

COMMUNITY STRATEGIC PLAN GAP ANALYSIS



INTRODUCTION

Community Strategic Plans are community wide plans used to inform the operation of Council. It sets the strategic direction for the City, its policies, services and activities.

Our Council is dedicated to identifying important social issues and community needs to ensure the effective delivery of services.

This Analysis provides a summary of the local demographic information and service provision across a range of council areas of operation and concern. It helps the community in identifying major issues and understands how these issues may impact on the community:

1. Population Growth
2. Employment
3. Housing Affordability
4. Transport
5. School Overcrowding
6. Aging Population
7. Sense of Community
8. Youth Development
9. Climate Change



COUNCIL'S ROLE AND RESPONSIBILITIES IN STRATEGIC PLANNING

Council's role is to guide the community through important discussions around the community vision for the future and to document those responses in the Willoughby City Strategy.

Willoughby City Council has the capacity to shape and influence outcomes on a number of the key factors that affect Willoughby City's long term future. However, Council does not control all policy makers and some of the major infrastructure

issues in the local area are within Council's direct responsibility or are beyond its capacity to fund. These issues require a multi-agency response.

To achieve the goals set out in the Willoughby City Strategy; Willoughby City Council will need to seek partnerships with business, community groups, education and health providers and all tiers of government to address the key issues and some of our major constraints.

OUR CITY IS

23

SQUARE KM



300 ha
of bushland

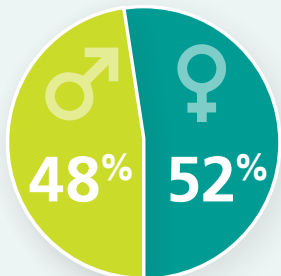
8.5km

from the Sydney CBD



1 ABOUT OUR COMMUNITY

WILLOUGHBY LGA



78,017

POPULATION

37 YEARS
Median Age -
1 year older than
Greater Sydney

35-39 YEARS
(8.2%)
Dominate age
structure

*Compared to 224,211 people
in greater Sydney in 2016.*



0.2%

(129)

are Aboriginal
and Torres Strait
Islander People.



2011-2016

there was an average of
**32,799 international
visitors** to Willoughby City.



8,891

During the period 2011-
Aug 2016 a total of **8,891**
people migrated to
Willoughby from overseas.



12.4%

of Willoughby's
population are
youth aged 15-24 years.



45.6% are
multicultural
or born overseas.



In Willoughby City as a whole,
Health Care and Social Assistance
is the largest employer, generating
12,153 local jobs in 2015/16.

83%

In 2016, 83% of people
working in Willoughby,
live outside of the LGA.



18%

The Concourse had **855 event days**
in 2015/2016, an **18% increase**
compared to 2014/15

855 EVENT DAYS

196K VISITORS

4

ANNUAL
EVENTS



**250,000 ANNUAL
ATTENDANCE**

650+ Volunteers across Council

13,131 people volunteer within the LGA



19%

+2,119

2011-2016

2 SUMMARIES OF OUR COMMUNITY ISSUES

Population Growth

Concern about changes in the size and composition of the population has been growing for several decades in Australia. It is important to understand the impact of population growth on economy, housing and environment in our LGA. This will help in the process of changing behaviour and bringing political change.

What do we know?

- Employment in traditional manufacturing and industrial activity continues to decline.
- Chatswood has increasing pressure for commercial land to be rezoned for residential.
- Traffic congestion, temporary retail (e.g. the Victoria Street markets) and slow DA processing have been identified by real estate agents as challenges for the retail businesses.

**+14,040
MORE PEOPLE
BY 2036**

78,017 Estimated Resident Population (2016)



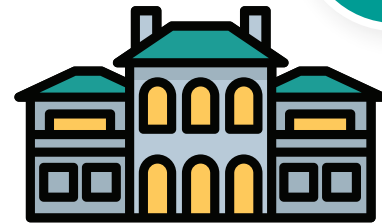
78,017
2016



80,382
2022



83,507
2026



89,271
2036

State & Regional Strategic Plan

- *The Draft Northern District Plan* set planning priorities and housing and jobs targets for each LGA over the next 20 years and will be finalised during the next 12 months. Council made a submission on the draft North District Plan and was able to reflect findings from its own local strategic planning processes.
- The Department of Planning and Environment is working with Willoughby City Council to undertake a strategic planning investigation of the St Leonard's and Crow's Nest priority precincts.

Our City Strategic Plan

Where we are now	In five years we will:	By 2026:
<ul style="list-style-type: none"> • Council has developed strategic plans for its future land use including CBD and Local Centers. 	<ul style="list-style-type: none"> • The Chatswood CBD Planning and Urban Design Strategy will contribute to the overall Willoughby City Strategy 2018-2036. • Detailed studies for the Housing, Local Centers and Industrial Lands Position Statements will inform any land use changes. 	<ul style="list-style-type: none"> • In 10 years' time, Willoughby Council is aiming for a confident and commercially thriving CBD in Chatswood as well as flourishing local centres across the LGA.

Employment

The commercial, retail and industrial precincts of Willoughby are the key employment concentrations in the local government area (LGA). They provide regional and local services. Chatswood is Willoughby's main economic centre.

State & Regional Strategic Plan

- *The Draft Greater Sydney Region Plan* is built on a vision where the people of Greater Sydney live within 30 minutes of their jobs, education and health facilities, services and great places.

Our City Strategic Plan

- Council seeks to ensure that its economic development policies and land use planning provisions support the growth of employment and services.
- To assist in the achievement of the growth targets identified for the City in the draft *Greater Sydney Region Plan* and *Draft Northern District Plan*.
- The Council is also seeking to understand what measures might be taken within Council's control to facilitate the economic growth and sustainability of the LGA.

What do we know?

- 4.7% of the local labour force of Willoughby City was unemployed in 2011 compared to 5.7% in Greater Sydney.
- The number of local workers in Willoughby City increased by 3,372 between 2014/16. Employment is projected to continue to increase in health care with almost 6,000 jobs projected in Willoughby LGA by 2031.

Chatswood
> 24,000 jobs

300,000 sqm

Commercial
floor space

190,000 sqm

Retail
floor space



Where we are now

- Facilitate business and employment opportunities servicing local and regional needs.
- 137 Businesses are registered with the Better Business Partnership

In five years we will:

- Implement strategy for the long term development of Chatswood CBD as a major regional employment, retail and entertainment destination.
- Work with the Department of Planning, Lane Cove, North Sydney Councils and the community to develop the vision for the St Leonards/ Crows Nest Priority Precinct.

By 2026:

- Ensure we cater for global and local trends as well as the land use requirements of modern businesses and the expectations of customers.
- Provide programs that engage with local businesses and assist in their long term sustainability.
- By 2026, Willoughby Council estimates there is potential for 19,100 jobs. This includes 7,300 jobs in Chatswood and 4,200 jobs in St Leonards (within Willoughby LGA). Chatswood is expected to accommodate an additional 95,000 square metres of commercial floorspace and 40,000 square metres of retail floor-space.

Housing Affordability

If a household is spending more than 30% of income on housing costs it is described as being in housing stress. Housing stress impacts on quality of life and the ability to afford other living costs such as food, clothing, transport and utilities.



State & Regional Strategic Plan

- *The Draft Northern District Plan* set an affordable housing target at 7-10%.

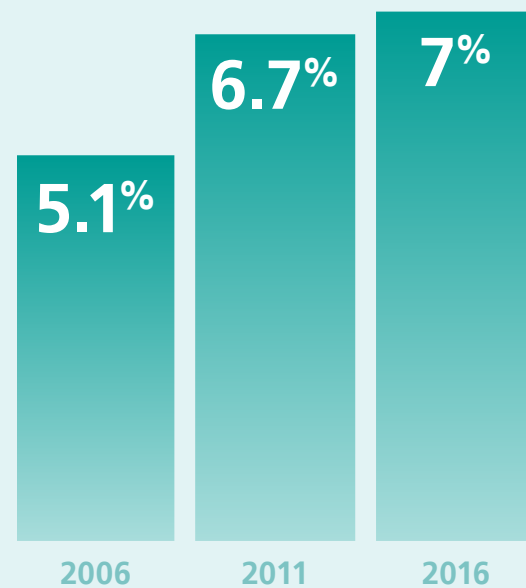
Our City Strategic Plan

- Council has a role as a provider of Affordable Housing and to enable housing planning and development that increases the availability of affordable housing within the LGA.

What do we know?

- 1.7% households renting social housing (Source: idcommunity, Community Profile 2016).
- There is a limited supply of social housing within Willoughby City and waiting list demand far outstrips supply.
- Not enough accessible and affordable options for people with disability.

Housing Costs as a Percentage of Income



Where we are now

- Council provides 22 Affordable Housing units for Key Workers.
- Willoughby LEP 2012 identifies sites which will require 4% affordable housing when the site is redeveloped.

In five years we will:

- Increase Council provided affordable housing properties from 22 to 50.
- Increase to the LEP Affordable Housing requirement from 4% to 7% in line with the *Draft Northern District Plan Target*.
- Monitor the supply of affordable housing particularly for low income workers who provide services for the residents and businesses of the Willoughby LGA.

By 2026:

- Increase Council provided affordable housing properties from 22 to 70.
- Increase to the LEP Affordable Housing requirement from 4% to 10% in line with the *Draft Northern District Plan Target*.
- Examples of 'model' affordable housing developments enabled by Council through joint ventures.

Transport

There is no doubt that the flows of traffic and passengers within our LGA are expected to surge with a growing population.

State & Regional Strategic Plan

- The North West Rail Link will provide eight new stations and services over a 23 kilometre addition to the rail network from Epping to Rouse Hill.
- A new tunnel under the Harbour and through the CBD will provide direct rail access from Hurstville and the Bankstown Line to Chatswood and the North West Rail Link.

Our City Strategic Plan

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



What do we know?

- The rail network is at capacity during peak periods.
- Bus services outside peak travelling to the Chatswood CBD are underutilised.
- The large numbers of private vehicle pick up / drop off trips of school children within Willoughby contributes to the peak hour traffic and air pollution.
- Lack of accessible transport to Willoughby community services and facilities.



Where we are now	In five years we will:	By 2026:
<ul style="list-style-type: none"> • A key guiding principal for future development is already embedded in the Willoughby Development Control Plan under Section C4 Transport Requirements for Development. • The Artarmon Loop is a free shuttle service. 	<ul style="list-style-type: none"> • Managing the traffic impacts of a growing Chatswood CBD. • Improvement of local road traffic and safety. • Encouraging more sustainable, active (cycling and walking) and public transport use. 	<ul style="list-style-type: none"> • Travel demand management. • Improve local accessibility and transport options between suburbs. • Further integration of land use and transport to improve accessibility and reduce travel demand.

School Overcrowding

School overcrowding of a number of public primary and high schools has been a community issue over some years.

State & Regional Strategic Plan

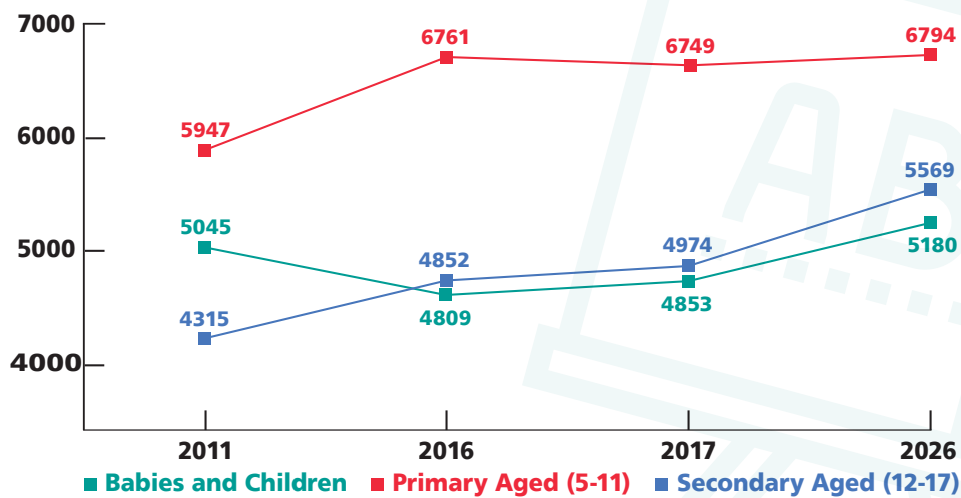
- The State Environmental Planning Policy (Educational Establishments and Child Care Facilities) 2017 (SEPP) has provisions that will make it easier for child-care providers, schools, TAFEs and universities to build new facilities and improve existing ones by streamlining approval processes.

What do we know?

- From 2012 to 2016 school enrolments in the LGA increased by 17.6%, the fourth highest in NSW.
- Chatswood Public School is at 108% capacity.
- The Willoughby Public School and Willoughby High School have 2000 students although they were originally designed to accommodate 450.
- Use of demountable classrooms is common at many schools in our local government area.



Demographic trends affecting school student numbers



Our City Strategic Plan

Where we are now	In five years we will:	By 2026:
<ul style="list-style-type: none"> Council is aware that community has raised concerns over school over-crowding with this issue affecting a number of public primary and secondary schools. Council is not responsible for school planning but can advocate to the NSW Government, informed by community advice. 	<ul style="list-style-type: none"> In planning for growth in Willoughby it is absolutely essential we take into account the capacity of existing facilities and social infrastructure such as schools and open space. 	<ul style="list-style-type: none"> Although Local Government is not responsible for school planning, it can advocate to the NSW Government, informed by community advice and available statistics, and work with the Greater Sydney Commission and the Social Commissioner Heather Nesbitt to plan for and deliver new infrastructure.

Aging Population

An ageing population means this function is an operational priority for Council in provision and as knowledge broker for community.

State & Regional Strategic Plan

- The National Disability Insurance Scheme (NDIS) commenced rollout in Northern Sydney in July 2016. The NDIS will provide individualised support for people with disability, their families and carers to achieve their goals. The supports may include therapies, equipment, home modifications, mobility equipment, and taking part in community activities or assistance with employment.
- Ability Links services have been funded by the NSW Government to provide people with a locally based first point of contact to support people to access support and services in their local communities.

Our City Strategic Plan

- Council provides a range of Community Home Support Programs (CHSP) through At Home with Willoughby Community Services. These include: Meals on Wheels, Linen services, Social Support groups and individual services. Council also provides: Home Library Service, Healthy Ageing activities (falls prevention and a range of exercise programs), Time to Grow Garden Share program, Seniors Internet Tuition. Council will be required to support community to manage changes and to report to the Federal Government any gaps or significant needs as they appear.
- Willoughby City Council's Disability Inclusion Action Plan 2017-2021 which was completed and distributed in 2017, is a long-term vision with a range of decisive actions that embrace and embody Council's commitment to ensuring a truly inclusive and welcoming Willoughby.

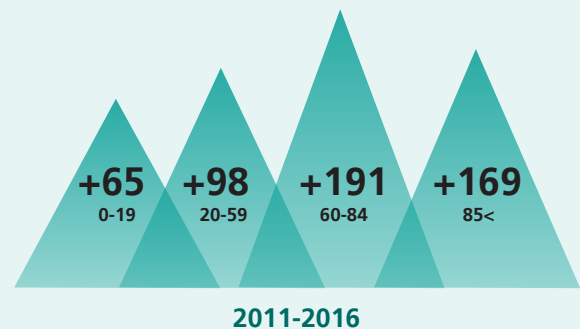
What do we know?

- There is a predicted 47.8% increase in the Willoughby retirement age population between 2011 and 2026 (forecast.id).
- In 2016, 3.4% of the population (2,538) reported requiring assistance with day to day living tasks due to a disability.

Population 65 or older



Change in need for assistance



Forecast Age Structure



Source: .idcommunity, Population Forecast 2016

Where we are now	In five years we will:	By 2026:
<ul style="list-style-type: none"> • Home Care Packages – a consistent national process for prioritising access to home care packages commenced in February, 2017. This saw the introduction of a National Prioritisation Queue which determines the order in which eligible clients are assigned a package. • Commonwealth Home Support Program (CHSP) providers adapted to the introduction of My Aged Care as the main entry point for aged care systems across Australia. CHSP programs continue to have a significant investment by volunteers. To date there has been no change in the level of service provision available in this area. 	<ul style="list-style-type: none"> • Home Care Packages - an additional 6,000 home care packages will be released to support older Australians with higher needs. This will mean an increase in the availability of higher Level 3 and 4 packages • The Commonwealth Home Support Program will continue to be block funded until 2020. This provides a certainty of funding and continuity of service delivery to older people to assist them to continue living at home and in their communities for as long as possible. Details of new funding conditions are currently being developed and with changes communicated to CHSP service providers in early 2018. 	<ul style="list-style-type: none"> • Establish partnerships with local providers to ensure ongoing service provision to meet the needs of the aging population. 

Where we are now	In five years we will:	By 2026:
<ul style="list-style-type: none"> • The National Disability Insurance Agency (NDIA) trial phase of the NDIS has been completed. The full rollout of the Scheme commenced on 1 July 2016. • The Scheme had some 35,000 participants across Australia as at 30 June 2016, of whom about 30,000 had an approved plan. The average annual participant package cost is about \$39,000, including the cost of large residential centres. 	<ul style="list-style-type: none"> • The anticipated NDIS target of 460,000 scheme participants is expected to be met by 2019. • NSW NDIS commenced on the 1 July, 2017 with more than 54,000 people already joining in NSW with a further 60,000 expected to join in 2017-18. All NSW delivered disability support services will be transferred to the non-government sector by 30 June, 2018. 	<ul style="list-style-type: none"> • Provide support for disability employment agencies to create new employment opportunities in the LGA.



Sense of Community

There has been an increase in high rise residential developments particularly in Chatswood and St Leonards with a subsequent increase in people moving into the area. Among these are newly arrived migrants and long settled residents, attracted by the convenient transport and apartment style living. The challenge for our City and Council is to maintain a sense of community.

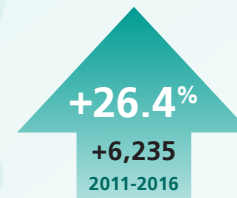
Our City Strategic Plan

- Facilitate and support a range of cultural, recreational and social activities and events, recognising emerging social changes and interests.
- Encourage the broader community to engage with our multicultural communities through cross-cultural activities, the arts and events.



What do we know?

- Number of people who spoke a language other than English at home:



- Polarity between 'traditional' areas outside of Chatswood CBD, and 'diverse' population within Chatswood CBD.
- Large focus on Asian population – there are other prominent cultural groups not supported as strongly.



Where we are now	In five years we will:	By 2026:
<ul style="list-style-type: none"> • Council provides information to the public on how to run events, including local government procedures, insurance requirements. • Event seed funding – part of community grants program. \$10,000 funding available to community/not-for-profit groups to run events within the LGA. Focus on new/emerging artists and encouragement of new events. 	<ul style="list-style-type: none"> • Review event calendar with a view to grow higher profile events and alternate locations for existing/planned events. • Develop strategic plan for events. Investigate; <ol style="list-style-type: none"> 1. Other areas in LGA where events can be held. 2. Internal and external groups to collaborate with. 3. External groups we can support – i.e. they run the event and we can provide marketing support 4. Undertaking customer satisfaction surveys at events to assist us in identifying gaps or improvement areas. • Develop a 'How To' events manual for external groups. • Providing pathways for young artists to network with experienced artists – via community grant programs, connections that WCC has already established (Century Venues). 	<ul style="list-style-type: none"> • Develop place making and community engagement strategies to engage and service all suburbs of Willoughby. • Establish long-term strategic partnerships for delivery of high quality events • Ensure provision of event venues and support hirers of these spaces. • Identify opportunities to work in partnership with service providers in the delivery of information sessions including health and other issues for the CALD community.

Youth Development

Population growth in 12-24 year old results in increasing demand for youth services in the future.

State & Regional Strategic Plan

Across the Lower North Shore and Northern Sydney region a number of services are available for young people and families to access which operate within the WLGA. This includes but is not limited to;

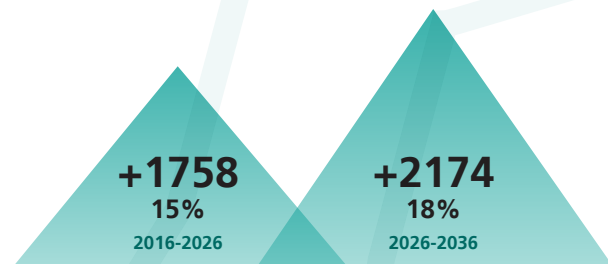
1. Ability Links – Disability Services aimed at link people (including young people with locally based support services).
 2. Ku-ring-gai Youth Development Service (KYDS) – Support service for young people across the LNS.
- Family and Community Services (FACS) funding cycle ends June 2016



What do we know?

- Our LGA has one Youth Centre for the current population of 76,000. Benchmarks indicate one centre is required per 30,000 – 50,000. Therefore we need an additional youth dedicated space.
- There is a lack of Youth recreation space within the LGA.
- Willoughby has the third highest concentrations of children (13.4%) in apartments.

Forecast age structure 12-24 year old



Our City Strategic Plan

- Council provide a range of Youth and family services ranging from education, training, recreation, referral and policy development for our residents and wider the Northern Sydney region.

Where we are now	In five years we will:	By 2026:
<ul style="list-style-type: none"> • WCC's youth services team were a fundamental driver of the development of the Northern Sydney Youth Strategy 2015. <p>The Willoughby YouthAction Group planned and delivered numerous initiatives including a rooftop vegetable garden, centre upgrades, art works, music events at the Youth Centre, a band competition (PreShocked), an Ozharvest cooking initiative and initiatives partnering with Headspace and the Headspace Youth Advisory Committee.</p>	<ul style="list-style-type: none"> • Establish a Youth Centre located outside the Chatswood CBD (to provide space for a youth worker, employment training programs drop in areas, formal areas and outreach programs). 	<ul style="list-style-type: none"> • Continue to meet the educational, employment, recreational and support needs of young people and their families in Willoughby LGA in-line with best practice.

Climate Change

People and ecosystems all around the world are already stressed by changing patterns of floods, droughts, heatwaves, and seasons. Australia faces hotter temperatures, worsening bush fire danger, and an intensification of the 'droughts and flooding rains'.

State & Regional Strategic Plan

- Metropolitan Sydney Climate change snapshot provides descriptions of climate change projections for 2020–2039 and 2060–2079.
- Climate Change Policy Framework for NSW - to maximise the economic, social and environmental wellbeing of NSW in the context of a changing climate and current and emerging international and national policy settings and actions to address climate change.
- The NSW Government has committed to an aspirational objective of achieving net-zero emissions by 2050.

Our City Strategic Plan

The Sustainability Action Plan details Council's next steps on the journey towards sustainability. It provides the plan of action for what Council will do over the coming four years to ensure the Council protects and enhances our environment.

What do we know?

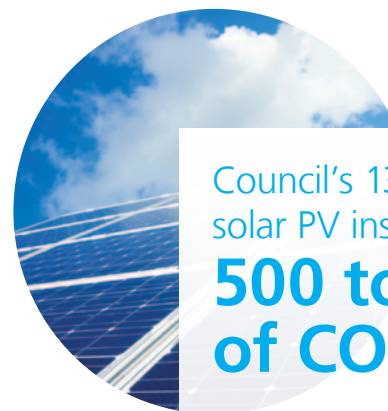
In NSW:

- Doubling or even trebling of days above 35°C by 2070 - more people are likely to suffer heat-related illnesses and death, with the elderly particularly vulnerable.
- By 2020 fire seasons will start earlier and end slightly later.
- Continued rise in extreme sea-level events
- Increase in high-intensity rainfall events and flooding

(Department of Environment & Energy 2017)

In our LGA:

- Climate Change impacts will require response to bushfire and storm events, which are likely to cause greater expenditure by council.
- Increased requirement for alternative energy and water supplies



Council's 13 solar PV installations save **500 tonnes of CO₂**

Where we are now	In five years we will:	By 2026:
<ul style="list-style-type: none"> • Gas and fuel consumption 31% lower than 2012/13. • Greenhouse gas emissions from energy and fuel use reduced by 3% since last year. • Council's 13 solar PV installations currently generate 500,000 KWh, save 500 tonnes of CO₂ and \$100,000 in electricity bills per year. • The Live Well in Willoughby Campaign, providing sustainability education, has been very well received by the community. A total of 134 workshops/activities and 10 events engaged over 4,000 people. 	<ul style="list-style-type: none"> • Council currently at 5.5% towards our renewable energy target of 20% by 2020. • Provide sustainability education programs. • Facilitate schools, business and industry and community to participate in sustainability programs. • Assist residents, business and industry to implement sustainable practices. 	<ul style="list-style-type: none"> • Strategic approach to the implementation of action plans that addresses climate change mitigation and adaptation.