ensure all requests are captured please email them to email@willoughby.nsw.gov.au or raise a service request.
	Willoughby South Progress Association		
732	Document should be rolled over every two years	Revised	Information added to include the review timeframe which is with a new term of Council.
733	The document would be greatly improved if the “Our Vision” and the “Vision/Outcomes” sections were retitled to avoid confusion.	Noted	Unsure what sections ae being referred to.
734	Graphics and tabulations need more information, headings etc. to assist understanding.	Noted	Gaps Needs Analysis is provided as a support, this document is to highlight key considerations only. This was published on Council's website during consultation.
735	Our Vision: This section is less of a vision statement that a description of what we are. Vision statements are usually statements of aspirational goals.	Noted	The vision is a high level strategic statement and the text describes the future state.
736	On p6, para 3, line 9, should “offer” be replaced with “offering”?	Revised	
737	Understanding the Plan: On p8, para 1, line 3, insert “five” before “outcomes”.	Revised	Revised
738	p8, para 4, line 2, suggest full stop after “outcome”, then “Importantly, these include trends.....	Revised	Rewritten
739	Also in para 4, reference is made to Gap Analysis with no definition of what this is.	Revised	Rewritten
740	Vision: this section, pp8-19 appears to be the real vision statement for the strategic plan and suggests the “Our Vision” section, pp6-7, needs to be retitled. The statements in the	Noted	The vision is a high level strategic statement and the text describes the future state. The outcomes and priorities give focus to agencies working toward achieving that vision.

	five outcomes need to be revisited to frame each one in aspirational terms, e.g. Outcome 1, p10, para 1 is aspirational; para 2 is descriptive and para 3 is aspirational.		
741	Outcome 2: under community priorities there is no mention of creating and improving bicycle routes through the city. In the measure/source tabulation, p12, wouldn't the increase in volunteer work undertaken be measured using WCC figures rather than the ABS?	Noted	<p>This may be a strategy that stakeholders choose to do through 2.1 or to support 2.4 or 2.7.</p> <p>Council is only one provider of volunteer services, many other providers are available in the City and the ABS captures how many people identify as volunteers themselves, a more thorough measure for the City, not simply Council services.</p>
742	Outcome 3: p14, para 3, line 2, remove "and" before "spaces".	Revised	
743	Outcome 3: Facts and Considerations, p15: bottom half of page, para 3, line 4; suggest full stop after "community" then, "This will require..	Revised	
744	Outcome 4: p16, in priorities there is no mention of Council's drive to preserve commercial and industrial zones.	Noted	The protection of commercial and industrial areas is being undertaken by Council through planning strategies and could form part of 4.1 or 4.5.
745	P17: bottom half of page, para 3 line 1, typo: "challenge" should be "challenge".	Revised	
746	Realising the Vision: p20, para 2, line 4, suggest replace "can" with "will".	Revised	
747	P21: this tabulation needs a header to make it clearer and perhaps a footnote to give reference details for NSW 2021 etc.	Revised	
748	Council Implementing the vision: p22, para 3, line 1, suggest "Council needs to bring.... P22, para 4, line 5, suggest	Revised	

	<p>“assigns priorities to projects and.....</p> <p>P22, para 8 suggest this para be reworked. Mentions 3 principles but only lists 2.</p> <p>P23: this graphic needs a header and to improve comprehension, some arrows on the connecting lines.</p> <p>Should this graphic be near the front of the document?</p>		
749	Comments on Operational Plan and Delivery program	Referred	For consideration in the Operational Plan and Delivery Program.
	Individual 4		
750	Support the development of Northbridge and specific feedback on development of north of Baringa Road.	Referred	<p>To Council's Strategic Planning unit.</p> <p>The Local Centres Strategy for Northbridge has recently undergone consultation with the results currently being considered.</p>
	Individual 5		
751	Chatswood should remain an important strategic centre for the Northern suburbs of Sydney	Noted	
752	We hope that future development of the Chatswood CBD will facilitate a diversity of live, work and play opportunities around the clock not only for local residents but visitors to the centre.	Noted	
753	Upgrade medical facilities	Referred	To NSW Health.
754	More places in convenient locations for social activities and different types of long and short-term accommodation	Noted	
755	We hope there will be a landmark mixed-use development in Chatswood CBD to anchor diversity of activities	Noted	
	Naremburn Progress Association		
756	CSP Structure – Vision statement and key Outcomes: vision is typically more aspirational and suggest amending to reflect	Noted	The vision is a high level strategic statement and the text describes the future state. The outcomes and priorities give focus to agencies working

	all outcomes, the linkage between vision and outcomes is lacking. Quantification of appropriate indices will be important but more relevant to the Delivery Program and Operational Plan documents. Ill-defined and confused.		toward achieving that vision.
757	2. Alignment with associated documents: CSP, Delivery Program and Operational Plan need to be tightly bound and interlinked. Might be useful to number strategic plan components in the Operational Plan and Delivery program.	Referred	For consideration in the Operational Plan.
758	3. Review opportunities: Opportunities to reallocate funding / change priorities in the Operational Plan, unbudgeted items, carry overs.	Referred	For consideration in the Operational Plan. Council has a process of quarterly reviews which are public reports that identify any recommended changes in funding or priorities for Council's review and adoption.
759	4. Resourcing: Are we confident of Council's ability to effectively manage so many projects.	Referred	For consideration in the Operational Plan. Council officers have undertaken an analysis of the capacity and capability required but the quarterly reviews will identify any recommended changes in funding or priorities for Council's review and adoption.
	Willoughby Park Anglican Church		
760	<p>Council is to be commended for bringing together so many ideas, but I believe that a key element has been neglected.</p> <p>Could we add: 'and caring'? The key to quality of life for our city resides in good caring relationships. 'A City that is connected, inclusive, and Caring'?</p> <p>There is a danger of cultural division and even cultural ghettos occurring, unless strong caring relationships are built across ethnic and</p>	Revised	<p>Rewritten to include caring in 2.5 and inclusion of all beliefs in vision text.</p> <p>Council acknowledges the significant contribution that our multicultural community have made to the City. Council currently organises & supports numerous events and activities that celebrate various cultures. This is supported through its grants program, multicultural services and MOSAIC multicultural centre. Community groups are supported to promote events and programs to the</p>

	<p>cultural lines. Council programs should build on strong caring relationships.</p> <p>I would like to see in the vision document a recognition of the key elements of a healthy community: strong family relationships, and strong caring relationships across the community and churches.</p>		broader community.
	Bike North		
761	strongly supports all the outcomes and they can contribute and work with Council to encourage active and sustainable transport in our City.	Noted	
762	Outcome 1: provider leadership to reduce footprint and deliver streetscapes that incorporate safe and effective use of active modes of transport.	Noted	<p>To Council's Traffic team.</p> <p>Council is developing a City Wide Traffic Strategy, a Street Parking Strategy and also has a Traffic Committee (of Police, Local Members, and State Government) that reviews all traffic requests.</p> <p>Council has a Bike Path Strategy that endeavours to link high cycle pathways and has an additional 13.1km off road bicycle routes planned.</p> <p>http://www.willoughby.nsw.gov.au/community/getting-around/cycling/</p>
763	Outcome 2: Busy roads need separated spaces for walking and cycling. Quiet roads should prioritise people over cars.	Noted	<p>Council has a Bike Path Strategy that endeavours to link high cycle pathways and has an additional 13.1km off road bicycle routes planned.</p> <p>http://www.willoughby.nsw.gov.au/community/getting-around/cycling/</p>
764	Outcome 3: New facilities need to have good walking and cycling access and secure bike parking.	Referred	Council's Open Space, Community Development and Transport teams.

765	Outcome 4: safe and useful bike paths promote local based tourism		Council has a Bike Path Strategy that endeavours to link high cycle pathways and has an additional 13.1km off road bicycle routes planned. http://www.willoughby.nsw.gov.au/community/getting-around/cycling/
766	Outcome 5: prioritise walking and cycling over private car travel.	Referred	To Council's Traffic team.
767	Attachment	Noted	Information previously provided.
	North Sydney Innovation network		
768	Advocacy for the Seven Key NSIN Platforms to improve inclusivity, sustainability and liveability: 1. The need for free, accessible and good quality public Wi-Fi	Noted	Free Wi-Fi is available at Chatswood Mall, Dougherty Centre, Chatswood Library, Artarmon Library, Castle Cove Library, Naremburn Library, Chatswood West Library, Northbridge Library, Mosaic Centre & Youth Centre. Some of these sites have recently been upgraded to improve the internet speeds and improve the user experience.
769	2. The integration of the Internet of things (IoT) into public infrastructure to create smart cities	Noted	Council has participated in the Local Government reference group which is developing the State's Digital Strategy and looks forward to additional capacity and collaboration on shared platforms and systems as a result.
770	3. open data across community services and utilities.	Noted	Council has participated in the Local Government reference group which is developing the State's Digital Strategy and looks forward to additional capacity and collaboration on shared platforms and systems as a result. Council has had discussions with other councils regarding the learnings regarding privacy and commerciality of data.
771	4. the creation of local collaboration areas.	Noted	St George Bank has an incubator in the Sentral building and that Council has a project to test the concept of a digital creative hub in its draft Operational Plan and Budget for

			2018/19.
772	5. preparing for the inclusion of drones in our community.	Referred	To Council's Design Services. Council has trialled the use of drones for parking with the University of New South Wales Council will work with emergency service agencies to establish any requirements they have.
773	6. preparing for the inclusion of autonomous vehicles in our community.	Referred	To Council's Traffic teams. Trials are currently being undertaken in Newcastle, Adelaide and other cities and Council will learn from these outcomes
774	7. The NSIN regards high quality science, technology, engineering and mathematics education as critically important.	Noted	STEM education is not a core function of Council but supports it through its libraries including technology training for community members.
775	Promote the inclusion of innovation and global best practice technology in all future focused local and state planning strategies.	Referred	To Council's Strategic Planning team.
776	Use placemaking in relation to public spaces central to outcome 2, 3 and 4 in the planning and design of the City. Consideration of Innovation in Public Spaces 11 key elements in transforming public spaces into vibrant community places.	Noted	Council will continue to use Place Making approach to develop family friendly spaces that connect people and has employed an Urban Designer to reinforce this.
777	Outcome 1: Drones to reduce traffic congestion and checking utilities. Use IoT sensors as a sustainable solution to traffic and congestion. Move to smart roads. Use of autonomous vehicles. Creation of more co-working spaces. Innovation in natural land management.	Referred	To Council's Traffic team for consideration in City Wide Traffic Study. To Council's Environment Team for consideration in the Sustainability Action Plan. Co-working spaces could be considered in Outcome 4.

778	Outcome 2: Use technology to reduce parking congestion, e.g. sensors or cameras. Innovative approaches to streamline parking. Convert unused spaces to shared work zones. Drones to assist the aged. Applaud digital access priority.	Referred	To Council's Traffic team. Council is developing a City Wide Traffic Strategy that will consider all transport options including appropriate speed limits and trafficable routes subject to standards.
779	Outcome 3: Consider how ageing population will flourish in technology rich environment. Conduct free technology education for ageing and people with disabilities. Activation of local spaces in creative ways through place making.	Referred	To Council's Community Development and Library Services team. Council's Libraries run programs to assist in understanding technology. http://www.willoughby.nsw.gov.au/library/
780	Outcome 4: Maximise availability of roles in technology sectors, encourage innovation precincts, shared workspaces and STEM incubators.	Noted	St George Bank has an incubator in the Sentral building and that Council has a project to test the concept of a digital creative hub in its draft Operational Plan and Budget for 2018/19. STEM education is not a core function of Council but supports it through its libraries including technology training for community members.
781	Outcome 5: Use open data, data analysis and mapping to generate insights from datasets. Policy of open data.	Noted	Council has participated in the Local Government reference group which is developing the State's Digital Strategy and looks forward to additional capacity and collaboration on shared platforms and systems as a result. Council has had discussions with other councils regarding the learnings regarding privacy and commerciality of data.
	Springvue Pty Ltd		
782	Springvue strongly supports Council's vision for a liveable and prosperous future for the Willoughby Local Government area. We endorse the Vision Statement and the desired outcomes and associated priorities	Noted	

	identified for the five strategic pillars. Springvue particularly supports the strategic goals and effective actions ensuring the strengthening of Chatswood centre as an attractive, prosperous, lively and sustainable place.		
783	Springvue has developed a vision for the redevelopment of its significant landholdings, complementing and reinforcing the continued rejuvenation of Chatswood centre. Following several years of consultation with Council, a Planning Proposal was submitted to Council in August 2017 seeking Council support for review of the planning controls applying to the Springvue landholdings. In summary, Springvue supports the draft vision for Willoughby's future and seeks the opportunity to work closely with Council to ensure the aspirations become reality.	Referred	To Council's Planning unit.
	Individual 6		
784	The CSP falls short of a professional and useable document that will put WCC in the 'best place' for the future. True strategic plan will drive good governance and include: a clear corporate direction; outcomes with hard measures; mechanism for maintenance of the plan; structure strategic planning process.	Noted	<p>Under the IP&R framework the Community Strategic Plan is the highest strategic document that guides Council on the community's needs and aspirations for their local government area. Council is the custodian of this document but not the sole deliverer of the community's aspirations identified therein.</p> <p>This document is not a corporate strategic plan for Willoughby City Council as an organisation. Council's Delivery program and Operational Plan indicate how Council responds to those needs. This accords with the structure laid down by IP&R requirements.</p> <p>Ethical governance is one of the outcomes within the Community</p>

			<p>Strategic Plan. and Measures have been identified and further measures of performance, including services, are provided in the Operational Plan and budget.</p> <p>Many of the comments within the submission relate to Councils Operational Plan and Delivery Program and have been referred for consideration as part of the feedback on those documents.</p>
785	Sustainability works would address this is more strategic way, needs Council commitments and hard measures. Why are population growth not included as a measure.	Referred	<p>To Council's Environment Team for consideration in the Sustainability Action Plan.</p> <p>Outcome 1 focuses on sustainability and Council is in the process of receiving feedback on its Sustainability Action Plan and its targets.</p> <p>Population growth targets have not been set by Council. Projections for the area have been developed by both the State government and ID Profile.</p>
786	Numerous comments on the Operational Plan and Delivery Program, specific measures, indicators and benchmarks for Council	Referred	<p>To Council for consideration in the Operational Plan and Delivery program.</p> <p>The Community Strategic Plan is not a corporate plan for Willoughby City Council as an organisation. Council's Delivery program and Operational Plan are how Council responds to those needs.</p>
787	Corporate statements, vision should be futuristic statement what the entity wants to become primary principle or drivers. Vision is more a slogan not a true vision.	Noted	<p>The vision is the community's vision for the local government area of Willoughby, not Willoughby City Council's vision for the organisation. The vision statement is underpinned by the futurist statement below on page 6.</p>

788	Core business, and stakeholders are not defined.	Noted	<p>Various stakeholders were engaged to develop this document and comment through the exhibition period. Stakeholders will be defined for the various projects or strategies that will be undertaken to achieve the vision of the community.</p> <p>This is not the role of the Community Strategic Plan as laid out in the Local Government Act's Integrated Planning & reporting Framework for councils. This is documented in the Operational Plan and Budget and Council's business unit planning process.</p>
789	Corporate statements and strategic framework / foundation.	Noted	<p>The Community Strategic Plan engagement has been undertaken over many months, with an adopted Engagement Plan. These engagement results have been synthesised to form this document. Council's Operational Plan and Delivery Plan are Council's response, in a corporate sense, to the community's aspirations.</p>
790	Outcomes - General - misalignment or misfit of descriptors, priorities and performance measures. Strategic outcomes are how Council delivers core business to the key stakeholders, measure performance and how well we deliver core business.	Noted	<p>Under the IP&R Framework, core business and related indicators are outlined in the Delivery Program and the Operational Plan & Budget.</p> <p>The measures for the Community Strategic Plan are intended to be high level which gives an indication of the progress of the outcome area as a whole for the City rather than the organisation. Delivery against the priority areas from various agencies is also required and they will have numerous measures in their documentation of their strategies.</p> <p>Council is investigating options for the development of quality of life or state of the city indicators for our community.</p>

791	Review process	Revised	<p>Information has been included regarding the legislated review framework.</p> <p>Progress on the actions Council has identified in the Operational Plan and Delivery Program are reported to Council publicly every six months.</p>
792	Risk management	Referred	<p>This is not the role of the Community Strategic Plan.</p> <p>Council has a risk framework, policy and registers which are updated for both strategic enterprise and operational risks. Risks are also assessed at the project level as part of Council project management process.</p>
793	Are they strategic measures? Don't see relationship with descriptor or measures and facts further confuse the Outcome.	Noted	<p>The measures are intended to be high level which gives an indication of the progress of the outcome area as a whole. Facts and considerations are provided as a highlight. Further detailed information can be found in The Community Strategic Plan Gap Analysis document.</p> <p>Council's undertakes a Community Perception Survey and is developing a framework for customer satisfaction surveys.</p>
794	Appendices	Referred	<p>To council's Strategic Planning team. Much of this information has been previously provided or discussed with staff.</p>

Sent: Monday, 11 June 2018 10:12 AM
To: OurfutureWilloughby2028
Subject: Our Future Willoughby Survey

Individual 1

Dear All

Thank you very much for the opportunity to "have my say".

The following is written after I have read all the documents provided. Like others, I have been following the "Planning" process over an extended period.

There are a number of subjects I am passionate about.....to make Willoughby a wonderful place in 2028 (and beyond).

1. Preserve every centimetre of our Parks and Open Space

This includes every leaf of our precious, irreplaceable **remnant native vegetation**. (Willoughby has lost so much of this over the years, even in recent years).

Your survey asked about "facilities" for the community. No doubt most people will answer "yes" to that question. This must not be interpreted to mean that it is ok to build facilities on our parks and open space. All open space **MUST** be preserved as open space. As time passes and more people arrive, **MORE** open space will be required not less. Once anything is built on it the space is effectively lost to the greater community forever, it is essentially privatised. This must not continue to happen.

2. Restrict Highrise and Medium Density Development to Town Centres

Enforce **strict** boundaries between this and low density housing.

3. Respect and Protect each Suburb's Individual Character

Do not permit building that is out of character with the surrounding housing.

4. Protect all Heritage Areas and Buildings

5. Use the Environmental Levy for the purpose it was intended.

The levy should **ONLY** be used to repair the damage done to the vegetation in our bush and parkland (**remove weeds, replant natives** etc). It should not be used for any other purpose (such as funding taxi services or other questionable services. Based on the way it has been used, the levy appears to be being collected under false pretences.

Our bush needs all the help it can get. **Weed infestation is terrible and large areas need to be rehabilitated and where denuded replanted**. We (humans) have damaged it, please now fix it. You have the money.

6. Retain the Streetscape Separation between each Suburbs Commercial/Retail Centre

In other words do not allow "development" to creep along major arteries making the whole area look like one big boring blob.

7. No More Carparks (or parking)

Cars are an impossible problem in a city like ours. More parking does not help, it makes things worse (attracting more cars/congestion). **NEVER** build car parks on open space.

8. Promote Excellent Public Transport

If it is safe, and clean and frequent and goes where people want to go it will be preferred by the public and particularly by younger people who shun car ownership.

Busses need to run reasonably frequently even at night. One an hour is ridiculous, you cannot wait for an hour.

Busses should also operate cross country not just to the city.

9. Public Facilities Must be for Everyone

Never allow sporting (or other) facilities to be taken over by private organisations. All facilities must be for the benefit of everyone in our community.

There are other areas I could comment on but these are the most important if we are to keep Willoughby a wonderful place to live in 2028 and beyond.

Yours Sincerely

Is there anything else you would like add or share about the 2028 Outcome of a City that is green?

I cannot believe how little Council's measurable outcomes in the draft 'Our Future Willoughby 2028' correlate with community priorities. For example, it is inconceivable that Council has provided ZERO measurable outcomes for what it acknowledges is the community's number one priority, green spaces! There are at least seven separate mentions of this issue as the community's priority (1.1, 1.3, 2.5, 3.2, 3.3, 3.4, 3.6). Council needs to immediately measure and record all current green spaces (this would be easily done in square metres via Google maps or Google earth). The public (and Council itself) could then track how much more green space is created by Council, or destroyed by rampant development. This is the only way to ensure that our precious green spaces are not reduced or removed by overdevelopment. An example: what used to be a large park of rolling green hills beside Sailors Bay creek between Eastern Valley Way and Alpha Road in Northbridge has been reduced to a tiny rectangle of grass in order to make way for hundreds of town houses and units. If Council was truly representing community wishes, it would not try to claim that a few metres of grass were equivalent to the expanse of parkland which had occupied the space since the suburb's creation, or that by reducing green spaces to a tenth of their former size they were being 'a good steward to the environment'. Shrinking public land into a tiny square of grass and labelling it a 'Market Garden Park' as Willoughby Council likes to do is hypocritical and directly contrary to community wishes, as would be seen if they translated the community's priorities into actual measurable outcomes.

Outcome 2. A City that is connected and inclusive. Is there anything else you would like add or share about the 2028 Outcome of a City that is connected and inclusive?

Council is failing to acknowledge that the Willoughby Council area is not homogenous. Chatswood is a city, the remainder of the area - the vast majority - consists of low-density residential housing and should be treated as such. It needs to be acknowledged that the Lower North Shore's quiet, leafy, low density streets are unique in Sydney and are what lures everyone to the area! For example, '2.5 Create family friendly neighbourhoods that connect people' is a statement which directly contradicts the Council's repeated pressure upon Northbridge residents to allow the overseas owner of Northbridge Plaza to massively overdevelop the site into a whopping four eleven-storey apartment buildings containing many hundreds of apartments, additional shops and an underground carpark, just so Council would no longer be responsible for maintaining the existing carpark. The only reason

Northbridge has remained a 'family friendly neighbourhood that connects people' is because its residents have completely and repeatedly rejected Willoughby Council's development-biased bullying.

Outcome 4. A City that is prosperous and vibrant. Is there anything else you would like add or share about the 2028 Outcome of a City that is prosperous and vibrant?

Again, the outcomes measured do not correlate, and in some cases directly contradict, the identified community priorities. They also fail to acknowledge that the entire Willoughby Council area does not consist of Chatswood, nor do residents want to have their suburb turned into Chatswood. For example, Northbridge simply cannot sustain too much retail, cafe and restaurant space. This is evidenced by the fact that Northbridge businesses constantly fail, and office space remains unlet. There is nothing Council can, or should, do about this - the market demand is simply not there. Businesses prefer to rent cheaper, customised and well-serviced office space in hubs; store owners prefer to be located in high-traffic areas such as Chatswood; and consumers prefer the convenience of shopping in one-stop-retail hubs - again, such as Chatswood. Council should resist any business owners' pressure in Northbridge, because they are in the vast minority compared to residents, and any concessions Council could offer them would be unsustainable and ineffective. The reason suburbs like Northbridge and Castlecrag are residential is because that is what people want. Neither consumers nor residents want shops or businesses scattered throughout Northbridge or 'Northbridge village' developed into a major hub. It would fail anyway - Chatswood already serves that purpose and is right on our doorstep. It is not viable because the demand is simply not there. It is time Council acknowledged this. In addition, we are in danger of Council giving away public space to private businesses under the guise of 'vibrancy of village centres'. For example, when they were trying to bully Northbridge residents into accepting the owner's proposal of turning the two-storey Northbridge Plaza into four eleven-storey apartment buildings, they attempted to deceive the public. In order to justify giving the owner the considerable amount of adjacent public land (including one park and one carpark) they claimed that the park would remain in 'public use' as it would be turned into a cafe! A blatant lie told to shoe-horn in overdevelopment inappropriate for the area, for the benefit of a private individual. It also highlights Council's hypocrisy in claiming to '1.1 Create and enhance green spaces'; '2.2 Respect and celebrate our history and heritage sites' and '3.2 Create recreation spaces for all.'

Do you support the community outcome 4. A City that is prosperous and vibrant, and each of the six community priorities, identified by the community, to achieve each outcome?

4.1 Facilitate the development of all businesses.	Strongly Disagree
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Outcome 5. A City that is effective and accountable. Is there anything else you would like add or share about the 2028 Outcome of a City that is effective and accountable?

Willoughby Council needs to institute a comprehensive code of conduct. At the very least it needs to begin recording and measuring whether or not it abides by its community feedback. This is because Council has repeatedly demonstrated that it deliberately ignores and manipulates community feedback in order to further its own agenda, which is often directly contradictory to the best interests of the community. Examples of the Council simply seeking to boost its own power and profits abound, and a few are listed below. Many residents are deeply concerned that this survey itself, the 'Our Future Willoughby 2028', and the plan for Northbridge village, are just one more example of Willoughby Council forcing through its agenda contrary to the best interests of the community. This would seem to be the case, as green spaces is by far the highest community priority, according to the 'Our Future Willoughby 2028' document. Despite this, Willoughby Council has not provided one single measurable outcome for it! It is deeply hypocritical that in its 'Our Future Willoughby 2028' document, Council states, 'Despite a variety of engagement methods being used there is still a relatively low-level of participation from the community in Council planning and decision making.' I know several Northbridge residents who have simply given up responding to Willoughby Council's requests for feedback because they know that at best, their feedback will be ignored. And at worst, as has been clearly demonstrated, it will be twisted to support Council's agenda, which is the exact opposite of the community's. In addition, Willoughby Council needs to require its council and staff to respond to the public. I know of several Northbridge residents who received no responses from either Councillors or council workers to several emails and requests for information about various issues. No response at all! This would be unthinkable in any other government department or company. Recent examples of Willoughby Council ignoring community feedback or deliberately soliciting it in order to subvert it to justify Council's goals: 1. Willoughby Council surveyed residents on whether or not they would approve an extra rate levy (because we are already paying the highest rates legally allowed). The vast majority of residents responded no. The Council applied the extra levy anyway. 2. Willoughby Council surveyed residents on whether or not they would approve council amalgamations. They presented one option as 'no amalgamation' and the other three or four options as amalgamations with different councils (e.g. 'Amalgamate with North Sydney Council only'; 'Amalgamate with North Sydney Council AND Mosman Council', etc). The vast majority approved council amalgamations, as could be clearly seen by the percentages supporting each of the various amalgamation options presented. But when they released the findings, Willoughby Council deceitfully concluded that the majority of residents supported no amalgamation, as they counted the various amalgamation options separately, instead of together. 3. Willoughby Council routinely attempts to use Crown land for private profit, rather than the benefit of the community it is supposed to be representing. Unfortunately, this has become routine, as evidenced by the Council's criminal expenditure of millions of dollars to fight the Supreme Court (and residents) that Crown land (Talus Street Reserve in Naremburn) remain open to the public. Here Willoughby Council proved it is open to actively subverting the law to pursue its own agenda, of using public assets for private business profits. It is also deeply hypocritical that the 'Our Future Willoughby 2028' document claims, 'There are increasing expectations of the level of services and the assets or infrastructure that is provided to the community and tailoring these to meet individual needs.' In the case of Northbridge, residents have had to resist the Council's completely unnecessary and disastrously expensive blunders when no interventions have been requested or required, such as the Northbridge Baths fiasco. When Willoughby Council states, 'NSW councils have caps on the amount of rates they can collect. Often this limit does not equate to the costs of services or infrastructure'; this is simply because Council has been disastrously financially and legally mismanaged. For example, Northbridge residents advised Council against choosing to break its own planning laws and height restrictions in the case of the Orana development. Predictably, Council has now become embroiled in a ludicrously expensive Land and Environment Court case with the developer, who argues, since Council allowed him to break the height restrictions by one extra floor, why not two? Or three? Or four? It is unbelievable that ordinary Northbridge residents give Council better legal advice than

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What is your suburb?

NORTHBRIDGE, NSW

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Willoughby South Progress Association Submission on the WCC Draft Community Strategic Plan.

Submitted 11 June, 2018

A comprehensive document that gives the community vital information about community and Council priorities over the next ten years. It is our view that the document needs to be rolled over and updated at least every two years, if not annually and this should be indicated in the document in the form of a formal undertaking by WCC.

The document would be greatly improved if the “Our Vision” and the “Vision/Outcomes” sections were retitled to avoid confusion.

Graphics and tabulations need more information, headings etc. to assist understanding.

Some detailed comments are provided below:

Our Vision: This section is less of a vision statement that a description of what we are. Vision statements are usually statements of aspirational goals. On p6, para 3, line 9, should “offer” be replaced with “offering”?

Understanding the Plan: On p8, para 1, line 3, insert “five” before “outcomes”.
p8, para 4, line 2, suggest full stop after “outcome”, then “Importantly, these include trends.....
Also in para 4, reference is made to Gap Analysis with no definition of what this is.

Vision: this section, pp8-19 appears to be the real vision statement for the strategic plan and suggests the “Our Vision” section, pp6-7, needs to be retitled. The statements in the five outcomes need to be revisited to frame each one in aspirational terms, e.g. Outcome 1, p10, para 1 is aspirational; para 2 is descriptive and para 3 is aspirational.

Outcome 2: under community priorities there is no mention of creating and improving bicycle routes through the city.
In the measure/source tabulation, p12, wouldn't the increase in volunteer work undertaken be measured using WCC figures rather than the ABS?

Outcome 3: p14, para 3, line 2, remove “and” before “spaces”.
Facts and Considerations, p15: bottom half of page, para 3, line 4; suggest full stop after “community” then, “This will require....

Outcome 4: p16, in priorities there is no mention of Council's drive to preserve commercial and industrial zones.

P17: bottom half of page, para 3 line 1, typo: "challenge" should be "challenge".

Realising the Vision: p20, para 2, line 4, suggest replace "can" with "will".

P21: this tabulation needs a header to make it clearer and perhaps a footnote to give reference details for NSW 2021 etc.

Council Implementing the vision: p22, para 3, line 1, suggest "Council needs to bring....

P22, para 4, line 5, suggest "assigns priorities to projects and.....

P22, para 8 suggest this para be reworked. Mentions 3 principles but only lists 2.

P23: this graphic needs a header and to improve comprehension, some arrows on the connecting lines. Should this graphic be near the front of the document?

Delivery Program and Operational Plan: these docs should be appended to the Community Strategic Plan to make it easier to see how the three sections dovetail. It's an extra chore to have to go and find these two docs when reading the CSP especially as these docs are vital to understanding the CSP.

Comments

Delivery Plan 2018/21

P12, Solar PVs: we note only kids cottage and Concourse mentioned as projects for the next three years. Can't we do better than just these two projects in this Council's term?

P14, Northbridge Plaza carpark item needs revision – IPART rate levy rejected.

P16, no mention of revised or new LEP and DCP.

P18, no mention of initiatives to maintain existing commercial and industrial zonings.

No mention of any initiative to make better use of progress associations to communicate with the community.

Operational Plan 2018/19

We commend Council on its delivery plan for 2018/19 but note there is no item for the resurfacing of the footpath on the eastern side of Willoughby Rd, between Mowbray Rd and Harris St.

We are disappointed that there is no provision to provide additional new planter boxes or tree plantings to enhance the streetscape in the shopping strip on the eastern side of Willoughby Rd, south of Harris St.

Individual 4

Sent: Friday, 8 June 2018 2:35 PM
To: OurfutureWilloughby2028
Subject: Our Future Willoughby Survey

Hi there

As a long time resident of Baringa Rd [REDACTED] I would like to express my total support for the new WCC Town Plan, recently presented to Northbridge residents, for a major re-development of Northbridge Plaza and Sailors Bay Rd South. This plan will result in a well overdue and major upgrading of the area around the Northbridge village.

This area really needs a major refresh, addressing further development of the Plaza and dealing with the Plaza's ongoing serious parking issues. The current houses on Sailors Bay Rd South are badly run down and in immediate need of updating and I support 4 x level well designed housing/apartment developments to replace them all! The design of the apartments in any development is critical to ensure they all meet the needs and the standing of the suburb. Decent sizing, 3 bedrooms with city views and access to a beautifully developed local plaza with green space for community leisure activities. The community and village aspect of Northbridge village must be preserved, ie no cheap developments.

I also support rezoning Baringa Rd North side. This rezoning is critical to the SBR development for residents traffic access (which has to be impossible from SBR directly and to be honest I'd rather not have a 4 level development [REDACTED]). I would support a rezoning to a 3 level development height in Baringa Rd North, which will also not deprive the Baringa Rd South Side residents of their solar access.

Look forward to this all getting approved soon and the development to begin!!!

Please don't hesitate to make contact if there's anything I can do to help move this forward.

Sent: Monday, 11 June 2018 9:30 PM
To: OurfutureWilloughby2028
Subject: Comment on Our future Willoughby 2028

Individual 5

Dear Sir / Madam,

I am resident in French Forest and my family frequently visit Chatswood CBD for shopping, dining, meeting friends and other cultural and entertainment activities. Chatswood is also a major transport hub for us to travel to the city and locations along the train line. We note that the Willoughby Council is inviting public comments on “Our Future Willoughby 2028” Community Strategic Plan. Our comments are as below:

In respect of “business vibrancy, promoting local and destination-based tourism and building a night-time economy” as outlined in Outcome 4, we believe Chatswood should remain an important strategic centre for the Northern suburbs of Sydney offering a diverse but expansive range of retail services and employment opportunities to residents in the surrounding areas, including French Forest.

We hope that future development of the Chatswood CBD will facilitate a diversity of live, work and play opportunities around the clock not only for local residents but visitors to the centre. We hope the Council planning would ensure a diversity of retail businesses both day and night, provide versatile working space and flexible accommodation, as well as convenient meeting places for the community for social and cultural activities.

Chatswood is an established medical precinct. However the premises are rather obsolete. We hope there would be upgraded medical facilities to not only ensure Chatswood remains a high-quality medical service destination, but attracts a greater diversity of medical practitioners.

Whilst the Victoria Avenue plaza space represents a significant contribution to the public domain, we hope there should be more places in convenient locations for social activities. We think a night-time economy requires a critical mass of resident population to generate not only activity but demand for various services. We think there should be different types of long and short-term accommodation in the form of smaller-sized apartments, co-living units or boarding houses to bring in more people at night to create vigor and vibrancy, and enhance night safety of the precinct.

We hope there will be a landmark mixed-use development in Chatswood CBD to anchor diversity of demand for work space, entertainment, cultural and community services, long and short-term accommodation, together with provision of open space, parks, walking streets, church and community space.

Yours faithfully,

Naremburn Progress Association submission re Community Strategic Plan

The Naremburn Progress Association (NPA) is grateful for the opportunity to provide feedback on the draft Willoughby Community Strategic Plan (CSP). We would have preferred more time to provide a deeper analysis but appreciate the time constraints around this process, notwithstanding the varying response times for different groups. Given this short timeframe, our feedback will be under a series of subheads, providing questions to seek clarification of some of the processes, and also offering constructive criticism on the structure of the CSP itself.

Subheadings

1. CSP structure – Vision statement and Key Outcomes
2. Alignment with associated documents
3. Review opportunities
 - a. Council Term
 - b. Changing priorities
 - c. Changing timing
 - d. Funding carryovers
4. Resourcing

1. CSP Structure – Vision statement and key Outcomes.

On page 6 of the CSP there is a statement “Willoughby’s diversity underpins our liveable and prosperous City”. We have assumed this to be the Vision statement, but typically such statements are more aspirational with a view to some future achievement rather than an observation of what may already be an existing situation. It is not clear from the CSP whether the 5 key Outcomes arising from previous community engagement informed the Vision statement or it was separately derived, but if the essential elements are accurate then the statement could simply be reworded as “Our Vision is for Willoughby to be a diverse, liveable and prosperous city”. However, that says nothing about sustainability, vibrance, inclusion or accountability, all of which are called up in the key Outcomes – these aspects should all be included within the Vision statement. The strong linkage between Vision and Outcomes is also lacking.

The Outcomes themselves are well written if relatively isolated: the Outcome definitions appear vague, but the description of the Community Priorities within each Outcome significantly improves the level of understanding. Quantification of appropriate indices will be important but more relevant to the Delivery Program and Operational Plan documents. The Outcomes have flagged the areas where these indices will be developed although time is short for provision of the numbers around the 2018/9 indices.

Overall, the CSP gives the impression of being somewhat ill-defined or confused. Alignment between Vision and Outcomes is unclear, whilst the CSP document stands at a distance to the more closely linked Delivery Program and Operational Plan.

2. Alignment with associated documents

It almost goes without saying that the CSP, Delivery Program and Operational Plan need to be tightly bound and interlinked. As an example, the alignment between Delivery Program and Operational Plan is well demonstrated on page 4 of the Delivery Plan, which notes the Council focus for the 2017-21 DP and how it is reflected into some of the key projects of the

2018/9 Operational Plan. To further reinforce the alignment it may be appropriate to number off the Strategic Plan components then reflect the application of the component by placing the applicable number against each individual project mentioned on that same page.

3. Review opportunities

What opportunities will there be to reallocate funding/change priorities etc? There has been a great deal of work put into the Operational Plan, but every Plan will change over time so we need to understand the mechanism which will facilitate such amendments. Even at the highest level, the CSP will need periodic review lest it sit on a shelf and gather dust. The Operational Plan has very regular reporting requirements but review periods for the Delivery Program and CSP should also be specified – maybe annually for DP and biennially for CSP? These would fit in neatly with Council Terms.

What flexibility is there around potential additions that are unbudgeted?

How are funding carryovers treated? Eg Council has just approved \$231,000 for floodlights on Bicentennial Oval but this will not be spent in the current year. Is the important element the approval date rather than the expenditure date, such that this will not impact the 2018/9 Plan?

4. Resourcing

The 2018/9 Projects and Capital Works program contained within the 2018/9 Operational Plan is both exciting and extremely ambitious. Are we confident of Council's ability to effectively manage so many projects (232+ projects, with expenditure approx. \$37M)? Council Officers are to be applauded for planning such an extensive program, but even with the best of efforts the program is a huge task. Is it a case of "use it or lose it", or could some of that program timing be a little less "lumpy"?

Thank you again for the opportunity to provide comments on the CSP and its associated documents. We look forward to your response in due course.

Regards,

Roger Promnitz

President, Naremburn Progress Association

Sent: Saturday, 26 May 2018 10:08 PM
To: OurfutureWilloughby2028
Subject: have your say

To whom it may concern:

I would like to make a comment on the draft 'Our Future Willoughby 2028' document.

Council is to be commended for bringing together so many ideas, but I believe that a key element has been neglected.

I hope that we are conscious of the fact that it is not more shops, more parking places, or more businesses that are the key to a healthy community. The key to a healthy community is always going to be strong family relationships. And then strong relationships between different groups in the community - between different ethnic and linguistic groups, between the elderly and the young, etc. Caring relationships are what makes life great.

I posted a comment on the public PDF (comment placed under 'Outcome 2: A city that is connected and inclusive') as follows:

Could we add: 'and caring'? The key to quality of life for our city resides in good caring relationships. I'd love a city where:

- the elderly and the disabled are valued and connected to caring communities;
- where new immigrants are helped integrate into Australian society;
- where care for the whole person is supported -physical, mental, spiritual;
- where organisations building strong families and caring relationships are valued e.g. churches, community clubs, schools;
- where those suffering domestic violence can find refuge;
- where those struggling through divorce can find support.

Who's for 'A City that is connected, inclusive, and Caring'?

I also believe that as more people of Chinese background come to live in Chatswood, there is a danger of cultural division and even cultural ghettos occurring, unless strong caring relationships are built across ethnic and cultural lines.

This means that council should do all they can to consider the effects that its various programs have on building strong caring relationships within the Willoughby city community (particularly across cultural lines). This means, for example, that council is right to invest in parks and playgrounds, as these attract people out of their homes, to spend time together, parents and grandparents with children and friends across cultures, helping build caring relationships.

As the minister of a church, I know churches intentionally work at building relationships between people of diverse backgrounds, and are also where families are strengthened, and where members are then encouraged to love their neighbours, as Jesus loved them, for the strengthening of community - very often through volunteer work.

Therefore, I would like to see in the vision document a recognition of the key elements of a healthy community: strong family relationships, and strong caring relationships across the community. On a secondary note, I also would like to see churches mentioned in the vision document, for council to openly support churches and acknowledge the part they play - I'm aware of over thirty churches in the Willoughby LGA, they have a significant influence on the health of caring relationships across Willoughby City.

Yours sincerely,

Tim Swan

Rev Tim Swan
Senior Minister
Willoughby Park Anglican Church
Cnr McClelland St & Warrane Rd, Nth Willoughby
Mob: 0422 887 591
wpachurch.com.au





Bike North Inc

PO Box 719
Gladesville NSW 1675

www.bikenorth.org.au
info@bikenorth.org.au

BNA/WIL1806001

General Manager
Willoughby City Council
PO Box 57
Chatswood NSW 2057
Email: ourfuturewilloughby2028@willoughby.nsw.gov.au

Submission:
Draft Our Future Willoughby 2028 Council, Draft Community Strategic Plan, Delivery Program and Operational Plan

Thank you for the opportunity to provide feedback on the draft of Willoughby Council's Community Strategic Plan for 2018-2027, Delivery Program 2017-2021 and Operational Plan. Bike North is a volunteer run bicycle user group, affiliated with Bicycle New South Wales and Cycling New South Wales, with a membership of over 500 members. We regularly work with Willoughby Council as well as many other local government areas in northern Sydney, towards creating a bicycling friendly environment for all who want to use a bike for transport or recreation in northern Sydney. We have representatives on the Willoughby Consultative Bicycle Committee.

Bike North provided input to early consultation on the Strategic Plan and a copy of that submission is attached to add further context to this submission.

Bike North strongly supports all the outcomes identified in the draft Our Future Willoughby 2028 and Bike North can contribute to all those outcomes by working with Council to enable and encourage active and sustainable transport in our City and communities.

A City that is Green

A green city must promote and enable sustainable life style and practices, such as walking, cycling, public and shared transport. Willoughby can provide leadership and reduce our footprint by enabling and encouraging sustainable transport such as walking and cycling and deliver streetscape designs that always incorporate safe and effective use of active modes of transport.

A City that is Connected and Inclusive

A city can only be connected and inclusive if transport choice for walking and cycling is prioritised throughout the city. Busy roads need separated spaces for walking and cycling, safer and increased priority for pedestrians and riders at intersections. Quiet roads should prioritise people use over motor cars. The best way to reduce parking demand and traffic congestion is by enabling walking and cycling for all journeys within the Willoughby city and to our neighbouring areas.

A City that is Liveable

Only a city that prioritises walking, cycling, public and shared transport over private car travel can be a truly liveable city. Willoughby needs to ensure our facilities, new and upgraded developments such as the Artarmon Bowling Club and Gore Hill Recreational Park have good walking and cycling access and convenient and secure bike parking is always available.

A City that is prosperous and vibrant

Cities that significantly supports walking and cycling rather than focussing on managing car and parking are prosperous and vibrant cities. Developments should always be considered as great opportunities for well-connected new infrastructure. Also a great way to attract visitors and promote local destination based tourism is by providing safe and useful bike and walking routes.

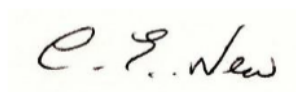
A City that is effective and accountable

Our city needs to provide leadership in prioritising walking and cycling over private car travel.

We would urge Council to consider further what can be done to make Willoughby a more liveable, walkable, safe to cycle and sustainable community. Strategies such as Willoughby City wide lower speed limits, turning our residential streets into safe and active streets where children can safely play and people have priority over cars, providing a separated cycling facility on all busier roads.

We recommend Willoughby City Council work constructively with Bike North towards these outcomes, to meet these community priorities, deliver programs and infrastructure, both through the Willoughby Bicycle Committee and directly with Bike North representatives..

Yours sincerely

A handwritten signature in black ink, appearing to read 'C. E. New'.

Carolyn New
On behalf of Bike North

Bike North Previous Submission during Love Enhance Create Phase 1



Bike North Inc

PO Box 719
Gladesville NSW 1675

www.bikenorth.org.au

info@bikenorth.org.au

BNAWIL1802003

General Manager
Willoughby City Council
PO Box 57
Chatswood NSW 2057
Email: email@willoughby.nsw.gov.au

Submission:
Willoughby Council Community Strategic Plan
Love. Enhance. Create. Our Future Willoughby

Thank you for the opportunity to provide input to the first stage in the development of Willoughby Council's Community Strategic Plan for 2018-2027. Bike North is a volunteer run bicycle user group, affiliated with Bicycle New South Wales and Cycling New South Wales, with a membership of over 500 members. We regularly work with Willoughby Council as well as many other local government areas in northern Sydney, towards creating a bicycling friendly environment for all who want to use a bike for transport or recreation in northern Sydney. We have representatives on the Willoughby Consultative Bicycle Committee.

Bike North's overarching vision for Willoughby City is that our community is composed of liveable neighbourhoods where our local streets are designed for people, not cars, so they can safely and comfortably walk, ride bicycles and even play. Willoughby is small geographically and should be a place where people can always safely choose to use the most efficient form of transport for short trips, the bicycle or to walk.

What do we love about Willoughby

What is especially to love about Willoughby is its location on the fringe of Inner Sydney with its increasingly urban centre easily accessible from its suburban surrounds together with the wonderful waterways and major parks of Lane Cove Park, Bicentennial and Artamon Reserve and the Middle Harbour (Castlecrag, Castle Northbridge and East Naremburn) residential areas. Willoughby City provides wonderful and varied opportunities for our residents whether for employment, education, recreation or entertainment while on our doorstep there is an even greater variety on offer throughout the Sydney CBD and other centres.

We are extremely fortunate in Willoughby to be serviced by some of the best public transport available in Sydney, with three railway stations on the North Shore Railway line and bus public transport servicing many of the other major corridors and suburbs.

We are also fortunate in Willoughby that we have retained our many neighbourhood centres. While some struggle to survive in our car dominated city and some have sadly lost their utility offerings, such as fruit and vegetables, butchers and groceries, but they still provide popular meetings places for their local people to eat, drink and socialise. They remain a potential focus for short utility trips that are best done by walking and cycling.

In terms of cycling infrastructure we are also very fortunate in the foresight of Council twenty years ago to develop the wonderful walking and cycling hubs at Bicentennial Park and Artamon Reserve which provided the backbone to an extremely useful and attractive cycling route from the southern boundary of Willoughby (at Naremburn) to the Chatswood CBD. The Gore Hill Cycleway and Epping Road Cycleway between Naremburn and North Ryde built upon that locally built network of

bike paths to create the first fully separated regional cycleway in Inner Sydney that set a new standard at that time in terms of separation from cars and pedestrians.

What do we think needs ENHANCING?

While we have been fortunate in our location and great decisions were made in the past with respect to good walking and cycling infrastructure there is a great deal still that must be done so we can make walking and riding a bike available and attractive to reach our many destinations. Our centres are far too car dominated and walking, bike riding and public transport need to be prioritised over car use. Our children are far too often driven to school as walking is seen as too dangerous. This must change for the health of our children and ourselves.

Traffic congestion and insufficient car parking are often identified as some of the greatest issues by residents of Willoughby. But the main problem is that we have far too many cars in Willoughby City. The only way to solve traffic congestion and insufficient car parking is reduce the amount of cars and car use. That can only be achieved by providing attractive alternatives for walking, bike riding and public transport. The area where council can provide the most impact is simply by making it more attractive to walk or ride a bike.

What needs to be CREATED?

Bike North recommendations are that Willoughby Council focusses on creating safe liveable streets for people and stop prioritising cars over people. Walking and riding bikes will be made more attractive by just a few main strategies as follows:

- Blanket 40 kph speed limit across the local government area – refer Attachment 1
- Separated cycleways along all highly trafficked roads with a speed limit of over 40kph. First priority is separation from vehicular traffic (shared paths) but ultimate goal should be separation from pedestrians as well
- Safe active streets which prioritise walking and bike riding over car use – refer to trial of this program in Perth - <https://www.transport.wa.gov.au/activetransport/safe-active-streets-program.asp>
- Utilising green spaces / easements and leveraging off developments and transport projects to provide spaces to develop off road walking and bike paths
- Good walking and cycling routes to all destinations, including City CBD, neighbourhood centres, schools and recreational facilities.

We recommend Willoughby City Council work constructively with Bike North to meet these objectives, both through the Willoughby Bicycle Committee and directly with Bike North representatives.

Yours sincerely

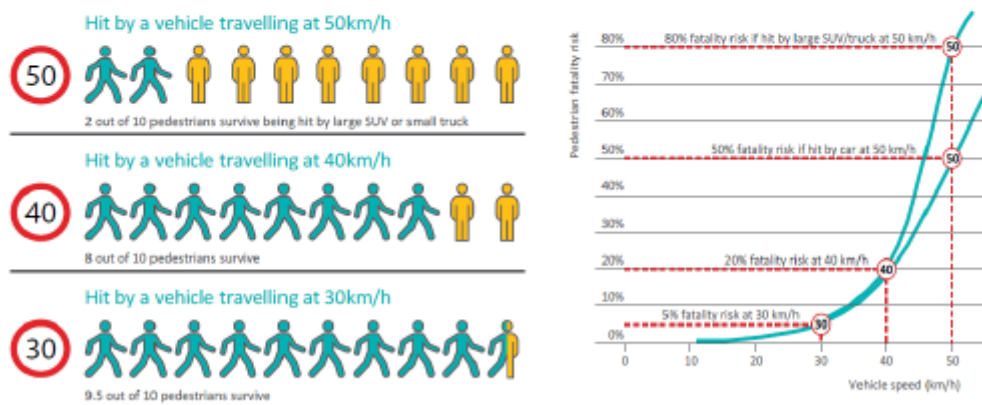


Tom Rubin
President, Bike North

Attachment 1 - 40Kph City Wide Speed Limit

Bike North recommends a 40kph speed limit City-wide as the most effective way to improve both pedestrian and bike rider safety throughout the local government area. As one strategy to address the increasing rate of fatalities for vulnerable road user the Centre of Road Safety is investigating broadening the criteria for the implementation of 40kph so now is an opportune time to take this initiative, perhaps in as part of a trial. It is well recognised that the risk of fatality increased significantly from 20% at a speed of 40kph to 50% at a speed of 50kph. What is not so well know is that the risk of fatality at speed 50kph for SUV and light trucks is dramatically higher at 80%. A third of all vehicles registered in Willoughby are SUV or light trucks. This is illustrated in the diagram sourced from Waverley Council's *'People Movement and Places – Where we go and how we get there'* (Nov 2017)

Slower vehicle speeds lead to increased pedestrian safety



Above: Only 20% of pedestrians survive being hit by a large SUV or small truck at 50km/h; 50% survive being hit by a car at 50km/h; 80% survive at 40km/h; and 95% survive a collision at 30km/h. Source: Austroads 2012, *On Road Cycling on Higher Speed Roads*, and Kroyer (2015), *IATSS Research*. Passenger cars make up 58% of motor vehicles registered in Waverley LGA, while SUVs + trucks make up 32%.



**North Sydney
Innovation Network**

North Sydney Innovation Network (NSIN)
www.northsydneyinnovation.org
PO Box 784
North Sydney 2059

Submission by the NSIN to Willoughby Council

Our Future Willoughby 2028

Access: Public

June 2018

<https://tinyurl.com/Willoughbycouncilsubn>

Background

Our Future Willoughby 2028 is the community's long-term vision and priorities for the future of the City. Willoughby makes its mark as a hub of diverse businesses, cultures and activities. From enjoying an evening of culture at the Chatswood Concourse to a relaxed Sunday morning latte at a streetside cafe and back to a bustling city of enterprise during the working week, Willoughby has a unique character on the north shore. Willoughby also encompasses beautiful natural green spaces and parts of the harbour foreshore, which allow residents to remain connected to the natural environment whilst still being in close proximity to places to work and shop.

However like any city, Willoughby has its own challenges to face and *Our Future Willoughby* is intended to highlight where the city has excelled but also where there are gaps and opportunities to achieve the community's vision of a diverse, liveable and prosperous city. These objectives have been identified as a result of community engagement with the aim of identifying community priorities for the next 10 years.

This document is intended to highlight key areas in which the NSIN believes technology or innovation can make a significant contribution to improving the livability, sustainability and economic prosperity of Willoughby. Council has also indicated its commitment to govern in a manner that is open, transparent and accountable. Technology and innovation can and should be a part of any discussion about where the LGA will be in 10 years time and a driving force of how to get there. Similarly, enacting innovations such as the [IoT](#) and achieving [Open data](#) can serve both as achievements in the LGA and as fundamental tools to assess whether Willoughby has achieved many of its priorities and objectives.



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The North Sydney Innovation Network (NSIN) - Purpose & Objectives

[The North Sydney Innovation Network \(NSIN\)](#) embodies an innovation culture. Its mandate is the promotion, support and enhancement of Innovation-related businesses, particularly new start-ups and fast-growth businesses, which fuel the economy of the North Shore of Sydney. In this context, the NSIN aims to be a network of both individuals and organisations from a diverse range of sectors but with a common purpose of fostering innovation and prosperity in Australian small to medium size enterprises and beyond.

The NSIN unites thought leaders from a variety of sectors including tertiary education academics; researchers; entrepreneurs/startup founders; business leaders and their associations; investors/VC funds; [NGOs/NFPs](#) involved in Innovation; and representatives at all levels of local, state and federal government. Fundamentally, the NSIN seeks to be both a champion and a facilitator of the innovation culture that will predict Australia's prosperity going forward, through a range of activities and networking opportunities designed to connect innovators with mentors and with each other.

The purpose of this submission is to identify the synergies between the goals of the NSIN and those of Willoughby Council as enunciated by the *Our Future Willoughby Community Strategic Plan* (OFW CSP). This submission is in line with the [NSIN Terms of Reference / Vision paper](#), where further information about our organisation, its governance and our strategic intent is articulated.



What is Innovation?

Innovation is embodied by the ideal that new and existing businesses can create new products, processes, and business models, which are capable of generating value that surpasses basic 'continuous improvement'. Innovation is also about engendering a culture that supports good ideas, celebrates ideas that succeed and learns and improves from those that do not, in a context of valuing sensible risk taking.

Innovation can take many forms and it is important to every sector of the economy – from [Information Communications Technology \(ICT\)](#) to healthcare, education, financial services, defence and transport. Its applications can extend from tech entrepreneurs working on the latest product to farmers using sensor technology to improve yields, or businesses and governments using data analytics to optimise product development. With a rapidly expanding global economy and unprecedented access to information and resources, innovation is crucial to keep Australia at the cutting edge of economic competitiveness.¹ In this context, innovation in terms of culture, infrastructure and planning must necessarily be embraced in any long term and strategic planning.

Globally, innovative startups generate the type of jobs that both the north shore and Australia more widely, need to thrive and prosper in a global economy. Roles in the innovation sector are usually highly skilled, productive, high paying and professionally rewarding. These jobs are generally created in the location where these companies are being founded, necessitating Sydney's fully engaged participation in this sector. In this context, it is worth first identifying the seven key platforms around technology and innovation that the NSIN seeks to champion in all of our advocacy work.

The Seven Key NSIN Platforms (7Ps)

The NSIN seeks to advocate for technology and innovations that improve the inclusivity, sustainability and liveability of our LGAs. In our submissions to local, state and national government planning and strategies, we seek to advocate on the following platforms:

1. **The need for free, accessible and good quality public WiFi:** A [recent Sensis survey](#) of 800 consumers and 1100 businesses indicated most people used the Internet, and more than half (56%) accessed it more than five times per day. The average respondent also indicated they owned three Internet-enabled devices. Accordingly, Internet & wireless communication is now a fundamental feature of the social, economic and cultural life of modern cities and it should be included in all urban infrastructure planning. The ability to conduct business, study, connect with family and friends or just carry out daily activities such as banking and ordering groceries, regardless of our location, is now a rudimentary community expectation. Providing free WiFi is also of central importance to financially disadvantaged segments of our population and should be one of the ways of promoting inclusivity and equity in any community. While the NSIN recognises the costs involved in the provision of public WiFi, we would argue it is a public good that government should provide along with sound roadways, well maintained parks and community spaces and a

¹ [The NSIN - A Vision & Plan for North Sydney's Innovative Future](#)



healthy and safe community environment. Free WiFi should be treated as fundamental infrastructure in a progressive, inclusive community.

2. **The Integration of the [Internet of Things \(IoT\)](#) Into public Infrastructure to create "smart" cities.** Smart Cities focus on the outcomes of economic development, sustainability, and operational efficiencies using innovation, community engagement, and a connected ecosystem of partners dedicated to improving the quality of life for all community members. Building managers throughout the world are increasingly seeking to incorporate IoT devices and solutions into their infrastructures to reduce costs and improve the quality of their buildings. This includes everything from smart, energy efficient lighting systems to smart elevators that aim to reduce wait times, smart bins that notify local governments when they are full and community safety and policing innovations. Financial and other efficiencies are possible if local, state and federal governments work in collaboration to introduce these innovations, but this requires an early and coordinated approach to preparing for the integration of the IoT.
3. **Open data across community services and utilities.** The NSIN suggests that a policy of open data be applied to all aspects of community operation including information about transportation, roadworks, waste collection, development applications, support services and facilities. Transparency and harnessing the power of data sharing are key innovations of the smart cities of the future. In order to fuel the innovation economy, governments at all levels need to shift the paradigm of data restriction to making their data sources available to the innovative enterprises and individuals seeking to solve both local and global infrastructure and planning issues. The NSIN respects that open data initiatives must go hand in hand with a strict adherence to privacy principles.
4. **The creation of local "collaboration areas" or [shared workspaces](#)** which allow workers to work closer to home, reducing traffic congestion and pressure on the public transport system. Shared workspaces can also facilitate a better quality of life for residents with family or other caring commitments. These spaces allow for collaborations to be made between many individuals and businesses using a smaller footprint than traditional office space. Unused community spaces within many LGAs can often be repurposed for such activities, with public WiFi facilitating the ability of community members to work together rather than in isolation in their own homes. With many LGAs identifying within their CSPs of their commitment to renew or refresh ageing infrastructure and community spaces, there are opportunities to convert these spaces into usable, Internet connected shared workspaces including areas such as undercover seating in parks, [hot desks](#) in disused community centres or halls or any other council owned spaces with reasonable access to commercial areas and/or public transport.
5. **Preparing for the Inclusion of drones In our community.** Both in terms of safety and monitoring, and encouraging an appropriate regulatory environment, the NSIN urges all levels of government to consider how drones will impact the way both commercial enterprises and government departments carry out their functions and where efficiencies or advantages can be gained using drones. The effective integration of drones will also require planning and infrastructure decisions, for factors such as landing pads and hubs, particularly in densely populated urban areas, to ensure the opportunities offered by drones can be maximised. The biggest barrier to the adoption of this innovative



technology is an unfavourable regulatory environment and the NSIN would urge all levels of government to consider establishing a clear and practical framework and regulations for the operation of drones in our communities.

6. **Preparing for the inclusion of autonomous vehicles in our communities.** A city run on shared autonomous cars would likely have a dramatically lower environmental footprint, with even low levels of automation capable of facilitating substantial reductions in energy use, provided this innovation is correctly introduced and harnessed. Research also suggest that autonomous vehicles will dramatically reduce road fatalities. In a 2017 presentation to a seminar on the future of travel, Dr. Hussein Dia from Swinburne university said [human error](#) was to blame for up to 90% of the 1.2 million deaths that occur each year from car accidents around the world. "A large proportion (of car accidents) could be avoided by using self-driving vehicles and there is compelling logic in removing humans – the key source of the error – from the driving equation," he said². Vehicle automation could also reduce energy consumption and environmental pollution caused by traffic congestion by improving traffic flow. However, to optimise their operation, driverless cars require smart roads and infrastructure, which should be factored into the long term strategic plans of LGAs and cities.
7. **The NSIN regards high-quality science, technology, engineering and mathematics (STEM) education as critically important** for our current and future productivity and our ability as a nation to compete on the world stage. The NSIN supports STEM skills development at all educational levels, to ensure that Australians have the capabilities they need to live and work in a globalised world. Governments at all levels should foster and promote innovation research and technology, create more innovation incubators and seek to create a regulatory and financial environment that grows and fosters innovative ideas and technology, thereby preventing the loss of Australian intellectual capital to more favourable environments.

The NSIN and Willoughby Council: What can we offer?

The NSIN seeks to promote the inclusion of innovation and global best practice technology in all future focussed local and state planning strategies. In this context, we seek to highlight opportunities to include technological advances and innovative approaches which help to create productive, liveable and sustainable cities today and for the future.

Online ordering, the use of drones to deliver goods to our front doors and the IoT, are all the products of innovative minds and organisations willing to take pioneering, calculated risks. We hope that Willoughby Council will be open to consider and reframe some of its objectives in the context of some of these exciting opportunities. Willoughby Council has also identified the desire to create a connected, inclusive, liveable, prosperous and vibrant city. A key way to achieve this, particularly in relation to public spaces, which are central to outcomes 2, 3 and 4 is to utilise placemaking principles in the planning and design of the city of Willoughby.

² "Self Driving Cars could dramatically reduce the road toll", September 26, 2017, Swinburne University of Technology retrieved at <https://phys.org/news/2017-09-self-driving-cars-road-toll.html#jCp>





"As both an overarching idea and a hands-on approach for improving a neighborhood, city, or region, Placemaking inspires people to collectively reimagine and reinvent public spaces as the heart of every community. Strengthening the connection between people and the places they share, Placemaking refers to a collaborative process by which we can shape our public realm in order to maximize shared value. More than just promoting better urban design, Placemaking facilitates creative patterns of use, paying particular attention to the physical, cultural, and social identities that define a place and support its ongoing evolution"³.

Innovation in Public Spaces

Innovative best practice should be at the heart of everything we do in our communities. According to the book, [How to Turn a Place Around](#), there are 11 key elements in transforming public **spaces** into vibrant community **places**. These are:

1. Recognising that **the community is the expert** in creating the right public space.
2. Aiming to create a **"Place"** not a design. *"The goal is to create a place that has both a strong sense of community and a comfortable image, as well as a setting and activities and uses that collectively add up to something more than the sum of its often simple parts"*⁴.
3. **Engage partners** in planning of public spaces.
4. **Observation** - look at how people are currently using public spaces and what they like and don't like about them.
5. **Have a vision for the area** that arises from the community in which the space is located.
6. Start with **short term improvements** that can be tested and refined over the years.
7. **Triangulate** - this is the process which by an external stimulus provides a linkage between people and prompts strangers to talk to other strangers. In a public space, the choice and arrangement of different elements in relation to each other can facilitate or thwart the process. For example locating a coffee cart near a playground can encourage parents to meet and talk to each other whilst supervising their children.
8. Creating good public spaces is inevitably about **encountering obstacles**, because the responsibility to create "places" does not technically fall within the job description of urban planners and engineers. However, making improvements that create value in communities can help to overcome these obstacles.
9. **Form supports function** - input from the community and potential partners, understanding how other spaces function, experimentation and overcoming obstacles should determine the concept for the space.
10. Once the basic infrastructure is in place, the **cost of adding additional elements can often be reduced by engaging with partners** and seeking creative solutions from the community.
11. **You are never finished** - good public spaces evolve in response to the needs, opinions and ongoing changes in the community.

We would urge Willoughby Council to consider these principles and our suggestions below in the formation of the final vision for the city of Willoughby in 2028.

³ What is Placemaking, Project for Public Spaces retrieved at <https://www.pps.org/article/what-is-placemaking>

⁴ Eleven principles for creating great community places, Project for Public Spaces retrieved at <https://www.pps.org/article/11steps>





Our Future Willoughby Outcomes, Community Priorities and NSIN 7Ps

Identified Community priorities by CSP Outcome and NSIN Platform

OFW CSP Outcome	Community Priorities	NSIN Platform response
<p>Outcome 1:</p> <p>A City that is green</p>	<ul style="list-style-type: none"> • Create and enhance green spaces. • Promote sustainable lifestyles and practices. • Enhance, protect and respect waterways, bushland, nature, wildlife and ecological systems. • Reduce energy, water and resource waste and encourage reuse and recycling. • Reduce carbon and greenhouse gas emissions. 	<p>Platforms 1-7.</p> <p>Innovation & reducing traffic congestion and carbon emissions: With their growing integration into the transport industry, drones have the potential to reduce traffic congestion and the environmental pollution it causes with fewer small scale delivery operators required if drones can make these deliveries. Similarly, some operational community tasks like checking water meters and utility lines could be done using drones instead of sending out field workers, furthering reducing congestion on the roadways.</p> <p>Transitioning Willoughby into a connected smart City through the use of IoT sensors represents a sustainable solution to traffic and congestion in the area. According a recent article in The Wall Street Journal "smart" roads can generate fuel savings by having cars drive at steady speeds, without stops and starts, and increase road capacity by enabling vehicles to travel closer together without risking traffic snarls or accidents. Transitioning to a smart road effectively involves turning our roadways into digitally trackable zones. Based on a reading of the number of tyres hitting the ground, these roads can perceive traffic patterns and inform drivers. Accordingly, drivers can receive this information and determine their routes based on the data, making traffic jams and carbon gas emissions they generate, less likely⁵.</p> <p>The adoption of IoT infrastructure would also facilitate the use of autonomous vehicles (AV), which could also radically change the mobility behavior of residents and visitors to the area. A 2015 report by consulting firm, McKinsey & Company estimates that even within the early adoption phase, AVs could potentially reduce the need for parking space in the US by more than 5.7 billion square metres. These cars are also touted as safer choices in terms of the removal human error or distraction and they also integrate seamlessly with smart roads. There are estimates that transitioning all cars to autonomous models could save 300,000 lives a decade⁶</p>

⁵ Totty, M. (2009). Smart Roads. Smart Bridges. Smart Grids. Wall Street Journal.

⁶ LaFrance A. (2015). Self-Driving Cars Could Save 300,000 Lives Per Decade in America retrieved at <https://www.theatlantic.com/technology/archive/2015/09/self-driving-cars-could-save-300000-lives-per-decade-in-america/407956/>



		<p>and dramatically reduce carbon emissions by <u>as much as 90%</u>⁷. Driverless cars can also facilitate total traffic synchronisation - predicting a nirvana where a finely tuned cavalcade of vehicles flow forward at reasonable speeds, with no tailgating or cutting in front of each other.</p> <p>Similarly, the creation of more local coworking spaces allows more residents to skip the daily commute and choose to work locally from a space they can reach on foot or using a bike. More and more <u>organisations and the NSW government</u> are encouraging flexible, remote working practices, but employees need productive shared work spaces to facilitate this shift. Share workspaces need facilities like phone rooms, communal kitchens and printers and need to be located close to homes and retail precincts. Willoughby council can take an active stance in reducing carbon emissions by repurposing existing spaces or creating new spaces to be used for coworking.</p> <p>Innovation and natural land management: We note that Willoughby Council manages over 330 ha of bushland (p. 10) and each summer, the threat of bushfires looms large for all councils charged with the care of large sections of natural environment. In December 2017, the Los Angeles Fire Department <u>deployed drones for the first time ever</u> to assist them in their battle against a pair of wildfires threatening homes in the city. From tiny quadcopters to big fixed-wing aircraft, drones are able to detect, contain and even extinguish fires faster and with greater safety. They provide firefighters with a bird's-eye view of the terrain and can assist them in determining where a fire will spread facilitating swift decisions about where fire crews should go and which residents need to be evacuated.</p> <p>Drones allow fires to be monitored without risking the lives of helicopter pilots and are often better able to detect the progress of fires through the use of infrared cameras that can cut through smoke hazes⁸. Drones are now being used in <u>Victoria</u> and the <u>ACT</u>. However to harness and maximize the advantages this technology offers, Willoughby must plan for the inclusion of drone hubs and landing pads, particularly close to areas of bushland where properly trained and licensed operators can both assist council to monitor bushland for spot fires and areas requiring hazard reduction burns and help firefighters if a bushfire does break out. The NSIN recently released the <u>Drone Report</u> which provides some valuable insights into the factors that should be considered when planning for drones in our LGAs.</p>
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⁷ Gershgorn, D. (2015). Making cars driverless would reduce emissions by 90 percent retrieved at <http://www.popsci.com/tech/cars/making-all-cars-driverless-would-reduce-emissions-by-90-percent-406179>

⁸ Drones are fighting wildfires in some very surprising ways by Kate Baggeley, nbc news retrieved at <https://www.nbcnews.com/mach/science/drones-are-fighting-wildfires-some-very-surprising-ways-ncna820966>





<p>Outcome 2: A City that is connected and inclusive</p>	<ul style="list-style-type: none"> • Enhance transport choices and connections throughout the City. • Respect and celebrate our history and heritage sites. • Celebrate and encourage our diversity. • Reduce parking and traffic congestion. • Create family friendly neighbourhoods that connect people. • Improve access to digital services in public places. • Promote accessible services for the community. 	<p>Innovation & Parking: We note Council's objective reduce parking congestion and we would urge your consideration of the numerous opportunities to use technology to manage parking resources. As one author recently commented, "while IoT may be built with innovative technologies, the real IoT innovation is what they allow organizations to become — intelligent, agile, and adaptive". Indeed sensors embedded in the ground, or cameras mounted on light poles or building structures, can be used to determine whether a city's parking spaces are occupied or available. This data can be routed wirelessly to a gateway, and relayed to a central cloud-based smart parking platform. It can then be combined with data from other sensors to create a real time parking map.</p> <p>It is also worth noting that a study by the Sightline Institute found that at least 15% of the price of rent in Seattle stemmed from the developers' cost of building parking. Inevitably, these costs are passed onto tenants whether they own a car or not. Given the existing high cost of rents and the scarcity of land in Willoughby, building more parking lots is not economically sustainable. Cars aimlessly searching for elusive parking spaces also has a significant environmental impact in terms of emissions⁹.</p> <p>Innovative approaches to streamline parking include parking search websites like Parkopedia and INDECT's state-of-the-art single space administration and parking guidance system. Similarly, programs can be implemented to turn parking headaches into opportunities. For example, sponsored meter time extension works via IoT embedded sensors in parking metres. When a vehicle's meter is about to expire the driver would be notified via their phone and a local retailer would be given the opportunity to pay for an extra 15 minutes of parking to allow the driver to get to their car.</p> <p>This would foster goodwill for both the retailer and the community and encourage the driver to return to the area. Meanwhile, the LGA would receive additional parking revenues by allowing remote payment. This would be more than offset by the revenue earned through parking infringements, which require the employment of parking officers to monitor. Another option could be to allow local retailers to offset their customer's parking costs as an</p>

⁹ Cruising for Parking by Donald Shoup, University of California, retrieved at <http://shoup.bol.ucla.edu/CruisingForParkingAccess.pdf>





		<p>incentive to increase in store expenditure. This would be similar to parking validation programs for garage parking, but would be applied to metered street parking.</p> <p>However, the real value of smart parking is stored in the data collected. By continuously analyzing the data over a period of time, urban infrastructure managers and analysts can start to understand parking behavior and patterns. This allows local governments to see what days and times are busiest, which spots are most and least popular, and how that varies over a period of a year. This also facilitates the refinement of meter hours and days, parking fees, and locations.</p> <p>Similar the objective of Inclusivity coupled with Willoughby's ageing population noted in the CSP Gap Analysis document (p.8) provides Council with an opportunity to use an innovative approach to address both of these factors. Specifically, the NSIN would urge Council to consider the revitalisation and conversion of unused or underutilised community spaces into shared work/social spaces, to encourage older, retired and more socially isolated residents to bring their laptops and come together to attend community run technology education groups or just sit together and interact while they do their online banking or browse their Internet.</p> <p>The significant increase in the over 65 years population, necessitates consideration of how these community members can be supported to remain in their homes, living vibrant, independent lives for as long as possible. Innovations such as drones could help elderly residents to age in place by facilitating the delivery of their groceries, small household items and medicines, potentially at a reduced cost and faster than traditional transport modes.</p> <p>To to facilitate this, stable, consistent, free public WiFi needs to be made available across the LGA. We applaud your inclusion of item 2.6 in the CSP to "improve access to digital services in public places" (p.12). Public WiFi is accessed by around 5 million Australians, and it is of particular importance for disadvantaged segments of the population such as the homeless¹⁰ and other groups without mobile connectivity options such as tourists or financially disadvantaged segments of the population without home or mobile connectivity.</p>
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¹⁰ Humphry, J., 2014. *Homeless and Connected: Mobile phones and the Internet in the lives of homeless Australians*. Sydney: Australian Communications Consumer Action Network and University of Sydney.





		<p>The paradigm of seamless connectivity across work, travel, home and leisure will be cemented further as the Internet of Things (IoT) alters existing urban operations and infrastructure and necessitates the creation of entirely new approaches. In Australia, the past five years has seen the establishment of public WiFi networks in almost all major cities and many smaller urban centres¹¹, but coverage still needs to extend throughout all LGAs. Although wireless connectivity is a national focus, it is the domain of local governments to manage its rollout in terms of infrastructure. Public WiFi represents a pivotal opportunity for local and state governments to connect entire cities, enabling the provision of better services to communities.</p>
<p>Outcome 3: A City that is Liveable</p>	<ul style="list-style-type: none"> • Foster feelings of safety, security and cleanliness. • Create recreation spaces for all. • Promote an active and healthy lifestyle. • Create desirable places to be and enjoy. • Maintain quality of life by balancing population growth with the provision of assets and services. • Activate local spaces in creative ways 	<p>Platforms 1, 2 & 4.</p> <p>The NSIN would urge Council to consider how this aging population will flourish in a rapidly changing, technologically rich environment in which some individuals may feel increasingly daunted by this technological change. From understanding how to access public WiFi, maximise the utility of their smartphones and laptops and transact through Apps and online platforms, there is much to consider in terms of innovation.</p> <p>Technological education for aging residents and support for those with disabilities to enable them to engage as fluidly with technology as able bodied people should be a key planning priority for creating a livable city for all. The NSIN would encourage Council to consider incorporating free adult education technology workshops and the creation of shared workspace for retirees or semi retirees to connect their laptops to WiFi and work alongside other members of the community, instead of isolated in their own homes. This also makes sense from a public health perspective as studies indicate working from home alone can impact mental health through feelings of loneliness and isolation and an easy remedy is to find a place to work where you are surrounded by people.</p> <p>The NSIN notes the Council objective to “activate local spaces in creative ways” and we suggest this could be achieved through the application of placemaking principles to many of the public spaces that throughout Willoughby. As described above, the notion of “placemaking” aims to bring an innovative approach to the way in which public spaces are envisioned and delivered. Ensuring the provision of free public WiFi throughout the LGA, including across green</p>

¹¹ Lambert, A., McQuire, S. and Papastergiadiis, N., 2013. *Free Wi-Fi and Public Space: The state of Australian public initiatives*. Melbourne: Institute for a Broadband-Enabled Society; McShane, I., Wilson, C.K. and Meredyth, D., 2014. Broadband as Civic Infrastructure - The Australian Case. *Media International Australia*, 151, 127-136; Wilson, C.K. and McShane, I., 2017. *Public WiFi Initiatives*. Public WiFi in Australia, Available: <https://publicwifiaustralia.com/>.





		<p>spaces and the addition of more covered seating in green spaces that are equipped with outdoor powerpoints would encourage busy professionals to linger outside and complete some of their working day outside amongst the Willoughby community. Wifi access could also facilitate the erection of permanent screens in suitable public spaces close to restaurants and cafes. These screens can function as digital projection art galleries, information booths or even a spot to stream episodes of <i>Playschool</i> or other educational programming on the weekend to keep children entertained while parents enjoy a cup of coffee whilst still watching their children.</p> <p>Activation of spaces and creating desirable spaces to be and enjoy for the community should also include preparing for the growth of the IoT. By including the necessary embedded sensors, processors and communication hardware into any refurbishment or revitalisation work on public spaces, the city of Willoughby will be well placed to embrace the opportunities to create a modern, liveable city of the future. Similarly the growth of the use of drones suggests the need for councils to include planning for drone hubs and landing sites in any revitalisation plans.</p>
<p>Outcome 4:</p> <p>A city that is prosperous & vibrant</p>	<ul style="list-style-type: none"> • Facilitate the development of all businesses. • Build and support a night-time economy. • Create memorable food destinations. • Attract visitors and promote local, destination-based tourism. • Diversify our economy including • creative and innovative industries. • Facilitate the viability and vibrancy of our village centres 	<p>Each year, the Department of Employment releases job forecasts using data from the ABS Labour Force Survey. The latest survey, released in August 2017, covers the five years to May 2022. The largest growth during this time is predicted in the health care and social assistance sector, which will increase over the next five years by 16.1%, driven primarily by the National Disability Insurance Scheme, Australia's ageing population and more demand for child care and home-based care. The second largest job growth sector will be in professional, scientific and technical services, which is projected to increase by 12.5%.¹²</p> <p>It would be both savvy and profitable for Willoughby Council to consider how to maximise the availability of roles in technology sectors within the LGA. Encouraging the formation of innovation precincts, shared workspaces and STEM incubators within the LGA and providing the necessary zoning and infrastructure could represent a significant economic advantage for the area in the future.</p>

¹² The Future of Jobs will be technology driven by Johanna Leggatt, Weekly Times, 14 March 2018, retrieved at <https://www.weeklytimesnow.com.au/country-living/education/connected/the-future-of-jobs-will-be-technology-driven/news-story/c248fdaf3e2781d1712067ba245576d3>.





<p>Outcome 5:</p> <p>A city that is effective and accountable.</p>	<ul style="list-style-type: none"> • Be honest, transparent and accountable in all that we do. • Demonstrate leadership and advocacy for local priorities. • Balance the creation of new public assets with the upgrade of existing public assets. • Anticipate and respond to changing community and customer needs. • Make it easy for citizens to participate in decision making. 	<p>A key opportunity to improve transparency in communication between council and residents is through the use of Open Data as described in platform 3 of our 7P's. This refers to the use of data analysis and mapping algorithms to generate valuable insights from seemingly disparate datasets¹³. The implications of applying such analysis to aggregated data sets are that they allow for a more holistic view of the needs of a particular community to be formed. Within smart cities, this data can be used as a reflexive tool when implemented within the urban ICT framework, allowing governments to better meet the goals of smart cities such as improved livability, efficiency and sustainability.</p> <p>The NSIN suggests that a policy of open data be applied to all aspects of community operation including information about transportation, roadworks, waste collection, development applications, support services and facilities. Transparency and harnessing the power of data sharing are key innovations of the smart cities of the future.</p>
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Concluding Thoughts & Contact Details

We would strongly recommend an ongoing dialogue between Willoughby Council and the NSIN and where possible, leaving a broad enough scope in any final CSP to allow for the ever-increasing rate of innovation and changes in the community, workplace designs & environment. Innovation is not an end point, but a process of continuous improvement. According to [Benson Chan](#), Senior Partner at [Strategy of Things](#), "real innovations don't come out of a box, nor do they happen overnight. Innovations don't come from a flash of brilliance. Instead, they come from insights that are tested, measured, refined, retested, measured, refined, and so on. Innovators start small and learn. They fail fast, learn fast, and try again"¹⁴.

The best way to be in contact with the NSIN is via email at hello@northsydneyinnovation.org or at info@northsydneyinnovation.org.

Submission written by:
[Shireen Bernstein](#)

¹³ Surveillance Issues in Smart Cities retrieved at https://en.wikipedia.org/wiki/Surveillance_issues_in_smart_cities

¹⁴ Smart Parking Innovations: Look beyond Parking by Benson Chan, IIoT World retrieved at <http://iiot-world.com/smart-cities/smart-parking-innovations-look-beyond-parking/>



Insights and Partnerships Manager, North Sydney Innovation Network (NSIN)
e: info@northsydneyinnovation.org
m: +61 410 797 220

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**TOWER 2, LEVEL 23
DARLING PARK, 201 SUSSEX ST
SYDNEY NSW 2000**

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ABN 50 105 256 228

08 June 2018

Our Future Willoughby 2028
Willoughby City Council
Via Email: ourfuturewilloughby2028@willoughby.nsw.gov.au

OUR FUTURE WILLOUGHBY 2028

On behalf of Springvue Pty Ltd, we are pleased to make this submission in response to the public exhibition of the draft *Our Future Willoughby 2028*.

Springvue Pty Ltd

Springvue Pty Ltd is a family company who are long standing residents and landowners within Willoughby Council area. Springvue are the owners of significant landholdings located within the Chatswood commercial area, illustrated on the plan below:



Our Future Willoughby 2028 submission



The Springvue landholdings total 7,146m² of land area, comprising the following properties:

Address	Title	Area	Existing development
35 Albert Avenue, Chatswood	Lot A DP 375103	421.3m ²	Three storey residential flat building containing six apartments. The site is adjacent to Chatswood Westfield.
1 Spring Street, Chatswood	Lots 14 & 15 DP 2382	854.8m ²	Three storey commercial building with multiple retail and office tenancies.
3-9 Spring Street, Chatswood	Lot 171 DP 603032	1,709m ²	Two storey commercial building with multiple retail and office tenancies.
11 Spring Street, Chatswood	Lot 20 DP 2382	427.4m ²	Three storey commercial building with ground floor level retail and two storeys of office premises above.
13 Spring Street, Chatswood	Lots 21 & 22 DP 2382	854.8m ²	Eight storey commercial building.
56-60 Archer Street, Chatswood	Lot 1 DP 828960	1,597m ²	Four storey commercial building with multiple retail and office tenancies.
66-70 Archer Street, Chatswood	Lot 1 DP 732065	1,282m ²	Three storey commercial building with ground floor level retail and two storeys of office premises above.

These landholdings have been accumulated over a 50-year period and collectively accommodate over 15,000m² of retail/commercial floor space in the heart of Chatswood centre – see the following plan.



Submission

As longstanding residents and landowners, Springvue strongly supports Council's vision for a liveable and prosperous future for the Willoughby Local Government area. We endorse the Vision Statement expressed in the draft document and the desired outcomes and associated priorities identified for the five strategic pillars of:

- A city that is green.
- A city that is connected and inclusive.
- A city that is liveable.
- A city that is prosperous and vibrant.
- A city that is effective and accountable.

Springvue particularly supports the strategic goals and effective actions ensuring the strengthening of Chatswood centre as an attractive, prosperous, lively and sustainable place.

Over the last decade, Chatswood has transformed from an important place for primarily jobs and retail services, to one of Australia's most vibrant, mixed use centres with a thriving day and night time economy benefitting the residents of Willoughby and the broader city. Underpinned by investment in critical infrastructure such as The Concourse and the Railway Interchange, Chatswood has attracted significant interest from global and local investors supporting high quality redevelopment as a model example of a successful, contemporary live, work, play environment.



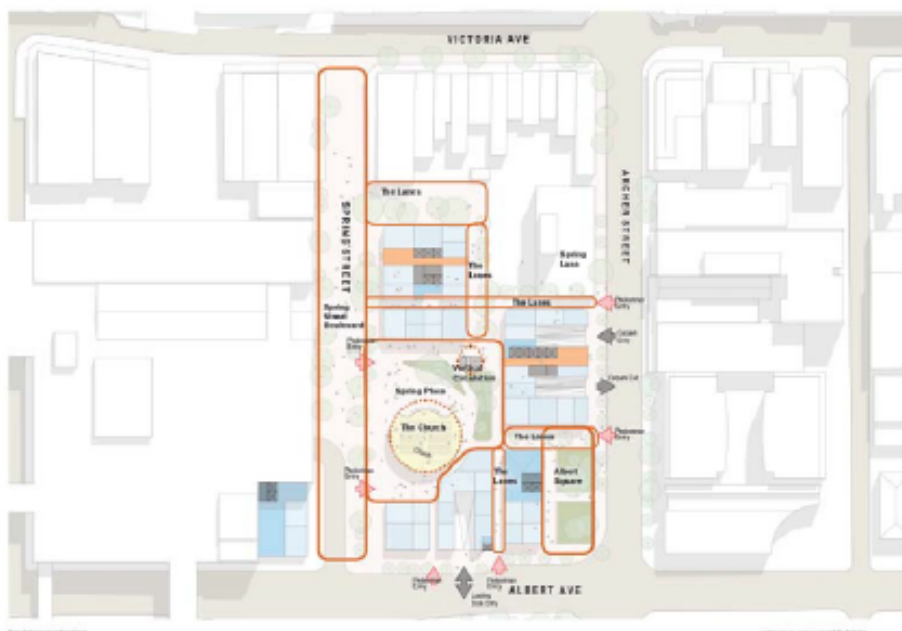
Springvue has developed a vision for the redevelopment of its significant landholdings, complementing and reinforcing the continued rejuvenation of Chatswood centre. Following several years of consultation with Council, a Planning Proposal was submitted to Council in August 2017 seeking Council support for review of the planning controls applying to the Springvue landholdings facilitating millions of dollars of investment into the centre through redevelopment of this significant precinct.

The vision for the Springvue site proosla prepared by FJMT Architects, one of Australia's leading design firms includes, *'creating a mixed-use precinct enables Spring Quarter to offer activation throughout the day, throughout the night and across the weekend. The community focus of The Concourse and Victoria Avenue expands to Spring Street, a new shared street, providing an increased community heart to the Chatswood CBD.'*

The Springvue proposal identifies the opportunity to provide world quality design in the creation of comprehensive development including:

- Commercial office buildings.
- Retail and food and beverage outlets.
- Church and community facilities.
- Residential accommodation.
- Enhanced public domain, including public open spaces and pedestrian connections to key spaces including The Concourse.

The Springvue proposal represents a unique opportunity to realise Council's vision for its major centre through action and investment that ensures the continued desired growth and success of this important place. Images of the Springvue proposal are shown below:





Summary

In summary, Springvue supports the draft vision for Willoughby's future and seeks the opportunity to work closely with Council to ensure the aspirations become reality. We request the opportunity to address Council in support of this submission at the appropriate time.

Please contact me if you have any questions.

Yours sincerely,

A handwritten signature in black ink, appearing to read "John Wynne".

John Wynne
National Director - Planning

Date: 7th June 2018

Individual 6

Note:

- *Thank you for those that have provided feedback on earlier editions of this document and made suggestions;*
- *This document has been extended from the earlier version which was comments on the Community Strategic Plan 2028 to provision of possible solutions, for example:*
 - *A structured approach to preparing a strategic plan and how this may be used going forward, including the omission in the current document of for example:*
 - *Stakeholder analysis*
 - *Identification and representation of outcomes complete with measures*
 - *"Corporate statements" in particular "core business", then after the above – vision and mission.*
 - *The process of maintaining (and in this case enhancing) the strategic plan – suggested rolling over of the plan*
- *We understand this submission is being made to the Council for use by Council Staff and Councillors (as it contains a degree of intellectual property, permission should be sought before this is shared outside the audience intended/assumed).*

Thank you for the opportunity to make comments.

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OUR FUTURE WILLOUGHBY 2028

The Comments provided are largely based on the Community Strategic Plan 2028. We also make reference to a) Long Term Financial Projections 2017 to 2027 and b) The Sustainability document that is being prepared.

On the 2nd June 2018 at the FWPA's meeting the WCC GM referred heavily to the "Delivery Program 2017-2021", and one year "Operational Plan 2018-2019". In the Have Your Say, these 2 documents were optional documents for comment. Brief comments on these two (2) documents have been made and form Appendix B - WCC Planning Consultation on Strategic & Operational Plans. Overall, we feel the Operational Plan is essential for the budgeting and management (although we would like to see the performance measures). The Delivery Program adds little value and is largely a duplication of the Community Strategic Plan 2028.

While we see it as commendable that the Willoughby City Council (WCC) has taken the steps to develop a Community Strategic Plan, we believe that the Strategic Planning document, now out for public comment, falls short of a professional and useable document that will put WCC in the "best place" for the future. Typically a true Strategic Plan, that will drive the "good governance", will include:

1. A clear "corporate" direction.
 - a. Definition of what is the WCC "Core Business" both now and in the future i.e. do we need to change;
 - b. A sound understanding of the key stakeholder needs and deliverables i.e. outcomes. Stakeholder categories and stakeholder analysis provides:
 - i. Outcomes
 - ii. What needs measuring to establish if the outcomes are being delivered successfully;
 - c. This Strategic/Corporate framework provides the foundation for:
 - i. Performance framework and corresponding strategies (then actions) ii. Capability framework – how will the broad structure and roles change..
2. Outcomes with hard measures.
 - a. The strategies are what it takes to deliver the outcomes at the standard stated in the measures. Therefore, this Strategic Document should incorporate and be read in conjunction with The WCC Long Term Financial Plan 2017 – 2027:
 - i. Financial projections and assumptions.
 - ii. These and other measures are critical to performance and service level for the key stakeholders especially the rate payers.
 - iii. The measures need to be quantified and not presented as broad indicators like old, pre-computer, 50's KRA's and KPI's.
3. A mechanism for maintenance of the plan e.g. rolling it over.
 - b. In the current format and with no maintenance mechanism, it is likely to sit on the shelf for 10 years.
 - c. Strategic Plans need to be rolled over annual (a simple process) and reviewed say every 5 years, unless there is a trigger event that occurs.
 - d. With a strategic planning maintenance process in place the Community will have a dynamic, living WCC Strategic Plan.

- e. There is not one financial commitment or budgetary provision in the Community Strategic Document that I can see (Note: Council has a “Cash Expense Cover Ratio” of 14 months against a LG benchmark of 3 months).
 - i. Is the budget for 2018/19 going to change i.e. has this Community Strategic Plan changed the Councils “thinking” at all?
 - ii. If Council is serious about a strategy, say Solar Panels and Storage Batteries should they be providing incentives e.g. rate reduction (they have cash to do this); I believe WCC is going to build affordable housing
 - iii. The changing demographics and diversity surely has generated demand for this emerging population e.g. the Asian background generation are looking for extra curricular activities like music facilities which I understand are in shortage – should WCC be looking at providing facilities;
 - iv. We talk about the revitalisation of and inclusion of the “villages”. Is there any consideration in plans and funding?
- f. It is assumed that the 2018/19 budget is being prepared – this should be driven by the rolling over of the strategic plan not the reverse i.e. WCC Long Term Financial Plan should be rolled over and:
 - i. Councillors determine the 2018/19 “budget” and hopefully envelop
 - ii. Review the plan especially assumptions and extend to 2027/28
 - iii. Incorporate the Community Strategic Plan “items” (see comment above).

4. A Structured Strategic Planning Process

- a. A well-structured dynamic strategic plan is essential for:
 - i. The accountability through the measures – fundamental Good Governance;
 - ii. Determination of the capabilities needed in the future i.e. structures and contributing elements (positions) well before they are needed.
- b. Performance framework is also the strategic reporting mechanism – management to Councillors
- c. Strategic Risk Analysis and trendlines signals or warns that out of cycle reviews of the plan or parts of the plan are needed.

These points, as they relate to the WCC Community Strategic Plan 2028, are addresses as we progress through the comments on the document.

The Sustainable Willoughby 2028 – Forum on 15th May 2018

In addition to the above documents, WCC is conducting consultation on “Sustainable Willoughby” which:

1. Provides an opportunity for stakeholder input although along pre-determined operational bounds
2. Resolved that, overall the outcome of this forum was largely that “Sustainable Willoughby” document needed to be more strategic.
3. This document or at least the higher-level strategies should be part of this Our Future Willoughby 2028 - Community Strategic Plan document.

Note: A “green” document could be a lower level, more operational “guide” or action plan on the programs that will support achieving the Sustainable Corporate measures.

The message from this “Forum” would seem to be that these documents need to be developed within a structured framework commencing at the higher Strategic level. Logical it would seem what is referred to as the “Delivery Program 2017-2021”, should be the starting point for the Strategic Plan. The “Operational Plan 2018-2019” is how the Strategic Plan in particular strategic performance framework will be delivered i.e. move from the performance framework to the detailed performance measures.

Comments on Our Future Willoughby 2028

“Corporate Statements” – Clear Direction

WCC Stated Vision:

Willoughby’s diversity underpins our liveable and prosperous City

Typically, a vision statement is a short futuristic statement indicating what the entity wants to become and the primary principle or drivers in achieving this direction. It is the public statement driven by the core business (which needs to be defined first). It is about the delivery of the core business, now and into the future.

To us the above Vision is more like a slogan and not a true Vision.

Core Business

1. The Core Business is the main purpose of WCC and relates to the stakeholders needs/services. It usually considers the past but defines the business today and, in the future, (2028). Core business is the fundamental driver for the stakeholder analysis (which is missing in this Plan).
2. WCC Stakeholder will include amongst others (I would expect 15 to 20 “key stakeholders”):
 - a. Revenue generating stakeholders are largely the ratepayers with the domestic rate payers slightly higher rate contributors than the commercial ratepayers but reasonably balanced.
 - b. The developers I guess would be another key revenue stakeholder in revenue generation.
 - c. Then there are the other stakeholders like:
 - i. Businesses operators,
 - ii. WCC staff,
 - iii. Service providers,
 - iv. Contractors etc
 - v. Volunteers
 - vi. Regulators vii. Etc

Corporate Statements and Strategic Framework/Foundation

Core business, stakeholder analysis and corresponding overall corporate measures provide the foundation for establishing the vision and then the mission statements. These “Strategic Statements” in a company are driven by the Board, in Council by the elected members – Councillors. Therefore, did the right foundation exist to go to the community engagement?

Understanding the Plan - Outcomes

To achieve the community's vision of a diverse, liveable and prosperous City outcomes have been identified. These have come through the engagement process with the community as priority areas for the next 10 years.

Has the cart been put before the horse? Was the lower level documents produced before the true Strategic objectives were identified?

As I understand it the following Outcomes were established as the “community priorities” and community input into each of these outcomes (I was part of one of the consultations).

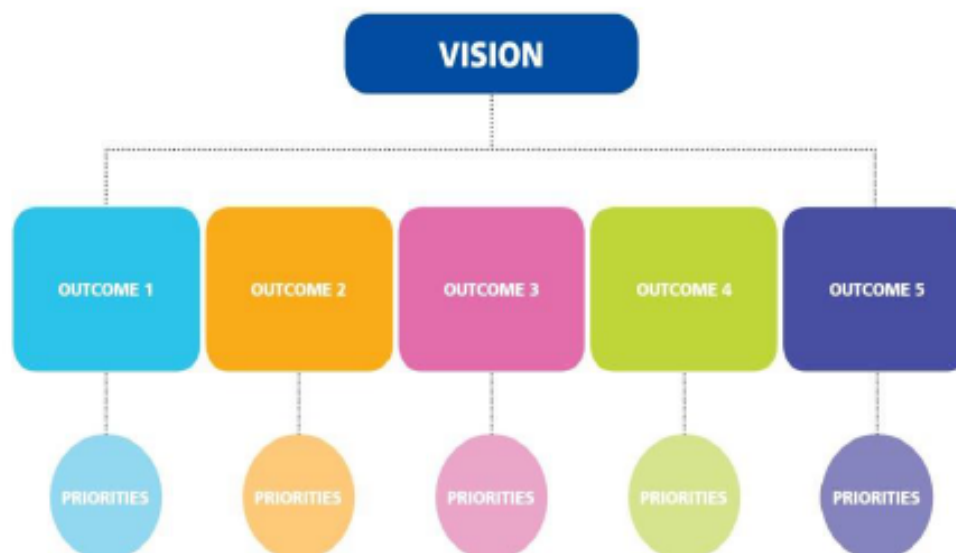


Diagram: Extract from the Plan

Outcomes - General

The Community Strategic Plan Outcomes have three (3) headings and a “fact” page:

- A. Outcome Heading e.g. Outcome 1 – A City that is green
 - a. Descriptors under each heading “Our City will become a leader in sustainability”.
 - b. Community Priorities – assume workshop input under each “Outcome”.
 - c. Measures + Source.
 - d. Facts and Considerations

From my analysis there is a general mis alignment or misfit across the Descriptors, Community Priorities and especially with the performance measures. These performance measures, in most or all cases, are not really strategic measures.

The five (5) Outcomes are:

1. A City that is green
2. A City that is connected and inclusive
3. A City that is liveable
4. A City that is prosperous and vibrant
5. A City that is effective and accountable

As we read through the Outcomes and the responses I think it is trying to force round pegs into square holes. While community contribution is important it probably needs to be re distributed to the “Outcomes” or are these the right Outcomes, are they Strategic Outcomes?

Strategic Outcomes: How Council delivers the core business to the “key” stakeholders and the corresponding performance measures informs Council, and other stakeholders how well we are delivering the core business and this becomes the WCC strategic reporting mechanism.

- These strategic outcomes for the Council (based on core business and stakeholders) becomes the framework for consultation which provides more focus on delivery expectations. It also converts “the what we measure” to the hard performance measures.

A strategic plan should show the target/budget numbers for the current year as well as the projections which are rolled over annually. Are the Financial Projection numbers for 2018/19 going to be the budget (Targets), if not how will these be reviewed and rolled over (if rolled over, will the Financial Projections will go out to 2027/28) and take into account the Community Strategic Plan 2028 (or is it business as usual). For example:

1. Strategic growth numbers like planned dwelling growth, position growth, spend on open space etc out to 2028 and reviewed annually in the rollover.
2. The strategies in achieving both the long term and short term (annual targets) numbers are critical.
3. As mentioned above how will this Community Strategic Plan 2028 alter the Financial Projections submitted in November 2017. For example,
 - a. How are we going to achieve “Our City has lively village centres and a strong Central Business District (CBD) that we will celebrate and promote”.
 - b. We have the financial projections to 2026/27 so for example where is the infrastructure expenditure in 2019/20 when renewal ratio jumps by 216% and how will this enable our “measures be achieved”.

Individual Outcome Analysis

Let us see if there is direction and commitment evident in the Outcomes?

Outcome 1 A City that is green

I would imagine the Outcome 1 would change after the recent Sustainability workshop i.e. sustainability would address in more of a strategic way. This includes more proactive focus on the renewable energy with some real targets 2018/19 out to 2027/28. Targets without the strategies are meaningless.

Reference is made in the plan to the GSC and part of the sustainability is the creation of new “jobs” (positions). There is also the balanced investment in the community that sustains the “business community” and hence the viability. Outcome 1 clearly needs some strategic targets and commitments by the Council and the strategies – for example in 5 years could WCC have a power purchase and sell back network, or battery plan? It would be envisaged that strategies and measures would fall until headings something like:

1. Environment/green sustainability – so it is there for the future.

- a. Some of the environment factors can go here as a corporate bench mark
 - b. Community “greening” like solar panels is another measure but of community attitude and council “marketing” (not some conflicts with trees/green and solar panel opportunities).
 - c. Heritage re-use and sustainability could go here as well
- 2. People that live here or we want to attract:**
- a. What’s is called liveability and this needs to keep up with the demographics overall and by area.
 - b. While affordable housing is a NSW Gov target, the Federal Gov has legislated for Superannuates down sizing (with their specific needs) – does WCC want to be proactive in this market?

4. Sustainable and balanced business development:

- a. Dwellings/domestic rate payers – population growth, vehicles need for facilities
- b. Commercial – attract investment that creates work and brings in people (this spending is considerable 5,000 new employees spend \$11 million per year on food). Note: SydneyMetro are developing a commercial and retail centre above the North Sydney Station.
- c. Shops – retail, restaurants, services are not only about expansion it is also about renewal of existing. This requires growth in business greater than inflation growth.

5. Sustainable growth in Council revenues

- a. Domestic rates
- b. Commercial rates
- c. Service growth (incl. more profitable services).
- d. Fees charges and *Fines*

6. Sustainable technological efficiency/productivity growth

- a. Critical for Council and needs to be in the strategic assumptions
- b. Having the infrastructure and facilities to enable technological growth
- c. If required legislate for technological use/provision
- d. By 2028 there is likely to be:
 - i. Autonomous vehicles using the streets, whether delivery trucks, buses, cabs/“ubers” or general vehicles.
 - ii. Drones and robotics providing services – deliveries, garbage, cleaning services (window already available).
 - iii. Smart buildings

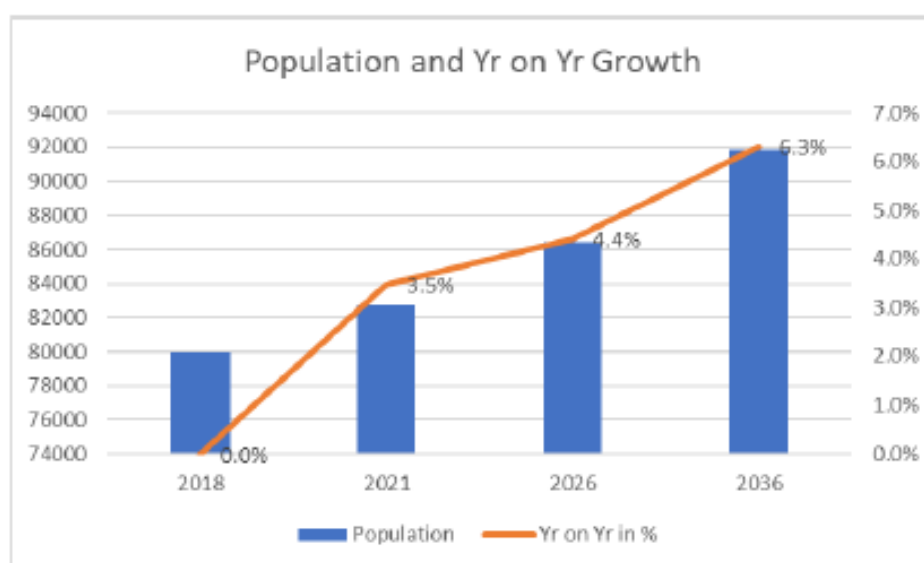
What really are the hard-Strategic Measures for Council, and more importantly what strategies to get there e.g. Domestic waste jumped from 132kg to 228kg in 2016/17 what should be the realistic target and strategies now to 2028?

- 1. Increase in residential waste diverted from landfill
- 2. Decrease in domestic waste per person
- 3. Local Waterway Health Report Card
- 4. Sustainability Action Plan Reduction in greenhouse gas emissions by the Willoughby community (SAP measure)

The report shows population growth – are these targets of growth or control, GSC predictions (3x to 4x GSC predictions). What aren't these included in the measures:

	Population	Increase in %	Increase in No on 18
2018	79976		
2021	82753	3.5%	2777
2026	86399	4.4%	6423
2036	91848	6.3%	11872

Note GSC say 250 per year and 1,250 over 5 years



OUTCOME 2 A City that is connected and inclusive

This is a prime example of what would appear to be a poorly defined “stakeholder outcome”. The descriptors, community priorities and measures do not align and then the facts and information. further confuse the Outcome 1 A City that is connected and inclusive. Let’s look at the measures first:

1. *Increase in number of journeys to work that do not use a [private] motor vehicle*
2. *Increase in volunteer work undertaken*

Are these strategic, measurable measures and are they about a city that is connected and inclusive?

The first measure would probably make more sense if the WCC was going to introduce a transport network throughout the LGA. There are means to reduce “person trips” which was looked at in 1970’s with car sharing but there is no evidence of a strategy to achieve this measure.

1. *We are a City that is connected through our people, transport, technology and history.*
2. *We celebrate the diversity of our people and provide opportunities to connect through activities, services and places.*

3. *We will encourage and promote transport choices and connections for pedestrians, bikes, public transport and private vehicles.*
4. *Our City will be a Smart City of the future supported by digital infrastructure.*

The Community priorities are all good points but do not see the relationship with the descriptor or measures.

COMMUNITY PRIORITIES

- 2.1 *Enhance transport choices and connections throughout the City.*
- 2.2 *Respect and celebrate our history and heritage sites.*
- 2.3 *Celebrate and encourage our diversity.*
- 2.4 *Reduce parking and traffic congestion.*
- 2.5 *Create family friendly neighbourhoods that connect people.*
- 2.6 *Improve access to digital services in public places.*
- 2.7 *Promote accessible services for the community.*

The facts and information further confuse the Outcome:

1. Library borrowings
2. Workers using public transport
3. Volunteers
4. Multicultural % of community.

OUTCOME 3 A City that is liveable

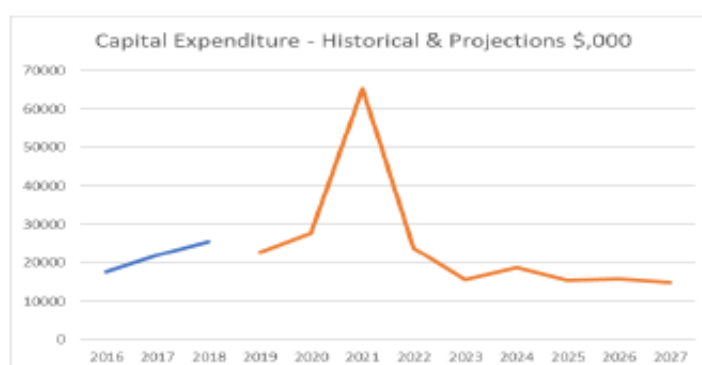
This is a broad index that Council may be able to achieve an Index, say "Liveability" that would be a series of measures and yes it is possible to conduct a Community Perception Survey as the Chamber/Maxumise did for the Business Community. A community satisfaction and a Business satisfaction would address the 2 main funding rate paying stakeholders.

The following table extracts the WCC Descriptors under the Outcome with the Community Priorities and Measures and attempts to align these by topic/measure (see colours):

WCC Description	Community Priorities	Measures
<ol style="list-style-type: none"> 1. We are a City that is safe, engaging, vibrant and supported by great urban design. 2. Our City has lively village centres and a strong Central Business District (CBD) that we will celebrate and promote. 3. Our community will have access to and spaces that promote a healthy and active lifestyle. 	<ol style="list-style-type: none"> 3.1 Foster feelings of safety, security and cleanliness. 3.2 Create recreation spaces for all. 3.3 Promote an active and healthy lifestyle. 3.4 Create desirable places to be and enjoy. 3.5 Maintain quality of life by balancing population growth with the provision of assets and services. 3.6 Activate local spaces in creative ways 	<ol style="list-style-type: none"> 1. Increase in appeal of Willoughby LGA as a place to live– Community Perception Survey 2. Decrease in number of recorded (crime) incidents and rate per 100,000 population NSW Police 3. Increase in people living and working in Willoughby LGA

Some more specific comments on the alignment of the WCC Descriptors, with the Community input, Measures and finally the Facts and Information in this Outcome 3. If we start with the measures:

1. A community perception survey is great especially if it is independent and sufficient responses. WCC is relatively complex and would need to address most stakeholder (rate payers domestic, business), and in the various areas. While the focus in this outcome is the CBD – WCC has a number of “village” areas that also need to be addressed and covered in the survey.
2. Crime: While WCC can have some influence over the demonstration of values, is overall crime really a measure or a measure WCC has control over:
 - a. Other, definitely less affluent councils we have been involved in, have a proactive approach to facilities and activities to occupy non-compliant elements and in these they are driven by specific data such as youth crime, domestic violence, Children with parent n jail etc. Operationally these are monitored separately but at “corporate level” they are presented as social compliance factor.
 - b. What might be some of the higher “crime” based measures that could be applicable at the corporate level?
 - Willoughby is subject to significant foreign investment. Credibility and legitimacy of the foreign investment might be outside the monitoring control of Council. While foreign investment is critical to Australia’s balance of trade, is the foreign investment in Willoughby in our best interest and can it, or should it be measured.
3. The measure - Increase in people living and working in Willoughby LGA.
 - a. As discussed under Outcome 1 the population growth (dwellings/population) is one measure and the WCC targets are quite different to GSC. The GSC growth, which we believe in an unrealistically low, is what Gov. infrastructure funding will be based on. Growth needs to be targeted and balanced and is the 3.5%, 4.4% and 6.3% growth provided for in the increase in facilities (parks, recreational, transport etc) realistic. This is why the Plan needs to be linked to the Financial Projections, for example, there would seem to be a significant increase in Infrastructure Asset Renewal Ratio from 18/19 (140%), 19/20 (216%) and 20/21 (178%). Provided there is reasonable science behind the maintenance ratio assessment (which has peaks and troughs) the maintenance will be maintained (seems to be based on depreciation – this is an accounting number not a realistic engineering maintenance assessment).
 - b. The Capital Expenditure from Financial Projections peak in 20/21 seems to reflect the “renewal” i.e. capital works. I would have thought an increase in capital expenditure from about 1/5 of revenue to nearly half would be worthy of a mention in Strategic Plan.



- c. Positions available. "Working in Willoughby" will be controlled by the commercial development growth and this is where the GSC has 1.38% annual growth which is low even based on inflation growth and does not take into account a historical commercial development "void". WCC have the GSC, Architectus, BIS Shrapnel and I am sure the WCC planner's projections of balanced growth. What is the balanced development growth – retail, office space (creates positions) and dwellings. These targets need to be set but will also have to take into account new technology and new ways of "work practices" by 2020. New autonomous buses have arrived for testing – will we see any of these in Chatswood or are we planning for them?

OUTCOME 4 A City that is prosperous and vibrant

A City that is prosperous and vibrant and a city that is sustainable would seem to overlap somewhat. Again the "village" returns as a Community Priority but there seems to be few "strategies" or measures. This is another indicator that these Outcomes are really not aligned to the Stakeholder Outcomes.

WCC Description	Community	Measures
<ol style="list-style-type: none"> Our City will have a robust economy with meaningful and diverse employment opportunities close to home. We will be a City where local and global businesses thrive. Our City, its places and vibrancy will attract businesses and visitors from around the world. We will be leaders in creativity and innovation. 	<ol style="list-style-type: none"> Facilitate the development of all businesses. Build and support a nighttime economy. Create memorable food destinations. Attract visitors and promote local, destination based tourism. Diversify our economy including creative and innovative industries. Facilitate the viability and vibrancy of our village centres 	<p>Increased Gross Regional Product <i>National Institute of Economic and Industry Research</i></p> <p>Increase in tourism visitors <i>Tourism Research Australia</i></p> <p>Increase in jobs-to-worker ratio</p>

I believe 87% of the people who live in Willoughby work outside the LGA. I am not sure what "Increase in jobs-to-worker ratio" is in this context – has been used in recovery situations where specific employment targets have been set e.g. after GFC.

“Creativity and Innovation” generally refers to the R&D entities, Higher Educational institution etc and I am not aware of any of these in planning. Attempts to suggest (CCoC) these have not met with the Premiers approval.

GDP again is generally associated with value adding and the key today is the productivity growth and labour component decline (driven largely by technology). These high technical entities are seen in Macquarie Park but to a lesser degree in WCC.

Historically WCC has had minimal commercial development and minimal retail re development so from a “jobs” perspective this is a significant turnaround – again the question is how – what strategies is going to make this happen.

As before the “villages” get a mention but leaves the how as open.

With the lack of hotels, large integrated shopping (especially top end), events etc I do not see WCC becoming a significant tourism centre now or in the future. The jump between 2014/15 (27,146) and 2015/16 (51,678) is significant and I am sure there is a reason was part of it Vivid? With the ethnic background in WCC VFR’s will always contribute to visitor numbers.

The Base Employment Growth I assume comes from GSC but at 1.09% ave annual this will not keep up with inflation and WCC also has a backlog to catch up. I suggest at this rate the retail sector will also stagnate.

Base Employment	2011	2041	% Increase	Ave Annual
Chatswood	20,000	26,553	32.8%	1.09%
Macquarie Park	53,777	76,004	41.3%	1.38%
North Sydney	51,616	64,980	25.9%	0.86%
Western Sydney	9,721	25,872	166.1%	5.54%

OUTCOME 5 A City that is effective and accountable

We believe that this is an area where the “Corporate” statements could have been included together with key stakeholder outcomes and corresponding solid quantifiable corporate performance measures i.e. Councillors (Board) and Executive Management (obviously some will overlap and be shared):

1. Councillor strategic measures
2. Council Executive measures

The Local Government Benchmarks are fine as indicators of broad financial soundness. The Councillors need to understand and apply these to the specific objectives of Willoughby Council.

This will then put more definition around all the strategic measures including the Local Government Benchmark Ratios and this is normally achieved through an envelop not open ended “well we did much better than the benchmark”. This is not necessarily in the interest of the key stakeholders i.e. rate payers. Is there a customer service rating; it has been suggested that stakeholder surveys are conducted to assess the satisfaction especially the Domestic rate payers, Commercial rate payers.

The accountability will largely be reflected by how well the strategic objectives are defined and by the measures that inform the Councillors, Council Management/staff and other key stakeholders. This is basic good governance.

Outcome 5:

WCC Description	Community	Measures
<ol style="list-style-type: none"> 1. A City that is governed by an ethical Council that is open, transparent and accountable. 2. A City that is led by informed representatives who actively encourage meaningful engagement with all stakeholders to seek their involvement in decisions made on their behalf. 3. We will represent the interests of the community, be a good steward to the environment and advocate for the City's priorities. 	<ol style="list-style-type: none"> 5.1 Be honest, transparent and accountable in all that we do. 5.2 Demonstrate leadership and advocacy for local priorities. 5.3 Balance the creation of new public assets with the upgrade of existing public assets. 5.4 Anticipate and respond to changing community and customer needs. 5.5 Make it easy for citizens to participate in decision making. 	<ol style="list-style-type: none"> 1. Meet Local Government benchmark ratios <i>Office of Local Government</i> 2. Improve customer service rating

Realising the vision

I am assuming this section in the Strategic Plan 2028 is a summary of each of the 5 Outcomes. The notes and table provide little new data but seems to be an attempt to link to the GSC Northern District Plan.

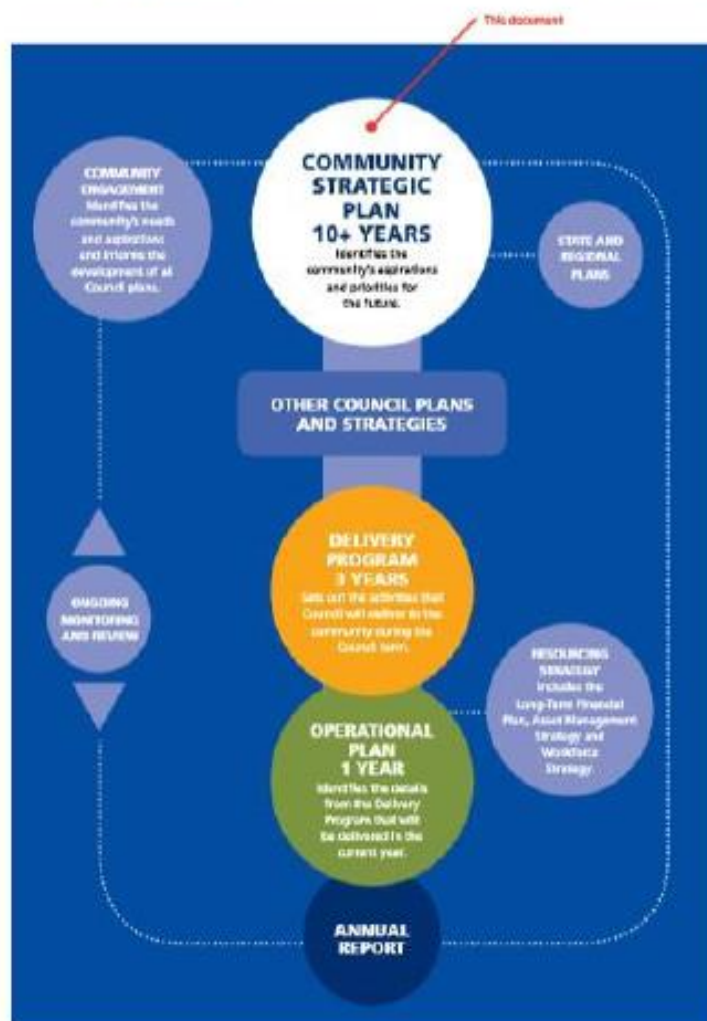
Our Future Willoughby 2028 is based on aspirations and priorities the community identified through significant engagement processes, as well as consideration of key issues and challenges identified for our area.

Council will work with these stakeholders: individuals in our community, community organisations, businesses, educational institutions, Governments and Members of Parliament; to deliver on the shared outcomes and priorities for our region.

In the development of this Plan, Council takes into account the strategic directions of other State Government Plans and Strategies to ensure these align with the Our Future Willoughby 2028 outcomes.

Council implementing the vision

IP&R FRAMEWORK All councils in New South Wales are required to implement the Integrated Planning and Reporting (IP&R) Framework.



Our Future Willoughby 2028 is Willoughby City's Community Strategic Plan.

PRINCIPLES FOR HOW COUNCIL WORKS
Three principles underpin Council's decision-making processes, including engagement with the community and how Council allocates resources.

- Sustainability
- Social Justice
- Ethical Government

I would have thought accountability would have rated a mention.

This diagram highlights the lack of a framework and starting strategic statements. This framework needs to be established and as it is rolled over annually, say a new Council, with new directions or alliances could have the opportunity to review I and incorporate their own targets and strategizes.

Without this overarching strategic framework there is a danger that Councillors will be rowing in different directions.

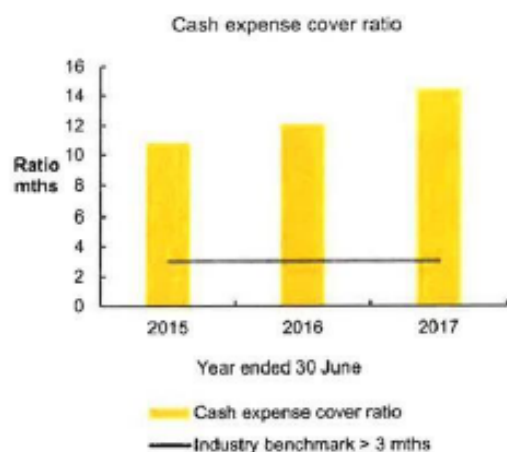
Engagement

While the consultative process is acknowledged, what we believe is missing is the overall framework in which the consultation could have taken place.

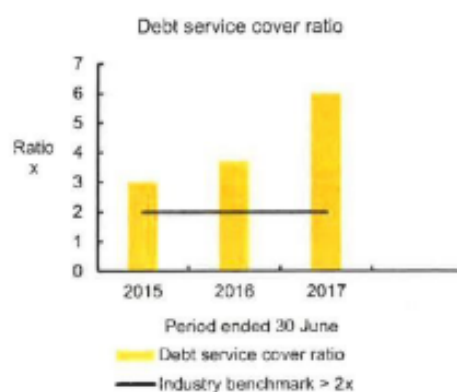
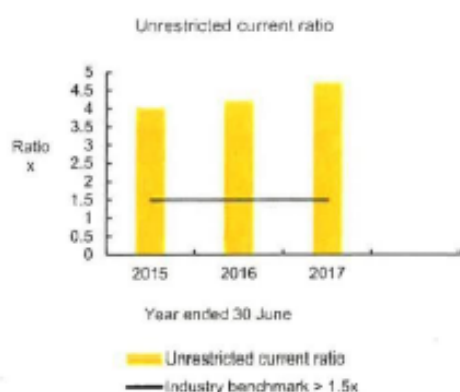
No amount of community consultation can take away the accountability as defined in the strategic statements and in particular the Core Business, Vision and Mission but more specifically the Performance Framework and Capability Framework that aligns with the stakeholder expectations/services. Something seems to be missing.

Effective Performance Management

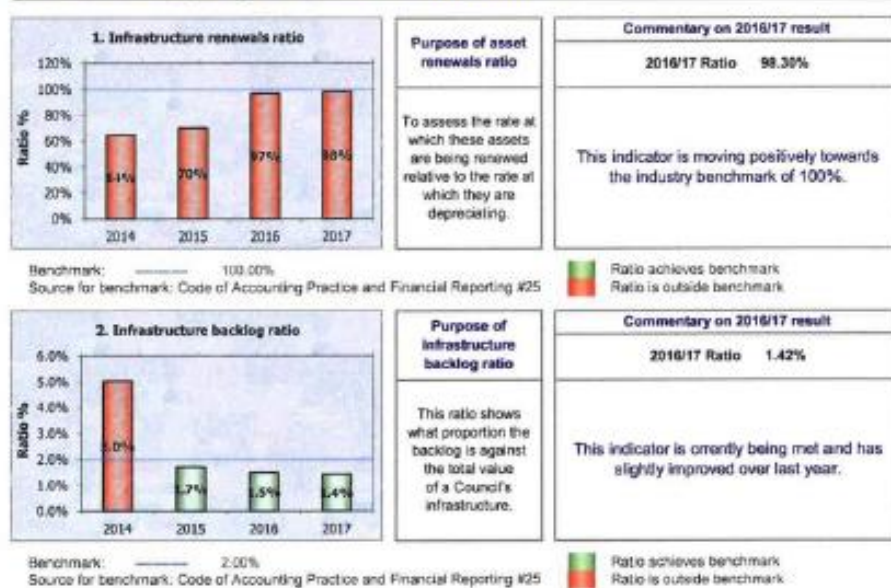
While Local Government BM's Ratio's are set and failure to meet these can raise concerns, what about massive "excess" deviations like Cash expense cover ratio, is this OK?. I would think a private sector organisation with this ratio would be concerned that they were not using the cash in the best interest of the company. These Ratio's are just that, Ratio's, and become measure when they are analysed and envelopes are set. As an example, in a commercial organisation the 3months might be the ideal position for cash utilisation, say 3.5 months should be target but anything over 4 months would be dangerous situation. Councillors need to make this call and set the envelopes.



Similarly, for these next 2 LG benchmark measures.



Some other Examples of other LG Benchmark ratio's:



Full LG BM's from WCC Financial Projections to 2026/27

7.1 Financial and Infrastructure Key Performance Indicators (KPI)

Council monitors its performance against the LTFP and has developed measures to assess its long-term financial sustainability. The key performance indicators and industry benchmark are listed below in Table 3 and provide the basis on which Council's performance is benchmarked.

Table 3: Financial and Infrastructure Performance Indicators

Key Performance Indicator	Benchmark	Financial Statements Ref.
Operating Performance Ratio	>= 0%	Financial - Note 13 a
Own Source Operating Revenue Ratio	>= 60%	Financial - Note 13 a
Unrestricted Current Ratio	>= 1.5	Financial - Note 13 a
Debt Service Cover Ratio	>= 2.0	Financial - Note 13 a
Rates, Annual Charges Outstanding Ratio	<= 5%	Financial - Note 13 a
Cash Expense Cover Ratio	>= 3 months	Financial - Note 13 a
Infrastructure Assets Renewals Ratio	>= 100%	Infrastructure - Special Schedule 7
Infrastructure Backlog Ratio	<= 2%	Infrastructure - Special Schedule 7
Asset Maintenance Ratio	> 100%	Infrastructure - Special Schedule 7
Capital Expenditure Ratio	> 1.1	Infrastructure - Special Schedule 7

A comprehensive set of Strategic Performance Measure will include a broader range something like the following, but with Target (Budget) – expectation as well as a High Stretch and Danger point i.e. envelop:

Indicative Performance Framework

Community Services

Rate payer satisfaction Index
Business confidence Index
Facilities index (sport/parks/halls/etc)
Community growth rate profile

Service Employees/Staff

Employee Attitude Survey (OHI)
Total Employment Cost/Total WCC Revenue

Environment

Green space index
Renewable energy WCC community

Operational WCC

Water consumption
Waste Management
Energy production index

Financials

Operating Performance Ratio(>0%)
Own Source Operating Revenue (>60%)
Unrestricted Current Ratio (1.5%)
Debt Servicing (>2%)
Cash Expense Cover Ratio months

Infrastructure (hope there is better measures)

Infrastructure Renewal Ratio (100%)
Infrastructure Backlog (2%)
Asset maintenance ratio (>1)
Cost to bring assets to agreed Service levels

Above indicative measures only.

Process for Maintaining the Strategic Plan

There is a lack of process to roll this plan over. Does it sit on the shelf until 2028 when someone panics and says we need to do another planning session?

A significant number of people have attended the community input sessions and unless they see a process of on-going involvement, say annual review and rollover, they could get the feeling this was a token involvement.

The lack of structure and numbers i.e. performance measures, really means this is a nice touchy, feely document. If it had some quantitative measures and was reviewed in 12 months and rolled over the community priorities and government might have shifted slightly. Some community stakeholders involved in the first consultation may not get involved again e.g. who represents the business community? Therefore, it is a continuous process and historical feedback provides the platform for ongoing contribution. Hopefully this will happen with the Financial Projections especially when the 2018/19 budget is established.

If there were hard numbers projected out to 2028 and strategies on how these numbers were to be achieved, then the rollover is more structured and looks at why assumptions have changed and what new assumptions should be adopted e.g. technology may have improved an area of productivity. Hence, we now have a new targets and new strategies for achieving these targets. If the first projections were too optimistic (or changed e.g. new legislation) then we need to look at new strategies or revise the numbers in the rollover process.

Risk Management

The Financial planning document does identify some risk “Risk Analysis” areas but does not turn it into a management tool. This might be seen as a Good Governance shortfall.

A management tool monitors and is able to respond appropriately to corporate trigger events. These trigger events are signs that the strategic plan needs to be reviewed, in full or in part. They are also basic elements in good governance practice.

Some of the “Risks” identified will have different weighting and we feel there may be some left out. As with the performance measures the corporate risk analysis should be reported monthly. Overall risk as well as individual risk elements will produce a trendline and if this trendline indicates the danger point is likely to be reached something needs to be done before the event (provided it is not a natural disaster). Positive trends in the risk analysis can also trigger an event where assumptions need to be revisited and projections revised upwards e.g. a tax reduces or economic upturn.

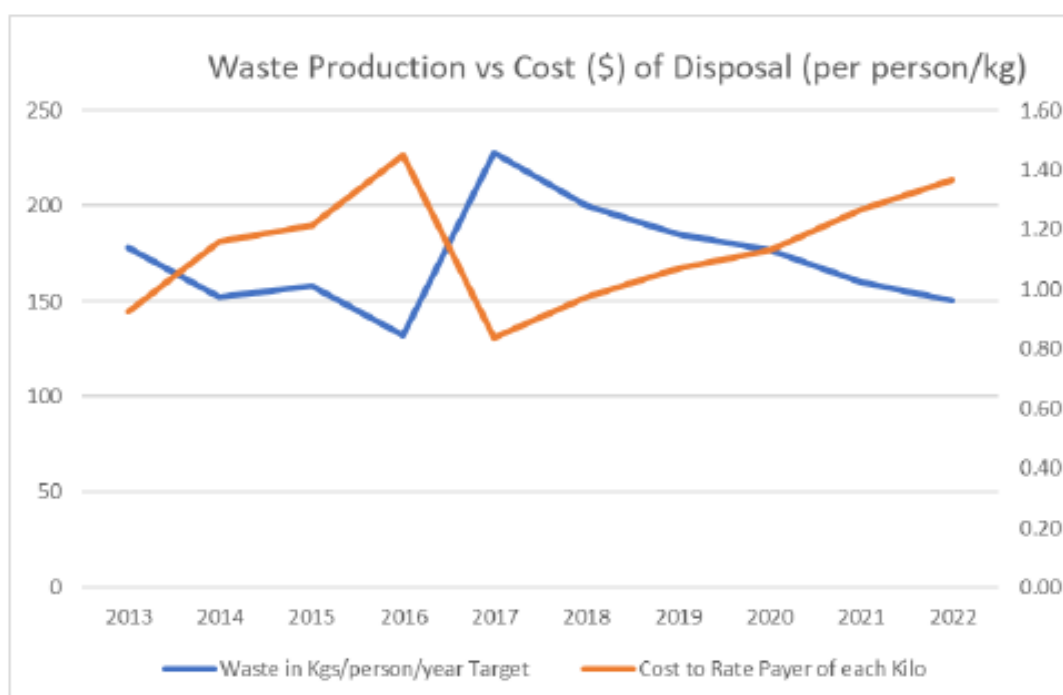
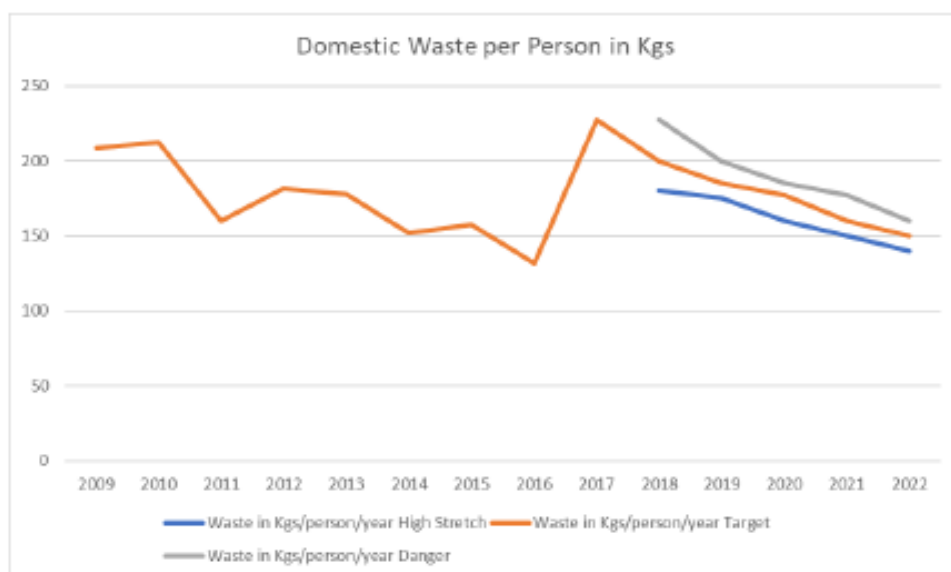
Appendix A - Performance Examples (WCC Data)

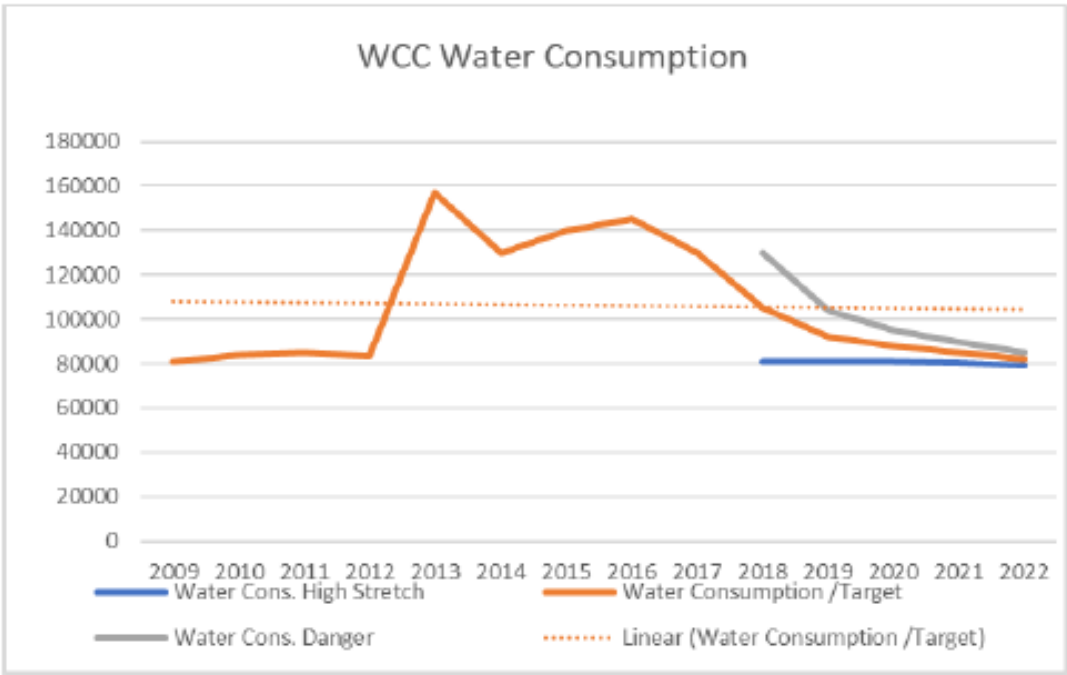
Including Financial Projections 2027

These are just some examples of historical and projected figures graphed. While these are just examples, it would be relatively simple to get 15 or 20 Strategic Measures that would hold Councillors and Executive Management accountable and these measures would provide the feedback. If they utilise predictive modelling they will at anytime inform Councillors of where they are likely to be at the end of the year. Basic Good Governance.

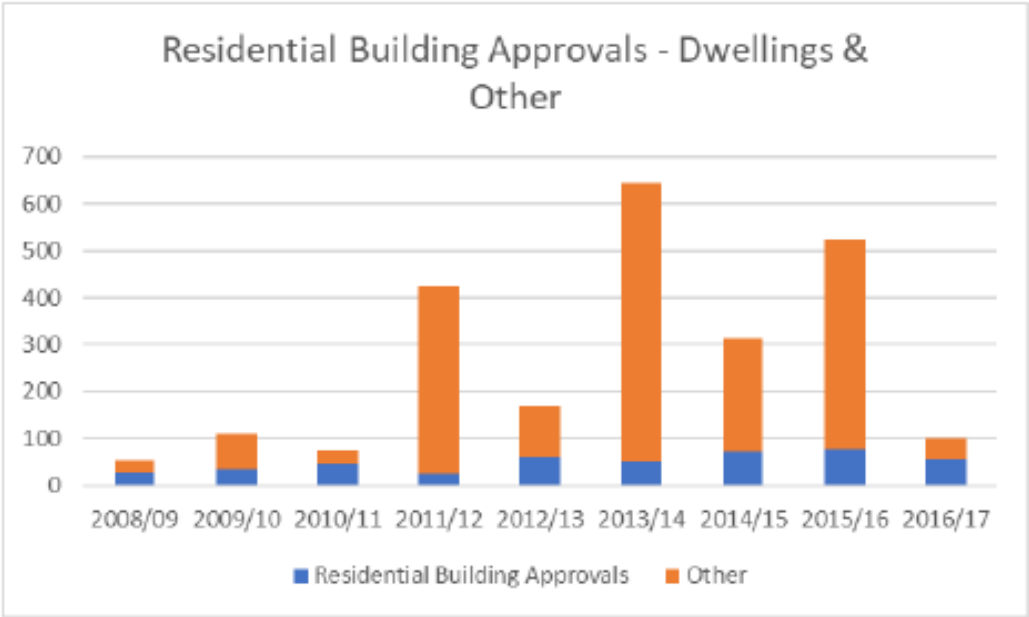
Domestic Waste per Person

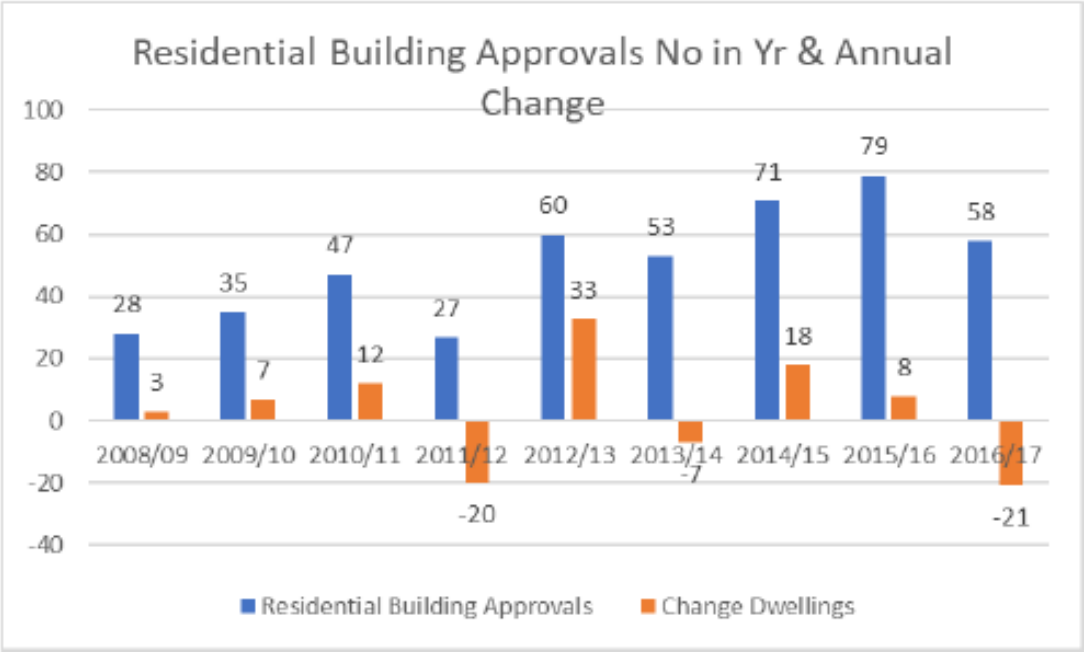
This is just an example of a Domestic Waste – this is possible a Corporate measure or it may be an element of a corporate measure.





Residential Building Approvals

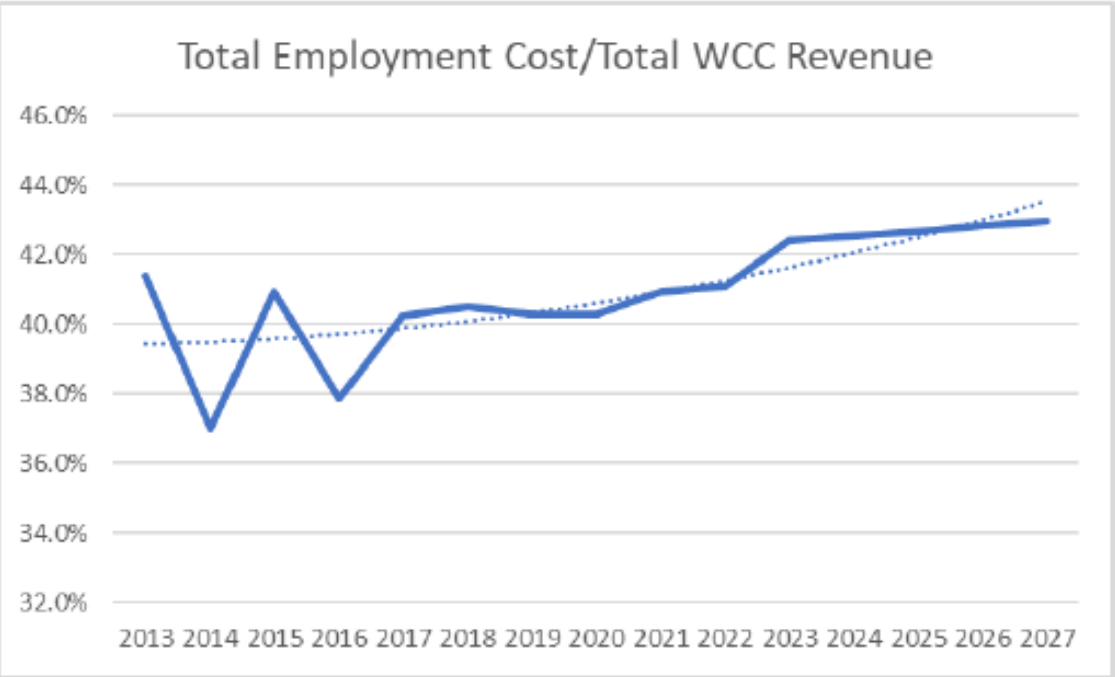




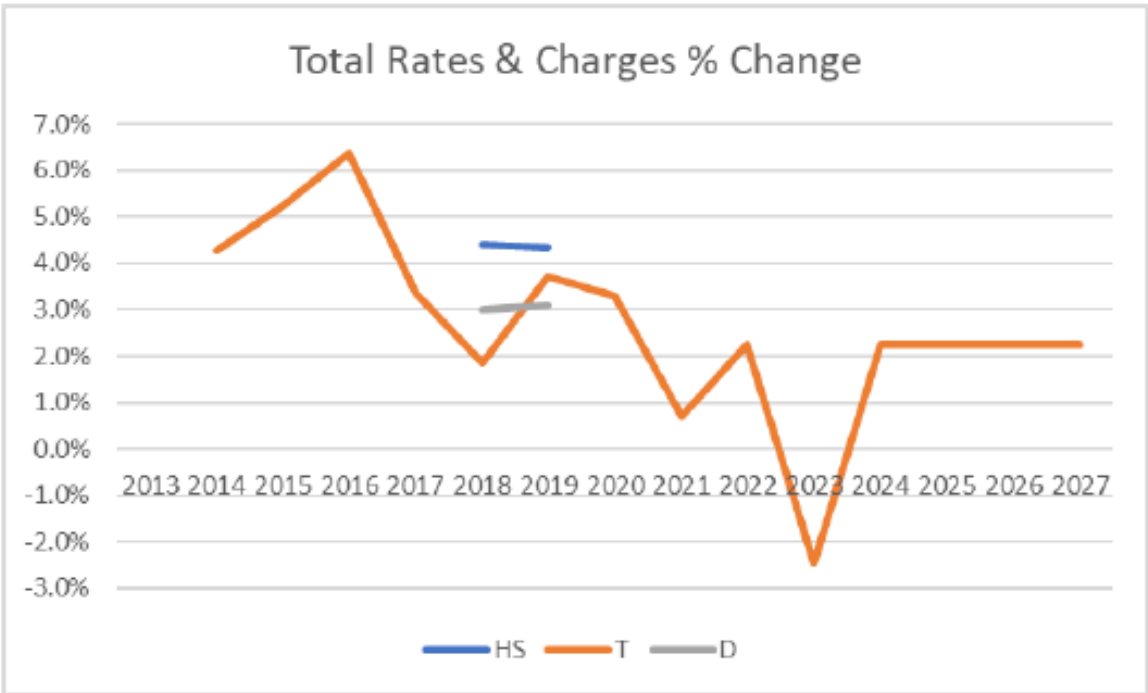
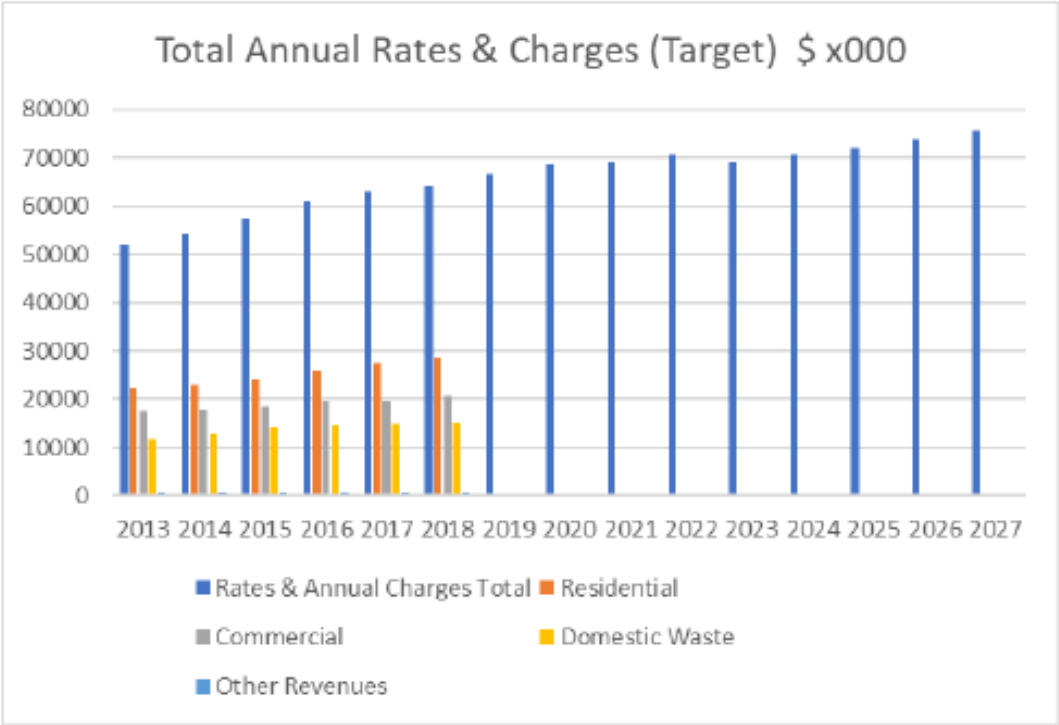
Financial Projections 2026/27 Revenue and Expense

I have added the projections to the historical data I already had. Some interesting Graphs just a few:

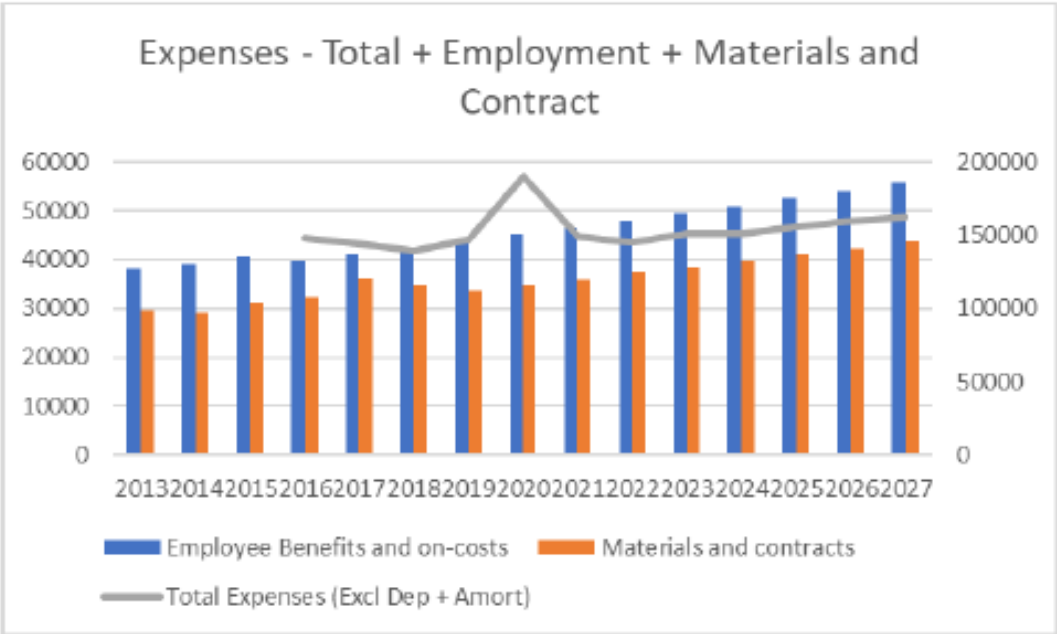
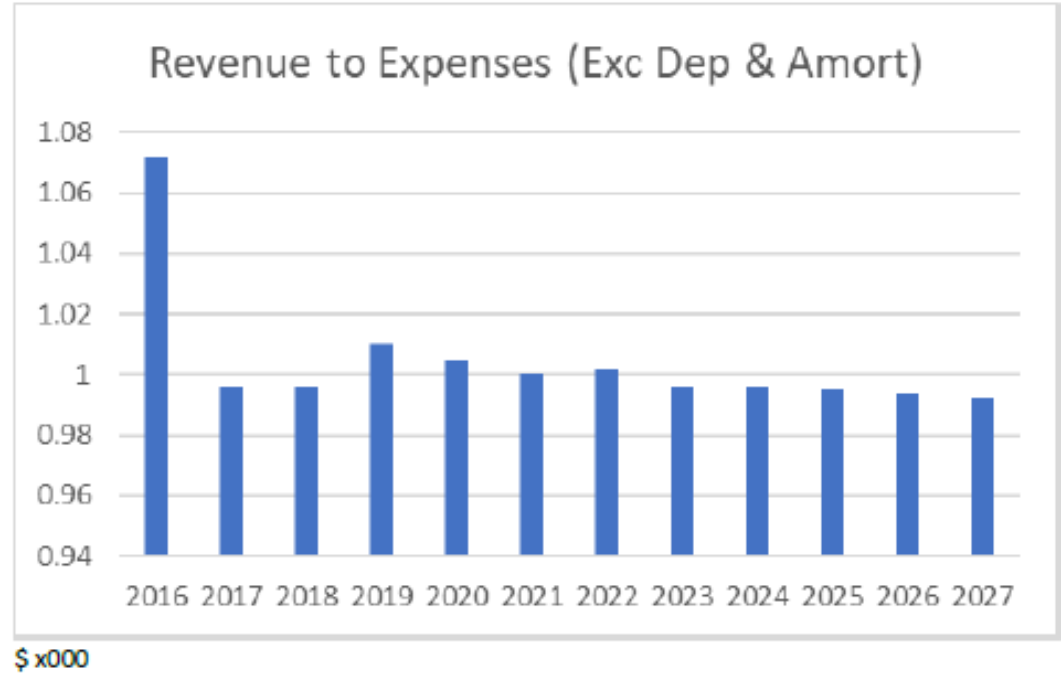
Employment to WCC Revenue



Revenue to Expenditure

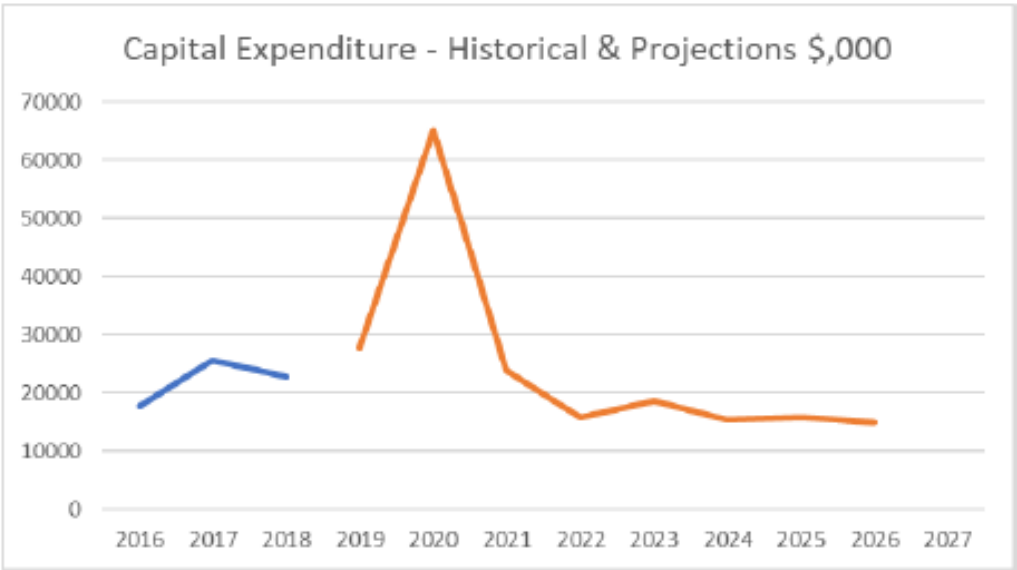


Revenue to Expense Ratio

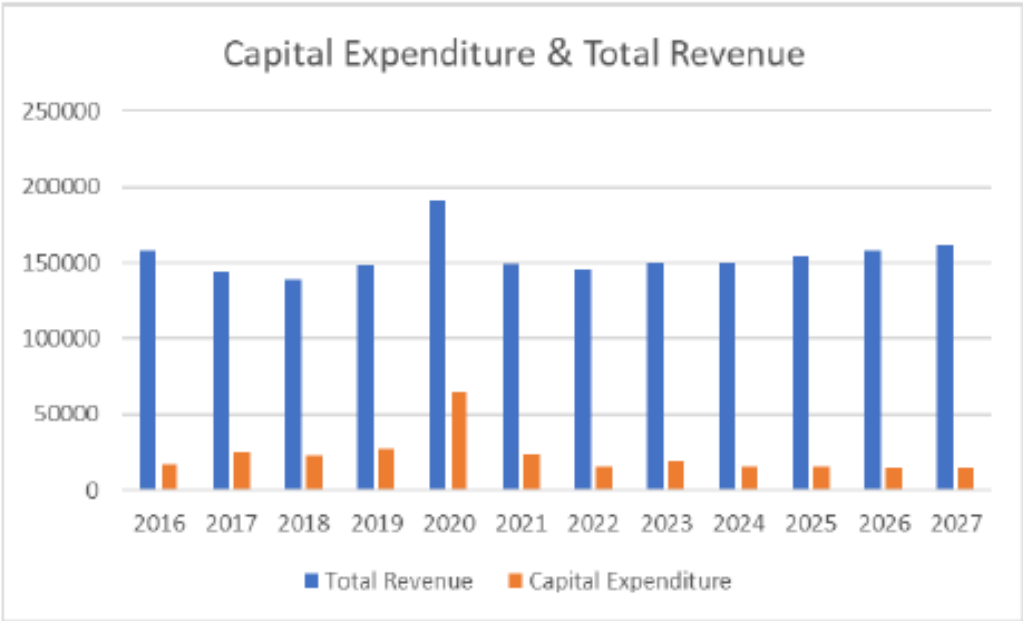


Capital Expenditure

Obviously, something big in 2020



Capital Expenditure vs Total Revenue (see %)



Appendix B - WCC Planning Consultation on Strategic & Operational Plans

Historical Consultation Strategic Documents – Concluded

BY going to "<https://www.haveyoursaywilloughby.com.au/have-your-say-on-the-willoughby-city-council-draft-operational-plan-2017-18>" you will find the consultation on Operational Plan and Budget:

Have your say on Council's 2017-18 Operational Plan and Budget





Consultation has concluded

Willoughby Council's Draft 2017-2018 Operational Plan, Budget, Revenue and Pricing Policies - Schedule of Fees and Charges is available here for 28 days public consultation from 11 May until 7 June 2017, following Council approval for public exhibition at on Monday 8 May [2017].

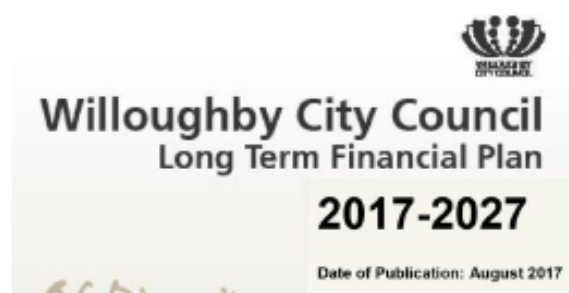
The Draft Operational Plan provides the services and activities that will be undertaken within the next year, to make progress against the commitments made in Council's four year Delivery Program. Sitting alongside this is Council's draft Budget, with projected income and expenditure and a schedule of fees and charges.

If you find yourself on this page there is also:

Document Library

-  Operational Plan and Budget 2017/18 (3.59 MB) (pdf)
-  Supporting Information (1.8 MB) (pdf)
-  Fees and Charges 2017/18 (1.54 MB) (pdf)
-  Council Minutes 8 May Draft Operational Plan and Budget (17.2 KB) (pdf)

I understand the Long Term Financial Plan 2017 – 2027 was published in August 2017 and I think attached to Council Minutes in November 2017.



These are historical documents and reading them they do not appear to have been used to set the framework for the Community Strategic Plan 2028 which is currently under review.

Current Have Your Say Consultation

<https://www.haveyoursaywilloughby.com.au/our-future-willoughby-2028>

Our Future Willoughby 2028

Consultation has concluded

*Tell us your vision for Willoughby City, before 9am Tuesday 3rd April, and go into the draw to WIN a 12 month Peak membership valued at \$1,090.00 at the Willoughby Leisure Centre **

Willoughby City Council is in the process of developing its Community Strategic Plan.

The plan identifies what the community's vision, priorities and aspirations are for the next 10 years.

Over the last few months we have been engaging with the community to understand what is important to you.

From these conversations we have identified five themes. These include:

- *Green*
- *Connected and inclusive*
- *Liveable*
- *Prosperous and vibrant*
- *Effective and accountable*

You still have time to tell us what you think about these themes. More information can be found [here](#).

Now we want to understand what is important to you for the future of Willoughby.

Consider these questions:

- *What does the future of Willoughby look like to you?*
- *What do we want to be known for?*
- *What are Willoughby's greatest strengths?*
- *What is my dream for Willoughby City?*

On the 2nd June 2018 it was suggested by Willoughby Council GM that it was a review of the Community Strategic Plan i.e. the highest-level document but also referred to the Delivery Program and the Operational Plan:

Is this the future Willoughby City you would like to see in 2028?

Over the past 6 months we've heard thousands of thoughts and ideas from people across our city and brought them together to create [Our Future Willoughby 2028](#). Now we want to know if we got it right.

[Get involved before Monday 11 June](#) so we can make sure that the community's long-term vision and priorities have been captured.

To bring this vision to life, we've also prepared a four year [Delivery Program 2017-2021](#), and one year [Operational Plan 2018-2019](#) that you can [comment on too](#).

Delivery Program 2017 – 2021

It is not clear what this adds to the Community Strategic Plan 2028 - the consultation has been in reverse order. Similar comments could be made about this document that has been made about the Community Strategic Plan 2028. If this is truly the Council i.e. Councillors/Board document it should be the primary document and be called the Council Strategic Plan with a Performance Framework etc. Then the Community document could assist in develop the specifics that would feed into the Operational Plan.

Whatever:

1. This document needs to be strategic stakeholder and outcome focussed
2. It needs Strategic Measures for setting of expectations and also for reporting back.

The Councillors (like Board) are elected by the ratepayers (like shareholders) to represent the ratepayers. If the Councillors are in touch with their constituency then they should, with guidance, be able to determine the strategic direction with the Council Executive assisting. This would include support say stakeholder analysis (including community) and assistance in getting a clear understanding of the financial – historical and projections.

The framework from this process would certainly be the basis for community consultation.

Operational Plan 2018-2019

The Operational Plan is certainly what would be expected for the preparation of the Financial and other measures for the years.

I am sure there is an explanation (maybe "Projects") but there is a different figure in this document to that in the Financial Projections for 2018/19 \$27,635,000 and Operational Plan\$36,979,000. But there does not seem to be a consistency in terms/use.

Projects & Capital Works						
SUMMARY						
Category	2018/19 Funding					
Bridges	\$389,600					
Buildings and Investment Properties	\$5,819,300					
Councils	\$709,800					
Community Life	\$19,400					
Community Safety and Street Lighting	\$360,600					
Corporate Services	\$86,600					
Culture and Leisure	\$6,309,600					
Customer Service	\$29,600					
Environmental Projects	\$4,388,600					
IT Projects	\$1,529,600					
Kerb & Curb	\$276,300					
Knowledge & Community Learning	\$95,800					
Marketing & Events	\$1,088,300					
Open Space Sport	\$2,019,300					
Public Domain	\$2,849,647					
Recreation Parks & Playgrounds	\$1,498,300					
Retaining Walls	\$100,600					
Road Pavements	\$2,786,300					
Stormwater & Drainage	\$2,329,611					
Traffic Management	\$619,500					
Transport Active Footpaths	\$628,400					
Urban Planning	\$280,600					
Grand Total	\$36,979,000					

Expenses					
Employee Costs	39,794	41,161	41,118	42,473	43,847
Materials and Contracts	32,250	34,549	38,126	34,718	33,748
Remaining Costs	2,590	1,754	1,754	1,677	1,860
Other expenses	13,106	14,456	14,557	14,408	14,330
Interest and Investment losses	0	0	0	0	0
Debt Redemption	3,859	2,981	2,580	1,621	1,712
Transfers to reserves	38,215	12,909	13,684	13,404	15,200
Capital Expenditure	17,704	22,080	25,583	22,835	27,835
Internal Expenses	8,347	8,587	8,587	8,203	8,428
Total Expenses	147,818	127,917	144,688	129,408	146,821
CASH BUDGET SURPLUS/(DEFICIT)	10,678	815	286	(561)	1,462

The extensive Cash “reserves” that are rolled over annually go towards the “Cash expense cover ratio” which is on 4 to 5 times above the bench mark as with debt servicing ratio – is this good management of ratepayers funding or not?

Extracts from the WCC Web Site on the Strategic Planning

What is a Community Strategic Plan?

The Community Strategic Plan represents the highest level of strategic planning undertaken by Council.

The Willoughby City Strategy identifies the main priorities and aspirations of our local community and provides clear strategies to achieve this vision.

When and how will we engage with the community?

In developing the Willoughby City Strategy, Council is using a whole-of-community engagement approach in close consultation and collaboration with our local community.

We will be asking four key questions:

- 1. Where are we now?*
- 2. Where do we want to be in ten years?*
- 3. How will we get there?*
- 4. How will we know when we have arrived?*

The community will have another opportunity to contribute when the draft plan goes on public exhibition in May 2018.

Willoughby City Council Planning Session 17th March 2018

Max Underhill – Background Information 17th March 2018

WCC held a Round Table “Community Engagement” (workshop) at the Civic Pavilion Room on The Concourse on 14th February 2017 was to provide feedback on, and input into the “Strategic Planning” that Willoughby City Council (WCC) was undertaking.

The Greater Sydney Commission report was in interim version at this time with comments due by end March 2017 with final version released October 2017 (with little or no change to Chatswood growth).

The roundtable also gave WCC consultants, Architectus - architectural/town planning and economic consultant - BIS Shrapnel an opportunity to present their findings/proposals. I felt it was the detail and differences in information presented (including Greater Sydney Commission (GSC)) that should be a wakeup call for Willoughby City Council (WCC).

The issues the workshop highlighted were:

1. The GSC North District low growth projections and “sell-out” of the Chatswood/Willoughby business community, despite factors such as Chatswood developing further as a transport hub and the Sydney “CBD” lack of commercial office projections;
 - a. The apparent lack of realistic, “futuristic” and innovative planning for the Chatswood CBD and surrounding WCC area that will allow for reasonable growth for maintain “business environment” competitiveness. This included:
 - i. The influence of the GSC on the WCC Strategic Plan/Planner;
 - ii. Architectus – apparent largely “jazzing-up” of the current;
 - iii. Discrepancies between the economist predictions for survival and other sources (GSC/WCC/Architect).
2. The presenters provided little or no indication that technology impact and the “future of work” had been taken into consideration;
3. The workshop was advertised as a roundtable/“having your say”/consultative process. The attendee participation consisted of three (3) given topics or questions, 4 minutes each question and 8 people per table – this is 0.5 minutes per participant per topic, a total of 1.5 minutes per participant. This was without information or statistics being provided. We trust this workshop will be better run.

I note that WCC is still basing the growth on the Greater Sydney Commission figures in particular positions (jobs) and dwelling growth.

LOVE, ENHANCE and CREATE

Chatswood as the centre of the Willoughby City Council has enormous potential but it needs to have a clear strategic direction with hard goals (performance measures) and then get back to the key stakeholders (residents, business owners, developers, infrastructure providers, City Council staff etc). Willoughby belongs to the stakeholders and should have its own vision and not be dictated to by Greater Sydney Commission (their “job” should be to facilitate this).

The WCC LOVE, ENHANCE and CREATE is a wonderful “slogan” but it should be the input into how the strategic direction is achieved; I think they are stretching things saying this is the strategic planning process. Work out what the true strategic direction is and use a process to fill in the detail (“business” plan) “Love, Enhance and Create” might be one tool there will need to be many more and not everyone will have the same need or desires. I am sure there will be some common threads like parking but the strategic solution to this is probably

Willoughby City Council Planning Session 17th March 2018

in autonomous vehicles and drones - so the strategic response might be to be the first in trialling autonomous buses or offer to be the trial site for the NSW Gov which I think has money in the budget.

Explanation of the issues raised

Greater Sydney Commission

The GSC has Chatswood as a “shopping center” with food and entertainment. The Premier in her September 2017 address to the Chatswood Chamber of Commerce dismissed the concept from the President of CCoC that Chatswood needed more than “shopping” especially some adding value commercial space for services, health education or research (as a lot of growth in the area is health services and aged care). A reasonable ratio of retail, commercial office space and dwellings such as the Landmark Building in St Leonards/Crows Nest.

The GSC’s “vision” for Chatswood is evident in the following diagram:



Why do I believe this is an issue going forward?

- Chatswood has been designated a transport hub with the SydneyMetro joining the Northern Line at Chatswood.
- The balance between Commercial office-based services, retail and domestic dwelling is sensible development. Lane Cove Council and the Landmark Building in St Leonards/Crows Nest is an example.
- The economics of office workers coming in to an area to work and acquire services is obvious contributing to the economy; the CBD, North Sydney are prime examples.
- Currently (2017) commercial contributed 31% of the rate revenue (reducing) while domestic contributed 68%. Commercial rate contribution is important as this better reflects the service provisions for non-residents.
- A general issue with the GSC report is the lack of consideration of the impact of new technology especially:
 - Productivity to labour costs

Redacted image page 3

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- Planning and design considerations for new technology including autonomous vehicles, drones, smart offices etc.
- For Willoughby/Chatswood what new opportunities for investors, sectors, “jobs” etc?
- Despite GSC recognizing the temperature differential and the advantage Willoughby has over more western centres, we remain low growth shopping trolley centre.

“WILLYOUBUY” – Is this the Vision Lucy and Deborah have for Willoughby

But how long will traditional shopping remain relevant?

Lack of Growth in Employment and Commercial Office space:

The GSC reports has the growth in the Greater Parramatta (Central City) and Western Sydney Airport (West City) which is expected and similar to the transport studies and “freeway” planning of the 1970’s. The GSC presented sheets of raw numbers but it is not until you really look at the growth percentages that you get the real picture especially the impact of the Western growth at the expense of locations like say Chatswood despite this being the transport hub and less impacted by temperature increases (energy costs) e.g. for the next 20 years the baseline growth:

- South West incl Western Sydney airport 79%
- West Central (incl Parramatta and Olympic Park) 55.5%
- North 23.5% - (Chatswood 25.5% or 1.29% per year)

The WCC strategic plan seems to be putting heavy reliance on the GSC report. I believe WCC is in competition for this growth. We are on the transport hub a few minutes from Barangaroo, not to mention 10 degree temperature difference. We have to make it happen.

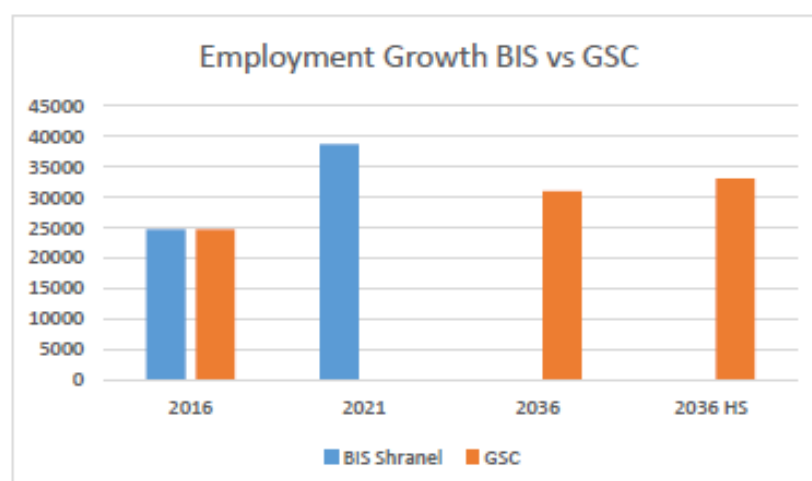
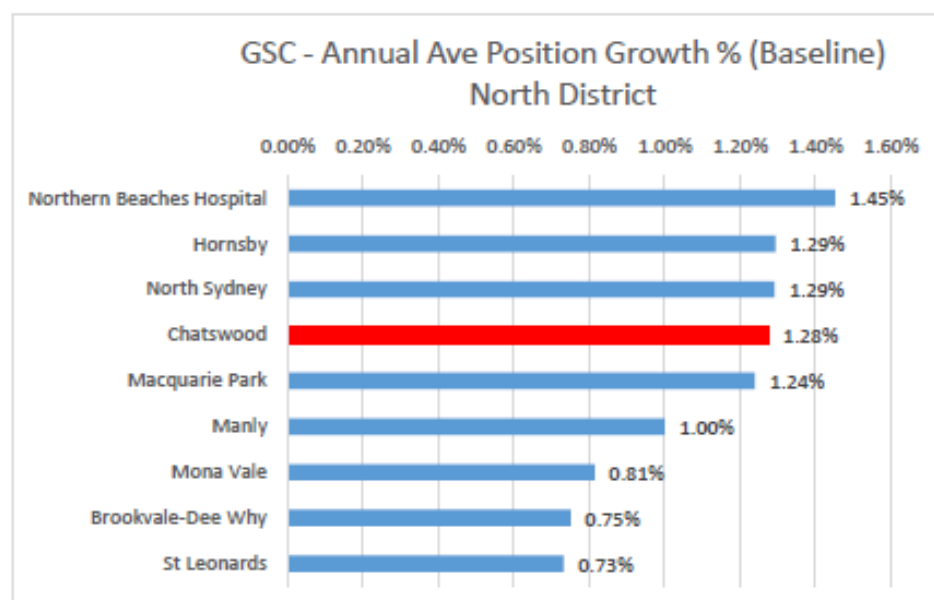
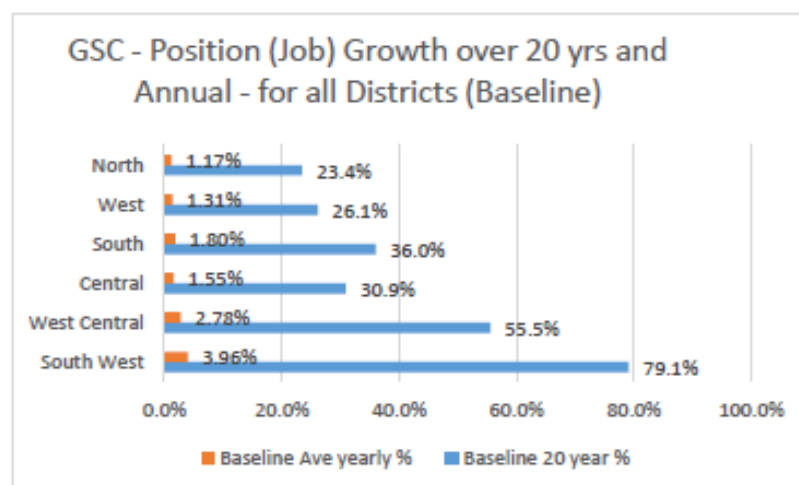
Willoughby City Council Planning Session 17th March 2018

The roundtable highlighted the difference between the planning (GSC/WCC/Town planning) and the economist from BIS Shrapnel.

1. Frank Gelber (BIS) said to “Do nothing is not an option” and in the next 5 years:
 - a. Develop 6 new commercial sites and refurbish existing space;
 - b. Create commercial office space for additional 14,000 employees;
 - c. CBD does not have the stock for the predicted expansion and rents will rise a predicted 40% (supply demand where the city has been sitting at vacancy rate of less than 5% for 3 years);
 - d. Overflow will follow the line north but North Sydney has limited new development – we are in a competitive position for the development and growth.
2. GSC has extremely low growth for Chatswood
 - a. GSC Chatswood growth in employment (Jobs) at an average 1.28% per year for 20 years i.e.25.5%;
 - b. This GSC baseline growth gives us 6,300 new positions in 20 years (a little different to Frank’s 14,000 in 5 years) – even the GSC high estimate is only 8,300 new jobs in 20 years;
 - c. How does the GSC growth in Jobs compare to some of our “competitors” compare with our 25.5%:
 - i. Central Sydney – 33.2%
 - ii. North Sydney - 25.8%
 - iii. St Leonard’s - 14.6%
 - iv. Macquarie Park – 24.8%
 - v. Hornsby – 25.9%
 - vi. Northern Beaches Hospital – 29%
 - vii. Greater Parramatta – 61.7%
3. WCC – Architectus were advisers to Council (as was BIS Shrapnel) but there seemed to be differences in opinion and certainly professional basis. WCC Strategic Planning seemed to be influenced by the GSC North District report (discussed above). It seemed that Architectus was producing more of the same (yes a little jazzed up) but not really innovative and futuristic. There did not seem to be any significant emphasis on new technology and the future of doing business and work. The Strategic Planning for Chatswood is a one-off and will win or lose Chatswood as business centre as well as the lively and vibrant retail and domestic living centre. This will not occur with us sitting on our hands and without making the hard, out of the box decisions.

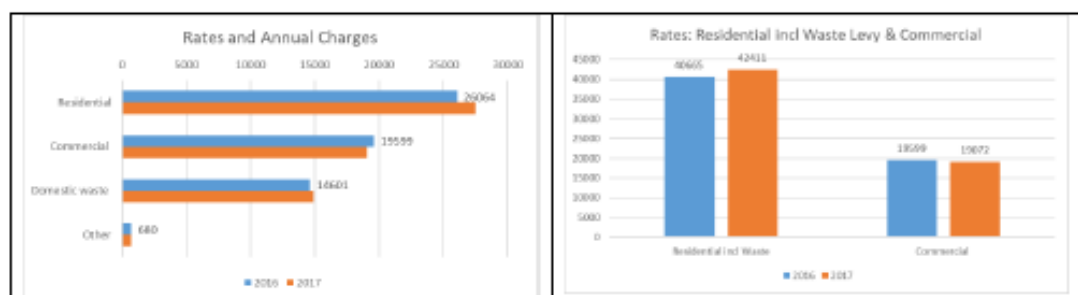
The following graphs indicate the low growth the GSC has inbuilt into their planning documents:

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Percentage Growth (ave annual)	2016	2021	2036
BIS Shranel (Min) 6 sites	0%	11%	
GSC Baseline	0%		1.28%
GSC HS	0%		1.68%



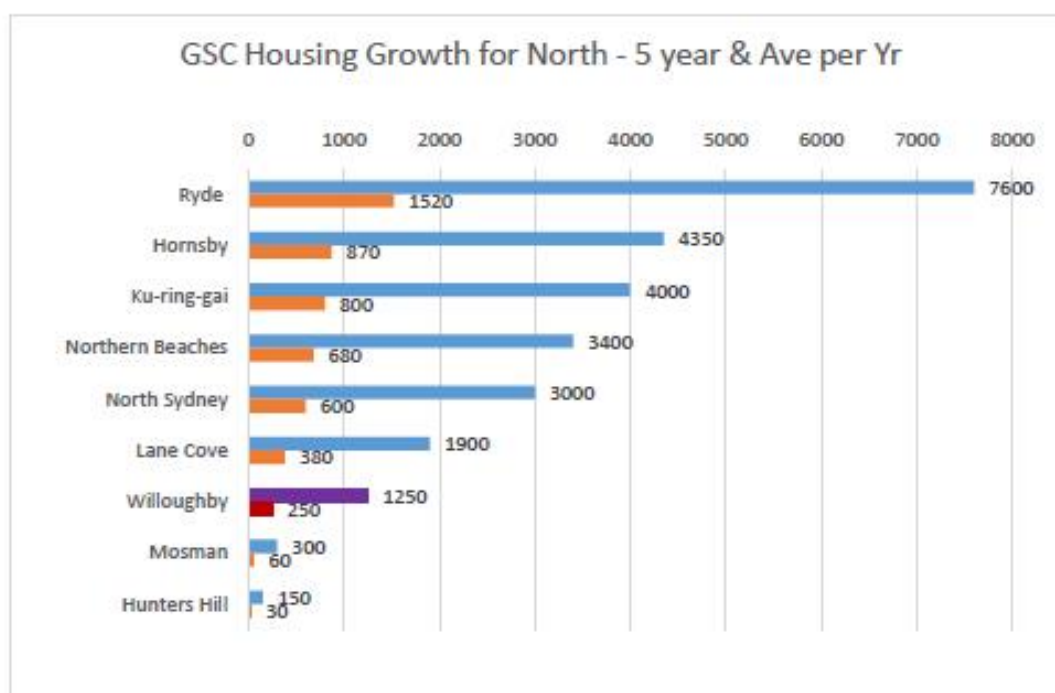
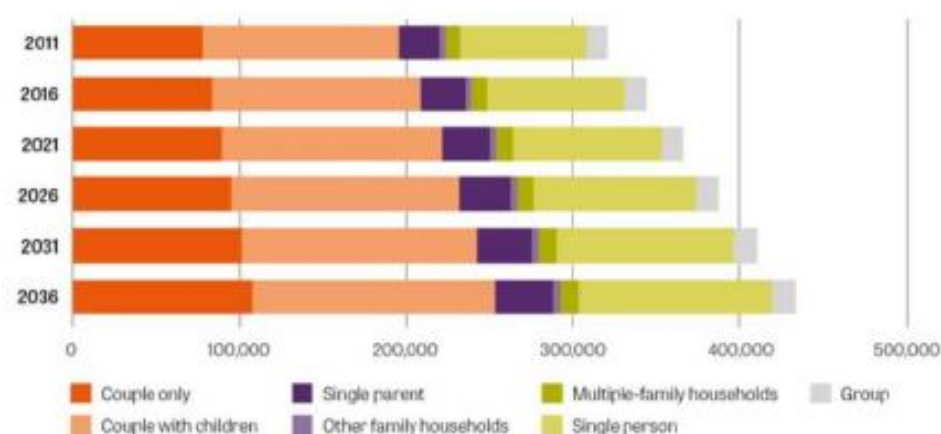
- The balance between Commercial office-based services, retail and domestic dwelling is sensible development. Lane Cove Council and the Landmark Building in St Leonards/Crows Nest is an example.
- The economics of office workers coming in to an area to work and acquire services is obvious contributing to the economy; the CBD, North Sydney are prime examples.
 - The future of the Chatswood area is largely driven by business/employment growth, housing and the infrastructure development that will support this growth and vibrancy of an integrated city development. Did you know that an additional 5,000 employees in the CBD will bring in an additional \$11 million just on food – not to mention other services and retail purchases?
- Currently (2017) commercial contributed 31% of the rate revenue (reducing) while domestic contributed 68%. Commercial rate contribution is important as this better reflects the service provisions for non-residents.
- A general issue with the GSC report is the lack of consideration of the impact of new technology especially:
 - Productivity to labour costs

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Housing Growth

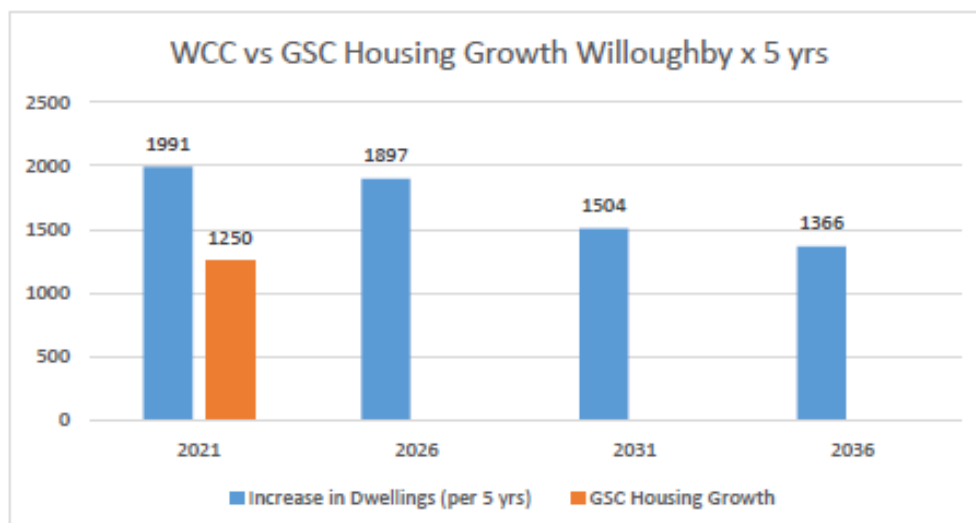
Housing Growth Predictions by GSC and WCC are shown in the following graphs:

Figure 12: North District projected household structure 2011-2036

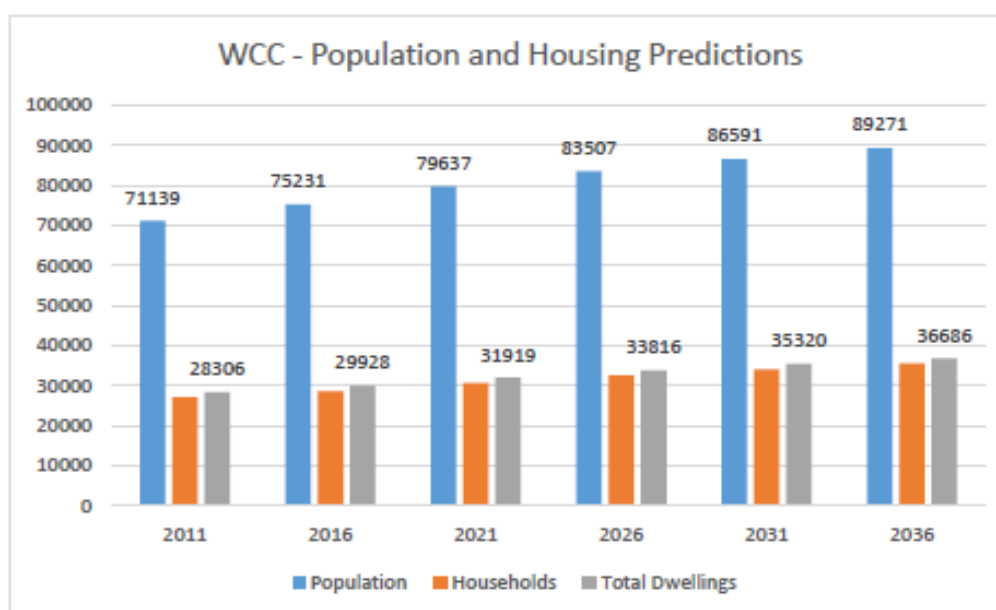


Is this realistic – 250 dwellings per yer (I believe Ch 9 site is 490 units, what other DA's/approvals on the Ccl books??

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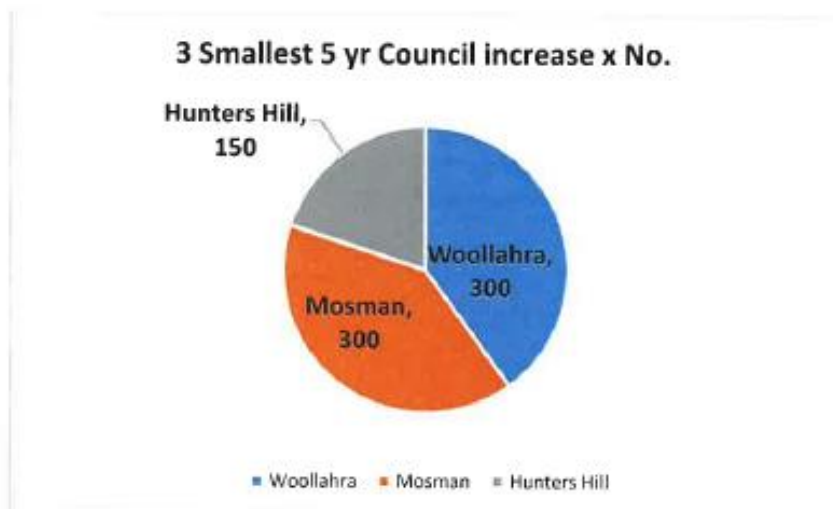
Note: From WCC planning documents “MDP Residential Approvals for Willoughby” - figures for April to June 2015 – 249 residences were approved – 227 4+ 3 floors, 1 conversion and 21 detached.



Just out of Interst

What Suburbs have the smallest increases (is this going to address the affordable housing targets)

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Affordable Housing

A challenge that WCC needs to address

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Future and Technology

A concern from the roundtable was the lack of innovation and futuristic thinking. The planning the WCC is considering is 20 years and in this time technology and the way we work will impact on Chatswood/Willoughby. Technology was highlighted as an issue in the October 2016 CCoC business confidence survey which was an additional item from the April survey.

The critical aspect is the on-line shopping which is already having a major impact on the shop front retailers and restaurants. Wesfarmers have just de-merged the fresh retail – probably before on-line competition commences operations.

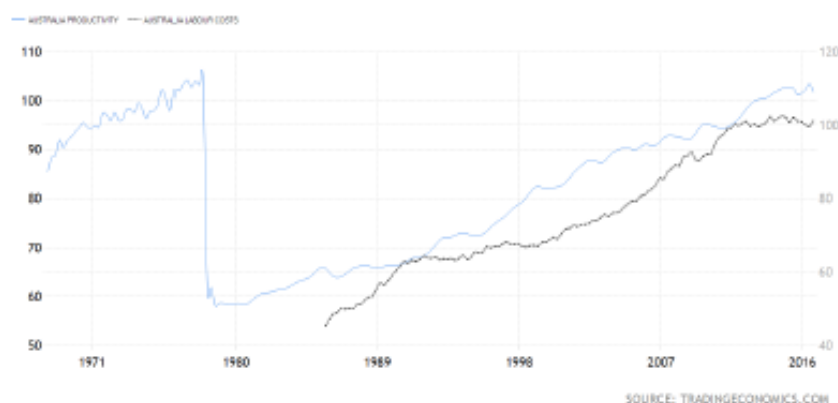
Delloittes and other policy advisers have been predicting the next wave of technology with robotics and artificial intelligence could remove 40% to 60% of the current positions. While this will create new positions the net impact is likely to be between 40% and 50%. The following are just a few examples:

- a. Drones will be capable of delivering parcels and goods door to door in the 4 to 5 years according to Amazon (provided the legislation is in place);
- b. Autonomopous vehicles are in test phase and while long haul vehicles will most likely be first it will not be long before street vehicles follow and what could this mean:
 - i. Less ownership of vehicles and need for car spaces;
 - ii. More direct and multiple home or office to location drop off by single vehicle (more drop off points);
 - iii. Different access to offices and shops etc
 - iv. Delivery of stock by autonomous trucks and possible robotic loading and unloading (changes to delivery points);
 - v. When is autonomous vehicles be here:
 1. Nu Tonomy - self drive taxi service in Singapore 2018 expanded to 10 cities by 2020
 2. Ford and Volkswagen – 2019
 3. GM – 2020 or sooner (GM purchased share of a car share Lyft for trials in 2018);
 4. BMW – 2021
- c. Office automation technology – identification, security clearance and aided directions to the right place is in use e.g. Accenture in HK;
- d. Manufacturing in China – typical automation reduces workforce by 10 : 1. This is similar ratio to the introduction of computers in early 1900's in say ATO.
- e. Smart building concepts for Commercial buildings – needs to be a requirement for approvals but:
 - i. NBN in Archer Street and Victoria Ave will commence in 3 years time (similar for large percentage of Chatswood);
- f. Smart and energy efficiency in domestic dwellings e.g. approvals subject to solar absorbers and battery storage.
- g. User Pays Technology – the car parks have number plate recognition and therefore the owner/origin of vehicles can be established. Rate payers provide the infrastructure however the users are not always rate payers so should these people contribute. The technology is available to implement user pay systems exists now.

The way we work has been changing for many years, one might say for ever, but the peaks in the impact have been significant especially the early computers and robotics impact in the late 1980's early 1990's. Since around 2010 the productivity has increased as compared to the labour costs and this has been the result of introduction of "smarter" technology rather than personal work efficiencies and effectiveness. The predictions are that the impact of technology and especially

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artificial intelligence and robotics is likely to be similar to the early 1990's and will have a major disruption to the way positions are designed, work is conducted and employment levels.



Where to from here?

I agree with BIS Shrapenel "Do nothing is not an option" and I think this workshop has highlighted a lot of "doing the same thing with little innovation and futuristic growth".

While the Greater Sydney Commission may have an overall high level plan for Sydney it clearly does not take into account the long term interests and survival of local communities like Chatswood/Willoughby. This should be a wake-up call for the WCC and if we continue to sit on our hands our "competitors for business" will pass us by. The Chamber should consider carefully the involvement in partnerships like this round table and atleast have a level of influence over the program and the procedures are conducted with professionalism like this was sold as a consultation.

The overall Strategic Direction for the Willoughby City Council is a matter for the Councillors as representatives of the constituents. The State Government including the GSC are having greater influence over Local Governments with planning influence and over-riding. A weaker Strategic Plan is obviously going to make it harder for council defend its decision or achieve an out come that is more in line with the overall strategic vision.

I believe the GSC figures on position growth is way under what is needed at WCC and the projections on dwellings is grossly unrealistic. The lack of consideration of new technology impact

stablish some realistic growth targets and form a proper vision of Chatswood/Willoughby as a true commercial centre and sell this to the investors and business people.

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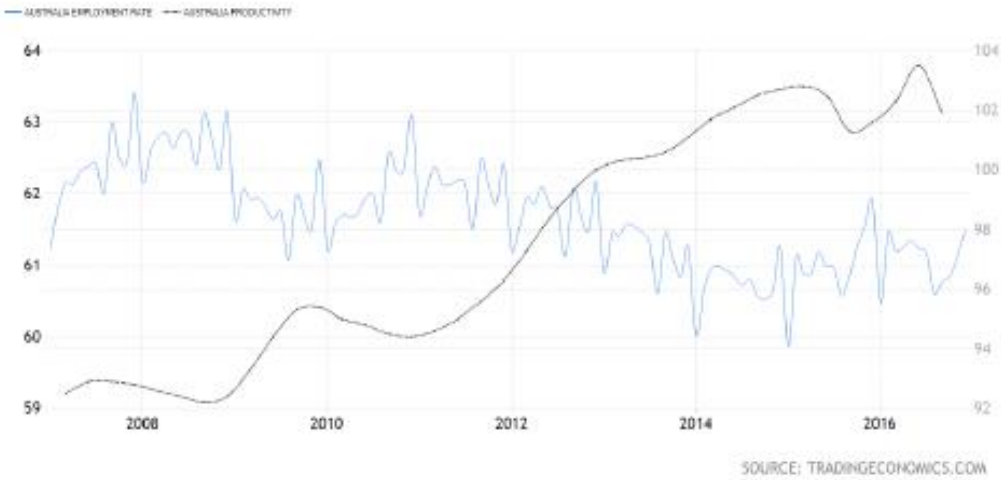
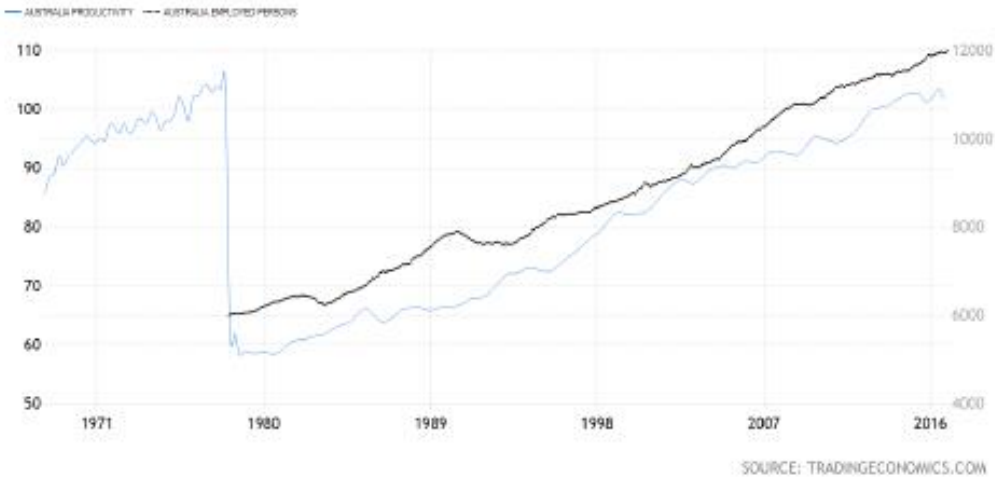
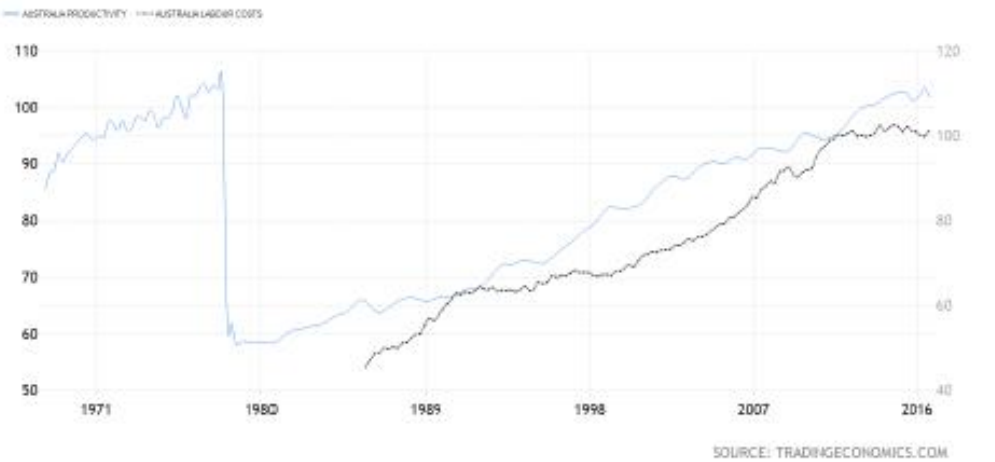
Local Issues and Matters for the Chatswood Chamber to Address

Max was VP of CCoC to Aug 2017 and responsible for the Business Confidence Survey

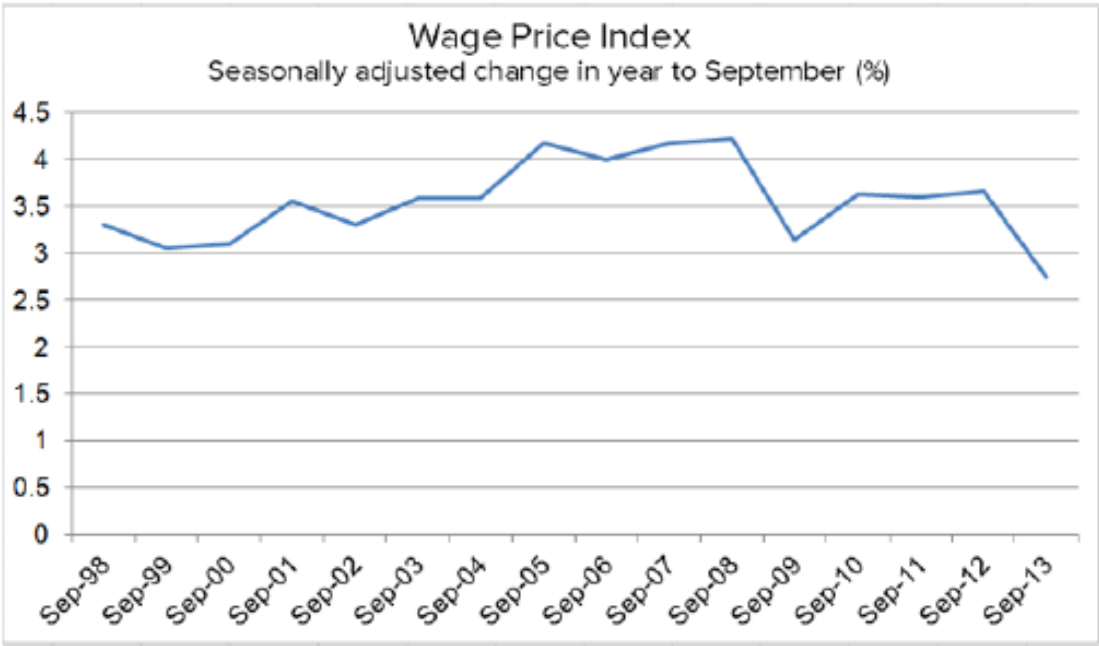
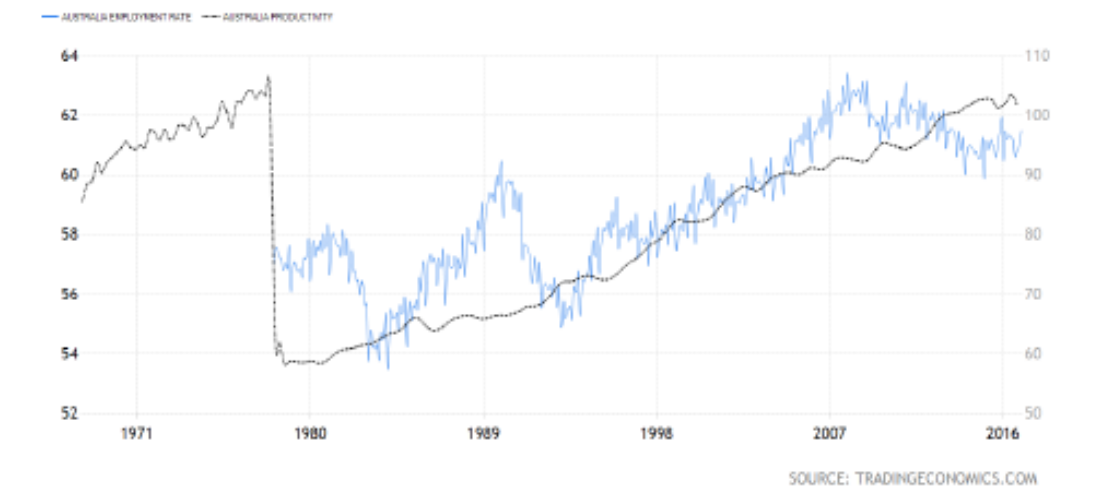
The local issues in Oct 2016 largely reflected those in April 2016 i.e. traffic and parking, planning decisions etc. The breakdown of the Local Issues and issues the Chamber could consider were:

1. *Transport and Traffic*
 - a. Traffic (volumes through the CBD)
 - b. Local traffic makes people late.
 - c. Not enough parking makes clients late & angry
 - d. Extreme lack of parking around our business. This is not a new thing.
 - e. Too much red [tape] - no decisions of parking
2. *Impact of Density and Business Accommodation*
 - a. Parking in the vicinity of the business due to increase in living density; they have to park somewhere.
 - b. Overdevelopment and increases in property prices
 - c. Overseas Chinese paying above market values/ Oversupply. ~~Too many asians~~
 - d. Office accommodation/ Three empty shops next door
3. *Business Related Issues - Small Business/employment*
 - a. Development of small business hubs and villages
 - b. Provide a platform for promotion of business
 - c. Finding a good group to network locally who have a holistic approach to growing business in the local community Promote more business synergies /
 - d. Employment/employees
 - e. Helping small business owners balance work/family responsibilities –
 - f. Bring more exposure and marketing support to local businesses
 - g. Training and development:
 - i. The changing demographics - change management
 - ii. Business profitability/business planning
 - iii. Provide education for time poor business owners as part of the membership.
 - iv. Brand awareness??
 - h. Not enough awareness of the business [of the Chamber?]
4. *Willoughby City Council*
 - a. Council Maintain secondary streets in Chatswood
 - b. Pressure WCC councillors to act for the local business community and not just a few vocal minority who reside in their electorate
 - c. Diversity in businesses and zoning for business
 - d. How local government is supporting business
5. *Future and Technology*
 - a. Good quality (free) street WiFi - encourage council to use smart poles and/or sponsor WiFi areas
 - b. Technology Inertia / disparate system to inhibit business to grow

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AMAZON FEB 2017

DRONE: Online retailer claims airborne robots will bring packages to your door in 30 minutes

Bezos says they hope the 'octopters' will be fully operational in 'four to five years', with approval from the US Federal Aviation Authority being seen as the biggest hurdle

Autonomous car forecasts

NuTonomy to provide self-driving taxi services in Singapore by 2018, expand to 10 cities around the world by 2020

Delphi and MobilEye to provide off-the-shelf self-driving system by 2019

Ford CEO announces fully autonomous vehicles for mobility services by 2021

Volkswagen expects first self driving cars on the market by 2019

GM: Autonomous cars could be deployed by 2020 or sooner

BMW to launch autonomous iNext in 2021

Office Automation

Accenture already have smart robots in the Hong Kong Office replacing reception and automating the visit and work process

In the 1990's computers replaced approx 1 in 13 employees in the office. However with the change of structure this came back to 1 in 10 to 12.

Currently China is finding that robots can replace 250 "jobs" with 10 people

As a recent AHRI - HR Online Article Stated:

When robots design robots to service robots then human will know they are obsolete but in the meantime we need to plan for the future and maintain dynamic and relevant structures and positions that include robots/automation.

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NBN

Corner Archer Street and Victoria Ave

PART OF 3 YEAR PLAN
No specific date has been set

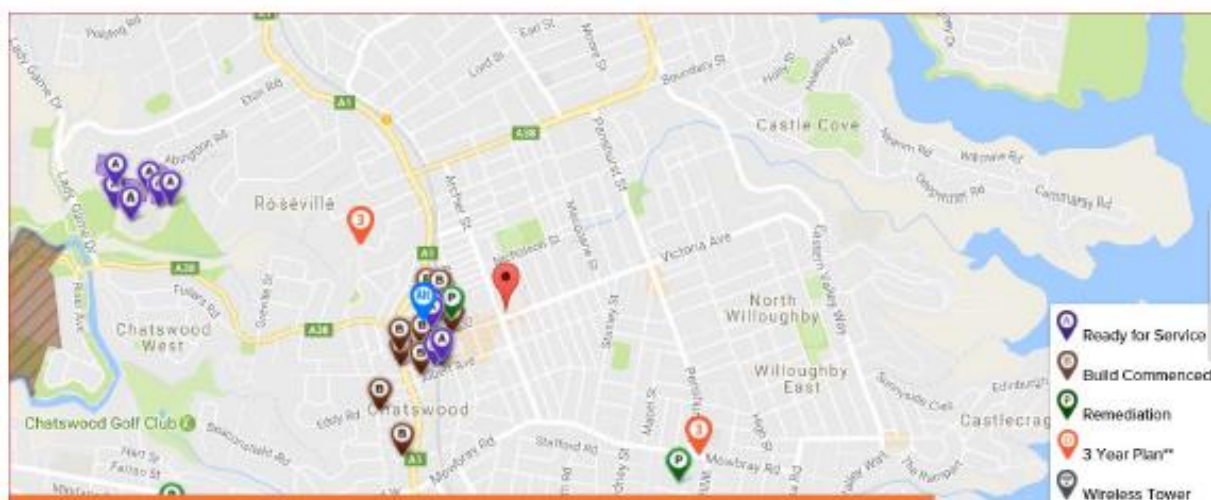
nbn™ is expected to commence construction in some parts of this suburb within 3 years.

UNIT 2, 369 VICTORIA AV, CHATSWOOD, NSW
Location ID: LOC000078510465

First build expected	H1 2018	Notify me when ready
Last build expected	H1 2018	

[More Info](#)

Willoughby City Council Planning Session 17th March 2018



User Pay Toll Gates around Chatswood CBD for non-rate payers.



Smart Buildings for Willoughby

Commercial Concept - Where is the provision for drone bays and autonomous cars?

Why aren't we offering to be say trial area for autonomous buses?

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Domestic Concept – we regulate water storage but what about energy? Where will the autonomous car collect and drop us? Where will the drone deliver our goods?



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Figure 26: Vulnerability to heatwaves

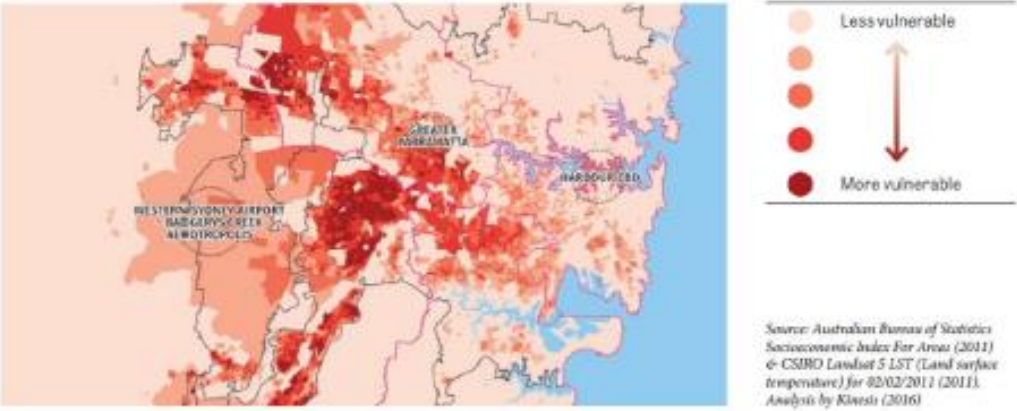


Figure 27: Land surface temperature during a heatwave

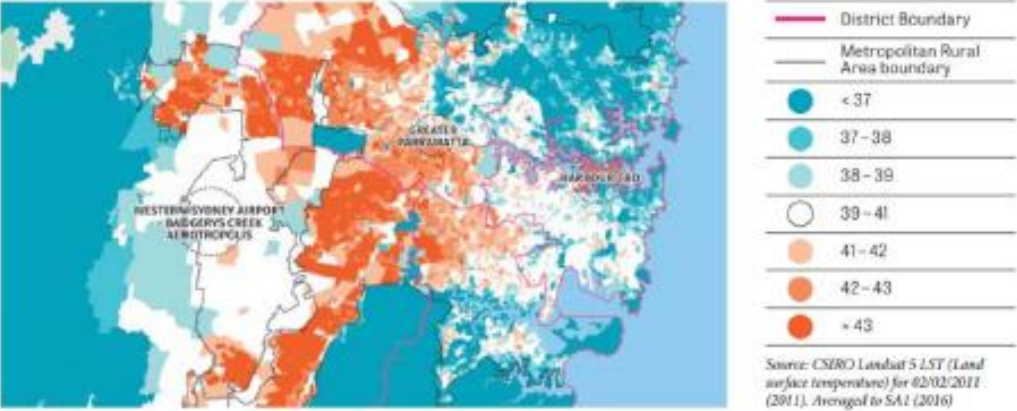


Figure 28: Tree canopy cover at 2011

7 Attachments

7.1 Attachment 1 - Social Media

The short video was uploaded to Facebook and shorter versions used in paid advertisements

- 1st video -7400 people reached, 1 share, 4.3k views and 6 likes
<https://www.facebook.com/WilloughbyCityCouncil/videos/10156409353529299/>
- 2nd video-11,779 people reached; 28 shares, 11k views and 23 reactions
<https://www.facebook.com/WilloughbyCityCouncil/videos/10156402605624299/>
- Ad set (10 second video) – another 3099 people reached

Facebook Post Screenshot:

Willoughby City Council
@WilloughbyCityCouncil

Over the past six months we've heard from thousands of people across Willoughby, and put together the community's long term vision for the future. Have your say online before 11 June: <http://ow.ly/SwpD30k7cib>

Our Future Willoughby 2028
www.willoughby.nsw.gov.au

4.3K Views

Megan Thornevell, Sarah Craig, Artarmon Village and 3 others like this.

Facebook Profile Screenshot:

Willoughby City Council
31 Victor Street
2067 Chatswood, Australia
(02) 9777 1000
www.willoughby.nsw.gov.au
Local business · Public & government service

5,195 likes

Facebook Ads View Results Screenshot:

You targeted **men and women, ages 18 - 65+** who live in **8 locations**.

Location:
Australia: Artarmon (2064), Cammeray (2062), Chatswood (2067), Lane Cove (2066), Sydney (2069), Sydney (2065), Sydney (2063), Willoughby (2068) New South Wales

Age:
18 - 65+

This promotion ran for **16 days**.

Your total budget for this promotion was **250.00 AUD**.

6,102 People Reached [?]
5,924 10-Second Video Views
\$250.00 Total Spend [?]

Actions | People | Countries

Video Views 7,949
Link Clicks 69

Desktop News Feed Screenshot:

Willoughby City Council
Sponsored ·

Over the past six months we've heard from thousands of people across Willoughby, and put together the community's long term vision for the future. Have your say online before 11 June: <http://ow.ly/SwpD30k7cib>

A City that is prosperous and vibrant

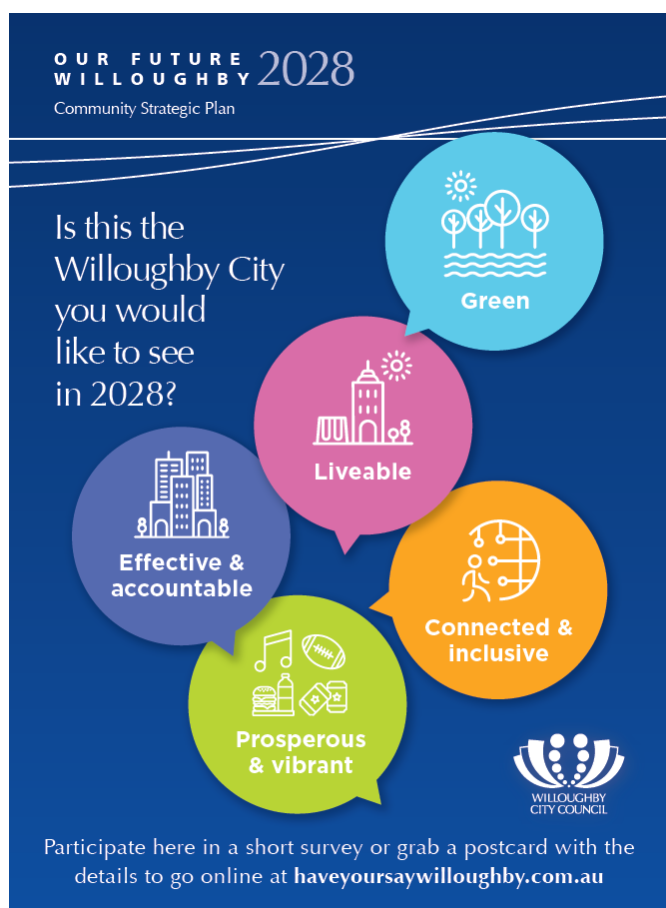
WWW.HAVEYOURSAYWILLOUGHBY.COM.AU

Our Future Willoughby 2028

Learn More

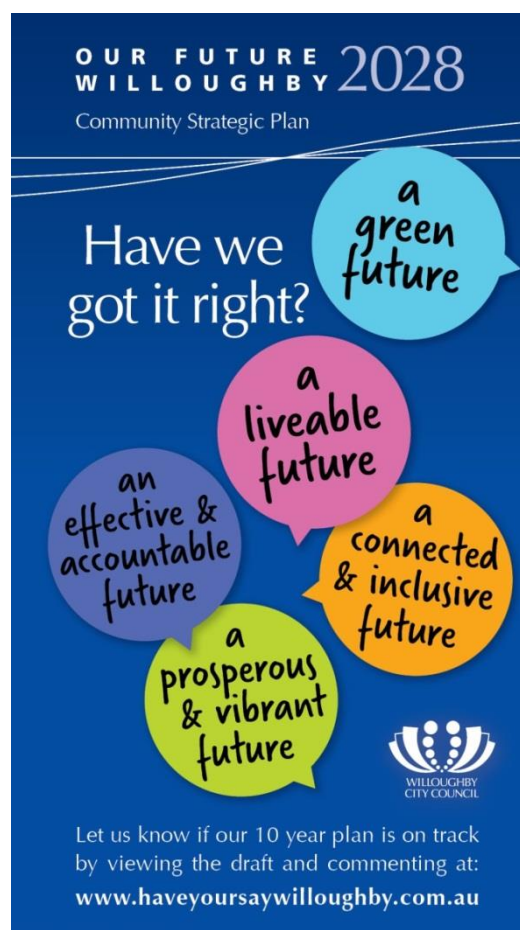
7.2 Attachment 2 - Marketing Internal Communication

A 3 poster on site at the library to direct visitors to participate in a survey or take a postcard home to do it later.




OUR FUTURE WILLOUGHBY 2028

Electronic Posters for council assets including Council Administration Foyer and the Willoughby Leisure Centre



7.3 Attachment 3 - Traditional Advertising

- **North Shore Times advertisement 24 May and in Council's column 7 June**
- Information provided on **Northbridge radio 29 May**
- Promotion through council's **'What's on in Willoughby'** electronic newsletter 3 May
- Mayor's column in local newsletter **'The Crag'** late in June



Willoughby City Council

Public Notices

TENDERS FOR REHABILITATION, RELINING & REPAIR OF STORMWATER ASSETS & ASSOCIATED WORKS PANEL 2018 - 2021: TENDER NO. 115959

Council is seeking tenders from qualified and experienced suppliers for a Rehabilitation, Relining and Repair of Stormwater Assets & Associated Works Panel for a 3 year period (+2 year extension).

Work will include the design and construction of the following, to carry out remediation and upgrade to the Principal's existing stormwater assets:

- preparation of relevant planning documents and approvals;
- preparation and implementation of a Project Safety Plan during the rehabilitation/renewal works;
- undertaking a pre-construction survey including validation of location of existing services that could be impacted by the works;
- establishment of a Flow Management Plan to address flow control during the works, including all incoming lines into the lengths being rehabilitated/repared;
- liaison and coordination with the Principal and all other relevant Authorities and stakeholders including any adjoining property owners to arrange approvals, access, relocation of services and manage traffic and pedestrian movements as necessary to complete the works;
- design, manufacture, delivery, preparation, installation of full internal lining and lateral sealing (for live inlets) for specified conduits;
- design, manufacture, delivery, preparation, installation of patch liners for specified conduits;
- provide concrete patching, invert repairs and other minor/major concrete repairs
- modifications to buried maintenance holes to raise them to the surface to facilitate rehabilitation works and provision of new frames and covers as required;
- demolition of existing and construction of new maintenance holes in specified locations;
- design and construction of new maintenance holes over the existing stormwater conduit in specified locations.

The panel will comprise a number of contractors who will perform design and construction works for a fixed period of three years (term) to undertake the works (which term may be extended by the Principal in accordance with the contract conditions) across the Willoughby City Council Area.

Documents containing essential information and schedules may be obtained at www.tenderlink.com/nswoc free of charge.

Tenders are to be submitted at www.tenderlink.com/nswoc OR within a sealed envelope endorsed: "The General Manager Tender for Rehabilitation, Relining and Repair of Stormwater Assets & Associated Works Panel" and shall be placed in the Tender Box located on Level 4, 31 Victor Street, Chatswood so as to be received in full prior to **11am, Thursday 7 June 2018**. Tenders received after the closing time will not be considered.

Further enquiries should be directed to Sunil Gamage, Council's Works Engineer at Sunil.Gamage@willoughby.nsw.gov.au

SPORT FACILITIES: DRAFT GENERIC PLAN OF MANAGEMENT

Council has prepared a draft Generic Plan of Management for Sports Facilities. The Plan provides a strategic framework for the future management of sports facilities in the Willoughby LGA. The Plan provides short and long term policies, management direction and performance indicators as required by the Local Government Act 1993 and the Crown Land Management Act 2016.

The draft Plan will be on exhibition from **Thursday 24 May - Thursday 19 July 2018** at www.willoughby.nsw.gov.au

Feedback can be submitted by:

- Completing the survey at haveyoursaywilloughby.nsw.gov.au
- Email to email@willoughby.nsw.gov.au
- Letter to PO Box 57 Chatswood 2057

For enquiries, contact Julie Whitfield, Council's Open Space Co-ordinator, on 9777 7751.

Council Meetings

All meetings are open to the public and agendas and reports can be viewed at www.willoughby.nsw.gov.au or at Chatswood Library.

7pm, Monday 28 May
Council Meeting - Council Chambers, Lvl 6, 31 Victor Street, Chatswood

Development Applications Received

During the period 2 May to 15 May, 2018, Council received the following applications for development approval. Applications may be viewed online at www.willoughby.nsw.gov.au under Development - Application Tracking or at Council's Administration Building, Lvl 4, 31 Victor Street, Chatswood during business hours.

DA-2018/146 8 Charles Street CASTLECRAIG	DA-2018/140 821-841 Pacific Highway CHATSWOOD
DA-2018/145 85 Victoria Avenue CHATSWOOD	DA-2018/139 201 Edinburgh Road CASTLECRAIG
DA-2018/144 8 Melrose Street LANE COVE NORTH	DA-2018/137 48 Stafford Road ARTARMON-
DA-2018/143 23 Headland Road CASTLE COVE	DA-2018/142 190 Sailors Bay Road NORTHBRIDGE
DA-2018/141 42 Narani Crescent NORTHBRIDGE	

Development Consents Issued

Pursuant to s.4.59 of the Environmental Planning and Assessment Act 1979 and the Regulations, Council notifies the granting of the following development consents and/or Compulsory Development Certificates which may be viewed, free of charge, on Level 4, 31 Victor Street, Chatswood during business hours.

DA-2017/283
63 Minimbah Road NORTHBRIDGE
Demolition of existing dwelling and construction of new three/four storey house and associated works.

Development Proposal

A development application has been lodged as advertised development

Application No: DA-2018/140
Address: 821-841 Pacific Highway, CHATSWOOD
Proposal: Two illuminated signs on Zenith Tower B Building
Applicant: Claude Neon (Aust) Pty Ltd
Consent Authority: Willoughby City Council
Closing Date for Comments: 7th June 2018

The detailed plans and other documentation can be viewed:

- At www.willoughby.nsw.gov.au under Development-Application-Tracking. A submission can be made directly from the website.
- In person at the Council's Administration Building, Level 4, 31 Victor Street, Chatswood from 8.30am - 5pm weekdays.

If you have difficulty or are unable to access the internet, please contact 9777 1000 to discuss an alternative arrangement. The application is available for inspection until the closing date. All comments must be made in writing and must be received at Council by the above closing date.

NOTICE OF PROPOSAL TO LEASE COMMUNITY LAND

Council hereby gives notice of its intention to lease the land comprised in Schedule 1, located at 68 Deepwater Rd Castle Cove. Notice pursuant to s. 47 Local Government Act 1993.

Particulars of lease:

- Land included in the lease is set out in Schedule 1 below. Each parcel is classified as "Community Land" by the provisions of the Local Government Act 1993, except for that land specified as operational land.
- The purpose for which the land will be used under the lease is the playing of golf, golf soccer and tennis, as well as any other recreational activities approved in writing by the Lessor and permitted by Castle Cove Golf Course Plan of Management.
- The term of the lease is five years with an option to renew of five years.
- The entity to whom it is proposed to grant the lease is Castle Cove Country Club Limited (ACN 001 039 318).


Schedule 1 - Schedule of Land

• Lot 116 DP30581	• Lot 117 DP30581
• Lot 251 DP30581	• Lot 180 DP200636
• Lot 508 DP200636	• Lot 509 DP200636
• Lot 250 DP 1093055	
• Lot 183 DP 200636 (note: classified as "operational land" pursuant to the Local Government Act 1993)	
• Lot 184 DP 200636/200636 (note: classified as "operational land" pursuant to the Local Government Act 1993).	


Submissions regarding the proposal may be made in writing to David Di Biase via email at david.dibiase@willoughby.nsw.gov.au or by mail at PO Box 57, Chatswood NSW 2057, by **5pm Friday 29 June 2018**.

OUR FUTURE WILLOUGHBY
Community Strategic Plan


Is this the Willoughby City you would like to see in 2028?




Effective & accountable




Prosperous & vibrant



Connected & inclusive



Green



Liveable

Visit haveyoursaywilloughby.nsw.gov.au

Debra Just
General Manager, Willoughby City Council

31 Victor St, Chatswood | PO Box 57, Chatswood NSW 2057
9777 1000 | www.willoughby.nsw.gov.au | email@willoughby.nsw.gov.au

7.4 Attachment 4 - Static Displays at Regional Libraries and Council Assets

Large **A0 posters** were installed at each of Council's Libraries and assets along with a hard copy the draft *Our Future Willoughby 2028*. The posters provided an overview of the Outcomes and community Priorities and invited the community to tell us what they thought. A poster promoting the Operational Plan and Delivery Program were also installed at each site.



Our Future Willoughby 2028 is the communities vision and priorities for the future of our City

This is your plan and we want to know if it captures your future Willoughby City

Tell us what you think at haveyoursaywilloughby.com.au before 11 June 2018

our Vision
Willoughby's diversity underpins our liveable and prosperous City



A City that is green

Our City **will** become a leader in sustainability. We are proud of our natural environment and will celebrate and protect our flourishing bushland, wildlife and waterways. We will aspire to meet the needs of our community and environment while not compromising those of future generations.

Community priorities

1. Create and enhance green spaces
2. Promote sustainable lifestyles and practices
3. Enhance, protect and respect waterways, bushland, nature, wildlife and ecological systems
4. Reduce energy, water and resource waste and encourage reuse and recycling
5. Reduce carbon and greenhouse gas emissions

A City that is connected and inclusive

We are a City that is connected through our people, transport, technology and history. We celebrate the diversity of our people and provide opportunities to connect through activities, services and places. We will encourage and promote transport choices and connections for pedestrians, bikes, public transport and private vehicles. Our City will be a Smart City of the future supported by digital infrastructure.

Community priorities

1. Enhance transport choices and connections throughout the City
2. Respect and celebrate our history and heritage sites
3. Celebrate and encourage our diversity
4. Reduce parking and traffic congestion
5. Create family friendly neighbourhoods that connect people
6. Improve access to digital services in public places
7. Promote accessible services for the community

A City that is liveable

We are a City that is safe, engaging, vibrant and supported by great urban design. Our City has lively village centres and a strong Central Business District that we will celebrate and promote. Our community will have access to and spaces that promote a healthy and active lifestyle.

Community priorities

1. Foster feelings of safety, security and cleanliness
2. Create recreation spaces for all
3. Promote an active and healthy lifestyle
4. Create desirable places to be and enjoy
5. Maintain quality of life by balancing population growth with the provision of assets and services
6. Activate local spaces in creative ways

A City that is prosperous and vibrant

Our City will have a robust economy with meaningful and diverse employment opportunities close to home. We will be a City where local and global businesses thrive. Our City, its places and vibrancy will attract businesses and visitors from around the world. We will be leaders in creativity and innovation.

Community priorities

1. Facilitate the development of all businesses
2. Build and support a night-time economy
3. Create memorable food destinations
4. Attract visitors and promote local destination-based tourism
5. Diversify our economy including creative and innovative industries
6. Facilitate the viability and vibrancy of our village centres

A City that is effective and accountable

A City that is governed by an ethical Council that is open, transparent and accountable. A City that is led by informed representatives who actively encourage meaningful engagement with all stakeholders to seek their involvement in decisions made on their behalf. We will represent the interests of the community, be a good steward to the environment and advocate for the City's priorities.

Community priorities

1. Be honest, transparent and accountable in all that we do
2. Demonstrate leadership and advocacy for local priorities
3. Balance the creation of new public assets with the upgrade of existing public assets
4. Anticipate and respond to changing community and customer needs
5. Make it easy for citizens to participate in decision making

Is this the Willoughby City you would like to see in 2028?

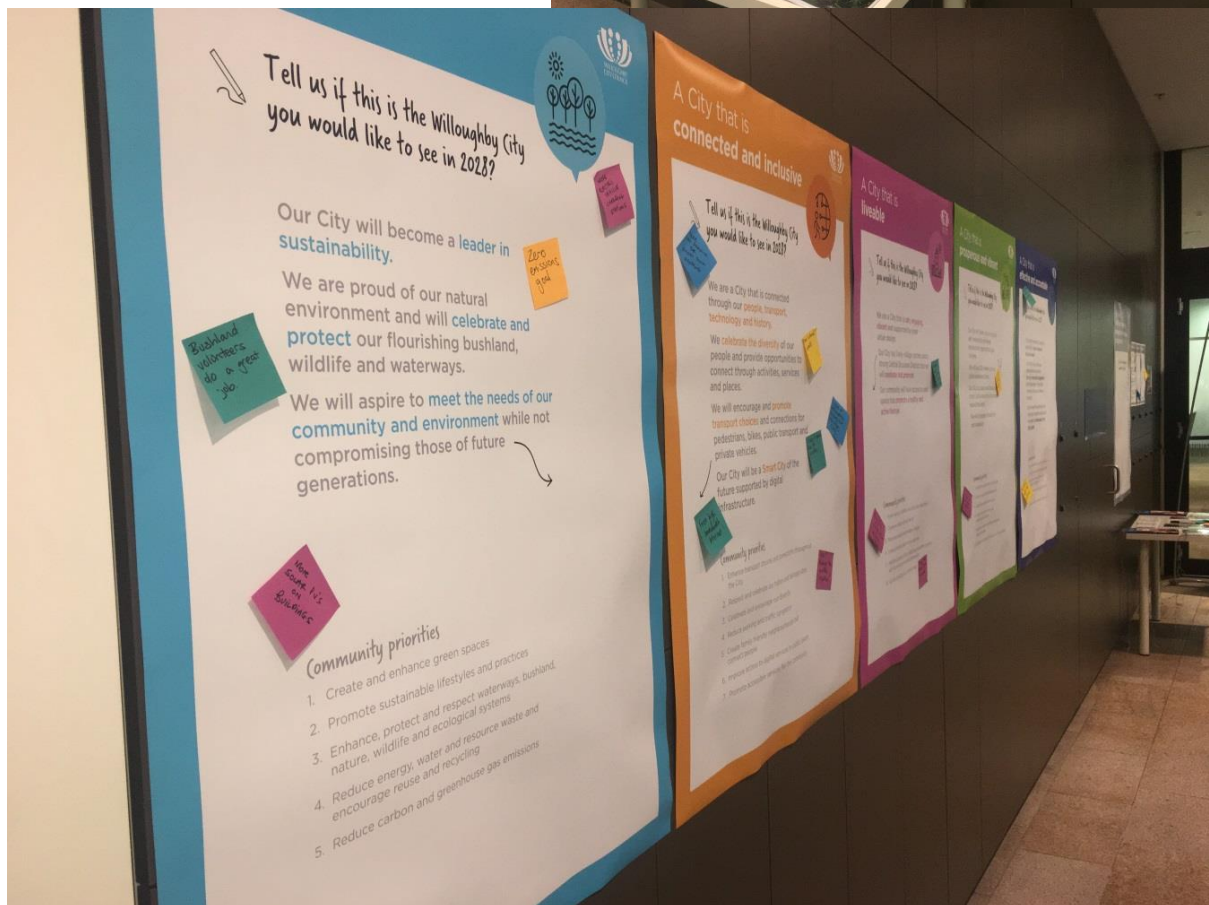
Go to haveyoursaywilloughby.com.au to view the full plan and share your comments before 11 June 2018.



7.5 Attachment 5 - Interactive Display – Chatswood Library

Council received hundreds of **post-it note comments** about the Outcomes and community Priorities of *Our Future Willoughby 2028* at the Chatswood library interactive display.

Due to the location, approximately half of the comments provided were feedback associated with the library itself, which has been referred onto them.



7.6 Attachment 6 - Pop-Up Kiosks and Post Card hand outs

Pop-up Kiosks at Community Events with staff taking submissions and handing out post cards:

- Chatswood Mall markets each Thursday
- Vivid events between 25 May to 11 June
- Naremburn and Artarmon Local Villages 7 June
- Volunteer Expo 31 May
- Archipaws Pet Festival Sunday afternoon 20 May



Our Future Willoughby 2028 is the communities vision and priorities for the future of our City

This is your plan and we want to know if it captures your future Willoughby City

Go to haveyoursaywilloughby.com.au to view the full plan and share your comments before 11 June 2018

our Vision
Willoughby's diversity underpins our liveable and prosperous City



Over the next 10 years Willoughby City will strive to be...

green
connected and inclusive
liveable
prosperous and vibrant
effective and accountable

Is this the Willoughby City you would like to see in 2028?



Go to haveyoursaywilloughby.com.au to view the full plan and share your comments before 11 June 2018



7.7 Attachment 7 - Mass mail-outs

Over 4,500 personalised emails were sent out inviting stakeholders to participate during the exhibition period including Have Your Say registered users, previous participants that provided feedback through the development of the Community Strategy Plan (CSP), *Our Future Willoughby 2028*, and broad community stakeholder groups invited to the Symposium held in March.

Information was also distributed for inclusion in **twelve school** newsletters.



Is this the future Willoughby City you want to see in 2028?

Dear Willoughby City Stakeholder,
Over the past 6 months we've heard thousands of thoughts and ideas from people across our city and brought them together to create [Our Future Willoughby 2028](#). Now we want to know if we got it right.

The final consultation phase for the exhibition period has commenced. As a resident that has previously participated in this consultation we encourage you [click here to get involved before Monday 11 June](#) so we can make sure that the community's long-term vision and priorities have been captured.

To bring this vision to life, we've also prepared a four year [Delivery Program 2017-2021](#), and one year [Operational Plan 2018-2019](#) that you can [comment on too](#).

Don't miss your chance to get involved in the future Willoughby City you want to see in 2028!

Kind regards,
The Community Engagement Team

7.8 Attachment 8 - Staff Engagement

- **Staff Information Posters** to assist staff understanding of the CSP and support community participation during the exhibition period.
- **An email was sent to all Staff** inviting employees, that are also local residents, to participate by providing feedback at Council's Have Your Say website.

OUR FUTURE WILLOUGHBY 2028
Community Strategic Plan

Staff Fact Sheet

WHAT IS OUR FUTURE WILLOUGHBY 2028?
Our Future Willoughby 2028 is the 10-year vision for the future of the City developed by the community. Council is the custodian of the plan, but it is reliant on the community, businesses, State Government agencies and Council to implement it. The plan helps council develop its Delivery Program and Operational Plan.

How was it developed?
We spoke with people who live, work and visit Willoughby City and asked them what the future looks like to them. We checked in with community members along the way to make sure the plan represented the discussions we have had. Over 5,000 thoughts and ideas were captured through Have Your Say, pop-up stalls, rates notice inserts, interactive library displays, a community symposium, workshops, focus groups and school, child-care, community and recreation centre visits.

WHAT IS THE 28 DAY EXHIBITION PERIOD?
Our Future Willoughby 2028 is still a draft. We want to know if this is the Willoughby City they want to see in 2028. Community members have until June 11 to tell us what they think.

How to get involved?
View or comment on the draft Our Future Willoughby 2028 at haveyoursay.willoughby.com.au and in council assets including:

- Dougherty Community Centre
- The Concourse, Chatswood
- MOSAIC Centre
- Chatswood, West Chatswood, Northbridge, Castle Cove, Castlecrag, Artarmon and Naremburn libraries.

WHAT HAPPENS NEXT?
The feedback will be reviewed and where appropriate will be incorporated into the plan before it returns to the council for adoption. Once the plan is adopted it will guide the direction of council for the next 10 years.

QUESTIONS?
Contact Tania Stark our Community Engagement Specialist
tania.stark@willoughby.nsw.gov.au
 on ext 7946.

Green

Liveable

Connected & inclusive

Prosperous & vibrant

Effective & accountable