



# Pittwater 2025

Our Community Strategic Plan



PITTWATER COUNCIL

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# Foreword

Pittwater is on the peninsula of Sydney's Northern Beaches, extending from Narrabeen North to Palm Beach and from the coast to the western foreshores of Pittwater and Ku-ring-gai Chase National Park. The gateways of Narrabeen Lagoon and Ingleside take you into green and leafy streetscapes, surf and still water beaches and quiet residential neighbourhoods. The combination of these elements define Pittwater and make it such a desirable location for living, working and recreation.

How can we improve upon this in the next two decades to 2025? The resounding answer from our community members is to retain and protect our environment, but equally important, to strengthen our sense of belonging and support one another as a true community. It is this overriding sentiment that is captured within Pittwater's Vision - **“to be a vibrant sustainable community of connected villages inspired by bush, beach and water”**.

Pittwater Council understands that good places to live don't just happen. Rather they are built by vision, ideas and a shared commitment for improvement. In 2008 Pittwater embarked on an ambitious journey toward a sustainable future through a community-wide plan called *Pittwater 2020 – Our Sustainable Future*. This was Pittwater's first real strategy that analysed what was important to us as a community and acknowledged the role that both the community and Council play as leaders and stewards in building a better and more sustainable future for Pittwater.

Since 2008 Council has been working hard on achieving the goals set out by *Pittwater 2020*. With the election of a new Council in 2012, it was seen as an opportune time to take stock and review the Community Strategic Plan to ensure that it is still relevant and up to date with the community's expectations.

The development of *Pittwater 2025 – Our Community Strategic Plan* will see us move forward together and strongly influence our future, while continuing to recognise and protect our past for the benefit of future generations.

It is with pleasure that we, the elected Council, commend *Pittwater 2025 – Our Community Strategic Plan* to you. We look forward to continuing to work with the community over the next 12 years to implement its vision.



From left to right: Cr Selena Griffiths, Cr Bob Grace (Deputy Mayor), Cr Sue Young, Cr Alex McTaggart, Cr Julie Hegarty, Cr Jacqueline Townsend (Mayor), Cr Ian White, Cr Kylie Ferguson, Cr Kay Millar



# Introduction

Outlines the strategic planning framework, the guiding principles that underpin the framework and how the Plan was developed

# Strategic Planning Framework

## Integrated Planning & Reporting Framework

Pittwater 2025 is part of an Integrated Planning & Reporting Framework which aims to integrate and streamline our statutory planning and reporting; strengthen our strategic focus and ensure accountability and responsiveness to our community.

Pittwater 2025 is a 12 year community plan outlining the community's aspirations and desires to shape Pittwater's future. The success of Pittwater 2025 will require partnerships between the community, Council as well as State and Federal Government to deliver on the vision and objectives.

To help achieve the vision and objectives outlined in Pittwater 2025, Council uses its Delivery Program & Budget. This is a four-year plan stating what the elected council will achieve over their term contributing to the Community Strategic Plan vision.

Sitting behind the Delivery Program is an Operational Plan which details the annual actions for each business unit of Council.

Supporting all of these documents is our Resourcing Strategy – a Long-Term Financial Plan, Asset Management Plan and Workforce Strategy – which details how we will achieve and fund the actions required to achieve the vision and objectives outlined in Pittwater 2025.

The diagram opposite depicts this Integrated Planning & Reporting Framework.



# Guiding Principles - Sustainability

## Sustainability

The key message from the community over the last few years has been the need to address issues in a sustainable manner. The demand for both Council and the community to embrace sustainability is likely to increase, given the rapidly changing context in which we live. Climate change, rising sea levels, technological advances and population increases are all sustainability issues.

Pittwater residents are fortunate to be in a position to provide leadership for action and change for sustainability at the local level. To do this, we need to become informed and involved – as individuals, families and businesses by adopting more sustainable practices and reducing our ecological footprint.

The path towards sustainability is a journey as well as a destination – a process of continuous learning, improvement and reflection on our real needs for individual and community wellbeing, while ensuring the preservation and healthy functioning of the natural world.

## Defining Sustainability in Pittwater

Council's Sustainability Policy (2006) defines sustainability as: ***“development that improves the quality of life, both now and into the future, in a way that maintains the ecological processes on which life depends”***– the goal of Australia's National Strategy for Ecologically Sustainable Development.

Sustainability requires living within the limits of the earth's capacity to meet the needs of present and future generations of people, plants and animals. This requires the five interlinked and interdependent Key Directions working together and being taken into account when making decisions to ensure a truly sustainable Pittwater.

In the context of Pittwater 2025, sustainability is about considering the needs of the community, the environment and the economy to ensure future generations have the same or improved quality of life as the current generation in relation to health, wellbeing, justice, access and equity.

## Sustainability Principles

Pittwater Council has been working hard to ensure that sustainability is integrated into its organisational culture and all its activities. This is being achieved through ensuring that the implementation of all strategies adhere to the following sustainability principles:

### Intergenerational equity

The present generation should ensure that the health, diversity and productivity of the environment is maintained or enhanced for the benefit of future generations.

### The precautionary principle

If there are threats of serious or irreversible environmental damage, lack of full scientific certainty should not be used as a reason for postponing measures to prevent environmental degradation.

### Conservation of biological diversity and ecological integrity

In all situations, conservation of biological diversity and ecological integrity should be a fundamental consideration.

### Improved environmental valuation, pricing and incentives

The true costs of environmental impacts should be included in the valuation of assets and services.

### Continuous improvement

We must ensure continuous improvement towards sustainability based on accountability, transparency and good governance. This includes striving towards state and federal targets.

### Community engagement and partnerships

Engagement is a reciprocal process that involves careful listening, meaningful consultation, informed and respectful discussion and real feedback. Partnerships must be developed between Councils, agencies, operators and the community. We must work and learn together to foster Pittwater's social, economic and cultural development while protecting our natural heritage.

# Guiding Principles - Civic Leadership

## Corporate Governance

Pittwater Council is committed to serving the community with integrity, efficiency, fairness, impartiality and the encouragement of mutual respect. Pittwater Council promotes and strives to achieve a climate of respect for all. We endeavour to inspire in our community shared civic pride by valuing and protecting our unique environment, both natural and built, for current and future generations.

In keeping with Council's values, Pittwater Council is committed to addressing and resolving customer enquiries and complaints, improving service delivery and increasing customer satisfaction. Council will treat all matters, whether an enquiry or complaint, diligently and aim to provide a fair and reasonable outcome to both the customer and Council. Confidentiality of complaints, including the identity of the customer, will be maintained in accordance with appropriate legislation and Council policies.

## Pittwater's Community Engagement Framework

A key element of effective corporate governance is community engagement. In recent years Pittwater Council has developed a comprehensive community engagement framework to involve the broadest cross-section of the community in decision-making processes.

A fundamental part of this framework is Council's Community Engagement Policy which outlines our commitment to involving the community in decisions that affect them and recognises that a standard of consultation should be undertaken which appropriately responds to the nature, complexity and impact of any issue.

## Community Engagement Principles

Underpinning the community engagement framework are the following social justice principles:

### Equity

The broadest cross-section of residents will have opportunities to be involved in consultation activities and every effort will be made to implement processes that are fair and equitable.

### Access

Strategies will be put in place to ensure that individuals are not excluded from the consultation process.

### Participation

A range of methodologies will be implemented to encourage participation. These will include face to face meetings, written publications, online and social media as well as committee and reference groups.

### Rights

Council respects the right of residents to have their voices heard and be informed about the decision making process.



# Developing Pittwater 2025

## Engaging the Community in Pittwater 2025

The community was integral in developing Pittwater 2025 with over 730 community interactions involved in the process. The vision, key directions, objectives, challenges and opportunities were all developed by the community. The community also provided input into the community indicators. It is recognised that to effectively achieve Pittwater's communal vision, the Plan must be owned and actively supported by the community.

Pittwater 2025 builds upon the comprehensive work undertaken for the development of the Pittwater 2020 Strategic Plan. Ongoing involvement of Pittwater residents and stakeholders is a critical component in developing a plan that reflects the priorities and future aspirations of the community. It has been vital to understand the changing nature of the community and its context and identify the opportunities and challenges that lie ahead.

In particular engagement for Pittwater 2025 aimed to:

- Inform the community about Pittwater 2025, involve them in its development and highlight its importance as a guiding document for Pittwater Council and community activities
- Involve a broad cross section of the community in consultation opportunities
- Listen to and document the diverse views held by community members
- Create trust and strengthen the collaborative relationship between Council and the community
- Keep the community informed throughout the process and demonstrate how feedback has been incorporated into the plan
- Achieve consensus and community support for this visioning document.

For more information regarding the Community Engagement Process go to [www.pittwater.nsw.gov.au/Pittwater2025](http://www.pittwater.nsw.gov.au/Pittwater2025)

Phase  
1

Phase  
2

Phase  
3

Phase  
4

### Targeted Research

During 2012 three key strategic documents were developed through extensive community engagement which provided rich sources of material for the strategic plan. These included the Pittwater Social Plan 2012-2016, the Pittwater Economic Development Plan 2012-2016 and the Open Space & Recreation Strategy.

### Pre-Consultation

This phase included a random telephone survey to understand support for existing vision and aspirations in Pittwater 2020; advertisements in local media and Council publications to raise awareness; production of a video to start the community conversation; attendance at community events to raise awareness; distribution of a postcard to encourage people to have a say; and development of a website as a portal to inform the community about the engagement process.

### Engagement

This phase included six community workshops in three locations to gain specific input into the objectives, challenges and opportunities; two youth workshops to gain input from 12-24 year olds; an online workshop to access community members who could not attend a workshop; ongoing discussions with Council's Reference Groups throughout the whole process; and a dedicated web portal to gain online feedback.

### Review

This phase included feedback to the community on the engagement outcomes; a community review workshop before the Draft Plan went to Council to ensure the community had another opportunity for input; utilisation of the dedicated website to gain final feedback; and a public exhibition period including a community workshop of the Draft Plan before its adoption by Council.

# Implementing Pittwater 2025

## Pittwater 2025 Overview

Based on the guiding principles of Sustainability and Community Engagement the community created a framework for Pittwater 2025. This framework is illustrated on the next page and includes the following elements:

- Overarching vision of what the community would like Pittwater to be in 2025
- Five interlinked and interdependent Key Directions which represent the pillars of sustainability
- Twelve strategies which outline the community's objectives to work towards, community indicators that will measure our progress as well as challenges and opportunities which highlight the context in which we are operating.

## Monitoring & Reporting on Pittwater 2025

Monitoring and reporting is vital to the success of Pittwater 2025 and the achievement of sustainable outcomes. This will be an ongoing process to continually track and assess our progress towards the 2025 vision, objectives and community indicators.

Council will report back progress to the community through the End of Term Report every four years at the last meeting of each outgoing Council. Indicator data will be collected throughout the reporting period mainly via a community survey.

In addition Council will report back to the community on our progress towards implementing the Delivery Plan & Budget via its Annual Report so each year the community can see the actions undertaken by Council to achieve the objectives and money allocated to each strategy.

## Reviewing Pittwater 2025

The Community Strategic Plan will be a living document that is continually reviewed and evaluated to ensure its long term success. The Plan will be reviewed every four years in line with the election cycle and will provide for flexibility to adapt to changing circumstances, with the next review occurring within nine months of the 2016 Council election. As a long-term plan it must go beyond the election cycle and be viewed as a framework that successive councils continue to build upon.



# Pittwater 2025 Framework

## VISION

To be a vibrant sustainable community of connected villages inspired by bush, beach and water

## KEY DIRECTION

**Supporting & Connecting our Community**

**Valuing & Caring for our Natural Environment**

**Enhancing Our Working & Learning**

**Integrating our Built Environment**

**Leading an Effective & Collaborative Council**

## STRATEGY

Building Communities

Recreational Management

Traffic & Transport

Catchment Management

Flora & Fauna Management

Beach & Coastal Management

Community Education & Learning

Economic Development

Land Use & Development

Town & Village

Corporate Management

Disaster, Emergency & Risk Management





# Supporting & Connecting our Community

To enhance the health and wellbeing of the community by supporting a sense of community, a friendly and creative lifestyle and connected transport options

# Building Communities Strategy

A cohesive community where people are able to fully participate in community life and value the qualities of Pittwater

## Objectives

Objectives	Responsibility
To be a community that appreciates and values our bush, beach and water	Community/ Council
To increase social cohesion by encouraging involvement in community organisations, networks, events and activities	Community/ Council
To facilitate high levels of community volunteering across a wide range of activities	Community/ Council
To support community initiatives that respond to community needs	Council
To maintain Pittwater as a safe community	
To be a community that respects and values cultural diversity	Community/ Council
To encourage a fit and healthy community with access to appropriate health services	Council/ State
To have accessible social infrastructure	Council/ State
To encourage intergenerational involvement in activities and events	Community/ Council
To ensure the community has access to a range of facilities for social and cultural participation for people with all abilities	Council/ State
To ensure the community has access to a range of support services	Council/ State
To ensure all levels of government provide infrastructure to meet the community's needs and expectations	Council/ State

## Context

- Pittwater's resident population was 60,260 in 2011
- Pittwater's population increased by 6.5% between 2006-2011
- Average age of residents living in Pittwater is 42 which has increased from 40 in 2006
- Pittwater is serviced by Mona Vale hospital which has 156 beds

## Indicators

- Increase in satisfaction with the level of access to health services
- Improvement in health outcomes – reduce smoking; reduce obesity; reduce risk drinking
- Increase patient satisfaction with hospital services
- Improvement in perception of safety
- Improvement in perception of connectedness

# Building Communities Strategy

A cohesive community where people are able to fully participate in community life and value the qualities of Pittwater

## Challenges

- Providing services to a growing population
- Pittwater's population is aging affecting the type and availability of services and facilities required
- Ensuring social inclusion across the community but particularly for certain groups – older people, people with a disability, youth and people with mental illness
- Increasing housing prices and cost of living pressures in the area making housing affordability difficult for younger people and key workers
- Retaining and improving health care for local residents given the development of a new hospital in Frenchs Forest
- To keep young people involved and engaged in the community
- Maintaining the strong sense of community and connection residents have to the area and to each other
- Maintaining high levels of volunteering given the aging population and the feeling of residents being 'time poor'
- Combating the perception that Pittwater is 'mono cultural' and heightening acceptance of diversity in the community

## Opportunities

- Increase opportunities for all generations of residents to connect with one another and come together, such as community events and gardens
- Encourage and promote cultural diversity
- Develop a 'caring for community' culture that encourages and supports volunteering for all ages
- Increase youth participation through support services and facilities
- Provision of affordable housing options through a regional approach
- Utilise a strong artistic community to focus on cultural opportunities
- Participate in planning of the new Frenchs Forest hospital and the redevelopment of Mona Vale Hospital
- Embrace the unique culture of Pittwater and increase the sense of community for all residents
- Develop strategies to enhance the arts in Pittwater
- Increase acknowledgement and awareness of Pittwater's heritage



# Recreational Management Strategy

A diverse range of accessible recreational opportunities for a broad range of ages, abilities and interests - inspired by bush, beach and water

Objectives	Responsibility
To provide a diverse range of accessible recreational opportunities and associated facilities for a broad range of ages, abilities and interests	Council/ State
To encourage and support volunteer participation in a range of recreational activities	Community/ Council
To improve multi-use recreational facilities and services through ongoing public / private partnerships	Community/ Council
To utilise Pittwater's unique natural landscape for recreational experiences	Community/ Council
To realise and enhance the recreational potential of civic and open spaces	Council
To adhere to sustainability principles in the delivery of recreational facilities, activities and events	Community/ Council
To promote youth involvement in recreational and social activities and events	Community/ Council
To develop, manage and maintain recreational facilities to best practice standards in a cost-effective and sustainable manner	Council/ State
To use recreational opportunities to encourage a fit and healthy community for all abilities	Community/ Council
To champion the reduction of energy and water consumption in Council activities and buildings	Community/ Council

## Context

- 42 foreshore parks and two regional parks
- Eight community centres offering a range of activities
- Avalon and Mona Vale are home to two popular skate parks
- 11 sportsgrounds in the area covering 69 hectares
- 103 bushland reserves covering 330 hectares

## Indicators

- Increase in satisfaction with the range and quality of recreational facilities and opportunities
- Increase in participation in sport and recreational activities
- Increase in participation in arts and cultural activities

# Recreational Management Strategy

A diverse range of accessible recreational opportunities for a broad range of ages, abilities and interests - inspired by bush, beach and water

## Challenges

- Limited facilities and activities that are appropriate for a range of ages and benefit the wider community
- Lack of connectivity of existing walking and cycle paths, often restricted by Pittwater's topography
- Limited venue space and facilities to cater for all of the community's needs
- Constant maintenance and upgrades required for all existing parks and playgrounds
- Increasing demand for youth activities, services and events
- Limited supply of active open space due to Pittwater's topography and the majority being bushland
- Increasing demand for active open space due to the large number of schools and sporting clubs
- Adapting to climate variability and the impact it will have on maintenance (water and energy use)
- Limited ability to leverage funding for recreational facilities through developer contributions
- Providing a safe space for young people to gather

## Opportunities

- Investigate opportunities for increased music venues and events
- Creating multipurpose facilities and activities appropriate for a range of ages
- Increase recreational opportunities through community festivals and events
- Build stronger partnerships and a volunteer base to help deliver recreational programs
- Creating partnerships to increase access to facilities eg school halls, sportsfields
- Enhancing the environment for passive activities such as walking
- Utilising the open space and outdoors to provide more variety of recreational facilities and activities, eg fitness equipment, open air cinema
- Investigate funding opportunities for recreational facilities such as swimming pool, art gallery and skate park
- Increasing the use of libraries for recreational activities
- Improving access to recreational facilities by providing connected walking/ cycling paths
- Applying water and energy efficient and low maintenance design solutions
- Creating safe public areas through spaces, lighting, sight lines, trees and managing vegetation
- Offsetting maintenance costs of recreational facilities through income generating facilities eg cafés in parks



# Traffic & Transport Strategy

Sustainable transport systems providing efficient and effective movement of people and goods

Objectives	Responsibility
To reduce greenhouse gas emissions by an increased use of public transport	Community/ Council/ State
To reduce the use of and reliance on private motor vehicles	Community/ Council/ State
To create an active transport network (including roads, pathways, cycle ways)	Council/ State
To promote a regular transport system connecting regional employment centres	State
To advance an effective and efficient public transport system for the Pittwater community providing fast connections to village centres, local transport nodes and regional centres	State
To promote innovative and flexible transport systems and alternative transport options, such as energy efficient vehicles	Council/ State
To improve road and footpath safety to encourage use by community	Council/ State
To provide suitable parking arrangements for business, community and commuter transport including park and ride facilities	Council
To promote regional access to and from of Pittwater	Council/ State
To provide an accessible transport system	State
To promote innovative and flexible transport systems, eg water-borne, cycle ways, late-night transport services, Bus Rapid Transport	Council/ State

## Context

- Pittwater Council manages 244.4 km of local and regional roads and 33.4km of state roads (managed by Roads & Maritime Services)
- An estimated 100km of footpath and 335 km of kerb and gutter
- Three Park and Ride facilities which are located at Mona Vale, North Narrabeen and Newport Beach
- 27 public wharves and jetties
- 271km of road and 81 km of shared footpath / cycleways

## Indicators

- Improvement in the perception of length of time travelled to work
- Increase in satisfaction of public transport
- Increase in satisfaction of pedestrian and cyclist infrastructure
- Increase in satisfaction of road network infrastructure

# Traffic & Transport Strategy

Sustainable transport systems providing efficient and effective movement of people and goods

## Challenges

- Lack of public transport especially off main roads and for cross regional services
- Aging population requiring increased community transport options and higher quality infrastructure
- Aging and poor standard of road infrastructure with existing road network at capacity
- Increasing congestion on arterial roads due to increasing development, population and use
- Difficult access to public transport and increased cost of providing new infrastructure due to Pittwater's topography
- Safety concerns for pedestrians and cyclists along roads with narrow walking/ cycle paths
- Limited space for park & ride facilities
- Balancing limits on street parking opportunities between improved safety, road capacity and the needs of all road users
- Increasing demand for sustainable public transport options
- Pittwater Road, Mona Vale Road, Wakehurst Parkway – responsibility of state government with limited funding to meet road infrastructure service standard
- Stabilising emissions to help maintain the global climate and planning for future impacts of climate change on road infrastructure
- Reduction in the required levels of on site parking for new development and in developer funded contributions required for road infrastructure plans

## Opportunities

- Investigate minibus options for more isolated areas of Pittwater
- Balancing the convenience of the car with sustainability objectives and changing attitudes towards public transport to encourage greater use
- Strengthen regional relationships to lobby for more effective and efficient public transport options
- Increased planning for cycleways and pathways when upgrading existing roads or creating new roads
- Increasing linkages from suburbs to villages and arterial roads
- State Government's proposed Rapid Bus Transport system for Pittwater
- Encouraging community schemes such as car pooling, community cars/ bikes
- Promoting walking and cycling as viable options for short and medium trips
- Working to reduce the number and severity of accidents through road safety promotion
- Bus stop improvements to increase amenity and attractiveness for users
- Potential upgrade of Mona Vale Road and Wakehurst Parkway
- Leverage off regional partnership on delivering the SHOROC Regional Directions Plan





# Valuing & Caring for our Natural Environment

To be a model community, leading the way towards sustainable living by reducing our ecological footprint, protecting and enhancing our bush, beach and waterways as well as achieving long-term sustainability and biodiversity

# Beach & Coastal Management Strategy

The iconic status of Pittwater's beaches and coast is valued, protected and a continued source of inspiration

Objectives	Responsibility
To protect and maintain a healthy coast (beaches, dunes, headlands and estuaries)	Community/ Council
To provide public access to beaches, headlands and estuaries	Council
To maintain the sustainability of beaches, headlands and estuaries	Community/ Council
To provide and maintain coastal infrastructure and public facilities	Council
To responsibly manage the risks associated with the coastal environment, including any exacerbated by global warming	Council/ State
To conserve and promote the iconic visual amenity of the Pittwater coastline	Community/ Council
To encourage and support volunteer participation in events, activities and programs associated with the beach and coast	Community/ Council
To protect marine biodiversity	Community/ Council/ State

## Context

- 25km of foreshore including 18km of Pacific coastline
- Pittwater boasts nine (9) coastal beaches and 10 harbour beaches
- Over 53,671 volunteer hours provided by Surf Life Saving Northern Beaches
- The Coastal Environment Centre provides education programs to over 14,000 visitors a year
- Seven ocean rock pools and three Pittwater baths

## Indicators

- Increase in satisfaction of cleanliness of beaches and waterways
- Increase in satisfaction of access to beaches and coastline
- Increase in satisfaction of safety on beaches and waterways
- Increase in satisfaction of beach and coastal facilities, amenities and services

# Beach & Coastal Management Strategy

The iconic status of Pittwater's beaches and coast is valued, protected and a continued source of inspiration

## Challenges

- Increasing population and visitor numbers putting pressure on beach and coastal facilities
- Impact of increasing development and private ownership on foreshores
- Beach and coastal erosion from present day and future risks of extreme weather events
- Planning, adapting and designing for sea level rise
- Providing a balance of built infrastructure and the natural environment
- Maintaining safe public access to beach and coastal locations
- Management of waste and continuing maintenance of beach and coastal facilities
- Management of dogs on beach areas
- Continual stabilisation and maintenance of sand dunes with preference towards vegetation
- Ageing wharf and other coastal infrastructure and associated maintenance and upgrade costs especially given new laws requiring all wharfs to have disabled access
- Managing stormwater run-off, siltation and pollution on beaches

## Opportunities

- Investigate sand nourishment techniques
- Utilising strong volunteer culture to help maintain and regenerate sand dunes
- Encourage more community action through Coastal Ambassadors Program or corporate volunteer programs
- Use of beach facilities such as surf clubs for multi-purpose venues
- Ensure infrastructure services meet the changing needs of the community and the environment
- Ensure planning decisions minimize the impact of climate change and sea level rise on the community
- Manage access to beaches especially over-used areas
- Improve community education and learning to increase the appreciation of our beach and coastal environment
- Increased youth and Surf Life Saving Clubs involvement in beach management



# Catchment Management Strategy

Sustainable ecosystems and effective water management

Objectives	Responsibility
To achieve an integrated sustainable approach to water cycle management	State/ Community/ Council
To sustainably manage water consumption through measures such as harvesting rainwater, recycling stormwater and reuse of waste water and treated effluent	Community/ Council/ State
To manage catchments effectively to improve the health and biodiversity of eco-systems	Council/ State
To sustain environmental flows and water quality that support healthy eco-systems	Council/ State
To effectively manage stormwater and flooding including the impacts of climate change	Council/ State
To protect, enhance and conserve catchment zones, native aquatic vegetation and riparian corridors	Community/ Council/ State
To reduce erosion and sedimentation in creeks, estuarine communities and watercourses	Community/ Council/ State
To improve the water quality of creeks and other waterways	Community/ Council/ State
To foster community participation in planning for a sustainable water future	Community/ Council/ State
To promote and enhance vegetation's role in the water cycle	Council/ State

## Context

- 15% of Pittwater is the Pittwater water body
- 23 main catchment areas within Pittwater
- 193km of drainage lines with 9,500 pits
- 3.8km of stormwater channels
- 29 Council controlled gross pollutant traps
- Approximately one in five properties affected by flooding

## Indicators

- Decrease in per capita potable water consumption
- Increase in satisfaction of creek systems
- Improvement in perception of risk of flooding
- Increase in sustainable water management practices

# Catchment Management Strategy

Sustainable ecosystems and effective water management

## Challenges

- Management of stormwater pollution impact on the oceans and beaches
- Intensification of development and its impact on catchment processes, creeks, wetlands and watercourses
- Impact of urbanisation and human impacts on the catchment including waste, pollutants, energy and water consumption
- Managing the impact of flooding with the intensification of development
- Managing ageing stormwater infrastructure given the topography and density of existing development
- Protection of riparian zones and the management of weeds
- Management and monitoring of water quality and flow
- Making flood-prone properties safe and useable
- Conflict between planning controls and flooding controls
- Reducing erosion, sedimentation and top soil loss within the catchment

## Opportunities

- Finding new ways though flood compatible building designs
- Strengthening regional partnerships to manage catchment issues
- Increased community education and information on the local water cycle and human impacts
- Raising awareness of sustainability initiatives that help with water management
- Better technology for stormwater quality improvement devices to reduce gross pollutant and sediment loads in stormwater
- Involving the community in water sampling, monitoring, capturing water quality data and reporting pollution
- Continued creekline restoration and rehabilitation
- Placement of stormwater drains so they do not terminate in environmentally sensitive areas
- Improved stormwater infrastructure to reduce local flooding, siltation of waterways and better road transport infrastructure
- Encourage community ownership of the impact that activities on private land have on the catchment as a whole
- Increasing the number of development applications incorporating water sensitive urban designs



# Flora & Fauna Management Strategy

Sustainably manage areas of urban forest and bushland to ensure viable and thriving biodiversity which is representative of Pittwater

Objectives	Responsibility
To conserve and enhance native flora and fauna	Community/ Council/ State
To develop and maintain effective wildlife movement	Council/ State
To protect threatened species and habitats	Council/ State
To promote the economic and social value of the Pittwater environment	Community/ Council
To increase awareness of the use of appropriate plant species	Community/ Council
To reduce undesirable plants, noxious and environmental weeds	Community/ Council
To manage vegetation to minimise the risk to life, property and the environment	Council/ State
To promote vegetation's role in addressing the impacts of climate change and local micro-climates	Council/ State
To manage catchments, habitats, corridors and ecosystems effectively	Council/ State
To sustainably manage urban forest tree canopy and native bushland	Community/ Council/ State

## Context

- More than 600ha of open space and bushland
- Over 100km of walking tracks
- More than 536 native plant species and 36 native vegetation communities;
- 62 threatened species; 10 Endangered Ecological Communities; two endangered fauna populations
- Over 1,000 volunteer hours dedicated across more than 39 bushcare sites in Pittwater

## Indicators

- Implement the annual hazard reduction program
- Improvement in community satisfaction with the natural environment
- No change in the number of threatened, vulnerable and endangered and critically endangered species and communities
- Increase in volunteer levels

# Flora & Fauna Management Strategy

Sustainably manage areas of urban forest and bushland to ensure viable and thriving biodiversity which is representative of Pittwater

## Challenges

- Preserving native flora and fauna in the face of urban development
- Managing domestic animals to protect native wildlife
- Traffic and the road network affecting the movement of native fauna leading to road kill
- Risk and impact of bushfires on our native flora and fauna
- Managing expectations of residences regarding views with sustainable natural resource management
- Defining appropriate planting of natives and non-native flora species
- Maintaining the tree canopy over Pittwater
- Effective enforcement of flora and fauna protection
- Council's heavy reliance on volunteering, which is decreasing
- Weed management
- Mitigating the negative impacts of off-leash pets in bushland areas
- Controlling recreational uses in natural areas

## Opportunities

- Increased community involvement and behavioural change in flora and fauna management
- Use of technology to map Pittwater's tree canopy to monitor growth or decline
- Use of technology to improve compliance to protect the natural environment
- Involvement of well established bushcare groups to help weed management
- Partnerships with local nurseries to encourage native planting where appropriate
- Increased wildlife movement through a wildlife corridor network along Wakehurst Parkway or Mona Vale Rd
- Utilise planning controls to minimise the loss of native flora and fauna when development occurs
- Increase community awareness and education regarding domestic and feral animal control





# Enhancing our Working & Learning

To create a thriving local economy which maintains a beautiful environment in which to live, work and learn

# Community Education & Learning Strategy

A community that values lifelong learning and has access to information and knowledge

Objectives	Responsibility
To promote lifelong learning opportunities	Community/ Council/ State
To have well resourced public schools	State
To encourage education programs that raise awareness of significant issues in the community	Council/ State
To increase awareness and participation in education	Community/ Council
To increase community involvement and provide activities, education and opportunities in sustainability initiatives	Community/ Council
To promote access to online education and learning resources	Council/ State
To maximise the use of community facilities for education and learning opportunities	Council/ State
To enhance local libraries as key learning centres for the community and as gateways to quality knowledge and information	Council
To promote the CEC as an environmental learning centre	Community/ Council
To provide heighten appreciation of the history, heritage and natural diversity of Pittwater	Community/ Council
To ensure access to information and resources for the whole community	Council/ State

## Context

- Almost 15,000 residents in our population are aged 0-19 therefore requiring education.
- Pittwater boasts a total of 14 Government and Non Government schools; made up of four high schools and 10 primary schools
- Two libraries servicing the areas in and around Avalon and Mona Vale including a home library service
- Three wi-fi sites with free access to the internet available at Mona Vale, Newport and Avalon
- Over 200 providers using our Community Centres to educate both young and mature students in a range of activities from Art to Yoga and all in between

## Indicators

- Increase in participation in educational and training activities
- Increase in satisfaction of internet access
- Increase in satisfaction of access to educational and learning facilities
- Increase in awareness of Council's education programs

# Community Education & Learning Strategy

A community that values lifelong learning and has access to information and knowledge

## Challenges

- Poor public transport options to and from education facilities especially after hours
- Proximity of tertiary education facilities
- Not a priority area for the National Broadband Network roll-out
- Sufficient vocational education opportunities e.g. internships, trainee and apprenticeships
- Local schools keeping up with a growing population and limited state funding available
- Awareness of local training and community learning opportunities
- Informing the wider community of the growing issue of sustainability

## Opportunities

- Utilising and promoting the Coastal Environment Centre as a facility for community learning on sustainability
- Promotion and utilisation of our libraries as learning facilities and centres of excellence
- Investigate different methods of learning ie TAFE feeders
- Increased regional collaboration to lobby for a Northern Beaches university presence
- Utilising school facilities and community buildings for learning opportunities outside school hours
- National Broadband Network roll-out and its potential to increase connectivity both locally and globally
- Increased utilisation of the Council website to increase awareness of local learning opportunities
- Partnerships with local businesses to provide student mentoring, internships, traineeships and apprenticeship opportunities
- Support business to government partnerships eg Northern Sydney Institute TAFE Brookvale, Destination NSW to attract investment, vitalisation, local business growth and employment generation
- Engage schools in sustainability and business related education



# Economic Development Strategy

A strong local economy that supports the development of local businesses and contributes to additional sub-regional opportunities

Objectives	Responsibility
To promote and encourage local employment opportunities	Community/ Council
To work with other councils and authorities to increase sub-regional employment opportunities	Council
To support new and existing businesses compatible with Pittwater's values, vision and community aspirations	Council
To foster business opportunities through innovative technologies	Council/ State
To foster and encourage local and regional training and apprenticeship opportunities	Community/ Council/ State
To create expanded opportunities for business through a range of planning initiatives	Council
To encourage diverse retail and commercial opportunities within town and village centres	Council
To promote opportunities for sustainable tourism	Community/ Council
To recognise and promote the importance of key workers	Community/ Council/ State
To promote sustainability principles within the Pittwater business community	Community/ Council
To support and promote local and regional business networks	Community/ Council
To attain state-of-the-art telecommunications infrastructure including broadband access for the entire Pittwater area	State
To encourage home-based businesses	Community/ Council

## Context

- Pittwater's economy for the financial year ended 30 June 2010 was \$2.6 billion
- Pittwater's largest industries by employment in 2009-10 were Construction (4,445), Retail Trade (2,852) and Professional, Scientific and Technical Services (2,243)
- 31.1% of residents work in the Pittwater area
- Pittwater's businesses are supported through networks such as Pittwater Business Limited and local Chambers of Commerce at Mona Vale, Avalon and Newport

## Indicators

- Increase in residents who work within the Northern Beaches
- No change in the unemployment rate
- Increase in satisfaction of level of support business receive
- Increase in satisfaction of getting retail and commercial needs met

# Economic Development Strategy

A strong local economy that supports the development of local businesses and contributes to additional sub-regional opportunities

## Challenges

- Meeting the State Government targets for local employment growth over the next 20 years
- Attracting new businesses and supporting existing local businesses so they expand and create local employment opportunities
- Helping local businesses to compete effectively in the global economy and improve the quality and value of work
- Ensuring a supply of suitable staff for local businesses and service providers
- High retail and commercial rents
- Achieving a balance between tourism and its impact on the local area
- Connectivity for village centres both in terms of transport and access
- Limited internet coverage and mobile phone reception in some areas
- Ensuring opportunities are available for additional retail and commercial floor space to meet demand

## Opportunities

- Support existing businesses through business accelerator models
- Support business and government networks to strengthen the area's competitiveness and build business capability
- Strengthen local and regional business networks and help support connectivity between these networks
- Build the profile of Pittwater businesses, local lifestyle and amenities unique to Pittwater
- Supporting local 'start up' businesses through mentoring programs
- Continuing to support the growth of the home business sector to maintain Pittwater's high level of employment containment
- Providing a strategic approach to tourism recognising its contribution to employment and Pittwater's ongoing prosperity
- Investigate incentives for appropriate businesses into the area especially State and Federal government assistance
- Continue to lobby locally and regionally for the roll out of the National Broadband network
- Support and leverage the unique competitive advantage of the Pittwater marine cluster, professional services, health and well-being and the creative industries business sectors
- Rewards / awards for positive business initiatives
- Celebrate bush, beach and water through increased opportunity for eco/ sustainable tourism





# Integrating our Built Environment

To create a sustainable and relaxed living environment including appropriate development

# Land Use & Development Strategy

Pittwater's bush, beach and water character is retained with high quality development and functional land uses which are in harmony with the community's needs and aspirations

Objectives	Responsibility
To establish land uses that respond to environmental, cultural, social and economic needs in a sustainable manner	Council/ State
To deliver a comprehensive suite of development controls that improve the liveability of the area	Council
To protect environmentally sensitive areas and support the quality of beach, bush and water	Council/ State
To achieve landscapes dominated by vegetation including quality streetscapes	Community/ Council
To create employment, recreation and cultural opportunities through appropriate land use planning	Council/ State
To integrate appropriate and accessible infrastructure and services	Council/ State
To identify and conserve Pittwater's heritage	Council
To ensure development responds to hazards and climate change	Council/ State
To achieve a sense of place or character that reflects bush, beach and water	Community/ Council
To effectively respond to state and regional planning initiatives	Council
To promote quality, diverse, accessible and affordable housing in harmony with Pittwater's landscape and lifestyle	Council/ State
To promote sustainability initiatives in land use development	Community/ Council
To reduce waste to landfill in Pittwater and maximise recovery and use of recycled materials	Community/ Council
To reduce litter and illegal dumping and promote sustainable waste management practices	Community/ Council
To actively participate in the development of new technology in waste management	Community/ Council

## Context

- Total dwellings in Pittwater 23,445 averaging 2.7 per household
- 423 development applications were received by Council during 2011/12
- Acquisition of land at Warriewood / Ingleside escarpment has increased the size of Ingleside Chase Reserve providing a wildlife corridor and recreational space

## Indicators

- Improvement in perception of land use reflecting community aspirations
- Increase in satisfaction of waste collection service
- Increase in satisfaction of quality of development
- Decrease in per capita of tonnes of waste to landfill

# Land Use & Development Strategy

Pittwater's bush, beach and water character is retained with high quality development and functional land uses which are in harmony with the community's needs and aspirations

## Challenges

- Meeting the State Government targets for local housing growth over the next 20 years and housing affordability is predicted to decrease
- Ensuring provision of adequate infrastructure and services to meet the demand of new dwellings
- Limited opportunity to have intense land use for industrial areas located near public transport corridor
- Providing an ideal balance between residential, commercial, industrial, recreational and open space
- Ensuring development controls are adhered to despite State Government precedent set for increased density ratios
- Effective land-use planning that meets the needs of a growing population and changing demographic
- Increasing prices of housing in the area leading to affordability issues
- Balancing retention of public land with potential opportunities to sell some land and provide revenue to fund essential services
- Changes in legislation reducing opportunities for developer funded contributions (via Section 94) to provide essential infrastructure and services
- Recognition and acceptance that providing affordable housing could result in increased densities with associated implications
- A new Planning Act and subsequent changes to planning legislation
- Managing and protecting Pittwater's European and Aboriginal heritage

## Opportunities

- Utilise the increasing supply of sustainable housing choices
- Safeguarding suitable zoning for industrial and commercial areas to encourage business
- Utilise zoning reviews to ensure appropriate mix of residential, industrial, recreational and open space
- Management of growth and development through education and engagement with the community
- Capitalise on any change in legislation to encourage affordable housing options
- Respond to changes in State Government planning initiatives to ensure appropriate development and growth
- Use the affordable Housing SEPP (State Environmental Planning Policy) for the retention of low-rental residential buildings
- The new LEP (Local Environment Plan) ensuring consistency between subregional and local planning strategy aims
- Going beyond basic to enhance sustainability initiatives
- Ensuring increased infrastructure provision, such as widening of Mona Vale Road, with the Ingleside land release development



# Town & Village Strategy

Town and village centres retaining individual character and vitality with a relaxed, pedestrian friendly atmosphere whilst displaying excellence in design

Objectives	Responsibility
To promote diverse retail and commercial opportunities	Council/ State
To create a sense of place and enhance the village experience	Community/ Council
To improve the streetscapes and recreational qualities of the centres	Council
To achieve connectivity for village centres	Council/ State
To promote sustainable development in Pittwater's town and village centres	Council
To enhance access to our village centres through improved public transport, parking, cycling and walking opportunities	Council/ State
To provide adequate parking to meet the needs of businesses and customers	Council
To make our village centres accessible for all	Council
To provide people friendly streetscapes	Council
To make our village centres safe	Council/ State
To maximise recycling in our village centres	Council
To connect our towns and villages with our natural environment	Council
To ensure that Pittwater's villages remain vibrant as social, cultural and economic hubs	Community/ Council

## Context

- Pittwater has one major town centre at Mona Vale, 2 village centres at Avalon Beach and Newport, two small villages at North Narrabeen and Elanora Heights and 16 neighbourhood centres
- Pittwater has 147 number of cafes and restaurants

## Indicators

- Improvement in perception of local villages creating a sense of community
- Increase in satisfaction of access to villages
- Increase in satisfaction of cleanliness of villages
- Increase in satisfaction of facilities, amenities and services within villages

# Town & Village Strategy

Town and village centres, retaining individual character and vitality with a relaxed, pedestrian friendly village atmosphere and displaying excellence in design

## Challenges

- Maintaining the character and unique atmosphere of our villages as well as encouraging vibrancy and economic activity
- Managing littering, graffiti, vandalism and other anti-social behaviour within village centres
- Providing adequate parking in our town centre and villages
- Providing people-friendly and safe villages through pedestrian access and footpaths
- Village centres become ghost towns at night due to lack of activities leading to anti-social behaviour
- Planning villages due to flooding requirements and traffic management issues
- Providing pedestrian connectivity around villages and along main roads

## Opportunities

- Ensuring sufficient community safety strategies are in place to deter anti-social behaviour
- Village centre master planning developed with the community to ensure our villages meet expectations and are pedestrian safe, attractive and accessible to all
- Support upgrading public space to activate village economies and enhance villages as places to shop, relax and do business
- Capitalise on tourism to encourage economic vitality and employment and brand our villages
- Capitalise on the strong artistic and cultural community to provide activities and events in village centres so they can continue to grow
- Utilise shop-top housing to increase the vibrancy and safety of our villages and more jobs 'closer to home'
- Utilise community transport to get people to and from villages, town and major centres
- Partnerships with Chambers of Commerce and other business networks to encourage pop-up shops
- More local and regional promotion of the strong character of our villages
- Urban design strategies for creating neighbourhoods, streets and outdoor spaces that encourage a range of leisure and transport options between town and villages





# Leading an Effective & Collaborative Council

To have a transparent and accountable decision-making process including enhancing participation and engagement, fostering community partnerships and providing support to the community

# Corporate Management Strategy

An organisation which is efficient, effective, ethical and responsive to the community as well as functioning in accordance with core values and sound business practices

Objectives	Responsibility
To provide leadership through ethical, accountable and legislative decision-making processes	Council
To ensure local democratic representation	Council/ State
To engage proactively with the community in a way that is consistent, appropriate and effective	Council
To ensure effective and cooperative management by providing equitable and transparent business processes	Council
To provide an effective, efficient and courteous customer service in accordance with Council values	Council
To facilitate timely, legible and accurate information to the public	Council
To ensure Council's future financial sustainability	Council
To foster shared resourcing through regional partnerships	Council
To effectively provide workforce planning and cost effective workforce management	Council
To continue to reduce Council's ecological footprint	Council
To be a leader in sustainable management (social, economic, environmental, leadership)	Council
To provide a safe and healthy work environment	Council
To provide the community with a broad range of quality natural and built assets in a sustainable manner to meet the needs of current and future generations	Council
To sustainably and strategically manage the community's assets on a whole of life basis taking into account risks, community expectations and Quadruple Bottom Line (social, economic, environmental & governance)	Council
To create, acquire, maintain, enhance and manage assets in line with best practice, use of technology and innovation	Council

## Context

- Pittwater has nine elected Council who represent three wards across Pittwater
- Fortnightly Council meetings decide on planning and infrastructure needs for the Pittwater Community
- Nearly 50 registered community groups spanning a number of fields from elderly support and resident associations to wildlife rescue
- Preparation of annual financial budget of approximately \$69.5 million consolidated expenditure
- Our online community sits at over 1500 on Facebook, 2500 on twitter and with website unique visitors at 220,135 during 2011-2012

## Indicators

- Improvement in perception of ability to participate in Council's decision-making process
- Improvement in perception of Council operating under ethical, open and transparent processes
- Improvement in perception of Council operating efficiently, effectively and providing value for money

# Corporate Management Strategy

An organisation which is efficient, effective, ethical and responsive to the community as well as functioning in accordance with core values and sound business practices

## Challenges

- Council to remain financially sustainable despite cost shifting from State & Federal Government
- Pressures for amalgamation coming from the NSW Independent Review
- Utilise changes and advances in technology to communicate with residents
- Increasing desire from residents to be involved in Council decision-making process
- Keeping up to date and complying with changing State & Federal Legislation
- Balancing the need to rationalize land to fund projects while retaining public assets
- Pressure from aging infrastructure with decreasing funding sources to maintain and renew existing assets to required standard
- Limitations on Council's jurisdiction in a number of areas and dealing with competing political priorities and the strategic direction of State & Federal Governments
- Balancing community priorities across the wide range of Council's services and facilities
- Engaging the wider community, especially youth, in decisions that affect the community

## Opportunities

- To strengthen our community engagement framework to ensure Council keeps up with community expectations and priorities
- To utilize advancing technology and social media to become more interactive with the community and increase awareness of Council activities
- Investigate alternative funding sources
- Enhanced regional partnerships to share costs and increase productivity
- Collaborating with and supporting Councillors within a democratic governance framework
- Maintaining a high standard of ethics and integrity through all of Council activities
- Continuing to develop and support a culture of staff excellence
- Utilisation of the Integrated Planning & Reporting Act to integrate community strategic planning with resources planning including asset management, long-term financial planning and workforce planning



# Disaster, Emergency & Risk Management Strategy

An effective response to risk, disasters and emergencies

Objectives	Responsibility
To promote a well-informed community and that the Council knows how to effectively respond to disaster and emergency situations before during and after	Community/ Council/ State
To effectively respond to disasters, emergency situations and provide effective relief measures	Council/ State
To work effectively with all emergency and utility agencies to improve emergency response	Council/ State
To adhere to best practice risk management principles to facilitate more effective decision-making	Council
To manage public liability and risks associated with public infrastructure	Council/ State
To increase community awareness on effective risk management	Council
To incorporate risk management in all business activities	Council
To plan for risks due to natural and manmade hazards	Council/ State
To provide for business continuity in the event of a major disruption to the Council	Community/ Council

## Context

- Our geographic location includes hazards such as acid sulphate soils, bush fire, coastal erosion and inundation, catchment flooding and landslip
- Pittwater has mainstream flooding areas including: Careel Creek (Avalon), Narrabeen Lagoon (including Nareen Creek, North Narrabeen and Warriewood Valley), Newport Beach, Great Mackerel Beach, Mona Vale/Bayview, as well as coastal/estuary inundation and overland flow areas
- Generally the Warringah Pittwater areas experience a fire that poses risk to person or property every 10 years.
- Over 1293 RFS and SES volunteers who aid residents in times of emergency

## Indicators

- Increase in satisfaction of emergency services capacity to deal with major emergencies and natural disasters
- Increase in satisfaction of level of information meeting needs regarding natural disaster hazards

# Disaster, Emergency & Risk Management Strategy

An effective response to risk, disasters and emergencies

## Challenges

- Effectively identifying and mapping all risks across council
- Effective preparedness and response to all emergency situations ie flood/ bushfire/ landslides given topography and minimal road access
- Risk of bushfires given that 60% of Pittwater is bushland (of which 43% is National Park)
- Access to essential services such as the hospital in emergency situations with only two arterial roads
- Limited community awareness of natural hazard risks, emergency management arrangements and personal preparedness
- Impact of climate change and sea level rise on the coastline and low lying areas
- Risk of flood and the impact on the high numbers of flood prone areas
- Increasing liability and risk due to aging infrastructure and lack of facilities
- Limited access to emergency response services during natural hazard events

## Opportunities

- Utilise Audit & Risk Committee and Internal Audit role to investigate business risks and introduce a risk management culture
- Utilise technology to communicate emergencies
- Reduce costs for Council through the review of insurance valuation and relevant service provision from a risk perspective
- Utilise resident feedback to assess the risk to infrastructure
- Reducing the community's vulnerability to bushfires by improving preparedness
- Managing the fuel load to reduce the rate of spread and intensity of bush fires, while minimising environmental/ ecological impacts
- Raising the risk awareness of the community through community education



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I Love Pittwater



aboutPittwater



**PITTWATER COUNCIL**