

OUR FUTURE WILLOUGHBY 2036

Community Strategic Plan



WILLOUGHBY
CITY COUNCIL

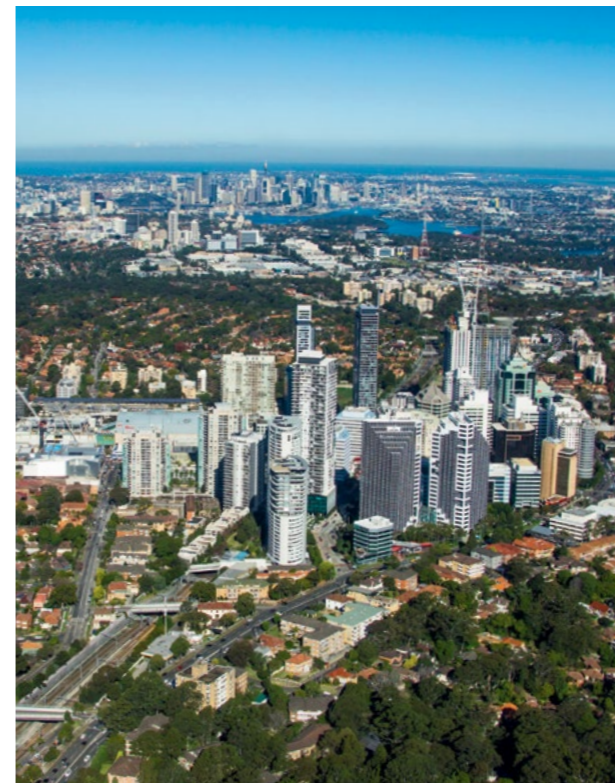
City of Diversity

What is Our Future Willoughby 2036?

Our Future Willoughby 2036 is the community's long term vision and priorities for the future of the City, our Community Strategic Plan. Extensive consultation was undertaken to develop this and the preceding plan *Our Future Willoughby 2032*. To ensure that the aspirations and strategic directions are still relevant we undertook a review and community consultation process. This has guided the changes to the plan and its extension to 2036, to align with a Census year for population projections, and our long term plans on transport, landuse and housing.

Acknowledgment of Country

Willoughby City Council acknowledges the Traditional Owners of the lands on which we stand, the Gamaragal people. We pay our respects to their Elders past and present.



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Message from the Mayor



The Community Strategic Plan (CSP) *Our Future Willoughby 2036* sets the strategic direction and defines our priorities for Willoughby City for the next ten years.

Each new Council term triggers a review of the CSP, allowing us to realign with evolving community expectations and goals.

In early 2024, Council began engaging with community groups, businesses, visitors and residents to gather insights on what matters most to them, potential challenges for our area, and their aspirations for the future. We listened to these views, considering both broader trends and opportunities that may shape our city over the coming decade.

Through conversations with our community, a consistent emphasis has emerged on our natural environment, green spaces, sustainability, and resilience as top priorities. Our community also expressed concerns about cost-of-living pressures affecting housing and the viability of local businesses, as well as a strong desire for preparedness in emergencies and social support networks to strengthen our social fabric.

This feedback and analysis informed our review of Willoughby's CSP, which we have refined to ensure that Council is acknowledging and achieving the goals that are contemporary to the community. Our vision for a 'City of Diversity' is still at the core of our future priorities and goals, which will ensure that Willoughby is connected, sustainable, and vibrant.

I'm confident the Community Strategic Plan: *Our Future Willoughby 2036* will serve as a robust guide, directing Council's efforts to deliver impactful projects and services. Thank you to everyone in the community for your invaluable input – you are helping shape a future we can all be proud of.

Yours in Community,

Tanya Taylor
Mayor, Willoughby City Council



Front row (left to right): Cr Anna Greco, Cr Sarah Royds, Cr Michelle Chuang, Cr Tanya Taylor (Mayor), Cr Georgie Roussac, Cr Kristina Dodds.
Middle row: Cr Nic Wright, Cr Andrew Nelson, Cr John Moratelli, Cr Robert Samuel.
Back row: Cr Craig Campbell, Cr Roy McCullagh, Cr Angelo Rozos (Deputy Mayor)

City of Willoughby Profile

Land area
22.43 km²



Population now
77,874 (2023)

Projected
87,415 (2036)



3,473
people per km²



Median age is 39, with
37%
of the population
couples with children.

Birthplace (2021)

Australia		38,174	50.5%
China		8,311	11%
UK		3,062	4%
Hong Kong		2,788	3.7%
India		2,350	3.1%
South Korea		1,582	2.1%

Willoughby City Council area covers 22.4km² in Sydney's lower north shore, encompassing 3.3 km² of extensive bushland along the Lane Cove River and Middle Harbour. Our population grew by 6.6% over the last 10 years from 73,072 to almost 78,000 people and is projected to reach 87,415 by 2036. We are diverse across age groups, household types, cultural origins, languages and abilities.

The 2021 Census results show changes over the preceding five years – an ageing population, less young workers and young children and more single-person households.

The topography shapes our land use across housing, commercial and industry. Private dwellings range from modern apartment towers by the CBDs, to older units and

townhouses, Federation-era homes and contemporary houses.

There are two significant CBDs at Chatswood and St Leonards on North Shore train and Sydney Metro lines, and our light industrial areas also provide employment and services for the northern Sydney region.



Understanding the plan

To achieve the community's vision of a diverse, liveable and prosperous City, five community outcomes have been identified by our community as focus areas for the coming decade.

These are supported by 33 community priorities which outline the tactics our community feels are needed to achieve each outcome. As this is the community's strategic plan, it sets the long term direction for the area. Council's programs and actions to get there are covered in its Delivery Program and other plans, see page 20 for details.

The plan's measures will help us track progress towards achieving the community outcomes at a long-term strategic level, rather than Council's operational outputs tracked in the Delivery Program. While most targets are desired long term trends, any numeric targets have been sourced from other adopted Council plans e.g. on the environment, transport and the economy. While Council is the custodian of the CSP, many others also partner on or deliver the outcomes including individuals, Governments, Members of Parliament, businesses, educational institutions and

community groups. Thus the measures also gauge progress beyond what Council does.

This plan also outlines key factors that need to be considered for each outcome, i.e. important trends that drive our understanding of the challenges and opportunities we face.

GUIDING PRINCIPLES

The following three principles underpin Council's plan and its implementation:

- **Sustainability** – Seeks to meet the needs of the present without compromising the needs of future generations. It requires equitable consideration of environmental, social and economic needs for the long term.
- **Social Justice** – All people receive a "fair go" at opportunities in life including wealth, health and recognition in law and privileges without prejudice. The key aspects are:
 - **Equity** – overcoming unfairness caused by unequal access to economic power and resources

- **Access** – greater equality of access to goods and services
- **Participation** – expanded opportunities for real participation in decisions which govern lives
- **Rights** – equal and effective legal, industrial and political rights

• Ethical Government

- Requires that Council exercise its role as steward to the public
- Ensures the distribution of resources through fair and just rules and decision making processes
- Advocate on behalf of its residents, local area and environment
- Strive for openness, transparency and accountability
- Demonstrate leadership and strategic planning
- Provide value for money for ratepayers and residents
- Seek to reduce the harmful effects of shocks and stresses on society, ecosystems, economies and infrastructure

Our Future Willoughby 2036



Our Vision

Willoughby: City of Diversity

Willoughby is a City of diversity: diverse landscapes, people and businesses.

Willoughby's diversity underpins our liveable and prosperous City.

Our people are from across the world as reflected in the diversity of their languages and beliefs. They come together from all walks of life adding vibrancy to our community and creating rich social connections.

Food and music are signatures of our hubs. You can experience fine dining

and cheap eats in our laneways at all hours and hear the music of our community and the languages of people who make our City home. You can have fun at street activities and events or enjoy a comedian or symphony concert at The Concourse. Visitors respond to our offering as Willoughby's reputation as a destination grows.

We recognise the past while creating new liveable places, strong and resilient communities and homes for the future. The sites and contributions of our traditional Indigenous

inhabitants are recognised and preserved along with more recent heritage such as Walter Burley Griffin cottages, The Castle and The Incinerator. Our skyline's silhouette dramatically outlines the transition from modern office and apartment towers to medium density apartments and houses that span a variety of eras and designs.

Our landscape is as diverse as our people and urban places. Significant native bushland, Middle Harbour estuary and the Lane Cove River invite you to explore and understand more.

Our natural environment is of prime importance to us and we are leaders in creating an aware community focused on sustainable living that reduces our impact on the world.

It is easy to get to and around our City. Public transport options, connected walkways and cycle paths help minimise the impact of cars on our roads and provide us with healthier choices and reduced emissions. The connections between the CBD and our villages are strong, creating liveable spaces which support our needs and serve as meeting places.

Digital connections and infrastructure support a smart city that provides real-time information to people seeking to navigate our City and access its services.

Our vibrant economy continues to grow and diversify. The success of global corporations and significant retailers based in our CBD, and of the local businesses that support our villages and neighbourhoods, serves to attract new industries, employers and talent to our City. Many choose to live and work here, able to meet

all their needs within a short walk.

Our community has far-sighted leaders. They anticipate and meet community and environmental needs. They facilitate strong and resilient communities and natural systems adapted to shocks and stresses. Our leaders work collaboratively to deliver better services and infrastructure, to improve amenities and a sense of place. They actively involve citizens in decisions that affect their lives. They are recognised as ethical, fair and accountable. Our leaders ensure the City has a vibrant future and is a source of identity and pride.



OUTCOME 1

A City that is green

Our City will become a leader in sustainability.

We are proud of our natural environment, value its benefits to our wellbeing, 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

- 1.1 Create and enhance green spaces, urban tree canopy cover and greening.
- 1.2 Promote sustainable lifestyles and practices.
- 1.3 Enhance, protect and respect waterways, bushland, wildlife and ecological systems.
- 1.4 Reduce use of energy, water and natural resources and maximise reuse of waste.
- 1.5 Reduce carbon and greenhouse gas emissions.



MEASURE	DATA SOURCE
Increase in average recovery rate from all waste streams to 80% by 2030 (baseline 45% in 2019/20)*	Willoughby City Council data and target from the NSW Government
Increase tree canopy cover to 40% by 2036 (baseline 37% in 2016)*	Resilient Sydney platform and Department of Planning
Decrease annual water use by residents to 110kL/capita or less (baseline 118 kL in 2017/18)*	Resilient Sydney platform and Sydney Water
No net decline by 2028 in local waterway health with 90% of sites rated Grade C or better (baseline 90% in 2017/18)*	Local Waterway Health Report Card and Sydney Water
Decrease total community carbon emissions in Willoughby LGA to Net Zero by the 2040's or sooner (baseline 1,072,255 in 2017/18)	Resilient Sydney platform for emissions Scope 1, 2 & 3. Target from Willoughby Council resolution on 18/10/21

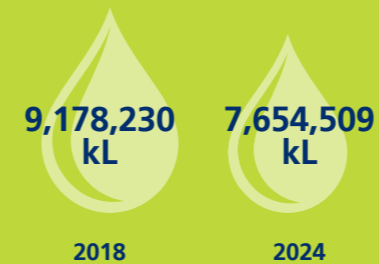
* measure and target sourced from or supports Council Strategies/plans, refer pages 23-24

FACTS AND CONSIDERATIONS

Council manages over

330ha of bushland and nearly 20kms of harbour foreshore.

Progressively less water used by the Willoughby community:



425ha of open space

Less greenhouse gas emissions from the Willoughby community:

2018: 1,084,455 (CO₂e) tonnes
2023: 859,750 (CO₂e) tonnes

More waste diverted from landfill

45%	51%
2020	2024

Change in urban canopy

2022: 35% **2036: target: 40%**

Tree canopy cover provides shade, reduces urban heat and encourages walking and cycling.



CONSIDERATIONS

Synergies are needed with community, government, industry and other councils to improve sustainability solutions and achieve a more circular economy.

The environment is the community's top priority for Council to focus on for the next 10 years.

The most urgent environmental concerns to address are, in order: climate change; reducing waste; tree cover; urban heat and wildlife.

The top challenges for our community include balancing development with protecting the area; more extreme weather events; and pressures on our natural areas and wildlife.

“We need guidance and incentives to reduce waste, water and energy use; and solutions for solar and more recycling..”

Participants feedback

References can be located on Page 26

OUTCOME 2

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 and harmony of our people and provide opportunities to care and connect through activities, services and places.

We will encourage and promote sustainable 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 and literacy.

COMMUNITY PRIORITIES

- 2.1 Enhance transport choices and connections throughout the City.
- 2.2 Respect and celebrate our indigenous and non-indigenous history and heritage.
- 2.3 Celebrate and encourage our diversity with inclusion and equity for all.
- 2.4 Manage parking and reduce car dependency.
- 2.5 Create neighbourhoods that connect people from all types of households and families.
- 2.6 Foster a digitally enabled community.
- 2.7 Promote accessible services, facilities and networks for the community.
- 2.8 Increase community resilience and preparedness for shocks and stressors.



MEASURE	DATA SOURCE
Increase residents journeys to work that do not use a motor vehicle (baseline 39% in 2018/19)*	Household travel survey
Decrease resident's journeys by vehicle as driver or passenger (baseline 61% in 2018/19)*	Transport for NSW
Increase in disability inclusion initiatives implemented (cumulative) (baseline 186 in 2023/24, target 30/year, cumulative 306 by 2027/28) *	Willoughby City Council data
Increase/maintain % residents providing help to neighbours or friends during the year (baseline 85% in 2019)	Willoughby City Council Community Wellbeing survey
Maintain/increase % of residents who feel part of their local neighbourhood community (baseline 69% in 2019)	Willoughby City Council Community Wellbeing survey
Maintain/increase % of residents who volunteered with an organisation in the past year (baseline 22% in 2016)*	Census, Australian Bureau of Statistics

* measure and target sourced from or supports Council Strategies/plans, refer pages 23-24

FACTS AND CONSIDERATIONS

77% of residents are actively involved in a social group

32% of residents want to feel more connected/engaged with their local area.



63% of residents volunteer to help charities, schools or other organisations

28,984 volunteer hours on Council programs in 2023/24

LANGUAGE USED AT HOME

English	41,979	55.5%
Mandarin	9,751	12.9%
Cantonese	5,863	7.8%
Japanese	1,789	2.4%
Korean	1,755	2.3%

90% are proficient in spoken English



New Sydney Metro target capacity = 40,000 customers/hour (2024)

TRAVEL BY MODE BY RESIDENTS (% of total trips)

	2018/19	2022/23
By vehicle	61%	70%
By public transport, walk or cycle	39%	30%



47%

of people feel prepared or very well prepared for extreme weather events

CONSIDERATIONS

The largest forecast population changes to 2036 are more births, decreasing migration, more singles and couples without dependents, and more people over the age of 60+.

Our young people in particular feel the pressures of the costs of living, education and housing, with some anxiety for their future.

Maintaining quality of life, and physical and virtual connections as the population and lone person households increase.

Enabling people to reduce car dependency with reliable and accessible public transport, efficient hubs and safe routes for active travel.

“Less cars, and improved walking and biking infrastructure with east-west connections.”

“Eliminate social isolation; provide safety and inclusion for all abilities.”

Participants feedback

References can be located on Page 26

OUTCOME 3

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 growing community will have access to services, facilities and spaces that promote a healthy and active lifestyle.

COMMUNITY PRIORITIES

- 3.1 Foster feelings of safety, cleanliness and inclusion in public spaces.
- 3.2 Create recreation spaces for all.
- 3.3 Promote active and healthy lifestyles for all ages and abilities.
- 3.4 Create and activate desirable places for all to be and enjoy.
- 3.5 Balance population growth and development with quality of life.
- 3.6 Promote health, wellbeing and care services for all ages.
- 3.7 Promote housing choice, availability and affordability.

MEASURE	DATA SOURCE
Maintain/increase % of residents living and working in Willoughby (baseline 26.9% in 2016)*	Census, Australian Bureau of Statistics
Maintain/increase the appeal of Willoughby LGA as a place to live (baseline 93% in 2018)	Willoughby City Council Community Perception Survey
Maintain/decrease the low crime rate (baseline 6,362 in 2018)	NSW Bureau of Crime Statistics and Research
Maintain/increase % residents satisfied with local opportunities for sport and recreation (baseline 62% in 2019)	Willoughby City Council Community Wellbeing Survey
Decrease housing stress: % households spending >30% income on mortgage or rent (2021 baseline: 21.3% mortgaged, 34.1% rentals)*	Census, Willoughby Social Atlas
Facilitate the delivery of 3,600 new homes by 2029 (baseline 31,900 homes in 2024)**	Census, Australian Bureau of Statistics, and NSW Department of Planning and Environment

* measure and target sourced from or supports Council Strategies/plans, refer pages 23-24
 ** Supports NSW Government target and National Housing Accord.



FACTS AND CONSIDERATIONS

1.27%

population decline from 2017 to 2024, equivalent to 1,000 less people

97%

of residents feel that they personally have a good to excellent quality of life

38%

of residents have unwillingly had to sacrifice spending on other things due to housing costs

9.16%

population growth expected from 2024 to 2036, equivalent to 7,333 more people

46%

of residents have been actively involved in a sport or physical recreation group in the past 12 months

42%

of people feel prepared or very well prepared for housing stress of cost or availability

56%

of people feel prepared or very well prepared for serious illness or pandemics

147 parks

44 playgrounds

56 sports grounds and courts

“A place where you feel safe and secure and kids can play on the street.”

Participant feedback

CONSIDERATIONS

Addressing the NSW Government targets for housing, and responding to community concerns on the cost and availability of housing, as well as protecting the local area.

Encouraging Government, business, developers and the community to work together with Council – to meet the needs of our growing and changing population while protecting liveability and quality of life.

Ensuring adequate resourcing to provide quality parks, public and recreation spaces for all ages and abilities.

References can be located on Page 26

OUTCOME 4

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 benefit residents, businesses and visitors from around the world.

We will be leaders in creativity, innovation and lifelong learning.

COMMUNITY PRIORITIES

- 4.1 Facilitate the development of businesses and job opportunities.
- 4.2 Build and support a night-time economy.
- 4.3 Create memorable food destinations.
- 4.4 Attract visitors and promote local destination-based tourism.
- 4.5 Diversify our economy by supporting and developing skills education and key employment sectors.
- 4.6 Facilitate the viability and vibrancy of our CBD and village centres.

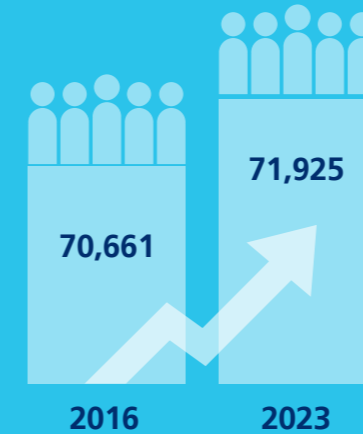


MEASURE	DATA SOURCE
Increase Gross Regional Product to \$15 billion by 2028 (baseline \$12.52B in 2020)*	National Institute of Economics and Industry Research (NEIR)
Increase no. local businesses to 16,000 by 2028 (baseline 12,471 in 2020)*	
Increase local jobs to 90,000 by 2028 (baseline 70,661 in 2016)*	
Increase Employed residents to 50,000 by 2028 (baseline 41,285 in 2016)*	Census, Australian Bureau of Statistics
Increase/maintain Employment self containment (baseline 26.9% in 2016)	
Increase night-time consumer spend in Chatswood CBD 6.00pm and 6.00am (baseline \$346.2m in 2022)*	Spendmapp Bank data sets
80% customer satisfaction with arts and community events run and supported by Council (baseline 90% in 2022/23)	Willoughby City Council data

* measure and target sourced from or supports Council Strategies/plans, refer pages 23-24

FACTS AND CONSIDERATIONS

Jobs in Willoughby



Businesses in local government area

2018	2023
12,253	13,012



\$12.64 billion

Gross Regional Product



16.4%

of the 10,330 local workers in Willoughby also live in the area.



42%

of people feel prepared or very well prepared for job insecurity or economic shocks.

Employment in 2023:

- 38%** Household services sector
- 30%** Business services sector
- 27%** Wholesale/retail goods

CONSIDERATIONS

Demand for quality education to enhance skills, qualifications and lifelong learning; and aspirations for employment, job security and an affordable cost of living.

Rise of online shopping, and more demand for experiential high-end retail, food and dining at convenient centres.

Attracting businesses to come and invest in Willoughby, to enhance their viability and the vibrancy of local centres and CBD.

Building on an attractive arts and cultural scene, and a safe and vibrant night-time economy.

“Later business hours, specialty food markets, mixed use developments”

“Accessible inclusive events for all. More music”.

Participants feedback

References can be located on Page 26

OUTCOME 5

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.

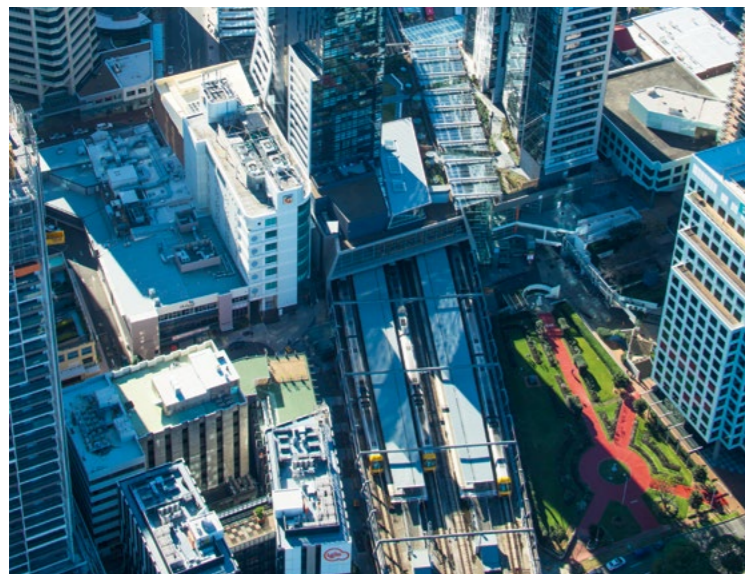
We will represent the interests of the community and advocate for the City's priorities.

COMMUNITY PRIORITIES

- 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 engage and participate in decision making.
- 5.6 Ensure value for money and financial sustainability
- 5.7 Provide excellence in customer experience through consistent, reliable and responsive services that build trust.

MEASURE	DATA SOURCE
Increase the number of people engaged and consulted (baseline 2,800 in 2020/21)*	Willoughby City Council data
Maintain/increase % of residents satisfied with opportunities to contribute to Council's decision making (baseline 46% in 2018)*	Willoughby Council Community Perception Survey
Maintain/ increase % of residents satisfied that Council is providing a quality service (baseline 73% in 2018)*	Willoughby Council Community Perception Survey
Meet 9 Local Government financial and asset benchmark ratios (baseline 9 met in 2017/18)*	Willoughby City Council Annual Financial statements

* measure and target sourced from or supports Council Strategies/plans, refer pages 23-24



FACTS AND CONSIDERATIONS

Net value of assets
\$2.1 billion



Residents satisfied with the performance of Council

2018	2022
71%	95%

Improving community satisfaction:

Residents satisfied that Council is providing a quality service

2018	2022
73%	86%

Excelling in customer service:

44,710 answered calls
 33,000 emails

25,397 service requests
 7,766 people assisted in person

CONSIDERATIONS

Council facilities and services are among the top 3 qualities that people value most in the area.

Improving customer experience through more options for self service, real time information and tracking of progress.

Protecting Council's assets, services and customer data from shocks, stressors and cyber threats.

Increasing the participation of time poor and hard to reach residents in Council's decision making.

● ● ● ● ●
"Listen to the community and be accountable"

"Have genuine commitment, and effective and efficient services."

Participants feedback

References can be located on Page 26

Refining and realising the vision

Our Future Willoughby 2036 reflects the community's aspirations and priorities that are captured from comprehensive engagement processes, as well as consideration of key issues and challenges identified for our area. It is reviewed with the new Council following every election.

COMMUNITY ENGAGEMENT

For this latest revision, we gained valuable insights from 434 people in 2024/25 on what's important to them, their challenges, aspirations and priorities for the future, as well as their thoughts on the draft plan. Overall we had over 56,000 engagement interactions, online and face to face, in developing this plan.

TRENDS AND CHALLENGES

Recent trends and challenges were considered in revising the plan, in relation to community views, Council priorities, and shifts in regional or State directions.

The key trends and challenges considered were:

- Shifts in community aspirations and priorities.
- Pressures on green spaces and recreation.
- Community appetite for sustainability and emissions reduction.
- Resilience to acute shocks.
- Demographics and social connection.
- Housing pressures and liveability.
- Transport pressures and opportunities.
- Economic pressures on business, employment and the cost of living.
- Challenges to local government's effectiveness and resourcing.

UPDATING THE PLAN

The plan was then updated to make it more contemporary for the next decade through to 2036, and update the measures to a more comprehensive set of strategic-level indicators with reliable data sources.

Details of the engagement, considerations and changes are set out in the *State of our City Report 2024*, available on our website.

IP&R FRAMEWORK

Under the NSW Integrated Planning and Reporting (IP&R) Framework (opposite), *Our Future Willoughby 2036* is Council's highest plan, the Community Strategic Plan.

Council brings the CSP to life, through other vital plans that set out what Council itself will deliver:

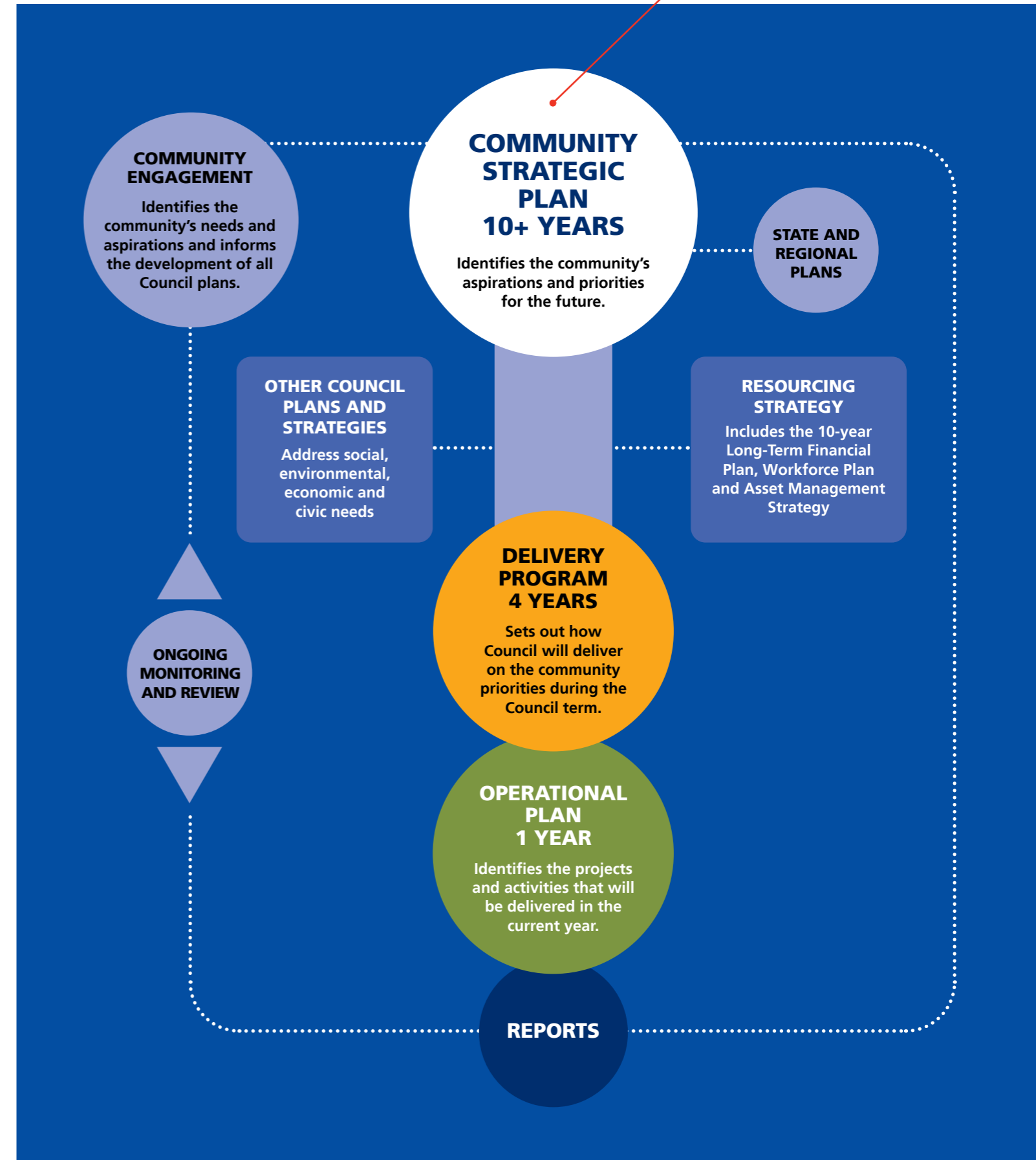
- The four-year *Delivery Program* and annual *Operational Plan* set out what Council will deliver through its programs, projects and activities.
- The *Resourcing Strategy* ensures that our resources (assets, people and finances) are sufficient to deliver the projects and activities identified in those plans. It is supported by detailed *Asset Management Plans*.

We report on progress against the Delivery Program and Operational Plan in 6-monthly Progress Reports and the Annual Report; and on the CSP in the *State of our City* report every 4 years.

These report on achievements as well as progress against targets. All plans and reports are on Council's website.



This document



'We all play a vital role in bringing *Our Future Willoughby* into reality.'

Although Council takes the lead on implementing this Plan, other stakeholders play a vital role in truly achieving the vision and priorities, as set out below. Council works with stakeholders to deliver on the shared outcomes and priorities for our region.

COMMUNITY AND RESIDENTS:

- Volunteer.
- Advocate.
- Participate in decision-making.
- Engage with Council and Government programs and projects.
- Build community support, connection, inclusion and mentoring.
- Personal choices in health, transport, environment, sustainability and lifelong learning.

COUNCIL:

- Provide quality local services.
- Provide and manage local infrastructure and facilities.
- Local planning, development and urban design.
- Facilitate local economic development.
- Resilience and emergency planning and response.
- Joint programs with other councils and Northern Sydney Regional Organisation of Councils.
- Leadership, advocacy and information for our community.

NSW GOVERNMENT:

- Provide regional and State-level services and major infrastructure.
- Regional planning and major development approvals.
- Resilience and disaster planning and recovery.
- Grants and other funding.
- State legislation, policies and codes, including regulation of local government.

NON-GOVERNMENT BODIES:

- Businesses and industry bring investment, jobs, goods and services, as well as infrastructure for energy, waste and communications.
- Housing is provided by developers, landlords and community housing providers.
- Support services, education and advocacy are provided by charities, churches, community and civil organisations.
- Active lifestyle opportunities are enhanced by sporting and social clubs, and venues for arts and entertainment.



Alignment with key strategies and plans

In developing this Plan, we take into account the strategic directions and priorities of our own adopted strategies and plans, as well as those of the region and State. While not an exhaustive list, this table shows how the key documents align to help drive the achievement of *Our Future Willoughby* outcomes.

Each Council strategy and plan considers its strategic and legal context; other

external drivers; Council's role in context; our community's needs and input; data for evidence-based decisions; and the key directions or actions needed.

We further improve our effectiveness when we have common goals and combined efforts with surrounding councils or Government bodies, by sharing our programs, resources and knowledge.

* denotes documents drawn on for the indicators and targets in *Our Future Willoughby 2036*.

Willoughby Council documents	Green	Connected and inclusive	Liveable	Prosperous and vibrant	Effective and accountable
Affordable Housing Strategy 2020-2026			•		
Chatswood CBD Planning and Urban Design Strategy 2036 and St Leonards CBD Strategy 2020			•	•	
Community Engagement Strategy 2025*					•
Community Participation Plan 2024					•
CSP: Our Future Willoughby 2036*	•	•	•	•	•
Customer Experience Strategy 2023-2025*					•
Cycling Strategy and Action Plan 2024 (draft)	•	•			
Delivery Program and Operational Plan*					•
Digital Strategy 2024 (draft)		•			•
Disability Inclusion Action Plan 2022-2026*		•			
Economic Development Strategy 2022*				•	
Generic Parks Plan of Management 2024	•		•		
Housing Strategy 2036			•		
Integrated Transport Strategy 2036*		•			
Library Strategy 2024-2028		•			
Local Centres Strategy 2036			•	•	
Local Environmental Plan and related tools	•		•	•	
Local Strategic Planning Statement to 2036*	•	•	•	•	
Night Time Economy Strategy 2022-2028*				•	

Willoughby Council documents	Green	Connected and inclusive	Liveable	Prosperous and vibrant	Effective and accountable
Our Green City Plan 2028*	•	•	•		
Property Strategy 2020	•	•	•		•
Public Spaces and Recreation Strategy 2024			•		
Reflect Reconciliation Action Plan 2024		•			
Reserve Action Plans	•				
Resilient Willoughby Strategy and Action Plan 2021	•	•	•	•	•
Resourcing Strategy: Asset Management Strategy and Plans					•
Resourcing Strategy: Long Term Financial Plan*					•
Resourcing Strategy: Workforce Management Plan					•
Road Safety Plan 2024 (draft)		•			
Small Watercraft Strategy 2025 (draft)			•		
Sports Facilities Plan of Management 2020			•		
Synthetic Sportsground Management Plan 2023			•		
The Concourse Strategy (draft)		•		•	
Urban Bushland Plan of Management 2023	•				
Volunteer Strategy 2024-2028*		•			
Youth Action Plan 2024-2027		•			
Northern Sydney Regional Organisation of Councils documents	Green	Connected and inclusive	Liveable	Prosperous and vibrant	Effective and accountable
Northern Sydney Regional Waste Strategy 2022	•				
Northern Sydney Transport Infrastructure Strategy 2020		•			
NSROC Sub-regional Planning Strategy 2006-2031	•	•	•	•	•
Review of Supply and Demand for Sports Facilities in the NSROC Region 2023			•		
Social and Cultural Infrastructure Strategy 2020		•			

NSW Government documents	Green	Connected and inclusive	Liveable	Prosperous and vibrant	Effective and accountable
Active Transport Strategy 2022		•			
Electric Vehicle Strategy 2021		•			
Future Health NSW 2022-32		•	•		
Future Transport Strategy 2056 (2022)		•			
Government Cyber Security Strategy 2018		•			
Greater Sydney Water Strategy 2022	•				
Healthy Eating and Active Living Strategy 2022-32			•		
Housing 2041: NSW Housing Strategy 2021		•	•		
Northern Sydney Emergency Management Plan (draft)		•			
NSW Climate Change Adaptation Strategy 2022 and Policy Framework	•				
NSW Consumer Energy Strategy 2024	•			•	
NSW Disability Inclusion Plan 2021-2025		•			
NSW Government Data Strategy 2021					•
NSW Net Zero Plan Stage 1: 2020-2030*	•				
NSW Smart Places Strategy 2020	•	•	•	•	•
NSW Waste and Sustainable Materials Strategy 2041*	•			•	
Regional Bushfire Management Plan (draft)	•	•			
Resilient Sydney Strategy 2018	•	•			
Road Safety Plan 2021		•			
Science, Economics and Insights Strategic Plan 2023-26	•	•			
Seniors Strategy Ageing Well in NSW 2021-2031		•	•		
State Disaster Mitigation Plan 2024-2026	•	•			
State Emergency Plan 2023	•	•			
State Environmental Planning Policies	•	•	•	•	
State Infrastructure Strategy 2022	•	•	•	•	•
Sydney 24 Hour Economy Strategy 2020				•	
Sydney North District Plan 2018 (under review)	•		•	•	
Threatened Ecological Communities Strategy 2018	•				
Transport Oriented Development Program 2023		•	•		
Volunteering Strategy 2020-30		•			



References

City of Willoughby Profile:

- Area – Willoughby Council data
- Demographics – Census 2021, Australian Bureau of Statistics from <https://profile.id.com.au/willoughby/>

Facts and Considerations across the 5 Community Outcomes:

- Participant feedback – Our Future Willoughby survey 2024
- Considerations – Willoughby State of our City report 2024, and Our Future Willoughby 2032

A City that is green:

- Areas managed and Waste diversion – Willoughby Council data
- Canopy cover – Department of Planning result and Willoughby Council target
- Community water use – Resilient Sydney LGA platform
- Community carbon emissions – Resilient Sydney LGA platform

A City that is connected and inclusive:

- Residents volunteering, involvement, connection – Willoughby Community Wellbeing survey 2023
- Volunteer hours for Council – Willoughby Council data
- Language – Census 2021, Australian Bureau of Statistics from <https://profile.id.com.au/willoughby/>
- Travel mode – Household Travel survey, Transport for NSW
- Sydney Metro capacity – Sydney Metro webpage (2024)
- Preparedness for shocks and stressors – Our Future Willoughby survey 2024

A city that is liveable:

- Recreation assets – Willoughby Council data
- Quality of life, safety, spending, recreation – Willoughby Community Wellbeing survey 2023
- Population change – Willoughby Community Profile <https://profile.id.com.au/willoughby/>

- Preparedness for shocks and stressors - Our Future Willoughby survey 2024

A city that is prosperous and vibrant:

- Preparedness for shocks and stressors – Our Future Willoughby survey 2024
- Other data from Willoughby Economic Profile <https://economy.id.com.au/willoughby> using sources:
 - Census 2021, Australian Bureau of Statistics
 - National Institute of Economics and Industry Research

A city that is effective and accountable:

- Assets – Willoughby Long Term Financial Plan 2024-2034
- Resident satisfaction – Willoughby Community Perception Survey 2022
- Customer service – Willoughby Council data, Annual Report 2023/24

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To find out how you can participate in the decision-making process for Willoughby City's current and future initiatives, visit www.haveyoursaywilloughby.com.au

