
Community and Stakeholder Engagement Report

Community Strategic Plan – Discussion Paper (Stage 2 of 3)

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1. Summary

This report outlines the outcomes of community and stakeholder engagement as part of a proposal to revise the Community Strategic Plan (CSP) for the Northern Beaches Council.

The CSP identifies the main priorities and aspirations for the future of the local government area covering a period of at least 10 years from when the plan is endorsed. It defines the community's long-term vision and sets a direction for what we must do to make this vision a reality.

The purpose of this engagement was to provide our community and key stakeholders with an opportunity to contribute to the revision of the plan. We wanted to understand whether the vision and outcome areas from the Northern Beaches first CSP (Shape 2028) were still relevant, to capture any changes in community sentiment and to gain further feedback and ideas from the community. We also wanted to test the longevity of the plan looking out towards 2040.

The intended objective of the engagement was to enable Council to finalise the outcome areas and draft changes to the vision, goals and strategies that sit underneath each outcome area into a consolidated, revised plan.

The feedback received from the community confirmed overall support for the current vision, outcome areas, goals and strategies. Functional drivers, including places for people and transport infrastructure continue to receive a high level of attention from the community, particularly in relation to housing affordability, land use, development, traffic congestion, parking and the promotion of active and public transport.

The community also shared the importance of protecting the environment and enhancing our sense of community and belonging, which are major drivers for people to live on the Northern Beaches. Areas of particular importance included improving diversity and inclusion, increasing live music and cultural events, increasing the urban tree canopy and protecting wildlife.



An awareness of the tension between the functional and emotional drivers was evident in many responses. There was particular recognition that the aspirations for the environment are in conflict with the development and infrastructure required to solve housing and transport challenges.

The community also expressed the need for the CSP to guide Council's strategic planning and decision making and wanted to see Council's action plan to help achieve the goals. This will be captured through the Delivery Program and Operation Plan, which will go on exhibition in April 2022.






1.1. Key outcomes


 Total unique responses	55*
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*Every respondent made at least one comment

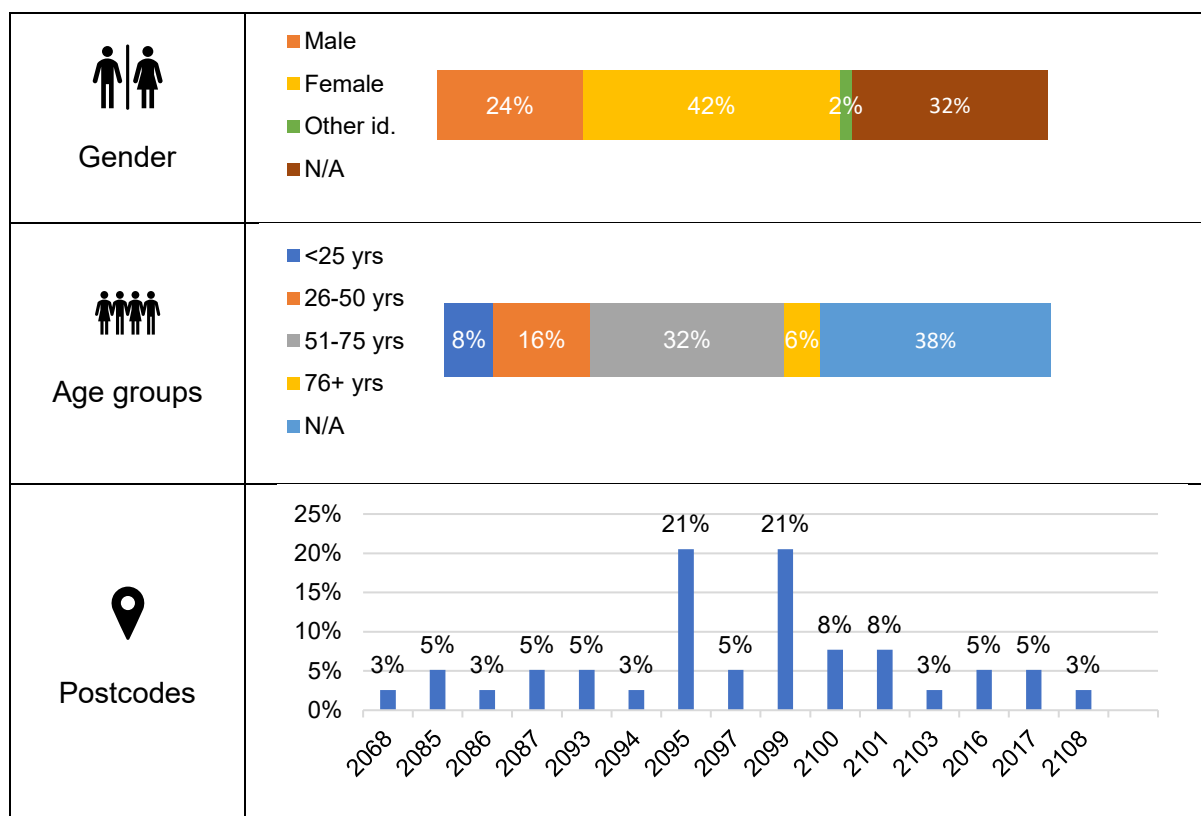
 How responses were received	Comment form Written responses (email/letter)	Completions: 50 Number received: 5
 Feedback themes	Vision and outcome areas Rate structure Housing affordability Development Diversity and Inclusion	Protection of the environment Traffic congestion Active transport Parking Waste education

1.2. How we engaged

 Have Your Say: visitation stats	Visitors: 1,641	Visits: 2,183	Average time onsite: 1 min 4 secs
 Social media	Post: 3 1 Facebook 1 Instagram 1 LinkedIn (link clicks / video views)		Reach: 17,000 Clicks: 232 Clicks: 641 Click/view: 28/510
 Videos	Overview: 1		Views: 224
 Print media and collateral	Peninsula Living: 1 Peninsula Living (south ed.): 1 Media releases: 1 Mirage News: 1 The National Tribune: 1		Distribution: 30,000 Distribution: 57,000
 Electronic direct mail (EDM)	Community Engagement (fortnightly) newsletter: 1 edition Council (weekly) e-News: 3 editions Previous SRG members Local Members Youth Advisory Group		Distribution: 22,778 subscribers Distribution: 166,000 subscribers Distribution: 150*

	<p>Better Together Working Group</p> <p>Residents' associations*</p> <p>Business groups*</p> <p>*Includes number of associations. Actual member volumes not included.</p>	
 <p>Face-to-face sessions</p>	<p>Information session: 1 (Councillor workshop)</p> <p>Manly Ward Executive Forum</p>	<p>Attendance: 13</p> <p>Attendance: 14</p>

1.3. Who responded¹



2. Background

As part of our commitment to keeping the CSP up to date, we commenced a three-stage process of engagement to develop a revised CSP.

Stage 1 (research) was conducted through surveys and focus groups aimed at reviewing the outcomes identified in our existing CSP – Shape 2028. This stage also included a qualitative analysis of all community engagement completed from June 2018 – June 2021.

¹ Demographic data was gathered by request only. The data represented only includes those respondents who provided this detail.

Stage 2 (this discussion paper) built upon the findings from our research stage and made publicly available for our broader community to engage with and provide feedback.

We are in the process of incorporating the feedback received from exhibition of the discussion paper into the next draft of the CSP. The revised draft will be publicly available at the end of April 2022. Public exhibition of the draft will complete stage 3 of the engagement.

3. Engagement objectives

Community and stakeholder engagement aimed to:

- understand our community's current needs and future aspirations
- identify any changes in community sentiment and priorities since the development of the first CSP (Shape 2028)
- test the longevity of the outcomes, goals and strategies over a 10-to-20-year period
- continue to build strong collaborative relationships with our community, stakeholders and partners including local organisations, businesses and government to achieve the community's vision.

In line with Council's Community Engagement Policy and Strategy, this plan was designed to ensure that all members of our community are provided an opportunity to participate in shaping the future direction of the Northern Beaches.

4. Engagement approach

Community and stakeholder engagement for the CSP Discussion Paper was conducted between 2 February 2022 and 2 March 2022 and consisted of a series of activities that provided opportunities for community and stakeholders to contribute.

The engagement was planned, implemented and reported in accordance with Council's [Community Engagement Matrix](#) (2017).

A project page was established on our have your say platform with information provided in an accessible and easy to read format.

The project was primarily promoted to the community through our regular email newsletter (EDM) channels, social media and a YouTube video.

Feedback was captured through an online comment form embedded onto the have your say project page. The form sought to capture qualitative feedback on the vision and eight outcome areas.

Open-field comments boxes provided community members a space to explain or elaborate on their thoughts about the vision and the outcome areas as well as any other feedback they wished to contribute.

Email and written comments were also invited.

4.1. Reaching diverse audiences

The CSP is relevant to all members of the local community. A thorough stakeholder mapping exercise was completed to identify key stakeholders, their anticipated level of interest and the importance of reaching them in this stage of the engagement.

Key groups identified and corresponding engagement included targeted emails to youth, business groups and local businesses, residents' associations, environmental groups, previous Strategic Reference Group members and Government stakeholders.

An update on the CSP and discussion paper engagement was provided at a meeting of the Better Together Leadership and Advisory Group. The group includes representation from disability, domestic violence, multicultural, youth, mental health, homelessness and drug action networks. The Youth Advisory Group (YAG) were also advised of the engagement during one of their regular YAG meetings.

5. Findings

The feedback received from the community confirmed overall support for the current vision, outcome areas, goals and strategies.

The community was asked how they felt about the current CSP vision. 15 people provided direct feedback relating to the vision. 67% of people noted support for the current vision. Three people suggested an additional descriptor words to be added to the vision. These descriptors were for the community to be safe, inclusive connected and 'diverse', 'healthy' or 'vibrant' respectively. The vision was reviewed in line with these suggestions and the specific feedback for each outcome area to determine if change is warranted. The vision has been updated to include diversity as follows, 'Northern Beaches – a safe, diverse, inclusive and connected community that lives in balance with our extraordinary coastal and bushland environment'.

The community was asked how they felt about the current CSP eight outcome areas as we look towards the future of the Northern Beaches. 11 people provided direct feedback relating to the outcomes. 91% of responses expressed support for the current outcomes. The singular response that did not support the outcomes believed that the outcome areas should include verifiable timelines and targets. It should be noted that each outcome area in the CSP comprises a series of performance measures, including the desired trend and notes targets where relevant. The performance measures were not specifically outlined in the discussion paper, however they will be included in the Draft CSP.

The community was asked to provide feedback on the outcome areas of particular interest to them. A broad range of challenges and aspirations were covered in the comments received during the engagement.

The Good Governance outcome area generated the most community feedback (70 comments, noting 28 aspirations/concerns). Beyond the direct feedback on the vision and outcome areas, Council rates was noted as a primary concern for residents. 13 responses related either to the unfairness of the current rates structure or that rates are too expensive. General feedback included that rates should be the same for everyone while others raised concern for the increases to residents in the previous Manly Council area. Some respondents indicated their concern that current residents would move out of the area as a result of unaffordable rates. The rate structure is based on state government legislation and is outside the direct scope of the CSP. Details on Council's financial management will be further outlined in the Long-Term Financial Plan, which will be placed on public exhibition in April 2022.

The Places for People outcome area also generated a high level of feedback (40 comments, noting 25 aspirations/concerns). The bulk of submissions were related to housing affordability, population growth, places for recreation and concerns for development. The community was concerned about the pressures of population growth on infrastructure and

the impact on housing affordability. There were a diverse range of views. Some residents expressed support for diversification of housing options and supported infill development in existing urban areas, while others were opposed to development, requesting stronger development controls, supervision and compliance. Feedback on places for recreation included the creation of entertainment areas, the need to increase/improve off-leash dog areas and opposition to dogs on beaches. Given the high level of engagement, the title of this outcome area was reviewed to ensure the community's aspirations housing and development are accurately reflected. The outcome area has been updated from 'Places for People' to 'Housing, Places and Spaces' to reflect the community's aspirations and concerns around housing affordability and development.

A significant level of feedback was received for the Transport, Infrastructure and Connectivity outcome area (33 comments, noting 21 aspirations/concerns). Most comments related to traffic congestion, parking and the promotion of active and public transport. The community recognised the pressure on local roads, with a number of comments providing suggestions for increasing uptake of public transport including increased advertising, improved efficiency and greater connectivity. Concerns were raised about parking, particularly in residential areas and town centres, with an awareness that pressure on parking would increase with population growth and development. A desire for improved cycling and walking infrastructure was also expressed by the community. Active transport was seen as a solution to reducing the number of vehicles on the road and associated carbon emissions.

The community continues to support the Protection of the Environment outcome area (18 comments, noting 10 aspirations/concerns) and the Environmental Sustainability outcome areas (19 comments, noting 13 aspirations/concerns). Areas of particular importance include increasing the urban tree canopy and protecting wildlife. A range of suggestions were provided to improve the tree canopy including planting more trees in streets, parks and around playing fields. The protection of wildlife was deemed to require greater controls for companion animals and increasing the number of wildlife bridges to enable animals to cross major roads safely.

The Community and Belonging outcome area received 16 comments, noting 10 aspirations/concerns. Four of these comments were related to diversity and inclusion, including the need for diversity to be recognised as related but different to inclusion. These responses recognised the value of a diverse society highlighted the desire for greater cross-cultural awareness. Cultural and creative events, particularly live music, were also raised as an avenue to create a greater sense of community and belonging.

An awareness of the tension between the functional and emotional drivers was evident in many responses. There was particular recognition that the aspirations for the environment are in conflict with the development and infrastructure required to solve housing and transport challenges. Some responses highlighted the need to prioritise the environmental outcomes over the need for improved infrastructure, while others commented that places for people should be of highest priority.

The community also expressed the need for the CSP to guide Council's strategic planning and decision making and wanted to see Council's action plan to help achieve the goals. This will be captured through the Delivery Program and Operation Plan, which will go on exhibition at the end of April 2022.

All aspects of the CSP were reviewed in line with the submissions provided as part of this stage of engagement, to ensure that the community's aspirations continue to be accurately reflected.

Table 1: Themes and issues raised in submissions made during public exhibition of the CSP Discussion Paper

Themes	No. Aspirations/ Concerns
Protection of the Environment	10
Environmental Sustainability	13
Places for People	25
Community and Belonging	10
Vibrant Local Economy	9
Transport, Infrastructure and Connectivity	21
Good Governance	28
Partnerships and Participation	4

During the consultation/exhibition, Council received one question within the feedback received.

Table 2: Questions raised and Council's answers

Question raised in feedback	Council's answer
What is the status of the Avalon Beach Place Plan?	A Draft of the Place Plan has been prepared and reported to Council. Public exhibition was completed in 2021. The submissions were reviewed and updates to the plan have been made accordingly. There is a Community Reference Group Meeting planned for April, which Council is currently preparing for.
Can you please clarify the amount of bush regeneration that has been completed?	There is 1,700ha of bushland within Northern Beaches Council LGA. Of this 1,200ha is being actively managed through bush regeneration each year.
Why do some families pay heaps more for same Council services?	As at 1 July 2021, rates were harmonised across the Northern Beaches following completion of the rates harmonisation project. Land values are determined in line with the Valuation of Land Act 1916 and the Valuer General's policies. Council is required to rate each individual property on the land valuation provided by the Valuer General in accordance with s61 of the Valuation of Land Act 1916. Following harmonisation, rates were applied more fairly across all properties in the Northern Beaches, ensuring residential properties with the same land value pay the same rates.
Rates in Manly have increased, while other suburbs have	As at 1 July 2021, rates were harmonised across the Northern Beaches following completion of the rates

decreased. Why are we paying more than everyone else?

harmonisation project. Land values are determined in line with the Valuation of Land Act 1916 and the Valuer General's policies. Council is required to rate each individual property on the land valuation provided by the Valuer General in accordance with s61 of the Valuation of Land Act 1916. Following harmonisation, rates were applied more fairly across all properties in the Northern Beaches, ensuring residential properties with the same land value pay the same rates.

Appendix 1 Aspirations/concerns and responses

A wide range of aspirations and concerns were raised by the community during the engagement period. The current CSP was reviewed updated based on the feedback received. The responses below outline where the aspirations or concerns are addressed in the document as well as any changes made to the outcomes, goals or strategies to help capture the community's aspirations more effectively. Note that specific actions to be taken by Council for each goal will be captured in the Delivery Program and Operational Plan which will go on exhibition in April 2022.

Note: **Green font** in the table below reflects changed wording.

Themes/Apirations/Concerns	No.	Council Response (aligned to the review of the CSP)
Protection of the Environment		
Protect local wildlife	4	The protection of local wildlife is included in Goal 1 and its associated strategies. The goal has been revised and updated to 'Our bushland, coast and waterways are protected for their intrinsic value '. Strategy (a) has also been updated to ' Enhance, restore and protect local biodiversity and bushland'.
Climate change – Action plan required	1	Climate change action is currently included in Goal 2 and its associated strategies. The goal has been revised and updated to 'Our environment and community is resilient to natural hazards and climate change' to focus on environmental resilience. Community resilience has been moved to the 'Community and Belonging' outcome area.
Climate change – Oppose any actions	1	Position noted.
Aspirations for environment conflicting with development	3	The key challenge facing our community is the natural tension between the desire to protect the environment and community, while improving transport, housing and the economy. Whilst the aspirations in the Environment and Climate Change Strategy seek the retention of bushland, state significant projects impacting upon natural areas may be beyond Council's control. Council has resolved not to support the recently advertised major developments due to impacts upon bushland and biodiversity.
Better protect waterways	1	The need to protect our waterways is included in Goal 1 and its associated strategies. The goal has been revised and updated to 'Our bushland, coast and waterways are protected for their intrinsic value '. Strategies (b) and (c) have also been updated to ' Improve and protect ecological conditions in catchments, creeks and lagoons' and ' Enhance and protect the quality of our coast, harbours and estuaries ' respectively.

Themes/Apirations/Concerns	No.	Council Response (aligned to the review of the CSP)
Improve community education on environmental conservation	2	Community education on environmental protection is included in Goal 3 and its associated strategies. The goal has been revised and updated to 'Our community is well-supported in protecting and enhancing the environment, to ensure safe and sustainable use '.
Include a new strategy under Goal 1 "Increase financial capacity to enable necessary protection and management of bushland and waterways."	1	Council's role in achieving the environmental outcomes (including financial capacity), is recognised in Goal 6 and its associated strategies. Specifically, Strategy (b) – 'Enhance financial and strategic capacity to deliver on environmental outcomes'. Note that Goal 6 was previously positioned as Goal 4 in Shape 2028.
Performance measure – air quality near major roads	1	Good air quality is recognised as important to community health and wellbeing, as well as the health of the environment. This outcome includes a performance measure on regional air quality.
Remove glass in sand at North Curl Curl Beach	1	Protection of our coast is included in Goal 1 and its associated strategies. The goal has been revised and updated to 'Our bushland, coast and waterways are protected for their intrinsic value '. Strategy (c) has also been updated to ' Enhance and protect the quality of our coast, harbours and estuaries '. Specific actions to be taken by Council for this goal will be captured in the Delivery Program and Operational Plan which will go on exhibition in April 2022.
Protection of Environment outcome - Support	3	Support noted. Protection of the Environment continues to be an outcome in the revised CSP.

Environmental Sustainability

Increase urban tree canopy	4	Improving our urban tree canopy is included in Goal 5 and its associated strategies. Specifically, Strategy (b) – 'Create green and resilient urban environments by improving tree cover, native vegetation, landscaping, and water and waste management systems.'
Improve business waste management	1	Waste management, including business waste management, is included in Goal 4 and its associated strategies. This goal has been revised and updated to 'Our community is supported in the transition towards net zero emissions and a local circular economy '. Strategy (b) has also been updated to ' Provide programs, resources and urban planning tools to enable our community to reuse and recycle more used materials. ' Note that Goal 4 was previously positioned as Goal 6 in Shape 2028.
Increase public bins	2	Waste management, including the provision of public bins, is included in Goal 4 and its associated strategies. This goal has been revised and updated to 'Our community is supported in the transition towards net zero

Themes/Apirations/Concerns	No.	Council Response (aligned to the review of the CSP)
		emissions and a local circular economy '. Specific actions to be taken by Council for this goal will be captured in the Delivery Program and Operational Plan which will go on exhibition in April 2022. Note that Goal 4 was previously positioned as Goal 6 in Shape 2028.
Increase development controls	1	Development controls are included in Goal 5 and its associated strategies. Specifically, Strategy (a) – 'Ensure integrated land use planning balances the environmental, social and economic needs of present and future generations'.
Increase community support for waste reduction	1	Supporting the community to reduce waste is included in Goal 4 and its associated strategies. This goal has been revised and updated to 'Our community is supported in the transition towards net zero emissions and a local circular economy '. Strategy (b) has also been updated to 'Provide programs, resources and urban planning tools to enable our community to reuse and recycle more used materials.' Note that Goal 4 was previously positioned as Goal 6 in Shape 2028.
Increase waste education	3	Waste education is included in Goal 4 and its associated strategies. This goal has been revised and updated to 'Our community is supported in the transition towards net zero emissions and a local circular economy '. Strategy (b) has also been updated to 'Provide programs, resources our community to reuse and recycle more used materials.' Note that Goal 4 was previously positioned as Goal 6 in Shape 2028.
Resilience of natural and built environment	1	Resilience of our natural and built environment is included in Goal 5 and its associated strategies. Specifically, Strategy (a) – 'Ensure integrated land use planning balances the environmental, social and economic needs of present and future generations'.
Investment in sustainable waste treatment	1	Waste treatment is included in Goal 6 and its associated strategies. Specifically, Strategy (c) 'Explore and invest in technologies and processes such as renewable energy and procurement of quality recycled materials that deliver long-term environmental benefits'. Note that Goal 6 was previously positioned as Goal 4 in Shape 2028.
Create a recycling centre similar to 'The Junktion' in Bathurst.	1	Recycling, is included in Goal 4 and its associated strategies. This goal has been revised and updated to 'Our community is supported in the transition towards net zero emissions and a local circular economy '. Strategy (b) has also been updated to 'Provide programs, resources and urban planning tools to enable our community to reuse and recycle more used materials.'

Themes/Apirations/Concerns	No.	Council Response (aligned to the review of the CSP)
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		Specific actions to be taken by Council for this goal will be captured in the Delivery Program and Operational Plan which will go on exhibition in April 2022. Note that Goal 4 was previously positioned as Goal 6 in Shape 2028.
Separate organic and food waste collection	1	Waste management, including organic and food waste, is included in Goal 4 and its associated strategies. This goal has been revised and updated to 'Our community is supported in the transition towards net zero emissions and a local circular economy'. Strategy (b) has also been updated to 'Provide programs, resources and urban planning tools to enable our community to reuse and recycle more used materials.' Specific actions to be taken by Council for this goal will be captured in the Delivery Program and Operational Plan which will go on exhibition in April 2022. Note that Goal 4 was previously positioned as Goal 6 in Shape 2028.
Retain non-urban land use for local food supply	1	Sustainable living is included in Goal 4 and its associated strategies. Specifically, Strategy (a) – 'Promote and support opportunities for more sustainable living'. Note that Goal 4 was previously positioned as Goal 6 in Shape 2028.
Support initiatives for achieving a circular economy	1	Support noted. Goal 4 has been revised and updated to 'Our community is supported in the transition towards net zero emissions and a local circular economy'. Note that Goal 4 was previously positioned as Goal 6 in Shape 2028.
New LEP controls must preserve natural environment	1	The preservation of the new LEP is included in Goal 5 and its associated strategies. Specifically, Strategy (a) – 'Ensure integrated land use planning balances the environmental, social and economic needs of present and future generations'.

Places for People

Accessibility to spaces for everyone	1	Accessibility of spaces is included in Goal 12 and its associated strategies. This goal has been revised and updated to 'Our community has access to spaces that enable healthy and active living and allow for a broad range of creative, sporting and recreational opportunities to be enjoyed'. Strategy (c) has also been updated to 'Create and maintain spaces that enable social interaction, stimulate wellbeing, and support people at each stage of their lives' and shifted to position (b). Note that Goal 12 was previously positioned as Goal 9 in Shape 2028.
Companion animal compliance	1	Management of companion animals is included in Goal 12 and its associated strategies. Specifically, Strategy (a)

Themes/Apirations/Concerns	No.	Council Response (aligned to the review of the CSP)
		'Provide well-maintained and safe spaces that equitably support active and passive recreation'. Note that Goal 12 was previously positioned as Goal 9 in Shape 2028.
Ability for NSW Government's SEPP to override the LEP and CSP	1	State Environmental Planning Policies (SEPPs) apply across the state and deal with matters of State or Regional environmental planning significance. The CSP and Local Environment Plan (LEP) must be developed in line with State Government plans. Hierarchically, the SEPP sits above the LEP and can legally override a LEP.
Housing development planning concerns: <ul style="list-style-type: none"> - More detail desired - Rezoning in Avalon - Parking in Mona Vale 	3	In recognition of the community's concerns for housing, the outcome area has been updated from 'Places for People' to 'Housing, Places and Spaces'. Housing development is included in Goal 10 and its associated strategies. This goal has been revised and updated to 'Our community has access to diverse and affordable housing options to meet their current and evolving needs'. Its strategies include 'Effectively plan for future growth by balancing regional priorities with local values'. Note that Goal 10 was previously positioned as Goal 7 in Shape 2028.
Equity and access to affordable housing	1	In recognition of the community's concerns for housing, the outcome area has been updated from 'Places for People' to 'Housing, Places and Spaces'. Affordable housing is included in Goal 10 and its associated strategies. This goal has been revised and updated to 'Our community has access to diverse and affordable housing options to meet their current and evolving needs'. Strategy (c) has also been updated to 'Pursue innovative ways of increasing affordable housing opportunities'. Note that Goal 10 was previously positioned as Goal 7 in Shape 2028.
Housing affordability concerns	3	In recognition of the community's concerns for housing, the outcome area has been updated from 'Places for People' to 'Housing, Places and Spaces'. Housing affordability is included in Goal 10 and its associated strategies. This goal has been revised and updated to 'Our community has access to diverse and affordable housing options to meet their current and evolving needs'. Note that Goal 10 was previously positioned as Goal 7 in Shape 2028.
Level of development paired with poor infrastructure	1	Development and infrastructure are included in the Housing, Places and Spaces outcome and its associated goals and strategies. The aspiration of this outcome area has been updated to 'Our community aspires to have well designed, sustainable and resilient places and spaces, to enhance the local character in order to meet their housing, employment and recreational needs'. Note

Themes/Apirations/Concerns	No.	Council Response (aligned to the review of the CSP)
		'Housing, Places and Spaces' was previously 'Places for People'.
Population growth concerns	2	Population growth is included in Goal 10 and its associated strategies. This goal has been revised and updated to 'Our community has access to diverse and affordable housing options to meet their current and evolving needs'. Its strategies include 'Effectively plan for future growth by balancing regional priorities with local values'. Note that Goal 10 was previously positioned as Goal 7 in Shape 2028.
Improve development supervision and compliance	2	Development compliance is included in Goal 10 and its associated strategies. This goal has been revised and updated to 'Our community has access to diverse and affordable housing options to meet their current and evolving needs'. Its strategies include 'Effectively plan for future growth by balancing regional priorities with local values'. Note that Goal 10 was previously positioned as Goal 7 in Shape 2028.
Improve health infrastructure	2	Health infrastructure is included in Goal 11 and its associated strategies. This goal has been revised and updated to 'Our local centres are vibrant and healthy, catering for diverse economic and social needs'. Its strategies include 'Develop urban design controls that support the health and wellbeing of our community, particularly seniors and people with a disability'. Note that Goal 11 was previously positioned as Goal 8 in Shape 2028.
Improve land use controls	1	Land use controls is included in the Housing, Places and Spaces outcome and its associated goals and strategies. The aspiration of this outcome area has been updated to 'Our community aspires to have well designed, sustainable and resilient places and spaces, to enhance the local character in order to meet their housing, employment and recreational needs'. Note 'Housing, Places and Spaces' was previously 'Places for People'.
Improve old surf life saving clubs	1	Surf life saving clubs are included in Goal 12 and its associated strategies. This goal has been revised and updated to 'Our community has access to spaces that enable healthy and active living and allow for a broad range of creative, sporting and recreational opportunities to be enjoyed'. Specific actions to be taken by Council for this goal will be captured in the Delivery Program and Operational Plan which will go on exhibition in April 2022. Note that Goal 12 was previously positioned as Goal 9 in Shape 2028.

Themes/Apirations/Concerns	No.	Council Response (aligned to the review of the CSP)
Increase and improve dog parks	2	Dog Parks are included in Goal 12 and its associated strategies. This goal has been revised and updated to 'Our community has access to spaces that enable healthy and active living and allow for a broad range of creative, sporting and recreational opportunities to be enjoyed'. Specific actions to be taken by Council for this goal will be captured in the Delivery Program and Operational Plan which will go on exhibition in April 2022. Note that Goal 12 was previously positioned as Goal 9 in Shape 2028.
Increase diversity of housing options	2	In recognition of the community's concerns for housing, the outcome area has been updated from 'Places for People' to 'Housing, Places and Spaces'. Housing diversity is included in Goal 10 and its associated strategies. This goal has been revised and updated to 'Our community has access to diverse and affordable housing options to meet their current and evolving needs'. Its strategies include 'Provide a mix of high-quality diverse and inclusive housing options supported by sustainable infrastructure'. Note that Goal 10 was previously positioned as Goal 7 in Shape 2028.
Increase entertainment places: - Music venues - Dancing events - Live music for young adults	3	Places for entertainment is included in the Housing, Places and Spaces outcome, specifically Goal 11 and its associated strategies. The aspiration of this outcome area has been updated to 'Our community aspires to have well designed, sustainable and resilient places and spaces, to enhance the local character in order to meet their housing, employment and recreational needs'. Goal 11 has been revised and updated to 'Our local centres are vibrant and healthy, catering for diverse economic and social needs'. Note that Goal 11 was previously positioned as Goal 8 in Shape 2028.
Field hockey infrastructure	1	Sports facilities are included in Goal 12 and its associated strategies. This goal has been revised and updated to 'Our community has access to spaces that enable healthy and active living and allow for a broad range of creative, sporting and recreational opportunities to be enjoyed'. Specific actions to be taken by Council for this goal will be captured in the Delivery Program and Operational Plan which will go on exhibition in April 2022. Note that Goal 12 was previously positioned as Goal 9 in Shape 2028.
Increase indoor cultural facilities: - Maori Hall - Northern Beaches History Museum	4	Cultural facilities are included in Goal 12 and its associated strategies. This goal has been revised and updated to 'Our community has access to spaces that enable healthy and active living and allow for a broad range of creative, sporting and recreational opportunities to be enjoyed'. Specific actions to be taken by Council for

Themes/Apirations/Concerns	No.	Council Response (aligned to the review of the CSP)
- Creative and performance space		this goal will be captured in the Delivery Program and Operational Plan which will go on exhibition in April 2022. Note that Goal 12 was previously positioned as Goal 9 in Shape 2028.
Enhance visual appeal of neighbourhoods	1	The vibrancy of our neighbourhoods is included in Goal 11 and its associated strategies. This goal has been revised and updated to 'Our local centres are vibrant and healthy, catering for diverse economic and social needs'. Its strategies include 'Create welcoming villages and neighbourhood centres that are vibrant, accessible and support our quality of life'. Note that Goal 11 was previously positioned as Goal 8 in Shape 2028.
Dogs on beaches - oppose	2	Off-leash dog areas are included in Goal 12 and its associated strategies. This goal has been revised and updated to 'Our community has access to spaces that enable healthy and active living and allow for a broad range of creative, sporting and recreational opportunities to be enjoyed'. Specific actions to be taken by Council for this goal will be captured in the Delivery Program and Operational Plan which will go on exhibition in April 2022. Note that Goal 12 was previously positioned as Goal 9 in Shape 2028.
Safety of spaces for everyone	1	Safety of spaces is included in Goal 12 and its associated strategies. Specifically, Strategy (a) 'Provide well-maintained and safe spaces that equitably support active and passive recreation'. Note that Goal 12 was previously positioned as Goal 9 in Shape 2028.
Shift electricity infrastructure underground	1	Neighbourhood aesthetics is included in Goal 10 and its associated strategies. This goal has been revised and updated to 'Our community has access to diverse and affordable housing options to meet their current and evolving needs'. Its strategies include 'Provide a mix of high-quality diverse and inclusive housing options supported by sustainable infrastructure'.
Support and protect alcohol free public spaces	1	Alcohol free spaces are included in Goal 12 and its associated strategies. Specifically, Strategy (a) 'Provide well-maintained and safe spaces that equitably support active and passive recreation'. Note that Goal 12 was previously positioned as Goal 9 in Shape 2028.
Support co-location of health and education facilities at Frenchs Forest	1	Support noted.
Support infill development in existing urban areas, rather than developing non-urban land	1	Support noted.

Themes/Apirations/Concerns	No.	Council Response (aligned to the review of the CSP)
Upgrade infrastructure prior to development	1	The provision of infrastructure prior to development is included in the Housing, Places and Spaces outcome and its associated goals and strategies. The aspiration of this outcome area has been updated to 'Our community aspires to have well designed, sustainable and resilient places and spaces, to enhance the local character in order to meet their housing, employment and recreational needs'. Note 'Housing, Places and Spaces' was previously 'Places for People'.

Community and Belonging

Enhance commitment to First Nations people	1	First Nations people are recognised in Goal 9 and its associated strategies. This goal has been revised and updated to 'Our community is inclusive and connected'. Its strategies include 'Recognise and honour Aboriginal culture and heritage'. Note that Goal 9 was previously positioned as Goal 12 in Shape 2028.
Improve diversity and inclusion and recognise diversity as different from inclusion.	4	In recognition of the community's aspirations around diversity, the CSP Vision has been updated to 'Northern Beaches – a safe, diverse, inclusive and connected community that lives in balance with our extraordinary coastal and bushland environment.' In addition, Goal 7 has been revised and updated to 'Our diverse community is supported to participate in their chosen cultural life' and Goal 9 has been revised and updated to 'Our community is inclusive and connected'. The strategies under each of these goals have also been updated to reflect their new focus. Note that Goals 7 and 9 were previously positioned as Goals 10 and 12 in Shape 2028.
Increase community infrastructure for social inclusion	1	Infrastructure for social inclusion is recognised in Goal 9 and its associated strategies. This goal has been revised and updated to 'Our community is inclusive and connected'. Its strategies include 'Build an inclusive community and break down institutional and social barriers to enable all people, irrespective of age, gender and identity, to participate in community life'. Note that Goal 9 was previously positioned as Goal 12 in Shape 2028.
Increase cultural activities: <ul style="list-style-type: none"> - Cultural, creative and social events in Brookvale - Live music, particularly for young adults 	4	Cultural activities are included in Goal 7 and its associated strategies. This goal has been revised and updated to 'Our diverse community is supported to participate in their chosen cultural life'. The strategies that sit underneath this goal have also been updated to align with this new focus: <p>(a) Support innovative ideas and build the capacity of local cultural and creative communities</p>

Themes/Apirations/Concerns	No.	Council Response (aligned to the review of the CSP)
		<p>(b) Expand cultural events and creative opportunities, to enable social interaction/cohesion and stimulate wellbeing</p> <p>(c) Encourage a broad range of activities that enable social interaction, stimulate wellbeing, and support people at each stage of their lives</p> <p>Note that Goal 7 was previously positioned as Goal 10 in Shape 2028.</p>
Increase Men’s Shed support	1	<p>Community groups are included in Goal 9 and its associated strategies. This goal has been revised and updated to ‘Our community is inclusive and connected’. Its strategies include ‘Build an inclusive community and break down institutional and social barriers to enable all people, irrespective of age, gender and identity, to participate in community life’ and a new strategy ‘Build capacity of the social sector, community groups and facilitate volunteer opportunities’. Specific actions to be taken by Council for this goal will be captured in the Delivery Program and Operational Plan which will go on exhibition in April 2022. Note that Goal 9 was previously positioned as Goal 12 in Shape 2028.</p>
Increase support for the arts community	1	<p>Support for the arts community is included in Goal 7 and its associated strategies. This goal has been revised and updated to ‘Our diverse community is supported to participate in their chosen cultural life’. Strategy (a) has also been updated to ‘Support innovative ideas and build the capacity of local cultural and creative communities’. Note that Goal 7 was previously positioned as Goal 10 in Shape 2028.</p>
Recognise nutrition as part of health and wellbeing	1	<p>Health and wellbeing is included in Goal 8 and its associated strategies. The strategies have been reviewed and updated, including strategy (b) ‘Improve health and wellbeing through fair access to information, health and support services’. Health and wellbeing encompasses a variety of elements, including nutrition. Individual elements are not called specifically called out in the CSP, due to the high strategic level of the document. Note that Goal 8 was previously positioned as Goal 11 in Shape 2028.</p>
Seniors program has been reduced	1	<p>Activities for seniors are included in Goal 7 and its associated strategies. This goal has been revised and updated to ‘Our diverse community is supported to participate in their chosen cultural life’. Strategy (c) has also been updated to ‘Encourage a broad range of activities that enable social interaction, stimulate wellbeing, and support people at each stage of their lives’. The 2022 Seniors Festival had over 50 activities on</p>

Themes/Apirations/Concerns	No.	Council Response (aligned to the review of the CSP)
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offer across the area. More details are available on Council’s website. Specific actions to be taken by Council for this goal will be captured in the Delivery Program and Operational Plan which will go on exhibition in April 2022. Note that Goal 7 was previously positioned as Goal 10 in Shape 2028.

Support for libraries	1	Support noted. A new strategy has been added to Goal 9 ‘Enhance community access to education and lifelong learning opportunities’. Note that Goal 9 was previously positioned as Goal 12 in Shape 2028.
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Support for recognising Aboriginal culture and heritage	1	Support noted. Aboriginal culture and heritage continues to be captured in Goal 9. Note that Goal 9 was previously positioned as Goal 12 in Shape 2028.
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Vibrant Local Economy

Aspiration for a university and education facilities in strategic centres	1	Local education is included in Goal 14 and its associated strategies. Specifically, Strategy (a) ‘Facilitate local education and vocational training opportunities’.
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Visitor economy – concern for high tourist numbers	1	The local visitor economy is included in Goal 15 and its associated strategies. The goal has been reviewed and updated to ‘Our centres are sustainable, encompassing a diverse range of businesses that attract visitation and provide work, education, leisure and social opportunities.’
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Create night time entertainment precincts in industrial areas	1	The night time economy is included in Goal 15 and its associated strategies. The goal has been updated to ‘Our centres are sustainable, encompassing a diverse range of businesses that attract visitation and provide work, education, leisure and social opportunities.’ The strategies have also been updated, including ‘Facilitate active, safe and welcoming centres for residents and visitors during the day and into the evening’.
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Increase collaboration with small hospitality businesses	1	Business collaboration is included in Goal 13 and its associated strategies. The goal has been reviewed and updated to ‘Our businesses are resilient, well-connected and thrive in an environment that supports innovation, entrepreneurialism and economic growth’. Strategy (d) has also been updated to ‘Support business and professional networks to respond to changing business conditions’. This strategy relates to all businesses, including small hospitality businesses.
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Local self-sufficiency: <ul style="list-style-type: none"> - Prioritise local industry and innovation - Promote local food supply 	3	Local self-sufficiency is included in Goal 15 and its associated strategies. The goal has been reviewed and updated to ‘Our centres are sustainable, encompassing a diverse range of businesses that attract visitation and provide work, education, leisure and social opportunities.’
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Themes/Apirations/Concerns	No.	Council Response (aligned to the review of the CSP)
- Increase self-sufficiency of local small businesses		A new strategy has been added to the goal 'Encourage residents to shop local and support their local centres'.
Increase use of businesses as social spaces	1	The use of businesses as social spaces is included in Goal 15 and its associated strategies. The goal has been reviewed and updated to 'Our centres are sustainable, encompassing a diverse range of businesses that attract visitation and provide work, education, leisure and social opportunities.' The strategies have also been updated, including 'Facilitate active, safe and welcoming centres for residents and visitors during the day and into the evening'.
Employment Lands: - Maintain/increase commercial floor space in Dee Why - Oppose residential development in light industrial areas	1	Employment lands are included in Goal 13 and its associated strategies. Specifically, Strategy (a) 'Ensure that employment lands are retained and cater for a diverse range of businesses and industry'
Support for facilitating local education and vocational training opportunities	1	Support noted.
Support for sustainable visitor economy	1	Support noted.

Transport, Infrastructure and Connectivity

Beaches Link Tunnel – oppose	2	Road infrastructure is included in Goal 16 and its associated strategies. Specifically, Strategy (a) 'Advocate for improved transport options and road networks'. The Beaches Link Tunnel is a NSW Government project. Council has made a submission to provide feedback on the project, including public transport infrastructure, impacts on the environment and a request for enhanced consultation for future stages of the project.
Concern for electric footpath vehicles eg. e-bikes, e-scooters, powered skateboards	1	Pedestrian safety is included in Goal 17 and its associated strategies. Strategy (b) has been reviewed and updated to 'Facilitate and promote active travel, including safe cycling and walking networks as convenient transport options'.
Improve parking: - Mona Vale town centre - Summer parking - Increase commuter carparks - New development	4	Parking is included in Goal 17 and its associated strategies. Strategy (c) has been reviewed and updated to 'Improve parking options in centres, villages and places, including smart parking initiatives.' The name of the outcome area has also been updated from

Themes/Apirations/Concerns	No.	Council Response (aligned to the review of the CSP)
		'Transport, Infrastructure and Connectivity' to 'Transport, Technology and Connectivity'.
Concerns for traffic congestion: - Mona Vale Rd overcrowded - Summer traffic - Weekend traffic	4	Traffic congestion is included in Goal 16 and its associated strategies. Strategy (a) has been reviewed and updated to 'Advocate for improved transport options and road networks'.
Improve transport efficiency	1	Transport efficiency is included in Goal 17 'Our community can safely and efficiently travel within and beyond Northern Beaches' and its associated strategies.
Improve cycling infrastructure: - Safe routes - Redesigning streets	2	Cycling infrastructure is included in Goal 17 and its associated strategies. Strategy (b) has been reviewed and updated to 'Facilitate and promote active travel, including safe cycling and walking networks as convenient transport options'.
Increase promotion of cycling	1	Promotion of active travel, including cycling, is included in Goal 17 and its associated strategies. Strategy (b) has been reviewed and updated to 'Facilitate and promote active travel, including safe cycling and walking networks as convenient transport options'.
Promote use of public transport: - Advertising - Incentives	3	Public transport use is included in Goal 17 and its associated strategies. Specifically, Strategy (a) 'Improve public transport options, accessibility and connectivity to better meet our community's travel needs.
Shared paths for cyclists and pedestrians - oppose	1	Cycling and pedestrian infrastructure is included in Goal 17 and its associated strategies. Strategy (b) has been reviewed and updated to 'Facilitate and promote active travel, including safe cycling and walking networks as convenient transport options'.
Reduce carbon emissions and reliance on fossil fuels	1	Goal 16 has been reviewed and updated to include carbon emissions from transport. The updated goal is worded as 'Our integrated transport networks meet the needs of our community and reduces carbon emissions'.
Support for active transport	1	Support noted.
Support for public transport	1	Support noted.
Reduce dependency on cars	1	The reduction of car-based travel is included in Goal 16 and its associated strategies. Specifically, Strategy (c) 'Facilitate and promote safe transport options that reduce car-based commuter travel'.

Themes/Apirations/Concerns	No.	Council Response (aligned to the review of the CSP)
Request for bus lane on Warringah Road	1	Advocacy for transport projects are included in Goal 16 and its associated strategies. Strategy (a) has been reviewed and updated to 'Advocate for improved transport options and road networks.'
Request for Pedestrian/Cycle Infrastructure Dee Why - Long Reef	1	Cycling and pedestrian infrastructure is included in Goal 17 and its associated strategies. Strategy (b) has been reviewed and updated to 'Facilitate and promote active travel, including safe cycling and walking networks as convenient transport options'. Specific actions to be taken by Council for this goal will be captured in the Delivery Program and Operational Plan which will go on exhibition in April 2022.
Support for one way traffic flow in Dee Why	1	Support noted.
Support for sustainable transport options	1	Support noted.
Beaches Link Tunnel – support	1	Significant transport projects are included in Goal 16 and its associated strategies. Strategy (a) has been reviewed and updated to 'Advocate for improved transport options and road networks.'
Bus services: <ul style="list-style-type: none"> - Increase shuttle bus services - Increase school buses to all schools 	2	Bus services are included in Goal 17 and its associated strategies. Specifically, Strategy (a) 'Improve public transport options and connectivity to better meet our community's travel needs'.
Request for pathways away from main roads	1	Pedestrian infrastructure is included in Goal 17 and its associated strategies. Strategy (b) has been reviewed and updated to 'Facilitate and promote active travel, including safe cycling and walking networks as convenient transport options'. Specific actions to be taken by Council for this goal will be captured in the Delivery Program and Operational Plan which will go on exhibition in April 2022.
Support for bus services: <ul style="list-style-type: none"> - B-Line - Keoride 	2	Support noted.

Good Governance

Asset management – opposed to selling public land	1	Asset management is included in Goal 19 and its associated strategies. Specifically, Strategy (c) which has been updated to 'Ensure the long-term financial sustainability of Council, including strategic management of assets'.
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Themes/Apirations/Concerns	No.	Council Response (aligned to the review of the CSP)
Increase budget for environmental protection	2	Levels of service are included in Goal 20 and its associated strategies. Specifically, Strategy (b) 'Continuously improve services in response to identified community needs and satisfaction with Council'. Council's budget will be captured in the Delivery Program and Operational Plan which will go on exhibition in April 2022.
CSP – Concern that CSP does not guide decision making	3	Transparent decision making is included in Goal 19 and its associated strategies. Specifically, Strategy (b) which has been updated to 'Ensure a strong corporate governance framework is followed to support ethical, efficient and fair decisions and transactions'. The CSP provides the overall strategic direction for the Northern Beaches based on the community's aspirations. Our key challenge is that the community's aspirations for functional infrastructure are in conflict with community's aspirations for our environment and sense of community. Community engagement is conducted for individual projects for the purpose of determining these priorities at a local level, on a project-by-project basis.
CSP – Concern that the Northern Beaches is treated as homogenous	1	The CSP recognises that members of our community live diverse lives with varying interests and backgrounds, yet we share many similar aspirations. From our community engagement, it is clear even though communities and cultures are diverse across the area, we all want to protect the environment and foster a healthy and supportive community. Community engagement is conducted for individual projects for the purpose of determining priorities at a local level, on a project-by-project basis.
CSP – Performance measures: <ul style="list-style-type: none"> - No targets or timelines - Need core indicators to understand collective impact on wellbeing 	2	The CSP includes a series of performance measures for each outcome area. The performance measures were not specifically outlined in the discussion paper, however they will be included in the Draft CSP. The performance measures include desired trends, targets and timelines where relevant. Wellbeing indicators have also been added to the set of measures.
CSP – Prioritisation of outcomes/goals/strategies: <ul style="list-style-type: none"> - Prioritisation is unclear - Prioritise environment over infrastructure - Places for People is highest priority - Contradictory nature of the goals 	5	The CSP provides the overall strategic direction for the Northern Beaches based on the community's aspirations. Our key challenge is that the community's aspirations for functional infrastructure are in conflict with community's aspirations for our environment and sense of community. Community engagement is conducted for individual projects for the purpose of determining priorities at a local level, on a project-by-project basis.

Themes/Apirations/Concerns	No.	Council Response (aligned to the review of the CSP)
CSP – Support whole document	2	Support noted.
CSP – Too high level: <ul style="list-style-type: none"> - No action plan - No accountability - Not in Council's control 	4	The CSP provides the overall strategic direction for the Northern Beaches based on the community's aspirations. The responsibility for making the long-term community vision a reality rests with everyone. The CSP has been updated to note the scope of Council's influence for each goal, noting whether the goal is in Council's direct control, is an area Council can influence or is an area of concern for Council while being outside Council's control. Specific actions to be taken by Council for this goal, including noting who is responsible, will be captured in the Delivery Program and Operational Plan which will go on exhibition in April 2022.
CSP – Support goals	1	Support noted.
CSP – Apply ESD principles to goals and strategies	1	The CSP outcome areas, goals and strategies are developed in line with the quadruple bottom line reporting standard where environmental, economic, social and civic perspectives are taken into account in decision-making, planning and reporting. Alignment with this standard is state government requirement.
CSP – Revision must take into account changes since 2018	1	The revised CSP has been developed based upon extensive engagement with our local community over a four year period. This has included an analysis of all community engagement that has taken place since the development of Shape 2028, to identify any significant changes in sentiment.
Infrastructure required to achieve outcomes is lacking	1	The CSP provides the overall strategic direction for the Northern Beaches based on the community's aspirations. The revised CSP has an outlook towards 2040. It is not a reflection of where we are now, rather it captures where we would like to be in the future.
Recognise the interrelationship between the outcome areas	2	The CSP recognises that the eight outcome areas are inter-related. The outcome areas have been identified that address the complex challenges and opportunities that lie ahead.
Good governance – support aspiration	1	Support noted.
CSP – Support outcome areas	11	Support noted. There have been minor changes only to the outcome areas, based on community engagement.
Rates – Options for low income homeowners	1	Council adopted a revised Rates and Annual Charges Hardship Policy in compliance with legislative requirements and with the Office of Local Government's

Themes/Apirations/Concerns	No.	Council Response (aligned to the review of the CSP)
Rates – Reduce ongoing increases	1	Debt Management and Hardship Guidelines. The policy enables Council to provide appropriate hardship assistance to ratepayers suffering genuine financial hardship due to a variety of different circumstances. Council also adopted a Pensioner Rates and Concession Policy to provide a concession to eligible pensioners. The current budget provided for an increase in general rate revenue by the Independent Pricing and Regulatory Tribunal (IPART) determined ‘rate peg’ of 2.0% in 2021/22. The IPART’s annual ‘rate peg’ is essentially local government’s version of CPI which takes into account inflation, construction costs, a wage index and the other expenses councils face that are out of our control.
Rates – Structure is unfair: <ul style="list-style-type: none"> - Same rates for same services - Oppose rates based on unimproved land value 	7	As at 1 July 2021, rates were harmonised across the Northern Beaches following completion of the rates harmonisation project. Land values are determined in line with the Valuation of Land Act 1916 and the Valuer General’s policies. Council is required to rate each individual property on the land valuation provided by the Valuer General in accordance with s61 of the Valuation of Land Act 1916. Following harmonisation, rates were applied more fairly across all properties in the Northern Beaches, ensuring residential properties with the same land value pay the same rates.
Rates – Too expensive	4	Council adopted a revised Rates and Annual Charges Hardship Policy in compliance with legislative requirements and with the Office of Local Government’s Debt Management and Hardship Guidelines. The policy enables Council to provide appropriate hardship assistance to ratepayers suffering genuine financial hardship due to a variety of different circumstances. Council also adopted a Pensioner Rates and Concession Policy to provide a concession to eligible pensioners.
Increase transparency of representative decision making	2	Transparent decision making is included in Goal 19 and its associated strategies. Specifically, Strategy (b) which has been updated to ‘Ensure a strong corporate governance framework is followed to support ethical, efficient and fair decisions and transactions’.
CSP vision – add reference to ‘diversity’	1	In recognition of the community’s aspirations around diversity, the CSP vision has been updated to ‘Northern Beaches – a safe, diverse, inclusive and connected community that lives in balance with our extraordinary coastal and bushland environment.’
CSP vision – add reference to ‘healthy’	1	Health and wellbeing is captured as part of our community feeling ‘safe and supported’ in the Community and Belonging outcome area. Safety is captured as part of the current CSP vision ‘Northern Beaches – a safe,

Themes/Apirations/Concerns	No.	Council Response (aligned to the review of the CSP)
		inclusive and connected community that lives in balance with our extraordinary coastal and bushland environment.'
CSP vision – add reference to 'vibrant'	1	The vibrancy of our community is captured as part of the Vibrant Local Economy outcome area, which includes ensuring our centres are sustainable, diverse and provide for work, education, leisure and social opportunities.
CSP vision – Do not support due to development and traffic congestion	1	The current CSP vision is 'Northern Beaches – a safe, inclusive and connected community that lives in balance with our extraordinary coastal and bushland environment'. The vision reflects where we want to be in the future. The Housing, Places and Spaces and Transport, Technology and Connectivity outcome areas includes goals and strategies to effectively manage development and reduce traffic congestion. Note that these outcome areas were previous named 'Places for People' and 'Transport, Infrastructure and Connectivity' respectively.
CSP vision – Environmental considerations should come first	1	The importance of the environment is reflected in the vision statement.
CSP vision – Is aspirational	1	The CSP provides the overall strategic direction for the Northern Beaches based on the community's aspirations. The revised CSP, including the vision, has an outlook towards 2040. It is not a reflection of where we are now, rather it captures where we would like to be in the future.
CSP vision – Support	10	Support noted.
CSP vision – Is unclear	1	The CSP vision was developed in 2018 following extensive community engagement as 'Northern Beaches – a safe, inclusive and connected community that lives in balance with our extraordinary coastal and bushland environment.'

Partnership and Participation

Advocacy - Support advocacy for protection of the environment	1	Support noted.
Community Engagement for CSP Discussion Paper - Identification of broken website link	1	The community member was contacted by Council. The broken link was able to be identified and was promptly fixed.
Community Engagement for CSP Discussion Paper - Too	1	Our community has diverse interests and communication preferences. The Your Say page was designed to enable residents to quickly access content related to the areas of

Themes/Apirations/Concerns	No.	Council Response (aligned to the review of the CSP)
much information provided on Your Say		most interest to them or the full discussion paper if preferred. The page was updated following this submission to bring the link to the full document higher and to clarify the options for viewing the presented information.
Representative decision making <ul style="list-style-type: none"> - Increase community consultation - Concern about influence of lobby groups - Ensure all stakeholders are engaged in local decision making 	3	Community consultation for representative decision making is included in Goal 21 and its associated strategies. The strategies have been updated to align with the draft Community Engagement Strategy and Policy: <ul style="list-style-type: none"> (a) Enable our diverse community to engage with us on issues that are important or of interest to them (b) Provide open, accessible and diverse engagement opportunities for our whole community (c) Ensure adaptive engagement approaches while looking for opportunities to innovate (d) Ensure our community is informed across all stages of engagement Community engagement is conducted for individual projects for the purpose of determining priorities at a local level, on a project-by-project basis.

Appendix 2 Draft changes to CSP Vision, Outcomes, Aspirations, Goals and Strategies

Current Wording of Vision, Outcome, Aspiration, Goal or Strategy	Proposed Change to Vision, Outcome, Aspiration, Goal or Strategy	Rationale for Change
Vision:		
Northern Beaches – a safe, inclusive and connected community that lives in balance with our extraordinary coastal and bushland environment.	Northern Beaches – a safe, diverse , inclusive and connected community that lives in balance with our extraordinary coastal and bushland environment.	Feedback received from Councillors and Community Engagement that we should be aspiring for diversity and recognising the diversity that exists demographically, culturally and economically. There is a strength in diversity. It was also noted that inclusion does not mean diverse.
Outcome: Protection of the Environment		
We aspire to protect the natural and built environment from the risks and impacts of global and local pressures	No Change	N/A
We aspire to protect the natural and built environment from the risks and impacts of global and local pressures	Our community aspires to enhance and protect the natural and built environment from the risks and impacts of global and local pressures	Updated to clearly articulate who 'we' is and to recognise the community's aspirations that the environment should be enhanced, not just protected.
Goal 1: Our bushland, coast and waterways are protected to ensure safe and sustainable use for present and future generations	Our bushland, coast and waterways are protected for their intrinsic value	Updated to recognise the inherent value of protecting our environment, rather than protection for safe and sustainable use (which is covered more effectively in Goal 3)
Strategies:		
a) Protect and restore local biodiversity and bushland	Enhance, restore and protect local biodiversity and bushland	Updated based on internal feedback to better reflect the aspiration and goal and align more closely to Protect. Create. Live.
b) Protect and improve ecological conditions in catchments, creeks and lagoons	Improve and protect ecological conditions in catchments, creeks and lagoons	Updated based on internal feedback to better reflect the aspiration and goal and align more closely to Protect. Create. Live.
c) Protect and manage the condition and safe access to the coast, lagoons, Middle Harbour, and Pittwater	Enhance and protect the quality of our coast, harbours and estuaries	Updated based on internal feedback to streamline wording and focus primarily on the coast and estuaries

Current Wording of Vision, Outcome, Aspiration, Goal or Strategy	Proposed Change to Vision, Outcome, Aspiration, Goal or Strategy	Rationale for Change
d) Provide sustainable access to the natural environment, while recognising and protecting its cultural and heritage value	This strategy moved to Goal 3. New Strategy – Manage and reduce the impact of weeds and feral animals on our local environment	Updated based on internal feedback for better alignment to goals and address an identified gap (weeds and feral animals)
Goal 2: Our environment and community are resilient to natural hazards and climate change	Our environment and community are resilient to natural hazards and climate change	Updated to focus on environmental resilience and shift community resilience to 'Community and Belonging' outcome area.
Strategies:	Swap order of strategies a) and b)	Updated based on internal feedback to recognise increasing resilience is the first step.
a) Minimise the risk to life and property from storm events, floods, erosion, landslides, bushfires and impacts of climate change	No change.	N/A
b) Increase the resilience of the environment to the effects of natural hazards and climate change	No change.	N/A
c) Maintain productive partnerships with government agencies and the community to effectively manage and respond to natural hazards	No change.	N/A
Goal 3: Our community is well-supported in protecting the environment	Our community is well-supported in protecting and enhancing the environment, to ensure safe and sustainable use	Better alignment with the aspiration and incorporating feedback from Councillor workshop on safe and sustainable use
a) Encourage the community to protect the environment and minimise pollution	Replace with this strategy shifted from Goal 6 – Provide incentives and programs to encourage our community to enhance, preserve and protect our natural ecosystems	Better alignment with this goal.
b) Invite community participation in restoring the natural environment through volunteering programs and education	No change.	N/A
	Strategy shifted from Goal 1	This strategy is better aligned to Goal 3 than Goal 1

Current Wording of Vision, Outcome, Aspiration, Goal or Strategy	Proposed Change to Vision, Outcome, Aspiration, Goal or Strategy	Rationale for Change
	c) Provide sustainable access to the natural environment, while recognising and protecting its cultural and heritage value	
Outcome: Environmental Sustainability	No Change	N/A
We aspire to be leaders in managing our resources sustainably and for the long term to ensure that development is balanced with our lifestyle and environment	Our community aspires to be leaders in managing our resources sustainably and for the long term to ensure that development is balanced with our lifestyle and environment	Updated to clearly articulate who 'we' is.
Goal 4: Our Council is recognised as a community leader in environmental sustainability	Our Council is recognised as a community leader in environmental sustainability Note: The positions of Goal 4 and Goal 6 will be swapped to front focus our community and appropriately recognise their role	Updated based on feedback from focus groups and to recognise the focused role of other community organisations in protecting our environment.
Strategies:		
a) Develop a culture of commitment to environmental sustainability and lead by example	No change.	N/A
b) Enhance financial and strategic capacity to deliver on environmental outcomes	No change.	N/A
c) Explore and invest in technologies and processes such as renewable energy and waste management that deliver long-term environmental benefits	Explore and invest in technologies and processes such as renewable energy and procurement of quality recycled materials that deliver long-term environmental benefits.	Updated to capture an improved sustainable aspiration.
Goal 5: Our built environment is developed in line with best practice sustainability principles	No change.	N/A
Strategies:		
a) Ensure integrated land use planning balances the environmental, social and	No change.	N/A

Current Wording of Vision, Outcome, Aspiration, Goal or Strategy	Proposed Change to Vision, Outcome, Aspiration, Goal or Strategy	Rationale for Change
economic needs of present and future generations		
b) Create green and resilient urban environments by improving tree cover, native vegetation, landscaping, and water management systems	Create green and resilient urban environments by improving tree cover, native vegetation, landscaping, and water and waste management systems	Updated to capture waste management within the built environment
c) Promote the benefits and savings of ecologically sustainable development	No change.	N/A
d) Continually improve environmental standards and compliance in new and existing developments	No change.	N/A
Goal 6: Our community will continue to work towards sustainable use of resources	Our community is supported in the sustainable use of resources and working towards net zero	Update to reflect support rather than direction
Strategies:		
a) Promote and support opportunities for more sustainable living	No change	N/A
b) Provide incentives and programs to encourage our community to enhance, preserve and protect our natural ecosystems	This strategy moved to Goal 2.	Better alignment with Goal 2
c) Reduce waste and improve reuse and recycling	Provide programs, resources and urban planning tools to enable our community to reuse and recycle more used materials	Recognition that environmental sustainability includes more than waste reduction and recycling
Outcome: Places for People	Housing, Places and Spaces	Significant feedback from focus groups and Councillors that housing is a significant challenge that needs to be explicitly called out
We aspire to create welcoming, accessible and affordable private and public places that foster good health and social interaction	Our community aspires to have well designed, sustainable and resilient places and spaces, to enhance the local character in order to meet their housing, employment and recreational needs	Updated to clearly articulate who 'we' is and to focus on the built environment and the infrastructure to support the community to live well on the Northern Beaches. Also updated to call out housing explicitly based on Councillor and focus group feedback.

Current Wording of Vision, Outcome, Aspiration, Goal or Strategy	Proposed Change to Vision, Outcome, Aspiration, Goal or Strategy	Rationale for Change
Goal 7: Our urban planning reflects the unique character of our villages and natural environment and is responsive to the evolving needs of our community	Our community has access to diverse and affordable housing options to meet their current and evolving needs	Updated based on feedback from focus groups and community engagement.
Strategies:		
a) Effectively plan for future growth by balancing regional priorities with local values	No change.	N/A
b) Provide a mix of high-quality diverse and inclusive housing options supported by sustainable infrastructure	No change.	N/A
c) Advocate for improved housing affordability	Pursue innovative ways of increasing affordable housing opportunities	Recognise role beyond advocacy and the need to implement solutions for housing affordability.
Goal 8: Our neighbourhoods inspire social interaction, inclusion and support health and wellbeing	Our local centres are vibrant and healthy, catering for diverse economic and social needs	Updated based on internal feedback.
Strategies:		
a) Create welcoming villages and neighbourhood centres that are vibrant, accessible and support our quality of life	No change.	N/A
b) Develop urban design controls that support the health and wellbeing of our community, particularly seniors and people with a disability	No change.	N/A
c) Collaborate with the community in the design of vibrant open spaces and neighbourhoods	No change.	N/A
Goal 9: Our community is healthy, active and enjoys a broad range of creative, sporting and recreational opportunities	Our community has access to spaces that enable healthy and active living and allow for a broad range of creative, sporting and recreational opportunities to be enjoyed	Updated to focus on the infrastructure rather than community outcomes (which are captured in the Community and Belonging outcome area)
Strategies:		

Current Wording of Vision, Outcome, Aspiration, Goal or Strategy	Proposed Change to Vision, Outcome, Aspiration, Goal or Strategy	Rationale for Change
a) Provide well-maintained and safe spaces that equitably support active and passive recreation	No change.	N/A
b) Foster partnerships with government agencies, community and sporting groups to facilitate and promote healthy and active living	Remove.	Partnerships are reflected in Partnership and Participation and are not called out in other outcome areas.
c) Encourage a broad range of activities that enable social interaction, stimulate wellbeing, and support people at each stage of their lives	Create and maintain spaces that enable social interaction, stimulate wellbeing, and support people at each stage of their lives Note, activities component to be shifted to Community and Belonging.	Updated to focus on infrastructure rather than activities. Activities are more relevant for Community and Belonging
Outcome: Community and Belonging	Elevate position to Outcome 3	The environment and community aspects are the emotional drivers for living on the Northern Beaches. Shifting the position of this outcome area places all emotional drivers together within the document.
We aspire to care for everyone in the community, making sure that people feel safe, supported, included and have diverse opportunities for a rich cultural and social life	Our community aspires to care for each other, ensuring that people feel safe, supported, included, and have diverse opportunities for a rich cultural and social life.	Updated to clearly articulate who 'we' is and recognise the connection that is built when we care for each other.
Goal 10: Our community is stimulated through a diverse range of cultural and creative activities and events	Our diverse community is supported to participate in their chosen cultural life	Updated based on feedback from focus groups and community engagement to recognise the true diversity in our community, beyond arts and culture.
Strategies:		
a) Support the arts and creative communities	Support innovative ideas and build the capacity of local cultural and creative communities	Updated based on internal feedback to recognise the importance of building capacity within the industry and supporting innovation.
b) Expand cultural events and creative opportunities, including safe nightlife opportunities	Expand cultural events and creative opportunities, to enable social	Updated based on internal feedback to align more closely with Council's Social Sustainability Strategy Better Together.

Current Wording of Vision, Outcome, Aspiration, Goal or Strategy	Proposed Change to Vision, Outcome, Aspiration, Goal or Strategy	Rationale for Change
	interaction/cohesion and stimulate wellbeing	
c) Provide more events and opportunities for young people to socialise	Delete	Updated based on internal feedback noting youth should be included across all goals and strategies rather than called out for events
	Strategy shifted from Goal 9 Encourage a broad range of activities that enable social interaction, stimulate wellbeing, and support people at each stage of their lives	Moved to reflect better alignment with Goal 10.
Goal 11: Our community feels safe and supported	No change.	N/A
Strategies:		
a) Promote social inclusion through neighbourhood programs and quality services	Delete	Removed based on internal feedback that this is covered in Goal 12.
b) Build stronger communities where neighbours know and support each other	Build resilient communities where neighbours know and support each other	Updated to acknowledge the importance of building social resilience in our community.
c) Promote health and wellbeing through fair access to information, health and support services	Improve health and wellbeing through fair access to information, health and support services	Updated based on internal feedback.
	New Strategy - Work collaboratively to ensure everyone is safe from harm and danger in public and at home	Updated based on internal feedback to align more closely with Council's Social Sustainability Strategy Better Together.
Goal 12: Our community is friendly and supportive	Our community is inclusive and connected	Updated based on feedback from Councillors and community engagement on the importance of inclusion and to align more closely with Council's Social Sustainability Strategy Better Together.
Strategies:		
a) Support community groups and facilitate volunteer opportunities	Build capacity of the social sector, community groups and facilitate volunteer opportunities	Updated based on internal feedback to align more closely with Council's Social Sustainability Strategy Better Together.

Current Wording of Vision, Outcome, Aspiration, Goal or Strategy	Proposed Change to Vision, Outcome, Aspiration, Goal or Strategy	Rationale for Change
b) Build an inclusive community and break down institutional and social barriers to enable all people, irrespective of age, gender and identity, to participate in community life	No change	N/A
c) Recognise and honour Aboriginal culture and heritage	No change	N/A
d) Value and celebrate our diverse heritage and cultural differences	Celebrate diversity in all forms as essential to an inclusive and engaged community	Updated based on feedback on the importance of diversity received from Councillors and our community engagement. Also updated to align more closely with Council's Social Sustainability Strategy Better Together.
	New Strategy - Enhance community access to education and lifelong learning opportunities	Updated based on internal feedback to recognise the role of education in building inclusion and connection.
Outcome: Vibrant Local Economy	No change	N/A
We aspire to create a thriving and vibrant local economy where traditional and new industries are supported and local career, training and education opportunities are expanded - especially for young people	Our community aspires to create a thriving and vibrant local economy where traditional and new industries are supported and local career, training and education opportunities are expanded - especially for young people	Updated to clearly articulate who 'we' is and to recognise everyone is included in the community's economic aspirations.
Goal 13: Our businesses are well-connected and thrive in an environment that supports innovation and economic growth	Our businesses are resilient , well-connected and thrive in an environment that supports innovation, entrepreneurialism and economic growth	Updated to acknowledge the importance of building economic resilience in our businesses and recognise the growing opportunity for entrepreneurialism, as to be reflected in the Economic Development Strategy.
Strategies:		
a) Ensure that employment lands are retained and cater for a diverse range of businesses and industry	No change.	N/A
b) Improve access for businesses to information, incentive programs and enterprise support	No change.	N/A

Current Wording of Vision, Outcome, Aspiration, Goal or Strategy	Proposed Change to Vision, Outcome, Aspiration, Goal or Strategy	Rationale for Change
c) Facilitate innovative environments and hubs where start-up businesses, entrepreneurs and innovators are supported and connected	No change.	N/A
d) Support business and professional networks that are responsive to the evolving needs of the business community	Support business and professional networks to respond to changing business conditions	Updated based on internal feedback to recognise the need to support all business and professional networks as economic conditions change.
Goal 14: Our economy provides opportunities that match the skills and needs of the population	No change.	N/A
Strategies:		
a) Facilitate local education and vocational training opportunities	No change.	N/A
b) Facilitate and promote flexible work options to reduce commuting (e.g. telecommuting)	Support flexible work options to reduce commuting and promote wellbeing	Updated based on internal feedback to reflect our strategies more accurately and acknowledge multiple benefits that are realised with flexible working arrangements.
c) Attract knowledge-based industries to meet the skills and aspirations of residents and support a thriving business environment	No change.	N/A
d) Expand and promote employment and training opportunities for all residents, especially young people and people experiencing social disadvantage	Enable all residents to participate and contribute to the local economy and local employment	Updated based on feedback from Councillors and focus groups to recognise local self-sufficiency.
Goal 15: Our centres attract a diverse range of businesses, providing opportunities for work, education, leisure and social life	Our centres are sustainable, encompassing a diverse range of businesses that attract visitation and provide work, education, leisure and social opportunities.	Updated based on feedback from Councillors to recognise the need for a sustainable economy and the role of the visitor economy.
Strategies:	Note, order to be shifted to d), b), new goal, c)	Updated based on internal feedback to reflect the priority order of the strategies

Current Wording of Vision, Outcome, Aspiration, Goal or Strategy	Proposed Change to Vision, Outcome, Aspiration, Goal or Strategy	Rationale for Change
a) Promote Northern Beaches as an attractive place to establish a business	Delete	This is covered in Goals 13 and 14
b) Provide diversified job growth and create industry clusters in our villages, strategic and district centres	Recognise and support the unique role of our local and strategic centres, in keeping with local character	Updated based on internal feedback to reflect the role of our local and strategic centres beyond job growth.
c) Facilitate active and safe urban environments through increased economic activity, in keeping with local character	Facilitate active, safe and welcoming centres for residents and visitors during the day and into the evening	Updated based on feedback from Councillors to reflect our centres are 'welcoming' and to recognise the role of the visitor and night time economies.
d) Enhance and extend opportunities for sustainable tourist economy throughout the area	Enhance and extend opportunities for sustainable visitor economy throughout the area	Updated based on feedback from Councillors and based on the Destination Management Plan.
	New Strategy - Encourage residents to shop local and support their local centres	Updated based on feedback from Councillors and focus groups to recognise local self-sufficiency and the value of shopping locally to support local business.
Outcome: Transport, Infrastructure and Connectivity	Transport, Technology and Connectivity	N/A
We aspire to connect people locally, regionally and globally through seamless transport and innovative technologies	Our community aspires to be connected locally, regionally and globally through seamless transport and innovative technologies	Updated to clearly articulate who 'we' is.
Goal 16: Our integrated transport networks meet the needs of our community	Our integrated transport networks meet the needs of our community and reduces carbon emissions.	Updated based on feedback from Councillors and community engagement from CSP Discussion Paper.
Strategies:		
a) Advocate for improved transport options and networks	Advocate for improved transport options and road networks	Updated based on internal feedback to ensure our road network is captured.
b) Ensure transport planning is integrated with land use planning and takes account of emerging technologies	No change.	N/A

Current Wording of Vision, Outcome, Aspiration, Goal or Strategy	Proposed Change to Vision, Outcome, Aspiration, Goal or Strategy	Rationale for Change
c) Facilitate and promote safe transport options that reduce car-based commuter travel	No change.	N/A
d) Maintain and enhance roads and road-related infrastructure	No change.	N/A
Goal 17: Our community can safely and efficiently travel within and beyond Northern Beaches	No change.	N/A
Strategies:		
a) Improve public transport options and connectivity to better meet our community's travel needs	No change.	N/A
b) Facilitate and promote safe cycling and walking networks as convenient transport options	Facilitate and promote active travel, including safe cycling and walking networks as convenient transport options	Update wording to align with Northern Beaches Transport Strategy – Move in line with feedback from Councillor Workshop
c) Improve parking options in centres, villages and places	c) Improve parking options in centres, villages and places, including smart parking initiatives	Update wording to align with Northern Beaches Transport Strategy – Move in line with feedback from Councillor Workshop
Goal 18: Our community can easily connect and communicate through reliable communication technologies	No change.	N/A
Strategies:		
a) Provide public spaces that are connected through communications and technologies	No change.	N/A
b) Facilitate environments that are supported by digital and physical communications infrastructure	No change.	N/A
Outcome: Good Governance	No change	N/A
We aspire to create a new Council that is trusted and respected by the Northern Beaches community	Our community aspires to have a Council that is trusted, respected and responsive to the needs of the Northern Beaches community	Updated to clearly articulate who 'we' is and to acknowledge that Council is no longer 'new'.

Current Wording of Vision, Outcome, Aspiration, Goal or Strategy	Proposed Change to Vision, Outcome, Aspiration, Goal or Strategy	Rationale for Change
Goal 19: Our Council is transparent and trusted to make decisions that reflect the values of the community	No change.	N/A
Strategies:		
a) Demonstrate a high standard of transparency and accountability through community involvement and strong, timely reporting practices	No change.	N/A
b) Establish a strong corporate governance framework to ensure decisions and transactions are ethical, efficient, and fair	Ensure a strong corporate governance framework is followed to support ethical, efficient and fair decisions and transaction	Updated to reflect that Council is no longer a new Council
c) Ensure the long-term financial sustainability of Council through strategic management of assets	Ensure the long-term financial sustainability of Council, including strategic management of assets	Updated to reflect that there is more to long term financial sustainability than asset management
Goal 20: Our Council efficiently and effectively responds to, and delivers on, the evolving needs of the community	Our Council is proactive , and efficiently and effectively responds to, and delivers on, the evolving needs of the community	Updated to reflect feedback from Councillors that the Council needs to also be proactive. This is broadly covered in the reference to 'evolving needs' but has been added to strengthen.
Strategies:		
a) Facilitate simple and consistent customer interactions through innovative systems and processes	No change.	N/A
b) Continuously improve services in response to identified community needs and satisfaction with Council	No change.	N/A
	New Strategy - Develop the workforce, organisational culture and capability to ensure Council delivers quality, people-centred services and value to the community	Created to reflect the role of our workforce in efficiently and effectively responding to the needs of our community.
	New Strategy – Ensure Council's information technology infrastructure and systems are secure, robust and effective.	Created to reflect the role of our IT platforms in efficiently and effectively responding to the needs of our community.

Current Wording of Vision, Outcome, Aspiration, Goal or Strategy	Proposed Change to Vision, Outcome, Aspiration, Goal or Strategy	Rationale for Change
Outcome: Partnerships and Participation	No change	N/A
We aspire to achieve better outcomes for the community through genuine engagement and collaboration	Our community aspires to achieve better outcomes through genuine engagement and collaboration	Updated to clearly articulate who 'we' is.
Goal 21: Our community is actively engaged in decision making processes	Our community is actively engaged in decision making processes	Updated based on internal feedback to align with the Draft Community Engagement Strategy and Policy
Strategies:		
a) Establish a fair and representative engagement structure that enables a diverse community to engage in local neighbourhood matters	Enable our diverse community to engage with us on issues that are important or of interest to them	Updated to reflect we are no longer a new Council and to recognise residents may be interested in matters outside their local neighbourhood
b) Enable community members to participate in decision-making by providing a broad range of engagement opportunities	Provide open, accessible and diverse engagement opportunities for our whole community	Updated based on internal feedback to align with the Draft Community Engagement Strategy and Policy, highlighting accessibility and diversity.
c) Undertake innovative and adaptive community engagement	Ensure adaptive engagement approaches while looking for opportunities to innovate	Updated based on internal feedback to align with the Draft Community Engagement Strategy and Policy. Note that we should always be adaptive, however not all engagement is able to be innovative.
d) Improve community understanding of how decisions are made for the local area	Ensure our community is informed across all stages of engagement	Updated based on internal feedback to align with the Draft Community Engagement Strategy and Policy
Goal 22: Our Council builds and maintains strong partnerships and advocates effectively on behalf of the community	No change	N/A
Strategies:		

Current Wording of Vision, Outcome, Aspiration, Goal or Strategy	Proposed Change to Vision, Outcome, Aspiration, Goal or Strategy	Rationale for Change
a) Develop partnerships to deliver facilities and targeted services and programs to meet community needs	No change	N/A
b) Facilitate collaboration between community groups, businesses, government and non-government organisations on projects and programs	No change	N/A
c) Advocate regionally and at NSW and Federal Government levels on behalf of the community	No change	N/A

Appendix 3 Verbatim community and stakeholder responses*

Number	Comment/submission
1	This is one of the most convoluted posts I have ever seen. Just provide a link to one discussion paper and let people peruse. Just provide a link to key questions you are fielding and let people answer. There is so much unnecessary content to have to get through I gave up. This is not the way to address and field a diverse community.
2	<p>Vibrant Local economy-Places for people- Community and Belonging- These three outcomes are interlinked. There is huge potential to support the organically grown Market Lane as a place as a social space for the local community to come together, have a sense of belonging and embed the local businesses as part of the social fabric of Manly.</p> <p>If 2 years without tourists has taught us is that local hospitality businesses need to cater to the locals. Without their support most small businesses wouldnt be still open.</p> <p>The Council should work with small independent hospitality businesses as their issues and concerns are vastly different from large hospitality groups.</p> <p>Vibrant Local economy-Places for people- Community and Belonging</p> <p>These need to be thought of as one and interlinked. People need places outside of their own homes to safely socialise with others in the community. Places and businesses that provide such a space to the locals should be provided support so that they cans survive.</p> <p>These are interlinked. Work with small, independent businesses directly to address their concerns. Support and protect alcohol free public spaces for the community to socialise without alcohol. Increase the number of public bins to maintain cleanliness.</p>
3	It is more the action plan that appears to be missing. Goal 12 for example discusses how different cultures of people that live in the Northern Beaches should be made to be included, yet the only holidays we celebrate are Christmas. We have a growing

*Personal details and inappropriate language have been redacted where possible. Spelling and grammatical errors have been amended only where misinterpretation or offence may be caused.

	<p>indian community, but not one Indian event for us to attend to watch bollywood dancing and the celebrations of one of the many Indian holidays.</p> <p>There is also a small Jewish community and a larger one in St Ives. Yet there is no lighting of the Chanukiah at Chanukah time anywhere near Mona Vale. You need to travel to Cremorne or St Ives.</p> <p>It would be great if people from other cultures/religion could be involved and understand at least one holiday from other culture/religion. Plus ensure there are no negative teachings from local priests/religious leaders. For example every year the Mona Vale church (opposite Woolworths carpark) would blame the Jews for Jesus death, but the pope has already condemned this and confirmed that the Jews are not to blame. This kind of speech installs unfair hatred towards Jewish people, and must be outlawed.</p> <p>Regarding housing affordability, there has been previous talk in the local media of the council selling land in ingleside. Has there been any development of this? Setting aside a % of land or units from all new land/unit developments for first home buyers will ensure that it's not just investors buying. There needs to be some rules from council to protect first home buyers, especially those who have already been living local for the last 3 years and want to remain local.</p> <p>Including timelines of when plans will be put into action, and confirming the person responsible for each goal to create accountability.</p>
4	<p>I am particularly concerned that a previous town plan for Mona Vale included housing with no provision for parking. Parking is a major problem for Mona Vale, especially around school start and finish times. At the time I was told by Council staff at an information booth that new developments would not need parking because the B-Line buses would cater for residents transport needs and that the reduced housing costs would be helpful for young families. This seems ridiculous to me ... imagine a parent with a baby and a toddler trying to shop on a wet day, or taking 2 or more older children to weekend sport or evening training sessions at different locations without a car. It just isn't practicable. With no parking provided at their home, residents would be parking cars on the streets and parking areas, causing even more congestion there.</p>
5	<p>Maintain the trial one way traffic flow at The Strand Dee Why. It is much safer for older people like me and adds enormously to the local area. Keep the one way traffic flow at</p>

	The Strand Dee Why. It's much safer for older people (which is the higher population in the Northern Beaches Council area) and adds enormously to the area.
6	<p>Yes - there are major gaps - as usual:</p> <p>1 Underlying all environmental planning with a view to coping with Climate Change has no rational bases. It may dovetail with government, establishment and higher income earners' stated postures but climate change is scientifically just nonsense if one studies the rational and proof-carrying pros and cons. No science in any discipline can justify the enormous damage to our world by those purporting that climate change issues are damaging our world. Any science that ignores many causational inputs to claimed outcomes is not just irrational: it is also sheer arrogance, costly to our world - especially the poorer, and spawns policy that actually detracts from so many more economic, environmental and rational practices.</p> <p>2 Continuation of support for WHTBL - when it's financially unviable and made even less viable by Pandemic outcomes that have changed so many work and living ways.</p> <p>3 No attempt to invest in serious improvements to our area's methods of waste treatment that in themselves also produce energy as well as less pollution.</p> <p>4 Continuing avoidance of property development supervision that better protects residents and communities - including aesthetics of buildings and surrounds whether commercial or residential.</p> <p>5 Continuing emphases on changes that advantage cyclists, skaters and the like at the expense of pedestrian safety and convenience.</p> <p>What vision? Vision means expansive future good for most. As my remarks in the above box the Council's plans show little true vision</p> <p>I suggest my first box remarks cover all that I might otherwise state here</p> <p>Red my first box remarks</p>
7	<p>The headings are good but the infrastructure required is lacking</p> <p>I am concerned that urban development (eg Ingleside) looks at Types of housing and other accommodation (including aged care) without including the prior upgrading of</p>

	<p>infrastructure (eg schools, improving & widening roads & public transport etc) Ingleside is just an example of the approach council took when looking at developing Ingleside without the addition of a school (all local schools already overcapacity), without upgrading and widening Powderworks Rd (the main route to Pittwater Rd) new parks & recreation areas & public transport etc - infrastructure IS the foundation to successful urban development. Look at Warriewood Valley we must never allow that lack of infrastructure in the poor urban planning to occur again - NO Warriewood school, Garden St cannot cope with traffic flow etc etc</p> <p>I am concerned that urban development (eg Ingleside) looks at Types of housing and other accommodation (including aged care) without including the prior upgrading of infrastructure (eg schools, improving & widening roads & public transport etc) Ingleside is just an example of the approach council took when looking at developing Ingleside without the addition of a school (all local schools already overcapacity), without upgrading and widening Powderworks Rd (the main route to Pittwater Rd) new parks & recreation areas & public transport etc - infrastructure IS the foundation to successful urban development. Look at Warriewood Valley we must never allow that lack of infrastructure in the poor urban planning to occur again - NO Warriewood school, Garden St cannot cope with traffic flow etc etc</p>
8	<p>These outcome areas are still relevant. There is an outcome to support the Arts community and I feel that council could be doing more to meet this outcome particular with the local arts community currently struggling.</p> <p>There has been massive change since the CSP was initially conceived in 2017-18. The CSP needs to continue to remain relevant and any updates necessary made to take into account the changes that have occurred.</p> <p>Council Can do more to support the local arts community which has been heavily impacted over the last few years due to the COVID pandemic. Council must consider how best to continue to support the arts community when looking at the structure of committees for the next council term.</p>
9	<p>Social inclusion</p> <p>Key areas remain very relevant</p> <p>Community infrastructure for young people and older people</p>

	<p>Transport remains a large issue both commuting and interconnectedness across the lga</p> <p>Local industry and innovation</p> <p>Health infrastructure is a growing concern</p> <p>Love it. It's long. Maybe more aspiration in terms of what we will be in 2040 rather than what we are now</p> <p>Housing affordability</p> <p>Equity and access to affordable housing</p> <p>Social inclusion</p> <p>Local innovation and economy</p> <p>Health services and infrastructure</p>
10	<p>Promote diversity as different from inclusion and incorporate all the voices that are unable to articulate their difference, or don't feel safe currently to do so. Many people may not clearly articulate this difference but are most likely talking about both when they talk about what inclusion means to them.</p> <p>Part of this is addressing the often elitist and racist attitudes of many locals who do not even recognise their thoughts, behaviours and values as a problem. Yes, many are not individually racist (although some are blatantly) but collectively the Northern Beaches are not known for their inclusive and diverse thoughts and actions.</p> <p>A major gap is also council's ongoing commitment to First Nations people and providing leadership to the community in this area. No where have I seen Council specifically commit itself to a RAP or treaty, which is a travesty in the current climate. Council seems to be quite vague about its commitments in this area rather than showing leadership and progress. While it might not get a lot of airtime by your average community member and I would guess given the small demographic overall, relatively small contributions to engagement feedback overall, that does not mean that Council can ignore this as a wider priority and obligation of our generation. The history and experience of First Nations people demands the attention of the people and</p>

organisations in the position to do so, regardless of whether the community articulates this specifically. It is our loss as a community to miss out on the rich and powerful culture of our traditional landowners. Does council even have one aboriginal identified position across the whole organisation?

I think that a reference to diversity is missing. While diversity is part of inclusion it is not actually the same thing - evidenced by the increasing amount of jobs and strategies in other sectors that pair these together, referencing their relationship, but still acknowledging the differences. " Diversity and Inclusion".

Diversity is also more than colour and culture and it is an essential part of our ability to be resilient and socially sustainable.

While it makes sense that the plan reflects a very wide range of aspirations and goals, it would seem that pretty much everything is found somewhere. While this isn't surprising, it does make it very hard to see how council is prioritising strategic direction. There is also poorly articulated outcome measures and indicators past traditional objective measures that do not tell the whole story of a community, or of progress.

Without the ability to prioritise directions, or focus in on certain areas it could become a case of a "drop in the ocean" rather than a concerted effort of council to move it's focus to addressing a single priority across business units. For example if mental health and wellbeing is one of the key priorities of the community, it would make sense for the whole of organisation to turn their work towards achieving outcomes in this area. Without this approach it leaves it wide open for literally any initiative to be fit within it's frame and lead to little to no overall impact.

There also seems to be a gap in the plan pointing towards performance measures within the community for the goals/outcomes. The strategies are output focused and do not demonstrate social impact. A select group of core indicators that could be used consistently across council to understand collective impact on community wellbeing and liveability would enable the council to better advocate for strategic direction at the very highest level and fill an important role as a leader and a collaborator in this space. All of the key goals seem to directly support the key components of wellbeing and liveability that the community identified in 2018 and seem to have formed the basis of the CSP vision.

11	<p>The ideas being presented are generally seen in our community as nice Motherhood Statements, but they don't really address the more urgent and pressing issues in the area which Council is aware of. The community would rather see better follow up and real action on current issues rather than engage in general discussions about what might or might not occur in the future.</p>
12	<p>Good morning,</p> <p>Thank you for this information. Firstly I am pleased to see Environmental Issues are paramount in the Council's view. I support all you have mentioned.</p> <p>My concern is the lack of information re housing development. It is minimal and yet it is a major Council responsibility. I surprised at this. You have given "some" useful stats but a lot is missing.</p> <p>I believe we have a huge problem from Dee Why to Palm Beach.</p> <p>If residential population is increasing by 1000 a year, by 2032 we will have another 10000 people crammed into our LGA.</p> <p>Along with that nothing is mentioned of the number of young adults staying in their family home....and owning a car. I would be interested to know how this has impacted on our local streets.</p> <p>From Mona Vale to Palm Beach we live on a narrow stretch of land. If councillors moved through our streets in a weekend or from 3pm - 5am the next day you would have trouble moving /parking through the streets. It is extremely dangerous. Some even have buses travelling down the centre of the streets.</p> <p>Traffic is slow in weekends and peak hour. There is very little parking for extra people coming into our LGA from other Sydney suburbs on weekends.</p> <p>Transport has been greatly improved by the B1 and Keorides.</p> <p>Transport: I'm surprised more people don't use them. Somehow an incentive scheme might alter thinking. I can get to anywhere I want to by our transport and did for 25 years. Could residents be given free transport for 6-12months to try public transport.</p>

	<p>Or perhaps free weekend travel 4 times a year. I am staggered at how many people have yet to be on a B1 or have a Keoride.</p> <p>Every suburb should have a Commuter Carpark. I believe Newport could have one, similar to Balgowlah Brind the shops on the Eastern side, with the plants facing the residential side. Avalon needs one also.</p> <p>TRAFFIC- Car parking on one side of the street would make a huge difference, but I can imagine residents would be up in arms. That brings it back to the number of people living on one block of land/house:flat. If you continue to put in Multi story Flats/units the problem of parking will increase further. Off street parking should be mandatory for all flats/units residents. Boats, trailers and vans should be housed on properties or at places like Terry Hills.</p> <p>I have mentioned my thoughts on increased population.(above)</p> <p>If you would like some detailed photos of traffic problems I would be happy to do this for Council</p>
13	<p>I have two huge concerns.</p> <p>1. As new owners divide, add on granny flats , do a new built loads of trees are being removed from our future environment. I would like a rule to be added that they need to / or they have a pay the council to plant establish trees on their verge/ grass area outside the property. I would also like the best trees possible . Everyone wants to park in the shade but nobody wants to plant a tree. I like to walk in the shade and the council has just treated us to the most amazing paths in our area but so much sun because nobody wants a tree outside their property. I am well aware that I can request trees outside my property. This idea or just needing to highlight the need to think of future shade.</p> <p>2. Litter: wow I walk around cleaning up litter often and usually take three for the sea. My huge concern is the future generation is not being taught not to litter, sort of broken window syndrome. I was cleaning the playground at Beverly Job park because I had walked passed for two days and it was getting worse. A kids play area should be neat as a pin because parents should care . Loads of reminders not to litter would be a great start. Thank you for reading my concerns.</p>

	<p>On a different note I've had a problem with all the glass in the beach sand by curl curl dog park walking onto the sand by lagoon. I know it used to be a dump but I think in order to move forward and fix up a huge mistake made by previous committees, we need to sieve the sand using machinery. I watched a tractor separating rocks from sand at a new build , there must be a finer sieve available . I think the excuse of it used to be a dump just does not cover so much glass in the loose sand near lagoon.</p>
14	<p>I think the eight outcome areas are relevant.</p> <p>I think the vision is spot on.</p> <p>I would like you to consider not allowing any rezoning for residential property in Avalon. The traffic getting through the bends is bad enough as it is and we really don't need any population expansion North of the bends.</p> <p>I would also like to commend the introduction of Keorides which has made moving around the beaches so much easier.</p> <p>Not that its a council project , but the Northern beaches road tunnel project needs to go ahead as that will solve a lot of the vehicle congestion on the beaches, especially through Brokvale and Dee Why. Thank you</p>
15	<p>Sport for all. Field Hockey is 4th biggest global sport. 0 (zero) pitches on Northern Beaches! These pitches can be used for every other sport too. Regularly are (I have to drive to Kyeemagh to play) its used for NFL, netball and soccer. They do not have the used tyre pollution issues or urban heating issues of other artificial pitches either. Short of running for election (which i might do) I dont know how to get a pitch in northern beaches.</p>
16	<p>Yea there is a major gap in your thinking. One of the outcome areas is protection of the environment, however you are clearing huge amounts of bushland in the Frenchs Forest area to make space for a residential and industrial area. This is not protecting the environment, absolutely false advertising.</p> <p>What would I change? Your plan to clear and destroy huge amounts of beautiful Frenchs Forest bushland that a multitude of fauna and flora reside in to make way for heaps of houses. Disgusting.</p>

	<p>What would I like you to consider? Consider the many people who visit and appreciate this Frenchs Forest bushland daily for walks and bike riding along the trails. Consider the animals who will be forced out of their homes. The devastation this huge Frenchs Forest construction will cause to the residents living nearby, not only the noise, but also the increased busyness. Taking away from the beautiful and peaceful vibe of this suburb.</p>
17	<p>My major concern is how does the governance framework ensure the strategy aligns with the actual practices and decisions endorsed by the council? My observation and practical experience have noted the local government has frameworks such zoning plans as the Development Control Plan to guide suitable development which are frequently disregarded and ignored. This shows the councils decisions and practices are not aligned with its stated strategic goals 7, 19 and 21 are contrary to community interest.</p> <p>Goal 7</p> <p>Our urban planning reflects the unique character of our villages and natural environment and is responsive to the evolving needs of our community</p> <p>Goal 19</p> <p>Our Council is transparent and trusted to make decisions that reflect the values of the community</p> <p>Goal 21</p> <p>Our community is actively engaged in decision making processes</p> <p>I have observed 2 key decisions where the community interest are disregarded</p> <p>Unacceptable where a 32 unit dwelling is approved on a former site of a 3 bedroom home in R2 zones</p> <p>Unacceptable where developers are gaining approval to build 3 story houses and overcrowd with additional 2 secondary dwellings as the council is ineffective and waves through decisions</p>

18	<p>All good (Outcome areas)</p> <p>Yes (vision)</p> <p>The peak hour traffic congestion around Dee Why and Brookvale has become terrible. I'm concerned this will only continue to get worse and become a major bottle-neck and head-ache for people passing through</p> <p>Hoping for improvements around Dee Why and Brookvale</p>
19	<p>As a Northern Beaches resident and business owner - I am an Advanced Accredited Practicing Dietitian and the only Fellow of Dietitians Australia on the Northern Beaches working in Frenchs Forest - I feel our Community Strategic Plan is missing the healthy food component of health and wellbeing. I can see there are plans to encourage and help residents become more active however there is little in the way of plans for healthy food environments to encourage and help residents to make healthier food choices. I also work at the NSW Ministry of Health an one idea is for council to adopt the Healthy Food and Drinks for Staff and Visitors at Health Facilities Framework. This policy provides guidance to local health districts that 75% of the food and drinks for sale in health facilities are healthy and that no sugary sweetened beverages are sold. There is a similar policy for school canteens. It would be great for council to adopt that all local government sites, particularly those aimed at children and adolescents such as sporting fields, only sell healthy foods and drinks. In addition to ensure that these sites and even public transport hubs do not have unhealthy and drink advertising and promotion. The Council could even consider developing its own nutrition policy to expand on these areas - a nutrition policy that considers the food environment for all life ages and stages and includes aspects of food usage (buying, storing, cooking and waste).</p> <p>I would add that Northern Beaches are a safe, healthy, inclusive and connected community that lives in balance with.... (vision)</p> <p>I am happy to assist or provide additional information I can be reached on [REDACTED]</p> <p>My earlier comments on healthy food environments and helping our residents live healthier lives may cross over the three areas ticked above</p>

20	<p>Goal 10 - cultural and creative events. I would like to see the Brookvale Masterplan incorporate great cultural, creative and social events for the area. This would include things like independently run artisan shops, cool and funky local retailers, activities for people to do outside of the Manly area, and more breweries! This should not come at an expense of housing though. The area deserves low density housing where we can support population growth, however not with the quality of buildings and high rises seen in Dee Why.</p>
21	<p>Provision needs to be made for much safer cycling routes. These should be interconnected all over NB and with minimal need to travel on public roads.</p>
22	<p>Thank you for the opportunity to comment on the CSP discussion paper.</p> <p>The eight outcome areas seem broadly reflective of what the community wants.</p> <p>It is clear that valuing our unique natural environment and protecting our biodiversity is important for Northern Beaches residents. Perhaps there should be weighting on some goals, as some seem more important than others.</p> <p>The CSP paper notes the increased pressure on natural spaces by people, dogs and boats.</p> <p>Where I think the CSP outcome areas are being misquoted and skewed is by strong lobby groups, such as dogs on beaches groups. In the places for people section, there is an emphasis on "create welcoming, accessible and affordable private and public spaces that foster good health and social interaction".</p> <p>This is a good goal in theory, but what is happening now, is that our open spaces are becoming overrun by dogs. Dog ownership is high and lobby groups strong.</p> <p>I believe if Council truly made decisions aligned to the CSP, the dogs on beaches proposal would not even be considered at all. Already, dogs are out of control in many of our open spaces, making them unusable for young families, elderly and people wanting to enjoy a quiet picnic.</p> <p>I know this is one issue of many, but I strongly believe it is eroding the social fabric of the Northern Beaches. I know older community members (which as we see in the CSP</p>

	<p>are set to increase) who are scared to walk in the parks and beaches due to fear of being jumped on by dogs.</p> <p>There are some 28 open space areas for dogs - surely this is enough, without allowing them on our pristine beaches. The palm-beach/mona-vale beach proposal is the thin edge of the wedge. Council needs to make decisions based on the strategic plans, not the interests of strong lobby groups.</p> <p>Great to have a strategic plan, but it needs to guide the decision making of the council.</p> <p>Yes, this vision is still relevant. This vision should underpin Council decisions. If the coastal and bushland environment are so extraordinary, we should be doing everything we can to protect it and not allow dogs to be on the beaches and bushland.</p> <p>Consider how some of the goals interact and can be contradictory.</p> <p>E.g. Goals around the environment are first for a reason - that is what people of the northern beaches come here to live for -the beautiful beaches and natural bushland. However Goal 9 in the social section could be used by strong lobby groups to suggest opening up more natural areas to dogs to encourage social interaction, when in fact it does the opposite. It divides the community so those without dogs or who do not feel comfortable around dogs, e.g. elderly or parents with young children, or people just wanting to enjoy peaceful surrounds feel they can't even use the natural areas.</p> <p>Furthermore, the natural habitats which attract many people to live here are constantly under pressure from strong lobby groups who may not see the broader picture around why some areas such as beaches and bushland should be off limits to dogs.</p>
23	<p>One project I have written about many times is the need to link Dee Why to Longreef by a nature lovers trail around the flora and fauna reserve of Dee why Lagoon !</p> <p>This would provide a safe passage way for walkers and bike riders , linking Dee why beach to Collaroy!</p> <p>People risk their lives riding bikes around longreef bends. The options are to take on the cars and buses on the road with many parked cars or ride a bumpy pathway on the western side of Pittwater rd that have many driveways and side streets to contend with as there is not a pathway around the lagoon along the main road.</p>

If a trail was designed like the one around Narrabeen lakes with the environment taken in consideration, everyone could enjoy this original, wonderful, secret, natural ecosystem that is unappreciated because we can't see it, help tidy & clean up or study it. School children and others could do field trips to study the area!

The disabled could enjoy access this nature's wonderland that was protected for all of us to enjoy many years ago but is really being ignored now.

I collected many signatures and attended many Griffith park meetings in the early 90's and was able to convince the council the need for the pathway that is now used by many people that link Long reef to Collaroy now and would love to see this extension around the lagoon as it would be a win win project for everyone!

Thank you [REDACTED] please feel free to call me anytime!

I have grown up here and know how many of the "beaches" feel about public transport and how it's not our first choice!

I now work for Keolis Dower on the buses and see how hard they are trying to provide a great public transport network.

To entice people to give it a go would be to advertise the public transport as one enjoyed when people travel to Europe. When travelling there, people take the subways etc on board.

Make it clear how the transport can link them to all of Sydney!

One trip is how easy wonderful a trip home from the airport can be via a ferry trip across the harbour can be.

Providing the need for more school buses to all schools is also a must, to many children are driven to school and public buses should be for other commuters!

Let's try to get more cars off the roads!

	<p>The need to appreciate this wonderful area we live in , to see it ,study it , help it and to move around it safely and to allow all people access a more stressless ways to move around it</p>
24	<p>I think is an amazing idea.</p> <p>Would be good to prepare a magazine where we could obtain information about recycling, where to take (products...etc..)and what we can recycle. Specially for students and foreigners that might have different types of structure in their countries.</p> <p>More trees/plants around the community.</p> <p>Remove some visual garbage- for examples there are so many rusty poles (that is a hazard) and so many signage that could be re design placing all signage in one pole or place , with that changes the streets would be more spacious, more trees/plants around, safer for children, disable people and elderly to walk on it.</p> <p>Roundabouts could have plants/trees in their center helping with the environment.</p> <p>More advertise for the community to use bicycles instead of bus/car, re designing streets where would be more space for cars/bicycles</p> <p>Underground electricity cables.</p> <p>make a rule for business to have recycle bins instead of only the red bins. Maybe make the bins/council more affordable for business.</p> <p>the community needs more entertainment places</p>
25	<p>I am happy to see the 8 outcome areas of interest to our community and so, our local government.</p> <p>Major gaps? I would be keen to see more allowance of dual occupancy/duplex housing in the Belrose and Davidson area to allow for intergenerational housing. I think the council needs to understand that families want to be close to one another in many cases and with the unaffordability for many people wanting to remain in our region (near family) we must consider more of this type of housing.</p>

	<p>Yes! Must be at the forefront of our thinking. This is why we love our region of Sydney! (vision)</p> <p>I really want to see more done to allow animals to move from one side of Garigal Park to the other. We need to build proper wildlife bridges across and under our roadways. This should always be part of development of any new infrastructure in our region and be a part of the costing and construction of al such projects. We also need to go back and refit roadways of concern, like Mona Vale Rd with such road tunnels and bridges. If they can do it so successfully in other countries why are we lagging on this important issue. Great ideas and constructions of this type are done all over the world. Sadly lacking here.I really want to see more done to allow animals to move from one side of Garigal Park to the other. We need to build proper wildlife bridges across and under our roadways. This should always be part of development of any new infrastructure in our region and be a part of the costing and construction of al such projects. We also need to go back and refit roadways of concern, like Mona Vale Rd with such road tunnels and bridges. If they can do it so successfully in other countries why are we lagging on this important issue. Great ideas and constructions of this type are done all over the world. Sadly lacking here.</p> <p>I really want to see more done to allow animals to move from one side of Garigal Park to the other. We need to build proper wildlife bridges across and under our roadways. This should always be part of development of any new infrastructure in our region and be a part of the costing and construction of al such projects. We also need to go back and refit roadways of concern, like Mona Vale Rd with such road tunnels and bridges. If they can do it so successfully in other countries why are we lagging on this important issue. Great ideas and constructions of this type are done all over the world. Sadly lacking here.</p>
26	<p>The major gap in thinking is around entertainment areas and live music for young adults. This has been touched on within the paper, but needs to be more specifically and comprehensively addressed.</p> <p>When our kids turn 18 and want to listen to live music, most will travel to Newtown or the city. Young adults need the option to listen to live music any weekend, not just for special events/festivals. Ideally they would have many multiple options from Manly, Brookvale, Dee Why, Cromer, Narrabeen and Mona Vale etc.</p>

	<p>It would be wonderful to see some of our day-time industrial areas, like Brookvale and Cromer, be turned into night-time entertainment precincts, featuring bars and live music, where our young adults can enjoy themselves safely close to home.</p> <p>I would like to see "vibrant" added to the vision. We need a vibrant community that embraces the arts, live music, small bars and a tech-business community. (vision)</p> <p>Please give our teenagers AND our young adults places to go to have fun, listen to music and to be safe on the northern beaches.</p> <p>Places for People - Please give teenagers and young adults places to have fun, listen to live music and to work in shared, tech-orientated work spaces</p> <p>Vibrant Local Economy - please introduce an entertainment precinct to the northern beaches, perhaps in Brookvale or Cromer</p>
27	Yes (vision)
28	<p>The plan states that the trend is that our Council area will have a higher growth in senior adult population. But since the council's amalgamated (which I agreed with, btw) the program that used to be run for seniors has all but disappeared. And if it's still running it's not very well publicised. Warringah used to do a fabulous program for seniors week/month, Manly's was non existent & Pittwater's was somewhere in between. Since amalgamation I think you've adopted Manly's approach. Given the larger council area & the "theoretical" increase in staff & therefore opportunities I would have thought your activities/events would have grown exponentially. I feel ripped off.</p> <p>Also, given we are in this senior cohort - we don't use the large number of sporting grounds but would ask that you provide more (& better) dog parks. The one at Forestville is a joke.</p>
29	<p>The discussion paper is a long and pleasant read but overall it has no concrete actions or plans that demonstrate either the success of the plan so far, that is three years or more since the Plans implementation or what failures have resulted in changes to the approach or topics of the Plan.</p> <p>What happened to the Avalon Plan? It seems to have died a quite death. If it was an example of the overall Community Strategic Plan, then hopefully the persons who</p>

	<p>developed, publicised and advocated the draft Avalon Plan are hopefully nowhere to be seen in the review and assessment of the currently Community Strategic Plan.</p> <p>I would like to see examples of failures and successes of projects within the Community Strategic Plan and what we (Council and staff) have learnt from then in terms of future plan activities.</p> <p>See my previous comments</p>
30	<p>The rate structure of our council has become increasingly uneven and unfair. Basing the rates on spiralling, and inconsistent land "valuations"; means that long-term community members are bearing the burden of revenue raising. We all receive the same council services, but the rates are extremely variable. A little old lady in a small cottage in Manly is now paying \$100 a week, while a waterfront penthouse owner pays \$30.</p> <p>The council is doing a great job of caring for our wonderful area, but this problem is destroying our community. People are upset and worried about the council rates. Council can, and must develop a fair method of rate calculation, and offer meaningful discounts for low income residents.</p>
31	<p>How can we achieve the goal of "No net loss of bushland" and "Maximise retention of bushland" when the NSW Dept of planning is intending to release large areas of Aboriginal owned bushland for development in Frenchs Forest and Belrose?</p> <p>How can this be prevented?</p>
32	<p>The rates need to be changed immediately! The money The money the council collects should be the same for EVERYONE. Why do some families pay heaps more for the same council services?</p>
33	<p>The council seems to be doing a good job, but my rates have increased a lot. I can not afford the new rates on my modest income. My friend in the next suburb pays much less than me.</p>
34	<p>Council funds seem to be wasted on repeatedly replanting lawns around Manly. Please consider alternative long-term solutions.</p>

	Our rates in Manly have also increased, while other Beaches have decreased. Why are we paying more than everyone else?
35	Please improve domestic animal control. Dogs and cats are roaming free, damaging our wildlife. Also my rates cost more than my food every week. Why are they so expensive?
36	The council needs to restructure the way rates are calculated. The budget can be achieved through equal rates for all ratepayers. Basing rates on land values is discrimination.
37	I am concerned that the council may be liable for discrimination if they continue to charge rates based on land valuations. A single person on a unimproved piece of land is paying way more than a person in a luxury apartment, for the same services.
38	Dear Sir/Madam, Thank you for the opportunity to make a submission on this revision of the Community Strategic Plan which will influence the preparation of the new Local Environment Plan (LEP) for the whole Northern Beaches Local Government Area. Friends of Narrabeen Lagoon Catchment is a community group of over 1300 members and supporters whose mission is to lobby for the protection of the remaining bushland in the catchment of Narrabeen Lagoon. Our comments will mostly be in green. We are very concerned that the NSW Government, by introducing a SEPP can override a local Community Strategic Plan and a local LEP that has been developed over many years in consultation between the Council and the Community. In particular, we refer to the Aboriginal lands SEPP that has been announced this month (Feb 2022) that is designed to facilitate urban development in several local areas of high biodiversity value such as Lizard Rock and the areas to the west of Ralston Ave in Belrose. Recommendation: that Northern Beaches Council prepare to counter the Aboriginal Lands SEPP with a detailed submission listing all the reasons why over many years and using many scientific studies these areas have high constraints to development and need to be protected as natural bushland. Mention ought to be included about the status of the deferred areas in the current LEP in which much of the Aboriginal Lands

SEPP is involved – that no decisions about the future use of this land ought to be made until the matter of the deferred lands has been resolved.

We applaud this Community Strategic Plan which is designed to set priorities for the preparation of the Northern Beaches Local Environment Plan (LEP) and for all projects of Council.

The Overview in the Strategic Planning Statement which was adopted by Council after extensive community consultation, aligns with higher level (State Government) Plans including:

- Greater Sydney Commission’s Greater Sydney Region Plan and
- The North District Plan

Protection of the environment

Our aspirations in Shape 2028 - In 2018 our community’s aspirations were to protect the natural and built environment from the risks and impacts of global and local pressures. To achieve these outcomes over the next 10 years, our community goals and strategies were identified in the CSP as:

<p>Goal 1 Our bushland, coast and waterways are protected to ensure safe and sustainable use for present and future generations</p> <p>Strategies</p> <ul style="list-style-type: none">a Protect and restore local biodiversity and bushlandb Protect and improve ecological conditions in catchments, creeks and lagoonsc Protect and manage the condition and safe access to the coast, lagoons, Middle Harbour, and Pittwaterd Provide sustainable access to the natural environment, while recognising and protecting its cultural and heritage value	<p>Goal 2 Our environment and community are resilient to natural hazards and climate change</p> <p>Strategies</p> <ul style="list-style-type: none">a Minimise the risk to life and property from storm events, floods, erosion, landslides, bushfires and impacts of climate changeb Increase the resilience of the environment to the effects of natural hazards and climate changec Maintain productive partnerships with government agencies and the community to effectively manage and respond to natural hazards	<p>Goal 3 Our community is well-supported in protecting the environment</p> <p>Strategies</p> <ul style="list-style-type: none">a Encourage the community to protect the environment and minimise pollutionb Invite community participation in restoring the natural environment through volunteering programs and education
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We appreciate these environmental goals receiving a high priority in the Strategic Plan.

It is essential that the new LEP incorporates appropriate controls to preserve the natural environment and that the Council budget is organised to facilitate this. We are

	<p>very concerned that Northern Beaches Council has changed the priorities in their budget such that programs for protection and care of the natural environment are not well enough funded - particularly funding for control of feral animals and weeds.</p> <p>The protection of the natural environment includes protection of natural landforms, native flora and fauna, waterways and biodiversity systems. Agreed</p> <p>The natural environment provides urban environments with clean air and it is vital to the physical and mental health of all residents. Agreed</p> <p>We agree with the priorities presented in the Strategic Plan and look forward to seeing the Local Environment Plan prepared based on these.</p> <p>██████████</p> <p>██████████</p>
39	<p>I am a long time member of the Manly community, and have enjoyed the many council community events. More music events would be great.</p> <p>I worry that I may have to leave my community due to unaffordable council rates.</p>
40	<p>The major gap is making council rates fair and even in the NBC area. This issue is causing despair and division.</p> <p>The community will be damaged as low income residents will have to leave their suburb. Maybe poorer home owners could do volunteer work and pay the same rate as apartments.</p>
41	<p>I would love to support the local restaurants and cafes. Unfortunately our new council rates mean that I have no spending money available in my household budget.</p>
42	<p>I believe the housing mix needs an extra segment for the older residents. In addition to the retirement villages and over 50's housing we need torrens title single story, small houses - for those of us who still wish to live in our own home, but do not want strata titles or common property as part of our living arrangements. I have many friends who continue to live in their large family homes because there is not an option with these parameters. I know this would be useful for freeing up larger blocks for families and keeping locals in the areas they know and love</p>

43	<p>The outcome areas look good.</p> <p>Possible gaps are in ethnic diversity and cross-cultural awareness - the area is quite mono-cultural</p> <p>eg. education about other cultural festivals; sharing the surf- locals can be quite hostile to newcomers</p> <p>I feel greater controls are needed for pet owners. A vocal minority has been demanding greater off-leash areas, but I am dismayed at the brazen non-compliance of dog owners in regard to on-leash areas and collecting their pet's excrement. Every day I walk, I see dog poo left behind and dogs running amok. I also see dogs chasing the native birds at the Narrabeen lake precinct.</p> <p>Council has building regulations and building codes etc, however compliance with these is not enforced. I have seen firsthand that renovators just ignore the regulations and do not build according to submitted plans. They ultimately get away with building whatever they want. This encourages brazen developments that don't respect council rules or neighbours.</p>
44	<p>With lower numbers of young people 18- 34 being able to afford to buy in the area there needs to be incentives to attract young people to the area.They are the workforce and the future .Too much development ,poor quality schools and just too many tourists and visitors who contribute nothing to the environment and have overcrowded our beaches .Mone vale hospital needs to be built with ageing and increased population ,Northern beaches hospital is a FAIL .Many people leaving the area to QLD and regional areas as overcrowded ,Poor services</p> <p>No totally irrelevant as you make it easy for developers to buy old expensive developments for the wealthy Eastern suburbs .Monevale Road overcrowded and brings in too many people .</p> <p>Need more dog friendly beaches and parkland .Too many people travelling to our area to use our dog parks ...make them pay</p> <p>Fund Surf lifesaving clubs .Monevale and Long Reef clubs developed (money talks) What about North Narrabeen ?a hugely busy beach also hosts WSL but old I renovated Clubhouse .Very busy beach</p>

45	<p>Firstly, Thankyou for allowing our community to have their say about the betterment of our amazing Coastal and Bushland Area.</p> <p>My name [REDACTED], a proud Māori New Zealander, whom has lived here around Dee Why, for the last 25 years now..</p> <p>Congratulations Mayor Michael Regan for being re-elected as you have always worked hard for your community, always available to listen to our concerns, and kept us up to date.</p> <p>I have spoken to you about the subject I'm about to comment on.</p> <p>As proud New Zealanders here on the northern beaches and neighbouring councils, we have been so blessed. However, the One thing that has eluded us for so long, is to have Our Own New Zealand/Māori Cultural Hall here on the Beaches, where we can keep our culture alive, with cultural singing and performance, as well as keeping our Historical Arts and Crafts, eg Flax Basket Weaving, Wood/Bone Carving, Māori designed Jewellery, Māori Cloak making, Poi Making as well as our Te Reo Māori, Māori Language classes and more to also share with rest of our Community. We have No Cultural Hall, which we can call Our Own. Can you please help us? As there are nearly over 200 Community Venues, we just Need One, that can be leased out (10yrs plus...) for not only Now but for future generations to come...We look forward to hearing from our Mayor and Councillors as to how we will achieve this Very Needed Cultural Hall. Thankyou.</p>
46	<p>all of them are good - i like the ideas on the environment and sustainability. I think some people spend too much time indoors so outdoor spaces and activities sound good</p> <p>the vision is perfect</p> <p>Maybe some more bins on the beach front. More education on recycling and sustainability</p> <p>no feedback rom me on this one</p>
47	<p>Lots of slogans but no verifiable targets or timelines.</p>

	<p>A plan to keep rates down rather than accelerating.</p> <p>A plan to deal with climate change.</p> <p>How to prevent undesirable development.</p> <p>Greater emphasis on cultural activities to make the NB a more vibrant and stimulating place.</p> <p>Greater transparency and community consultation.</p>
48	<p>I am a high school student (and YAG member) with a passion for the environment and since this topic was one of the four key outcomes, I would like to share ideas for the future. As a member of the environment committee at my school, we have found it rather difficult to implement waste recycling strategies. In going forward with waste reduction, which is one of your goals, it would be great if the council could provide soft plastic recycling, bottle recycling and compost recycling to local schools. It would be even greater if this recycling scheme could be extended to the entire community. Soft plastics and food (which turns into compost) is most of the waste which goes to landfill. If we could have recycling for these, our environmental impact would be much lower.</p>
49	<p>I would definitely say that the eight areas are still relevant and I don't see any gaps at all. In particular, I feel the Places for People outcome area is the most important and on point.</p> <p>Focusing on strategies a and b are preferable to strategy c, since parking lots are rather unpleasant and are worse for the environment with everyone driving. For the safe walking networks it is essential to put in better street lights than there already are.</p>
50	<p>The eight outcome areas are broadly reflective of what the community wants and expects. It is clear that valuing our unique natural environment and protecting our biodiversity is important for Northern Beaches residents. We consider the outcomes should be weighted to reflect the importance of certain outcomes over others eg protecting the environment and sustainability to be more important than the local economy - ie the local economy is in part a beneficiary of preserved and pristine natural environment. Diminish the environment and the local economy suffers. This weighting should also apply to certain community activities and "Places for People" such as dogs on and off leashes, which degrades the environment and creates</p>

community tension and safety issues. Protecting the environment should be the first priority.

It is worthy to note density constraints around a growing population, more boats and significantly more dogs. This requires an honest assessment and planning, including what is permissible and what is not permissible. The debate should not be driven by activist groups with a narrow focus but should be managed by Council top down, who better understand all the opportunities and constraints.

The vision is skewed to accommodate the community in balance with the environment. Environmental considerations should come first with the community acting as custodians of the environment to support a sustainable long term future.

The CSP paper notes the increased pressure on natural spaces by people, dogs and boats. We believe the CSP outcome areas are being skewed by strong lobby groups, such as dogs on beaches groups. In the Places for People section, there is an emphasis on "create welcoming, accessible and affordable private and public spaces that foster good health and social interaction." This a good goal in theory but what is happening presently, is that our open spaces are becoming overrun with dogs. Dog ownership is high and the lobby groups strong and vocal. This is creating an unbalanced community discussion, with Council now moving to appease such groups by permitting greater access to valuable beach space for dogs. This goes directly against best practice in the key outcomes of protecting the environment and ensuring a sustainable long term environment, benefitting future generations. If Council was genuine in its environmental outcomes, the dogs on beaches proposal would never be considered. This was demonstrated in the failed attempt by Council and dog lobby groups to permit dogs on Station Beach at Palm Beach with the Land and Environment Court noting environmental concerns relating to the seagrass meadow in Pittwater and the marine ecosystem that it supports.

Already, dogs are out of control in many of our open spaces, making them unusable and unsafe for young families, the elderly and people wanting to enjoy a quiet picnic. While this is one of many issues, we strongly believe this is eroding the social fabric of the Northern Beaches and is directly at odds with the vision and long term goals in the CSP. What is required is strong leadership from Council and senior staff to clearly articulate a dogs policy that is supportable over the long term and does not endanger the environment in any way. There are already over 28 open spaces for dogs, which

	<p>surely is enough. Sacrificing valuable beach space for dogs makes no sense over the long term. Council needs to be transparent and explain its decision making and how such policies are consistent with its goals and strategic plan. Exceptions should not be made to appease vocal, narrow focused lobby groups.</p> <ol style="list-style-type: none"> 1. Beaches should be off limits for dogs. 2. Community must be better educated through signage and social media on conservation objectives that relate to specific areas eg seagrass off Station Beach and in Pittwater or seal colony on Lion Island or migratory bird life. 3. Traffic management during peak summer season and parking. Limitations may be required in the future. 4. Places for People must have a safety element for everyone and not just appeasing one group such as dog owners. 5. Accessibility to spaces for everyone, young and old, and not limiting or favouring access to one loud group such as dog owners. 6. Transparency over decision making and how such decisions are in keeping with the strategic plan and not just appeasing activist groups. 7. Active collaboration with ALL community groups and organisations that are key stakeholders in the area under consideration. And not allowing such collaboration to be swayed by a tilted social media campaign.
51	<p>Dear Sir <u>Comment on the draft Community Strategic Plan</u></p> <p>This is a very high-level document. It is not an actionable plan but more like a broad statement of vision. It could be for almost any level of Government in Australia. It is a motherhood statement divided into 22 desirable community goals within four broad categories of Environment; Social; Economic; and Civic. These comforting attractive goals may be acceptable in an unconstrained world. However, the Council has limited resources. Priorities have to be set and choices made.</p> <p>It is more in nature of a futuristic vision of an idealised world meeting everyone's desires and needs. Perhaps achievable in a "Meta" Council. These goals should be</p>

shortened into a preamble vision statement. They don't constitute a plan. They could be summarised on a single page.

It does not relate to what the Council has legislative power to actually do. None of it gives ratepayers an idea what the Council does or provide an ability to measure its performance.

This is equally is not helpful for our elected representatives. This plan sets them up to have no real influence on outcomes. This is even more acute now with the greater area under the merged Council with significant differences and needs across the wards from Manly to Palm Beach.

If that detail of Council activity is set out elsewhere this document should be should be renamed, shortened or discarded. The level of engagement by the community is indicative of the documents relevance!


A plan should set out what resources are applied. What assets are used in an activity; where capital expenditure is sourced from: council funds or grants; where is annual operating expenditure sourced from: council funds or grants; clearly defines where Council has the responsibility for delivering outcomes OR where other authorities/levels of government have priority.

The elected representatives together with the community have responsibility to determine which areas receive more funding and assets, now and in future years and decide between competing demands and requests. To do this you need some idea of expenditures in each area five years out and thus the planned level of rate increases to achieve these objectives.

The objectives ratepayers should see in a Council Strategic Plan include:

1. Value for money: Ratepayers are entitled to be able to clearly identify within the plan what funds are raised by Council and how they are spent. Each core activity of Council needs to be reported on a full cost basis against previous years actual. Current reporting seems designed to confuse.
2. Employee Numbers: Council should report the full-time equivalent staff employed by the Council and to what principal activity within the plan their costs are booked.

	<ol style="list-style-type: none"> 3. <u>Targets & Goals</u>: Specific targets and goals need to be set for activities within the responsibility of Council and which can actually implement. Measure and report on performance against those goals and targets. 4. <u>Council Assets</u>: Identification of council assets and the related costs of maintaining those assets in good order in each of these areas. 5. <u>New Projects</u>: Identification of new capital projects/works in each area and reporting of outcomes against budgets. 6. <u>Services</u>: Cost and resources employed in each. Whether charges for services fully recover costs or whether subsidised from other revenues. 7. <u>Accounting Methodology</u>: The ratepayer community would most likely be better served if Council reverted to cash accounting. The principles employed to capitalise and expense items currently are designed to confuse not provide clarity as to the costs of running Council and where its money is spent. 8. <u>Productivity Targets</u>: Within each reporting area Council should set out what productivity improvements they are targeting and achieving. 9. <u>Reporting by Ward</u>: As our elected representatives are elected to represent specific wards all reporting of the above detail needs to be separated by wards. To do otherwise makes the task of elected representatives excessively difficult due to the volume of issues across such a large Council. <p>By having identifiable and clear-cut goals there is a good chance they can be achieved. Council's plan should set out goals within its power, with measurable outcomes. This document is not a plan. The Community needs better.</p> <p>Yours Faithfully</p> <p>██████████</p>
52	<p>I am dismayed that your website: Community Strategic Plan - Discussion Paper Your Say Northern Beaches (Logged in) (nsw.gov.au) returns the following message when I click on : Completing the comment form . Obviously no one in Council wants any comment from the rate payers of the NorthernBeaches Council.</p> <p>My comment relates to cyclists who:</p> <ol style="list-style-type: none"> a) ride in a pack of cyclists all on the footpaths;

	<ul style="list-style-type: none"> b) have electric powered cycles travelling on the footpaths at 'high speeds' in excess of 30kms per hour; c) some of the electric cycles are heavy framed, carrying heavy loads, with what appears to be 'oversized batteries' travelling well over 30kms per hour; d) There is no way pedestrians can 'get out of the way' of these vehicles in time; e) The drivers of these electric vehicles simply call out 'get out of the way you stupid bugger' as they fly by without even using the pedals of the electric cycles; f) What are the rules for 'cycle packs' using the footpaths when they are involved in accidents with pedestrians; g) What are the footpath rules when accidents occur involving electric cyclists with heavy loads and oversized batteries, travelling at high speed when they become involved in an accident with a pedestrian; h) The cyclists seem to think they have total right of way on all the footpaths and pedestrian should not be allowed to walk on the same footpaths; i) Etc etc. <p>Would you please address these concerns urgently, document them, set up a complaints centre for pedestrians to report cyclists who are in breach of the usage of footpath rules, and in particular the use of all forms of electric footpath vehicles (cycles, scooters, skateboards, 4 wheeled small vehicles, etc).</p> <p>Would you also correct the website so that correct information is always shown and not being told 'Page Forbidden'.</p> <p>Thank You </p>
53	<p>Pittwater Natural Heritage Association supports the vision and goals of the Community Strategic Plan.</p> <p>As a local environment organisation who has been advocating and undertaking on ground works for</p>

over 25 years, PNHA is passionate about Protection of the Environment. We agree with the strategies listed under Protection of the Environment, and whilst we acknowledge that Northern Beaches Council has undertaken work consistent with these strategies, we don't feel that enough has been done. Therefore, we submit that the following strategy be included under goal 1:

“Increase financial capacity to enable necessary protection and management of bushland and waterways”

We request this because our experience with bush regeneration has shown us that maintenance of bushland reserves is a continuous requirement, especially in weather like we are experiencing in summer 2022. In times like these the amount of work on Bush regeneration must be increased to meet the challenge of better growing conditions for weeds and the funding must be there to enable the extra work to be undertaken.

Finally, we are confused by this statement made in the section under Protection of the environment titled Where we are now. (p 15):

“Around 5,000 hectares of bush regeneration has been completed”

5000 hectares equates to 50 square kms of land and given that on page 8 the strategy says there is 17 square kms of bushland in the Northern Beaches, 5000 hectares seems an excessively large number.

	<p>Nevertheless, overall, we think it is a good plan and look forward to seeing meaningful action to achieve the goals in the Delivery and Operational plans.</p> <p>██████████</p> <p>Secretary, Pittwater Natural Heritage Association Pittwater Natural Heritage Association PO Box 187 Avalon Beach 2107 ██</p>
54	<p>From: Pittwater Environmental Heritage Community Group</p> <p>We are very concerned that the CSP treats the whole of the Northern beaches with a broad brush, and fails to provide for individual locations and their character. Our group believes the Pittwater area must be looked at quite differently from that of the Northern Beaches as a whole. It is an area that has only one road in and one road out. This is a true peninsula with limited land between Pittwater and the ocean.</p> <p>We know that Pittwater is a very desirable location for developers, particularly those wishing to sell high end dwellings. There is much pressure from developers to obtain the right to build in this area under a LEP that grants state sanctioned developer access. We believe it is this pressure that has resulted in the proposal in the LEP/DCP Discussion Paper to allow “development rings” of 800m around Mona Vale and 400m rings around Avalon and Newport. This provision, should it become part of the proposed LEP/DCP would change the character of these areas irrevocably. But more than that, the increase in dwellings would create disastrous congestion, be detrimental to the environment and tourism and liveability generally.</p> <p>We urge the council to take this question of over development into account in all localities of the Northern Beaches, and particularly in the case of Pittwater. It would amount to degradation of Sydney’s reputation as an international city to have Pittwater spoiled.</p> <p>The “elephant in the room” – excessive over development- has not been addressed in your Community Strategic Plan.</p> <p>Finally, we note that Pittwater residents themselves are solidly against development in their area. An analysis of submissions to the LEP/DCP discussion paper, obtained</p>

	<p>under FOI, found that 71% of the more than 500 submissions received from all over the Northern Beaches were anti -development in one form or another. A total of 29% of all submissions were from and about the Pittwater area, often calling for the environment and heritage of their region to be preserved.</p> <p>██████████</p> <p><i>For Pittwater Environmental Heritage</i></p>
55	<p>'CSP review 2022'</p> <p>VISION <i>"Northern Beaches - a safe, inclusive and connected community that lives in balance with our extraordinary coastal and bushland environment"</i></p> <p>I support the above vision statement, as well as alternative version: Northern Beaches – a safe, inclusive and connected community that seeks to protect our extraordinary coastal and bushland environment for future generations.</p> <p>A key component of a vision for the Northern Beaches is to protect its extraordinary natural environment, which includes bushland, waterways, catchments and coast.</p> <p><u>Key questions to consider</u></p> <p>1) <i>Are the eight community outcomes still relevant?</i></p> <p><u>Response:</u> The community outcomes in the CSP still have relevance. However, there are some overlaps between them. For example, protecting the environment is relevant to other community outcomes, as it provides benefits and opportunities for mental and physical health, recreation, education, nature based tourism and the economy.</p> <p>2) <i>Will achievement of the goals and strategies meet your aspirations?</i></p> <p><u>Response:</u> I am very concerned about the immediate and ongoing threats to the environment.</p>

Unless the goals and strategies to protect our environment are activated and given a higher priority the long term aspiration to protect our extraordinary bushland environment will not be realised.

3) *Do you have suggestions for improving the set?*

Response: There are conflicting outcomes between some goals and strategies. Give preference to strategies that are aligned with environmental sustainability. Also, apply ESD principles as criteria to evaluate goals and strategies.

4) *Are the CSP outcomes, goals and strategies suitable for the long term into 2040?*

Response: To achieve the long term vision into 2040 a high priority should be given to the protection of the environment. Goals and strategies suitable for the long term include a circular economy, sustainable transport, education and training and strategies compatible with reducing carbon emissions, such as reducing reliance on fossil fuels.

PROTECTION OF THE ENVIRONMENT

“Our community told us they appreciate our sensitive environments and their natural beauty, and a contrast to the high urban density elsewhere in Sydney. They expect the Council, community, business and government to actively preserve and protect the environment.”

Goal 1

Our bushland, coast and waterways are protected to ensure safe and sustainable use for present and future generations

Strategies

a Protect and restore local biodiversity and bushland

b Protect and improve ecological conditions in catchments, creeks and lagoons

Our challenges

“Encroachment on bushland, causing loss of habitats, more feral animals and weeds, with impacts on threatened species and communities”

“Extra stormwater and pollutants from developed catchments affecting streams, lagoons and flooding”

Our opportunities

“The community also expressed that biodiversity and natural areas be protected by preventing encroachment of development into bushland, better compliance, monitoring and control of weeds and of feral animals. Areas of valuable habitats can be increased by purchasing more high quality bushland and connecting wildlife corridors.”

I agree with all of the above and strongly support Goal 1 especially Strategies a and b.

An urgent response is required to protect bushland, biodiversity, waterways and rural land from ongoing threats including the encroachment of development, illegal land clearing, and degradation.

A high priority should be given to the protection and conservation of natural areas for environment and recreation.

“The protection of the natural environment includes protection of natural landforms, native flora and fauna, waterways and biodiversity systems.”

ENVIRONMENTAL SUSTAINABILITY

I strongly support initiatives to reduce waste and achieve a circular economy.

To reduce landfill, for kerbside pickups the use of compaction trucks should be phased out to allow the subsequent separation and salvaging of materials and items.

Bathurst Council has a facility called ‘The Junktion’ where residents can deliver unwanted items or purchase used items. The facility employs tradesmen to repair items, which can then be sold.

This model has multiple benefits: re-using items, providing employment and reducing landfill.

A model similar to the 'The Junktion' could be investigated and adopted for the Northern Beaches.

Organic and food waste collection

An aspiration is to separate food waste from mixed waste prior to land fill. The food waste can then be a component of compost suitable for use on arable land including market gardens.

PLACES FOR PEOPLE

I strongly agree with the preference for infill development in existing urban areas rather than develop non-urban land due to constraints, such as bush fire risks and conservation values.

The non-urban land is also important for catchment protection and sustainable recreation.

COMMUNITY AND BELONGING

Goal 12

c. Recognise and honour Aboriginal culture and heritage

The bushland environment has natural and cultural heritage values and is representative of the undeveloped landscape in which Aboriginal people once lived. The natural landscape also provides an appropriate context for Aboriginal sites such as rock engravings that have been identified.

VIBRANT LOCAL ECONOMY

Goal 14

a. Facilitate local education and vocational training opportunities

"Feedback from businesses and residents highlight challenges with the offerings at Brookvale TAFE and the perception that courses don't align with the industries available in the area."

"The idea of a university on the Northern Beaches has been raised and there has been

strong support to explore opportunities to align tertiary education opportunities with the new Northern Beaches Hospital precinct.”

I support opportunities to provide local education and vocational training. This includes courses that are relevant to the Northern Beaches and its environment.

In the Frenchs Forest precinct co-locate health and education facilities within the strategic centre close to public transport. Education facilities (whether tertiary, school or community) could be incorporated into the existing public education (school) land to cater for present and future demand.

Give priority to locating a university and education facilities in strategic centres close to transport nodes to facilitate access for the many users of the facility.

A concern re the relocation of a high school for nearly 2,000 students to Manly Dam Catchment is that it will be more difficult to protect and sustainably manage the integrity and conservation values of the Manly Warringah War Memorial State Park.

Goal 15

d. Enhance and extend opportunities for sustainable tourist economy throughout the area

The protection of the bushland environment and non-urban land provides opportunities for nature based tourism and education.

TRANSPORT, INFRASTRUCTURE & CONNECTIVITY

“Although there is a desire for more to be done, our community is aware that the need for more infrastructure is at odds with the over-arching desire to maintain and protect the natural environment.”

Re Beaches Link

This infrastructure project has major implications for the Northern Beaches but no analysis of cost / benefit has been provided. The external costs include significant environmental, health and social impacts that potentially outweigh assumed benefits, such as travel time. Transport planners predict that the six lane road tunnel will increase car dependency and congestion on local roads.

Concerns include:

- Significant and irreversible impacts on the natural environment.
- Increased demand for car parking including in proximity to the coast.
- Health and safety issues associated with traffic noise, air pollution and large trucks.

As an alternative, I support the Council proposal to investigate better East-West bus services along Warringah Road and Mona Vale Road. This includes more frequent bus services between Mona Vale and Macquarie University, including off-peak and weekends.

GOOD GOVERNANCE

“Together we can make good, long decisions to maintain and enhance the environment and the community that is so cherished.”

I strongly support this aspiration.

PARTNERSHIPS AND PARTICIPATION

“Advocate regionally and at NSW and Federal Government levels on behalf of the community.”

I strongly support advocacy to protect the environment.

SUMMARY

Our natural areas contain habitat for threatened flora, fauna and ecological communities as well as distinctive landscape features. However, much of their habitat is located on non-urban land that is not adequately protected. A high priority should be given to protecting these natural heritage areas for future generations.

This priority should precede major infrastructure projects, such as Beaches Link, which will increase development and population and put further pressure on the environment.

Thank you for the opportunity to comment.



CSP Issues Paper (2016) – Submitted as still relevant

Dear Sir / Madam

The following comments are divided into categories of environment, social and economic corresponding to the CSP Issues paper. However, there is some overlap.

COMMENTS

ENVIRONMENT

WASTE

General road-side cleanup – do not compact, instead sort and salvage items and materials

To reduce waste going to landfill, provide the following:

- Depot for recycling materials and re-usable second hand goods;
- Workshop for restoring items; can combine with Men's Shed
- Workshop for arts and crafts; creative use of recycled materials

Note: Charity shops collect second hand goods, but have no resources to restore items.

A recycling centre that incorporates the above will have benefits for the community, economy and environment.

WATERWAYS

- Provide better protection for waterways and aquatic habitat.
- This includes ephemeral and tributary creeks, particularly upstream of environmentally sensitive areas.

- Stormwater requirements applicable to urban areas are inadequate to protect environmentally sensitive areas and will result in increased pollution, changes to natural flow regime and deterioration of aquatic habitat.

LOCAL FOOD SECURITY & SUPPLY

- Promote increased self-sufficiency in food supply e.g. market gardens, permaculture farms.
- Retain non-urban land for urban support services, such as local food supply, plant nurseries
- Prevent encroachment of urban development in non-urban land to protect environmental values.

Protect non-urban land in Oxford Falls Valley, Ingleside for non-urban land uses, including locally grown produce. Protect soils in flood prone areas e.g. adjoining Middle Creek in Oxford Falls Valley. The provision of local food supply has benefits for health, environment and education.

NATURAL HAZARD

Avoid locating Special Fire Protection Purpose (SFPP) buildings, such as schools and seniors housing development, in bushfire prone areas. This imposes a safety risk and results in excessive removal of bushland.

TREES

- Plant more shade trees in streets and parks, including around playing fields.
- In urban areas trees are being lost progressively due to large houses with small gardens that provide inadequate space for trees.

BUSHLAND

- Introduce an environment levy to protect bushland under threat.
- Compared with capital expenditure, negligible funding is available to protect natural areas.
- Protecting the environment deserves a higher priority, or we will continue to lose unique areas of natural heritage.
- Protect bushland and natural features such as rock outcrops.

LAND USE

- Protect non-urban land from urban encroachment.
- Inappropriate development in environmentally sensitive locations has a disproportionately damaging impact on the environment.
- Compared with the millions of dollars allocated to construction projects, only a small fraction of funds is allocated to the permanent conservation of natural areas.

HOSPITAL PRECINCT

The loss of hundreds of mature native trees in Frenchs Forest due to works associated with road widening and hospital is distressing, to say the least. The endangered Duffys Forest Vegetation Community and wildlife corridor had a very high conservation value within the Northern Beaches. The bushland and waterways in the adjoining catchment areas of Narrabeen Lagoon and Manly Dam need to be protected.

SOCIAL

CULTURAL

Provide a museum and storage for historical items and archival documents. The local libraries do not have adequate storage for this purpose. There is a considerable interest in the history of the Northern Beaches, but no funding or facility to store or display items and documents.

Provide creative and performance space, preferably near public transport.
Provide venues for music venues and dancing events.

EDUCATION

- Tertiary (TAFE) education facilities on the Northern Beaches are limited.
- Education and employment facilities in local areas reduce travel and reinforce sense of community.
- State Government sites allocated for education use have been sold off over the years, in spite of increased population. In some instances, Councils have supported rezoning for housing.
- The 'silo' tendency of government agencies to operate as a business, has encouraged the disposal of assets that are required for the future provision of social infrastructure.

ECONOMIC

TRANSPORT

Take steps to reduce high dependence on cars.

- Provide local transport connections to destinations within the Northern Beaches.
- Provide shuttle bus services to link up with transport corridors, bus stops and community facilities.
- Address deficiencies in public transport.

Examples:

- Improve public transport to business parks and light industrial areas.
- Increase the frequency of the bus service between Mona Vale and Macquarie University. The current service is hourly during the day and there is a lack of public transport at night. On Sundays the bus service is infrequent.

AIR POLLUTION

Provide alternative pedestrian and cycle routes removed from roads with heavy traffic. For example, Pittwater Road, Dee Why and Warringah Road, Frenchs Forest, where a 12 lane road will be constructed.

ECONOMIC

- DY is centrally situated for employment. Retain or increase commercial floor space in new development e.g. first and second floors as a minimum.
- Avoid residential in light industrial areas, as they will become less affordable for many existing business uses and reduce employment options.

PUBLIC ASSETS

Please do not sell more irreplaceable public land assets.
Selling off public land to fund capital projects is not sustainable.

SUPPLEMENTARY COMMENTS

VISION: A key component of a vision for the Northern Beaches is to protect its special environment, which includes bushland, waterways, catchments and coast.

ENVIRONMENT

NATURAL AREAS

A high priority should be given to the protection and conservation of natural areas for environment and recreation.

CATCHMENT PROTECTION

Narrabeen Lagoon is used for a primary contact water sports such as kayaking. Catchment protection is an important priority for protecting environmental and recreational values, water quality and aquatic habitat. This reinforces the importance of protecting non-urban land, bushland, tributary creeks and soils within the Catchment.

WASTE:

Investigate additional measures to reduce waste, for example:

- Phase out the use of compaction vehicles for Council clean-ups to facilitate separation of items and materials suitable for potential re-use or recycling.
- Introduce measures for at source collection of organic waste in residential, commercial and industrial areas.
- Provide incentives for waste reduction.

Re GENERAL CLEANUPS

Some years ago staff at Kimbriki informed me that Council would be looking at ways of reusing / recycling suitable items discarded in the Council cleanup. However, unwanted items are still being collected and crushed in garbage trucks, even though they contain a significant component of recyclable items / materials.

Council should phase out the use of trucks, which compact and mix waste collected in general cleanups. Instead many items could be collected and taken to a depot for sorting into materials or items, which can be recycled or re-used. Salvaging items and materials worth saving will reduce the volume of re-usable waste going to landfill. A depot for storage, restoration and subsequent sale of re-usable items would have economic benefits.

SOCIAL

CULTURAL FACILITIES

Provide cultural facilities that can be used in the event of wet weather e.g. museums. Support libraries, which provide an important resource for learning and leisure for all age groups.

MEN'S SHED

These facilities overlap with the provision of employment and training. Many retired people have skills and experience to contribute to useful projects, with social and economic benefits.

ECONOMIC

TRANSPORT: Investigate additional measures to reduce car dependency, relieve congestion and encourage greater use of local transport. This includes local flexible bus service, improved links with major transport corridors, better integration of buses with ferries and identifying deficiencies in existing bus routes and services.

SERVICE GAPS

Addressing the gaps in bus services would improve the public transport system in a short time frame, provide a viable alternative to the private car and consequently reduce congestion on the roads. It would also require a low capital investment. By comparison, road widening projects are costly projects that also encourage greater car use and result in congestion in other areas. Low cost alternatives to reduce dependence on private vehicles should be a first priority.

EAST WEST CORRIDOR

A bus priority lane in Warringah Road would improve bus journeys during peak hour. Currently, with buses and cars sharing lanes in Warringah Road, buses get caught up in the traffic congestion and have the additional handicap of having to stop regularly for passengers. So there is little incentive for commuters to switch from car to bus. A more reliable and faster journey for bus travellers would encourage more people to switch their mode of transport in peak hour.

By comparison, along North South Corridor, the bus priority lane via Pittwater Road / Condamine Street is effective in providing a faster journey for bus commuters.

Re SHUTTLE BUS SERVICES

Community transport for aged and disabled is well used. Additional services could be provided and extended to general public e.g. to sporting and recreational venues, which are not conveniently serviced by existing transport routes. Park and ride facilities are useful for residents who can access public transport nodes by car, but not for others. A localised mini-bus service would address the needs of both, and reduce

the need for parking space. Operating costs could be subsidised in various ways, such as subscription, or support from shopping centres etc. to partner the service.

AIR QUALITY

To assess the impact on health, measure air quality in areas likely to have a high level of air pollutants. For example, adjacent to busy roads, such as Pittwater Road or Warringah Road.

STRATEGIC PLANNING

It is cost effective to incorporate appropriate controls at the strategic planning phase to avoid subsequent land use conflicts associated with inappropriate development. Poor land use decisions and development outcomes leave a costly legacy for the community and environment.

PUBLIC LAND

Reliance on the sale of land assets is not financially sustainable for the following reasons:

- Public land assets are a finite resource
- Public land assets are required to provide for current / future community needs
- Public land assets have the potential for ongoing income

Public land assets are a secure investment, particularly if the asset steadily increases over time.

In spite of this, there does not appear to be an identified source of funding for land acquisition.

For Council (public) land, including road reserves and operational land, any proposed sale of land should be subject to an assessment of strategic values prior to any decision to dispose of the land. This would help to ensure the sustainable use and management of public land.

LEVIES

In Warringah, much of the income from Council levies has been spent on mitigating damage resulting from poor development in the past. The Environment Stormwater and Special Rate levy is allocated mainly to stormwater projects that result from inadequate protection for creek corridors.

The sports-field rectification levy is to rehabilitate sporting fields due to subsidence resulting from poor waste disposal practices in wetland areas.

At the other end of the spectrum, environmental protection is one of the best investments that can be made – yielding ongoing social, environmental and economic benefits. Yet currently there is no levy at all for this purpose. A levy to acquire land for environmental protection would be useful, especially for environmentally sensitive sites under threat.

Yours sincerely

[Redacted signature]

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Related Projects	
Notes	Community and stakeholder views contained in this report do not necessarily reflect the views of the Northern Beaches Council or indicate a commitment to a particular course of action.