

Northern Sydney Transport Infrastructure Strategy

Final Report

80019107

Prepared for
Northern Sydney Regional Organisation of
Councils

2 June 2020



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1 Introduction

1.1 The Northern Sydney Transport Infrastructure Strategy Project

The Northern Sydney Regional Organisation of Councils (NSROC) has developed a Northern Sydney Transport Infrastructure Strategy (NSTIS) to guide improved approaches to transport infrastructure planning as the region grows over the next 20 years and beyond. An efficient, safe, reliable and sustainable transport network will support the region's productivity, quality of life and sustainability. NSROC recognises the importance of planning transport infrastructure that will achieve better community outcomes, support local economies and centres, and connect people to each other and to places.

1.2 Northern Sydney Regional Organisation of Councils

NSROC is an association comprised of eight councils in Northern Sydney, with the aim to cooperatively address regional issues and advocate on agreed regional positions and priorities. The eight member councils are:

- > City of Ryde Council;
- > Hornsby Shire Council;
- > Hunters Hill Council;
- > Ku-ring-gai Council;
- > Lane Cove Council;
- > Mosman Council;
- > North Sydney Council; and
- > Willoughby City Council.

Northern Sydney and the Local Government Area (LGA) boundaries are shown on **Figure 1-1**.

As an incorporated association, NSROC is governed by a board made up of the Mayor and one councillor from each Council, and supported by a General Managers Advisory Committee (GMAC), and professional officer groups.

1.3 Project objectives

With a focus on improving the regional transport planning processes and decision-making to reflect both local and state government priorities, the NSTIS aims to set the strategic transport direction for Northern Sydney through:

- > Development of a local government framework to measure success in improving intra- and inter-regional transport connectivity, keeping in view NSW Government adopted performance benchmarks.
- > Identification of strategies that ensure long-term transport connectivity in the context of anticipated projections in demand for journeys, the impact of technology on transport, trends in work and economic participation and leisure activities arising from demographic change.
- > Recommendation of actions that improve on infrastructure delivery outcomes and include identification of issues that are urgent and need to be addressed in the short term.

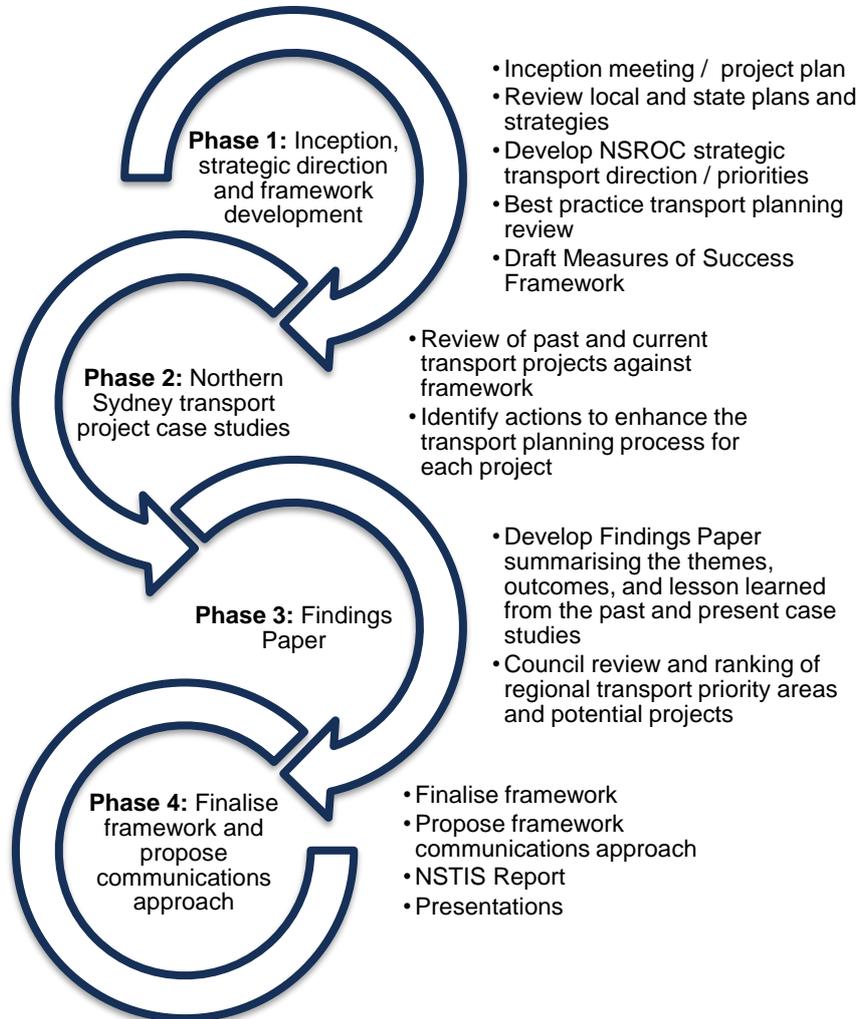
1.4 Governance structure

The development of the NSTIS was led by a Project Working Group, made up of Transport Officers from several of the NSROC members, and by a Steering Committee that included representatives from each council as well as Greater Sydney Commission and Transport for NSW (TfNSW). The Transport Officers facilitated arrangements for consultation and engagement throughout the project, and consolidated feedback from their respective Councils. Implementation of the Northern Sydney Measures of Success Framework and the strategies set out in the NSTIS will also be overseen by the Project Working Group.

1.5 The strategy development

The NSTIS was developed over four project phases, indicated in **Figure 1-2**, along with key tasks in each phase.

Figure 1-2 NSTIS project development



1.6 Stakeholder engagement

Stakeholder engagement was an important element in the development of the NSTIS. The stakeholder engagement activities are set out by project phase in **Table 1-1**.

Table 1-1 Stakeholder engagement activities

Phase	Stakeholder engagement activity
Phase 1 - Inception, strategic directions and framework development (May – August 2019)	<ul style="list-style-type: none"> ▪ Inception meeting with Project Working Group. ▪ Council Officer workshop to discuss transport planning issues in Northern Sydney, draft strategic transport directions, and draft Measures of Success Framework. ▪ Council Officer review and comment on draft strategic transport directions and draft Measures of Success Framework.
Phase 2 – Project case studies (August – October 2019)	<ul style="list-style-type: none"> ▪ Council Officer interviews to inform the development of Northern Sydney case studies. ▪ Council Officer review and comment on draft case studies.
Phase 3 – Findings paper (September – November 2019)	<ul style="list-style-type: none"> ▪ Steering Committee meeting, attended by Council Directors, Greater Sydney Commission, and Transport for NSW. ▪ Council review and ranking of regional transport priority areas and potential projects.
Phase 4 – Finalise framework and prepare strategy report (October 2019 – June 2020)	<ul style="list-style-type: none"> ▪ Presentation to General Managers Advisory Committee. ▪ Presentation to the NSROC Board (still to occur).

A broad list of stakeholders who will likely be interested in the NSTIS and its implementation is attached in **Appendix A**.

1.7 This report

This report sets out the development of the NSTIS, summarising the strategic context, demonstrating the need for better transport planning in Northern Sydney, and detailing the Measures of Success Framework for planning transport projects. It concludes with a list of potential regional transport priority areas identified by Councils, and a number of strategy areas and recommended actions to improve transport planning processes.

The report is structured in the following order:

- > **Strategic context** (Section 2) – a summary of the local and state government land use, community, and transport plans and policies
- > **Strategic transport directions** (Section 3) – proposed vision, goals and objectives for the Northern Sydney transport system, based on outcomes of the strategic context review.
- > **Best practice transport planning** (Section 4) – a summary of a literature review of transport planning processes, and challenges, from around Australia and internationally.
- > **Northern Sydney transport planning case studies** (Section 5) – an introduction to four case studies on past and current transport projects in Northern Sydney, with identified lessons learned.
- > **Measures of Success Framework** (Section 6) – a new framework for planning transport projects in Northern Sydney, with a focus on integration and alignment, coordination and collaboration, and participation and engagement.
- > **Regional transport priorities** (Section 7) – Council-nominated and prioritised transport projects, to focus transport planning efforts and trial the application of the Measures of Success Framework.
- > **Strategy areas and recommended actions** (Section 8) – A number of strategies and recommended actions to facilitate the adoption of the Measures of Success Framework and improve transport planning processes.
- > **Communication and monitoring** (Section 9) – Approaches for communicating and monitoring the NSTIS, and the Measures of Success Framework.

2 Strategic context

This section presents local and state government priorities for land use and transport planning to deliver liveable and sustainable community outcomes. The following summaries set the wider strategic context for the NSTIS, and informed the development of the suggested transport system vision, goals and objectives.

An overview of each strategy, plan and policy is presented in the following sections, with more detailed summaries provided in **Appendix B**.

2.1 Local Government plans and policies

2.1.1 Community Strategic Plans

Each Council's Community Strategic Plan sets the direction, priorities and aspirations for their local community into the future. Based on extensive community consultation, they present the desirable outcomes and strategies for achieving these outcomes, drawing on social justice principles and quadruple-bottom line considerations. Key aspects of each Community Strategic Plan with relevance for the NSTIS's strategic transport directions are highlighted in each overview.

2.1.1.1 City of Ryde Council

Our Vision for Ryde 2028 is the guiding document for Ryde over the next ten years. It supports the vision of the City as the 'place to be for lifestyle and opportunity'. The vision is based on the following themes:

- > Our vibrant and liveable city;
- > Our active and healthy city;
- > Our natural and sustainable city;
- > Our smart and innovative city;
- > Our connected and accessible city;
- > Our diverse and inclusive city; and
- > Our open and progressive city.

Key transport related strategies to achieve this vision are:

- > Continuing to advocate for better transport connections for the City of Ryde, including a light rail link from Parramatta to Macquarie Park and improved transport interchanges in key locations.
- > Promoting sustainable transport and reducing reliance on cars, working with the State Government agencies and through organisations such as Connect Macquarie Park and North Ryde.
- > Continuing to enhance and maintain connections and accessibility to centres, open spaces and places including:
 - Improved car parking options, especially in town centres;
 - Planning for increased use of active and public transport options, and improved pedestrian access and mobility;
 - Continuing investment in the road network, footpaths, cycleways and walkways; and
 - Considering technology solutions assisting parking and vehicle movement.
- > Growing digital connection to improve public accessibility to information and provide the infrastructure framework supporting future 'Smart City' initiatives.

2.1.1.2 Hornsby Shire Council

The *Hornsby Shire Community Strategic Plan 2018-2028* is a ten-year vision for the Hornsby Shire, setting broad strategic directions for Council's operations. The vision aims to create a place for people, that offers a great lifestyle with impressive places and environments. The following key themes and goals guide the vision for the Hornsby Shire:

- > Liveable - Residents of the Hornsby Shire have a sense of living in a community;

- > Sustainable - The natural environment within Hornsby Shire enhances the quality of life;
- > Productive - Our living centres are vibrant and viable; and
- > Collaborative - Increased overall satisfaction with Council.

Key transport, planning and governance related outcomes to achieve these goals are:

- > Infrastructure meets the needs of the population;
- > The road / path network provides for efficient vehicle and pedestrian flows;
- > The community is encouraged to participate in Council's decision making;
- > Information about Council and its decisions is clear and accessible; and
- > Council plans well to secure the community's long term future.

2.1.1.3 *Hunters Hill Council*

Hunters Hill Council's *Your Vision for Our Future 2018 – 2028* represents a vision and framework to guide the aspirations and needs of the community over the next ten years. The plan is developed under the following key directions:

- > Focus on the community;
- > Maintain character and manage growth planning;
- > Manage and preserve our environment;
- > Making getting around easier; and
- > Leadership and governance.

Key transport related strategic objectives under these directions are:

- > Roads are well maintained;
- > Footpaths are accessible, safe and connected;
- > Council has a network of safe and linked cycle paths;
- > Road congestion and traffic safety is improved;
- > Schools are supported through the provision of safe drop off and pick-up zones; and
- > Parking will support the needs of our community.

2.1.1.4 *Ku-ring-gai Council*

Our Ku-ring-gai 2038 – Community Strategic Plan provides Council with the strategic direction needed to align its services, policies and program to be consistent with community needs and priorities, and in alignment with state and regional planning. Long term objectives for the LGA are presented under the following six themes:

- > Theme 1: Community, people and culture;
- > Theme 2: Natural environment;
- > Theme 3: Places, spaces and infrastructure;
- > Theme 4: Access, traffic and transport;
- > Theme 5: Local economy and employment; and
- > Theme 6: Leadership and governance.

Relevant objectives under these themes are:

- > Our centres offer a broad range of shops and services and contain lively urban village spaces and places where people can live, work, shop, meet and spend leisure time;
- > A range of integrated transport choices are available to enable effective movement to, from and around Ku-ring-gai;
- > The local road network is managed to achieve safe and effective travel;

- > An accessible public transport and regional road network that meets the diverse and changing needs of the community; and
- > A shared long term vision for Ku-ring-gai underpins strategic collaboration, policy development and community engagement.

2.1.1.5 Lane Cove Council

Liveable Lane Cove 2035 addresses current issues and future challenges within the LGA. This plan is based on the vision for Lane Cove to be a connected, inclusive, sustainable community, and is delivered under the following themes:

- > Our society;
- > Our built environment;
- > Our natural environment;
- > Our culture;
- > Our local economy; and
- > Our Council.

The following transport related strategies are proposed to achieve the vision:

- > Inform, educate and encourage the community to use sustainable transport;
- > Implement infrastructure upgrades and incentives for people to incorporate more walking and cycling into their daily lives;
- > Encourage and lobby for a connected accessible, reliable, safe, sustainable and integrated transport system that will meet future needs;
- > Provide support to organisations that provide community transport with a view to retaining and expanding services;
- > Maximise the use of existing parking spaces through increased promotion of parking places, review of street parking controls to maximise vehicle turnover, and review of public car parks to maximise utilisation of car spaces;
- > Increase parking in the Lane Cove Village in response to parking demand; and
- > Facilitate improvements to car, bicycle and pedestrian safety.
- > Ensure application of appropriate traffic management measures to ensure the safety and amenity of local streets and improve traffic flow and high volume areas.

2.1.1.6 Mosman Council

The Mosman Council *Community Strategic Plan 2018 – 2028* is a ten-year plan for the Mosman LGA. The aim of this plan is for Mosman to be a vibrant harbour-side village where community, lifestyle and heritage are valued and where residents feel safe and connected.

Seven strategic directions are outlined in the plan:

- > Strategic Direction 1: A caring and inclusive community;
- > Strategic Direction 2: A culturally rich and vibrant community;
- > Strategic Direction 3: An attractive and sustainable environment;
- > Strategic Direction 4: An informed and engaged community;
- > Strategic Direction 5: A business friendly community with sound, independent civic leadership;
- > Strategic Direction 6: Well designed, liveable and accessible places; and
- > Strategic Direction 7: A healthy and active village lifestyle.

Transport related strategies to achieve the vision for Mosman are to:

- > Enhance daily life by providing high quality public infrastructure and public spaces;
- > Value and strengthen the special aesthetic qualities of Mosman; and

- > Improve access for everyone to, from and within Mosman.

2.1.1.7 North Sydney Council

North Sydney Community Strategic Plan 2018 – 2028 is a ten-year plan to shape the future of North Sydney. This plan supports the vision for North Sydney as a progressive, vibrant and diverse community, and was developed under the following directions:

- > Our living environment;
- > Our built infrastructure;
- > Our future planning;
- > Our social vitality; and
- > Our civic leadership.

Directly relevant transport strategies to achieve this vision are:

- > Facilitate, advocate and provide opportunities for improved public transport use, alternative modes of transport and end of trip facilities;
- > Ensure continual improvement and integration of major transport infrastructure through long term planning;
- > Incentivise use of public transport and lower impact vehicles;
- > Advocate for recharge facilities for electric vehicles at public facilities and car parks;
- > Improve safety for pedestrians, motorists and bus and bike riders;
- > Examine new forms of travel, including driverless cars;
- > Plan, design, investigate and manage traffic to minimise its adverse impacts on people, car commuters and through traffic;
- > Secure additional grant funding for new and upgrade of traffic facilities, pedestrian and cycling facilities; and
- > Provide integrated and efficient on-street and off-street parking options in residential and commercial areas.

2.1.1.8 Willoughby City Council

Our Future Willoughby 2028 is the community's long-term vision and priorities for the future of the city over the next ten years. To achieve the community's vision of a diverse, liveable and prosperous city, the following five outcomes were identified:

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

Community priorities were established to identify what is needed to achieve these outcomes. Specific transport related priorities are to:

- > Enhance transport choices and connections throughout the city;
- > Reduce parking and traffic congestion;
- > Create family friendly neighbourhoods that connect people;
- > Promote accessible services for the community;
- > Foster feelings of safety, security and cleanliness; and
- > Balance the creation of new public assets with the upgrade of existing public assets.

More detailed summaries of each Community Strategic Plan are provided in **Appendix B**.

2.1.2 Local Strategic Planning Statements

NSROC Councils have developed draft Local Strategic Planning Statements (LSPS) that set the land use planning vision for their LGAs over the next 20 years. The LSPSs sit within a strategic planning hierarchy, translating broader planning priorities from the North District Plan for the local context, linking directly with the vision and outcomes from Community Strategic Plans, and informing local planning instruments like Local Environment Plans and Development Control Plans. Each Northern Sydney Council's LSPS addresses the four key themes of liveability, sustainability, productivity, and collaboration. The reviews of the LSPS's are presented in the following sections.

The strategic planning hierarchy is presented in **Figure 2-1**.

Figure 2-1 Local government planning hierarchy



2.1.2.2 City of Ryde Council

The City of Ryde's LSPS outlines the vision for land use planning in the local area over the next 20 years, and will guide all planning decisions. The LSPS brings together existing relevant adopted Council studies, documents, plans and policies to guide further development in the City of Ryde.

Key transport, planning and governance related strategic responses addressed in the LSPS include:

- > Advocate for public transport, schools and hospitals to be accessible to residential development;
- > Develop a more collaborative approach between Council, Transport for NSW (TfNSW) and Roads and Maritime Services (RMS), for the planning of major transport upgrades to ensure that all stakeholders are working with the same growth and capacity forecasts and timelines;
- > Integrate land use and transport planning to connect Ryde's historic centres;
- > Prepare an active transport strategy to explore connections and green space provision between Top Ryde and West Ryde, and West Ryde and Meadowbank stations and Meadowbank;
- > Complete a movement-place analysis of all six key centres;
- > Continue to work collaboratively through the Connect Macquarie Park and North Ryde's Transport Management Association to increase public transport mode share, advocate for the delivery of transport infrastructure improvements, and enhance pedestrian safety and priority;
- > Prepare a strategy to explore active transport connections within the Macquarie Park Corridor; and
- > Deliver a physical environment that supports pedestrian activity.

2.1.2.3 *Hornsby Shire Council*

The Hornsby Shire LSPS examines how expected changes in the population in the next 20 years will influence how Council will provide for the community. The planning priorities identified within the LSPS will help guide land use decisions and earmark changes to local land use plans, strategies and policies.

Key transport, planning and governance related strategic responses addressed in the LSPS include:

- > Commence a review of the Pennant Hills Road corridor between Pennant Hills and Thornleigh following the opening of NorthConnex; and
- > Do not support proponent-led planning proposals within the Cherrybrook Station Precinct until an integrated transport and infrastructure strategy is finalised.

2.1.2.4 *Hunters Hill Council*

The Hunters Hill LSPS is not currently available online.

2.1.2.5 *Ku-ring-gai Council*

The Ku-ring-gai LSPS brings together significant research, established council policies, and community views, to set a framework as to how Ku-ring-gai will evolve into the future. It builds on the community's values and aspirations expressed through the Community Strategic Plan - Our Ku-ring-gai 2038.

Key transport, planning and governance related strategic responses to achieve these goals are:

- > Prioritising new development and housing in locations that enable 30-minute access to key strategic centres;
- > Providing improved and expanded district and regional connections through a range of integrated transport and infrastructure to enable effective movement to, from and within Ku-ring-gai;
- > Providing safe and convenient walking and cycling networks within Ku-ring-gai;
- > Protecting and improving Green Grid connections; and
- > Providing a network of walking and cycling links for leisure and recreation.

2.1.2.6 *Lane Cove Council*

The purpose of the Lane Cove LSPS is to provide the basis for strategic land use planning in the Lane Cove LGA and ensure that Council's local strategic planning and delivery aligns with *A Metropolis of Three Cities* and the *North District Plan*.

Key transport, planning and governance related strategic responses addressed in the LSPS include:

- > Ensure consideration of integrated transport planning and transit orientated development in development plans;
- > Promote energy efficient transport solutions and provide advocacy and education on sustainable transport options;
- > Implement actions from the Pedestrian Action and Mobility Plan and the Lane Cove Bicycle Plan;
- > Improve connectivity and safety of footpaths, bicycle and walking tracks across the region and ensure they are accessible and well maintained;
- > Design attractive and safe pedestrian routes, especially underpasses / overpasses;
- > Include sustainable transport related conditions of consent in major DA referrals; and
- > Increase local transport for travel to and from transport hubs.

2.1.2.7 *Mosman Council*

The Mosman LSPS identifies Council's 20-year vision for land use planning in Mosman, setting out planning priorities and actions to achieve this vision, and the means to monitor and report on the delivery of the actions.

Key transport, planning and governance related strategic responses addressed in the LSPS include:

- > Advocate for State Government investment in infrastructure in Mosman as necessary in response to anticipated population growth and change within Greater Sydney, including but not limited to investment in road infrastructure to improve traffic congestion and in public transport;
- > Improve access to, from and within Mosman, and encourage active transport;
- > Consider freight and servicing requirements in place-based planning along with pedestrian safety; and
- > If the Western Harbour Tunnel and Beaches link is constructed, leverage this opportunity to improve the function, amenity and accessibility of the Split Road/ Military Roads Corridor.

2.1.2.8 North Sydney Council

The North Sydney LSPS brings together and builds upon the planning work found in a range of Council's studies, strategies and plans. It aligns with the North Sydney Community Strategic Plan 2018-2019, which outlines the community's main priorities and aspiration for North Sydney, now and in the future.

The LSPS progresses the planning priorities and actions identified in the Greater Sydney Regional Plan, A Metropolis of Three Cities, and North District Plan at the local level. It is informed by other state-wide and regional planning policies such as the Future Transport Strategy 2056 and the State Infrastructure Strategy 2018-2036. The LSPS outlines how these higher level strategic plans will result in changes at the local neighbourhood level.

Key transport, planning and governance related strategic responses addressed in the LSPS include:

- > Collaborate with the Greater Sydney Commission (GSC), Department of Planning and Environment (DPE), Willoughby and Lane Cove Councils, and other relevant State authorities to further refine the draft 2036 Plan, including:
 - Undertaking further transport investigations and developing an agreed implementation strategy for transport infrastructure upgrades; and
 - Amending the Special Infrastructure Contributions (SIC) or developing other funding mechanisms to deliver the infrastructure projects identified in the Draft 2036 Plan and other projects that have been excluded.
- > Continue to collaborate with TfNSW as Sydney Metro is rolled out at Victoria Cross and Crows Nest to ensure that station, over-station development, and surrounding public domain works, have a strong place focus and achieve regional housing and jobs growth objectives;
- > Continue to collaborate with TfNSW, the GSC and the Government Architect's Office to deliver a business case for the North Sydney Integrated Transport Program (NSITP) to deliver a safe, high amenity pedestrian environment in the North Sydney CBD;
- > Continue to work with the Western Harbour Tunnel and Beaches Link team to ensure that the negative impacts of traffic growth are minimised and that any potential traffic re-assignment benefits of the Beaches Link project are optimised for the Military Road corridor;
- > Continue to collaborate with state transport authorities to capitalise on the place-making opportunities arising from Sydney Metro to create more attractive, vibrant and prosperous centres;
- > Encourage regional through traffic to use alternative routes to by-pass the CBD;
- > Support and encourage land use density and diversity within a walkable distance of commercial, mixed-use and neighbourhood centres that contain local shops and facilities and also offer access to high quality public transport services;
- > Identify and prioritise improvements to walking and cycling infrastructure within the walking and cycling catchments of commercial, mixed-use and neighbourhood centres that also offer access to high quality public transport services;
- > Identify precincts located outside of the walkable catchments of high quality public transport services and either directly deliver or advocate for initiatives that improve public transport access in these areas; and
- > Continue to implement the North Sydney Integrated Cycling Strategy and prepare a Walking Action Plan and Public Transport Advocacy Action Plan.

2.1.2.9 Willoughby City Council

The Willoughby LSPS presents the 20-year vision for land use planning in the LGA, highlighting priorities and key actions, and identifying elements that need to change, and those that should stay the same.

It considers recent community consultation from a range of strategies, and reflects the vision from the CSP, Our Future Willoughby 2028.

Key transport, planning and governance related strategic responses addressed in the LSPS include:

- > Develop both east-west and north-south routes in the LGA as green links for walking and cycling;
- > Work with TfNSW to address barriers to walking, cycling and accessibility to social infrastructure caused by major transport corridors such as the Pacific Highway, Gore Hill Freeway and North Shore Rail Line;
- > Advocate for and support the development of a world class multi-modal (rail, bus and bicycle) interchange at Chatswood;
- > Develop an integrated transport strategy for the LGA, including Chatswood;
- > Reduce the congestion and impact of car usage in Chatswood by travel demand management;
- > Create a green walkable CBD (Chatswood);
- > Optimise the efficiency and effectiveness of the freight handling and logistics network;
- > Facilitate a transition towards a more sustainable transport system through improved mass transit services, active transport corridors and new technology such as electric vehicle charging stations;
- > Facilitate the shift towards a more autonomous future with the uptake of electric vehicles (EVs) and automated vehicles (AVs), through identifying potential impacts and appropriate planning;
- > Manage and reduce street and off-street parking to encourage public transport use and car sharing and limit growth in travel by private vehicles;
- > Maintain current service levels of social and physical infrastructure so that liveability does not decrease as development occurs. and focus future development and density in places where infrastructure is available, such as along the major public transport corridors;
- > Work with the NSW Government to put infrastructure contributions in place to fund required major infrastructure upgrades;
- > Continue to advocate for public transport projects by the NSW Government and other necessary major infrastructure investment, such as a B-Line rapid bus link connecting Willoughby to the Northern Beaches with a terminus at Chatswood. and high frequency and rapid public transport services between strategic and local centres on major transport routes;
- > Review current planning objectives and frameworks in response to major infrastructure announcements and construction; and
- > Work with the NSW Government, neighbouring councils and stakeholder groups to build and connect bicycle corridors, priority walking routes and green infrastructure initiatives and provide a safe transport system.

2.1.3 Local Environmental Plans

Local Environment Plans (LEPs) control development in each LGA. They sit underneath the LSPSs and translate the planning priorities into land use zones and standards. The LEPs will be updated following finalisation of the LSPS, but the current LEPs for each LGA describe aims that address land use and transport integration, enhanced centre vitality, environmental protection and managing growth. A summary of all relevant aims for the NSTIS from the current LEPs is presented in **Table 2-1**, with further detail in **Appendix B**.

Table 2-1 Local Environmental Plan summary

<p>City of Ryde Council</p> <p>The relevant aims of the City of Ryde LEP are:</p> <ul style="list-style-type: none"> > To foster the environmental, economic, social and physical development of Ryde so that it develops as an integrated, balanced and sustainable city; and > To improve access to the city, minimise vehicle kilometres travelled, facilitate the maximum use of public transport and encourage walking and cycling.
<p>Hornsby Shire Council</p> <p>The relevant aims of the Hornsby Council LEP are:</p>

<ul style="list-style-type: none"> > To facilitate development that creates: <ul style="list-style-type: none"> (i) progressive town centres, thriving rural areas and abundant recreation spaces connected by efficient infrastructure and transport systems; and (ii) a well-planned area with managed growth to provide for the needs of future generations and people enriched by diversity of cultures, the beauty of the environment and a strong economy. > To guide the orderly and sustainable development of Hornsby, balancing its economic, environmental and social needs; and > To permit a mix of housing types that provide for the future housing needs of the community near employment centres, transport nodes and services.
<p>Hunters Hill Council</p>
<p>The relevant aims of the Hunters Hill LEP are:</p> <ul style="list-style-type: none"> > To consolidate housing growth in locations that are well-served by shops, transport and community services; and > To maintain a network of open spaces that conserve natural and scenic qualities, as well as providing a variety of active and passive recreation opportunities for residents of the municipality and surrounding areas.
<p>Ku-ring-gai Council</p>
<p>The relevant aims of the Ku-ring-gai Council LEP are:</p> <ul style="list-style-type: none"> > To achieve land use relationships that promote the efficient use of infrastructure; > To facilitate good management of public assets and promote opportunities for social, cultural and community activities; and > To facilitate development that complements and enhances amenity for residential uses and public spaces.
<p>Lane Cove Council</p>
<p>The relevant aims of the Lane Cove Council LEP are:</p> <ul style="list-style-type: none"> > In relation to the principle of integrating land use and transport, to relate development to sustainable traffic levels; and > In relation to accessibility, to increase the number of accessible properties and facilities in Lane Cove.
<p>Mosman Council</p>
<p>The relevant aims of the Mosman Council LEP are:</p> <ul style="list-style-type: none"> > To limit potential for additional traffic on the road system and to reduce car dependence through development that supports public transport, cycling and walking; and > To manage change in a way that ensures an ecologically and economically sustainable urban environment in which the needs and aspirations of the community are recognised.
<p>North Sydney Council</p>
<p>The main aim of the North Sydney Council LEP is to protect and enhance the natural environment, heritage and quality of life of the LGA.</p>
<p>Willoughby City Council</p>
<p>The relevant aims of the Willoughby City Council LEP are:</p> <ul style="list-style-type: none"> > To provide for local and regional transport needs and promote and increase the use of active transport through walking, cycling and the use of public transport; > To provide appropriate levels of car parking in connection with the location of development and managing the demand for ancillary car parking, where there is good access to public transport nodes and services; and > To provide integrated development design of pedestrian and vehicular access, parking, loading and delivery facilities.

2.1.4 Development Control Plans

Development Control Plans (DCPs) support the implementation of LEPs by providing guidance on the form, standards and design of different development aspects. They include development-related objectives including desirable outcomes for transport. A summary of transport-related objectives or outcomes for each Council within NSROC is presented in **Table 2-2**, with further detail in **Appendix B**.

Table 2-2 Development Control Plan summary

<p>City of Ryde Council</p>

<p>Key transport related objectives of the City of Ryde DCP are:</p> <ul style="list-style-type: none"> > To minimise traffic congestion and ensure adequate traffic safety and management; > To minimise car dependency for commuting and recreational transport use, and to promote alternative means of transport - public transport, bicycling, and walking; > To provide adequate car parking for building users and visitors, depending on building use and proximity to public transport; and > To reduce congestion in the Macquarie Park Corridor by restricting parking for commercial and industrial development to work towards achieving a target of a 70 per cent private vehicle mode share by 2031.
<p>Hornsby Shire Council</p>
<p>Hornsby Shire Council's DCP sets a clear vision of creating a living environment for a sustainable Hornsby Shire. The three desired outcomes for transport and parking aim to encourage public transport use, meet future travel needs and provide safe property access:</p> <ul style="list-style-type: none"> > Development that manages transport demand around transit nodes to encourage public transport usage; > Car parking and bicycle facilities that meet the requirements of future occupants and their visitors; and > Development with simple, safe and direct vehicular access.
<p>Hunters Hill Council</p>
<p>Access and mobility objectives of the Hunters Hill Council DCP are to:</p> <ul style="list-style-type: none"> > Provide continuous accessible paths of travel throughout publicly accessible areas of every development from entrances to points of destination; > Enhance the safety of public areas for all users; > Ensure that residential developments accommodate all levels of mobility, including future needs of residents aging in-situ; and > Increase awareness of access requirements.
<p>Ku-ring-gai Council</p>
<p>The key general access and parking objectives of the Ku-ring-gai Council DCP are:</p> <ul style="list-style-type: none"> > To ensure convenient, safe and legible access for all people throughout the pedestrian network and public open space; > To ensure that buildings used by the public and high and medium density residential development have safe and convenient access for all people; and > To ensure that people with a disability have equal access to work by providing access to facilities, services and opportunities that meets their specific needs.
<p>Lane Cove Council</p>
<p>The traffic, transport and parking objectives of the Lane Cove Council DCP are to:</p> <ul style="list-style-type: none"> > Set the standard for rigorous assessment of major development in terms of traffic, transport and parking; > Establish clear guidelines on how to conduct such an assessment; > Promote integrated transport and land-use planning; > Manage demand for travel; > Introduce appropriate and relevant controls to reflect the type of land use and the transport options available to users; > Promote sustainable and active transport; > Promote car share; > Reduce new users' reliance on the private car; > Ensure developers refer to state and local policy as well as relevant guidelines on transport planning and sustainable parking provision; and > Ensure development is constructed according to the relevant technical standards.
<p>Mosman Council</p>
<p>The relevant transport, access and parking objectives of the Mosman Council DCPs are:</p> <ul style="list-style-type: none"> > To have the width of street vehicular crossings and driveways limited (depending on the site frontage) to minimise visual impact, to maximise on street parking space and allow opportunities for street planting; > To have vehicular conflict on main roads minimised; > To have adequate on site car parking provided so that development does not generate additional off street parking demand; > To have facilities that are designed to have adequate provision for the parking and manoeuvring of motor vehicles, and having regard to accessibility for traffic, cyclists and pedestrians;

- > To have regard to the proposed cycle network set out in the Mosman Bicycle Strategy 2014-2019;
- > To have car parking facilities that are designed having regard to accessibility;
- > To have motorcycles and scooters catered for in the design, recognising that these are becoming an increasingly popular form of sustainable transport;
- > To have walking and cycling encouraged as a form of transport through the provision of appropriate facilities including bicycle parking; and
- > To have provision for the safe loading and unloading of vehicles.

North Sydney Council

The car parking and transport objectives of the North Sydney Council DCP are:

- > Existing levels of traffic generation are contained and reduced;
- > Public transport, including walking and cycling, is the main form of travel mode;
- > Parking is adequate and managed in a way that maintains pedestrian safety and the quality of the public domain whilst minimising traffic generation;
- > Parking is limited to minimise impacts on surrounding areas;
- > Parking is accessible to all user groups;
- > Minimal impacts occur on the provision of on-street parking;
- > Ensure consideration is given to the provision of bicycle parking and facilities; and
- > The actions of the Metropolitan Plan for Sydney 2036 are implemented.

Willoughby City Council

The relevant transport development guidelines from the Willoughby City Council DCP are:

- > Ensure that provision is made for the safe, convenient, and efficient movement and accommodation of vehicles within the City including a reasonable number of parking spaces for vehicles generated by a development including visitor, employee, service and commercial vehicles; and
- > Encourage the use of public transport and alternative modes of transport.

2.1.5 Other plans and studies

2.1.5.1 NSROC 10-Point Plan (2018)

Released in 2018, NSROC's 10 Point Plan identifies ways to work across government to improve liveability in the region. The elements of the plan with particular relevance for transport planning processes include:

- > Point 3 – A Liveable Northern Sydney Region – with appropriate social infrastructure;
- > Point 7 – Our Roads and Traffic – roads and traffic improvement;
- > Point 8 – Environment-Transport Innovation – leadership in electric vehicles, on demand public transport and self-driving automated vehicles; and
- > Point 9 – Better Consultation and Engagement – between NSW Government and NSROC.

In particular, Point 7 of the 10-Point Plan calls for the Federal Government to increase and improve the Roads to Recovery Program funding to better reflect anticipated growth, a policy or strategic framework with funding to support implementation of active transport strategies, and provision of forward funding for infrastructure delivery for the areas in the North District Plan nominated for growth. Point 8 aims for Northern Sydney leadership in transport options which lower emissions, and provide a broader range of transport choice and on-demand services.

2.1.5.2 City of Ryde Council Integrated Transport Strategy 2016 – 2031 – Summary Report (2016)

The *City of Ryde Integrated Transport Strategy* aims to improve opportunities to increase the use of public and active transport, improve travel times and improve local traffic access and parking. It provides a policy framework for transport and operational decisions within the City of Ryde between 2016 and 2031, as well as a foundation for more detailed investigations into specific issues or centres. Key policy positions are:

- > **Integrated land use** – land use intensification is focused in the most accessible centres, defined as those centres most accessible by active transport then by public transport then by traffic and parking. The mix of different land uses will minimise the need to travel while also creating a greater return on the investment in active and public transport facilities;

- > **Parking** – parking will be planned and managed to maximise local accessibility for on-street and off-street short-stay, high-value parking and to encourage alternative modes for on-street and off-street long-stay, low-value parking;
- > **Active transport** – walking and cycling will be encouraged for commute to work or to travel for education or recreational purposes. Pedestrian and cyclist safety will be paramount, and better connections will link facilities provided for each user group;
- > **Public transport** – Public transport will efficiently move residents to key destinations within and outside City of Ryde using logical, accessible and connected services, maximising the use of infrastructure that gives a travel time advantage over cars. Service coverage will ensure social equity throughout the LGA; and
- > **Roads and freight** – Roads are managed to maximise traffic efficiency and safety, and local freight movement efficiency considering all road users. Streets will be designed and managed to maximise accessibility while prioritising safety and amenity.

2.1.5.3 *Hornsby Shire Council Integrated Land Use and Transport Strategy (2004)*

The aim of the *Hornsby Shire Integrated Land Use and Transport Strategy* is to reduce car travel by promoting more sustainable modes, catalysed by population growth in the LGA. Key outcomes to achieve this aim are:

- > Town centre areas that contain a wide range of services and are easy to access and move around;
- > Additional housing and employment in selected activity centres to enable more effective use of public transport and other public services;
- > Urban places that encourage community interaction through neighbourhood events, an increase in walking and cycling, a recognisable sense of place and identity and the creation of safe places free of danger from traffic and personal crime;
- > Real travel choices for all people when making every day journeys, for example trips to work, school, shops, visiting friends and health services; and
- > People having easy access from their homes to essential facilities and services, such as shops, health, education and employment.

2.1.5.4 *Lane Cove Council St Leonards Cumulative Transport and Accessibility Study*

The Lane Cove Council study, *St Leonards Cumulative Transport and Accessibility Study*, emphasises the importance of the public transport network as a critical driver in population and employment targets over the next 20 years and suggests a number of strategies for the South and East St Leonards sites that are also relevant for urban renewal sites across Northern Sydney. These include ensuring connectivity to public transport services, addressing gaps in the pedestrian and bicycle networks, and providing good wayfinding signage to encourage active travel.

2.1.5.5 *North Sydney Council Transport Strategy (2016)*

The *North Sydney Council Transport Strategy* builds upon the strategies in the CSP to support a happy, healthy and prosperous community. Relevant best practice principles for transport planning are:

- > Walking and cycling infrastructure design: Council will identify and prioritise improvements to walking and cycling infrastructure within the walking and cycling catchments of commercial, mixed use and neighbourhood centres that also offer access to high quality public transport services;
- > Distance to transit: Council will identify precincts located outside of the walkable catchments of high quality public transport services and either directly deliver or advocate for initiatives that improve public transport access in these areas; and
- > Destination accessibility: Council will compare the relative accessibility of regional destinations by private vehicle and public transport and identify projects that improve public transport access to regional destinations.

2.1.5.6 *Willoughby City Council Street Parking Strategy (2017)*

The *Willoughby City Council Street Parking Strategy* aims to optimise and increase turnover of available street space for parking for the maximum benefit of all parking user groups. Strategic directions for parking within the LGA are:

1. Adopt a framework of time and pricing restrictions;
2. Apply parking controls that support the land use context;
3. Develop and integrated transport strategy;
4. Promote car share;
5. Maximise available street and road space for parked cars; and
6. Promote alternative transport choice for non-essential car journeys.

2.1.5.7 *SGS Economics and Planning - Ensuring a liveability dividend from growth: A new Urban Renewal Community Compact (2017)*

The vision for *Ensuring a liveability dividend from growth: A new Urban Renewal Community Compact* is to improve collaboration between local and state government bodies. The main objective is for increased liveability, defined as the well-being of a community and the desire to live in the location. Liveability relates to quality of life for a community, including its economy, amenity, accessibility, environmental sustainability and equity. A new Urban Renewal Community Compact would involve the establishment of a formal governance arrangement that includes relevant state agencies, local governments and genuine community representatives. The compact would develop outcomes and indicators for liveability in the area.

A full summary of each document is provided in **Appendix B**.

2.2 NSW Government plans and policies

In 2016 the NSW Government released a suite of land use and transport strategies, planning for Sydney's growth over the next 40 years. Released by the Greater Sydney Commission (GSC), the Greater Sydney Region Plan, and its supporting District Plans aim to coordinate and guide planning for development and infrastructure through delivery of planning objectives and priorities. Closely aligned, to these land use plans is Future Transport 2056, TfNSW's strategy for improving transport connectivity across the state. Along with the Greater Sydney Services and Infrastructure Plan, it identifies key transport projects to support the growth identified by the GSC.

Overviews of the state land use and transport strategies and plans are presented below, with full summaries in **Appendix B**.

2.2.1 Land use strategies and plans

2.2.1.1 *Greater Sydney Region Plan: A Metropolis of Three Cities*

The Greater Sydney Region Plan, A Metropolis of Three Cities is built on a vision of three cities where most residents live within 30 minutes of their jobs, education and health facilities, services and great places. Relevant objectives of the plan are:

- > Infrastructure supports the three cities;
- > Infrastructure aligns with forecast growth – growth infrastructure compact;
- > Infrastructure adapts to meet future needs;
- > Infrastructure use is optimised;
- > Services and infrastructure meet communities' changing needs;
- > Communities are healthy, resilient and socially connected;
- > A Metropolis of Three Cities – integrated land use and transport creates walkable and 30-minute cities;
- > Freight and logistics network is competitive and efficient;
- > Harbour CBD is stronger and more competitive;
- > Urban tree canopy cover is increased;
- > Public open space is accessible, protected and enhanced;
- > The Green Grid links parks, open spaces, bushland and walking and cycling paths;
- > A low-carbon city contributes to net-zero emissions by 2050 and mitigates climate change;
- > A collaborative approach to city planning; and
- > Plans refined by monitoring and reporting.

2.2.1.2 Our Greater Sydney 2056 - North District Plan

The North District Plan was prepared to give effect to the Greater Sydney Region Plan within the Eastern Harbour City's North District. The vision aims for the residents in the district to have quicker and easier access to a wider range of jobs, housing types and activities, improving lifestyle and environmental assets. Relevant transport planning priorities are:

- > Planning for a city supported by infrastructure;
- > Working through collaboration;
- > Providing services and social infrastructure to meet peoples changing needs;
- > Leveraging inter-regional transport connections;
- > Increasing urban tree canopy cover and delivering Green Grid connections;
- > Preparing local strategic planning statements informed by local strategic planning; and
- > Monitoring and reporting on the delivery of the Plan.

2.2.2 Transport strategies and plans

2.2.2.1 Future Transport Strategy 2056 and Greater Sydney Services and Infrastructure Plan

The *Future Transport Strategy 2056* (FT56) supports the vision for a metropolis of three cities, where people can access the jobs, education and services they need within 30 minutes by public or active transport. Future transport outcomes for Greater Sydney are presented in **Table 2-3**.

Table 2-3 FT56 outcomes

Future Transport state wide outcomes	Greater Sydney transport customer outcomes
Customer focused	<ul style="list-style-type: none"> > New technology is harnessed to provide an integrated, end-to-end journey experience for customers. > Future forms of mobility are made available to customers and integrated with other modes of transport.
Successful places	<ul style="list-style-type: none"> > Walking or cycling is the most convenient option for short trips around centres and local areas, supported by a safe road environment and suitable pathways. > Vibrant centres supported by streets that balance the need for convenient access while enhancing the attractiveness of our places.
A strong economy	<ul style="list-style-type: none"> > 30-minute access for customers to their nearest metropolitan centre and strategic centre by public transport seven days a week Safety and performance. > Fast and convenient interchanging, with walking times of no longer than five minutes between services.
Safety and performance	<ul style="list-style-type: none"> > Efficient, reliable and easy-to-understand journeys for customers, enabled by a simple hierarchy of services. > Efficient and reliable freight journeys supported by 24/7 rail access between key freight precincts with convenient access to centres. > A safe transport system for every customer with the aim for zero deaths or serious injuries on the network by 2056.
Accessible services	<ul style="list-style-type: none"> > Fully accessible transport for all customers.
Sustainability	<ul style="list-style-type: none"> > Transport services and infrastructure are delivered, operated and maintained in a way that is affordable for customers and the community. > A resilient transport system that contributes to the NSW Government's objective of net-zero emissions by 2050.

The Greater Sydney Services and Infrastructure Plan builds upon the state wide transport vision and outcomes identified in FT56, and identifies policy, services and infrastructure to achieve these.

2.2.2.2 State Infrastructure Strategy 2018-2038

The *State Infrastructure Strategy 2018 – 2038* aims to ensure the transport system creates opportunities for people and businesses to access the services and support they need. Key recommendations to achieve this are:

- > Integrate transport with land use;
- > Manage travel demand;
- > Unlock capacity in existing assets;
- > Continue to invest in new network links;
- > Capitalise on new technology; and
- > Improve regional and metropolitan freight productivity.

2.2.2.3 Road Safety Plan 2021

The *Road Safety Plan 2021* focuses on the following priority areas:

- > Saving lives on country roads;
- > Liveable and safe urban communities;
- > Using the roads safely;
- > Building a safer community culture;
- > New and proven vehicle technology; and
- > Building a safe future.

2.2.2.4 NSW Freight and Ports Plan 2018-2023

The *NSW Freight and Ports Plan 2018-2023* sets the NSW Government's priorities for the sector to 2023, as a supporting plan to FT56. The plan provides industry with the continuity and certainty it needs to make long term investments that benefit the state's growth and prosperity. Objectives of this plan are:

- > Objective 1: Economic growth;
- > Objective 2: Efficiency, connectivity and access;
- > Objective 3: Capacity;
- > Objective 4: Safety; and
- > Objective 5: Sustainability.

A full summary of each NSW Government document is provided in **Appendix B**.

2.3 Converging themes and shared priorities

2.3.1 Transport and development themes

Through review of the CSPs, LSPSs, and LEPs and DCPs, a number of themes relevant for the region's strategic transport directions emerge. Themes around liveability, environment, managing growth and travel demand, safety and health, accessibility and inclusion, and others, are detailed in **Table 2-4**.

Table 2-4 Transport and development themes

Theme	Detail / description
Liveable places for people	<ul style="list-style-type: none"> ▪ Better amenity. ▪ Well planned, clean, secure and safe neighbourhoods and public spaces. ▪ Lively centres and villages spaces where people can live, work, shop, meet and spend leisure time are the focus of vibrant communities. ▪ Maintain village atmospheres and enhance social interaction. ▪ Safe, high amenity pedestrian environments in strategic centres and CBDs. ▪ Limited impact of arterial roads on centres. ▪ Reduce the number of vehicles using local streets for rat running and commuter parking. ▪ Harness potential traffic reassignment benefits from major road projects.

Theme	Detail / description
Sustainable growth	<ul style="list-style-type: none"> ▪ Sustainability principles and design - a balance of economic, environmental, cultural and social elements for sustainable growth. ▪ Focus the majority of residential growth within centres; locations that are well-served by shops, transport hubs, and community services. ▪ Balance population growth, and housing and economic opportunities with the provision of assets and services. ▪ Relate development to sustainable traffic levels, supported by infrastructure. ▪ Minimise adverse impacts of growth on people, car commuters and through traffic. ▪ Minimise negative impacts of traffic growth from major road projects.
Travel demand	<ul style="list-style-type: none"> ▪ Recognise the principles of travel demand management. ▪ Reduce traffic congestion, through limited additional traffic on the road system and minimised private car dependence. ▪ Manage transport demand through development focused around transit nodes to encourage public transport usage. ▪ Mixed use developments to reduce the need to travel. ▪ Infrastructure and services meet the needs and preferences of the community. ▪ Responsive to changes in community priorities, local values and State Government requirements. ▪ Integrated transport system that will meet future needs.
Sustainability, heritage and environment	<ul style="list-style-type: none"> ▪ Resilient infrastructure, an attractive living environment, and preservation of heritage and character. ▪ Environmental conservation, progressively reducing consumption of resources and environmental footprint. ▪ Reduce carbon and greenhouse gas emissions. ▪ Better manage risks associated with climate change. ▪ Increase urban tree canopy and enhance the Green Grid. ▪ Support sustainable local living.
Productive, economic success	<ul style="list-style-type: none"> ▪ Centres are vibrant, viable and attractive to visitors and residents. ▪ Innovation, progression and economic growth, thriving local businesses and local jobs and opportunities. ▪ Diversity of employment and housing.
Healthy and active	<ul style="list-style-type: none"> ▪ Residents enjoy healthy and active lifestyle choices and practices. ▪ Walking and cycling in daily lives is encouraged and promoted. ▪ Infrastructure supports physical activity and provides access to inclusive spaces that promote a healthy lifestyle. ▪ Development of a Green Grid, or open space network. ▪ Streets and roads that are safe and conducive to walking and cycling.
Safety	<ul style="list-style-type: none"> ▪ Residents feels safe. ▪ Road safety and amenity on local streets is improved, for cars, public transport customers, motorbikes, bicycles and pedestrian. ▪ Public safety design principles prevent crime. ▪ Safety and amenity of local streets with reduced vehicle speeds and limited through traffic. ▪ Recognise that the safety of pedestrians and cyclists is paramount. ▪ Vehicular conflict on main roads is minimised.

Theme	Detail / description
Accessible	<ul style="list-style-type: none"> ▪ Safe, convenient, reliable, and affordable public and private travel, transport and infrastructure for people to get to work, visit friends or shops, or use local facilities, cultural spaces, and services. ▪ Design and manage streets to maximise accessibility while prioritising safety and amenity. ▪ Accessible transport networks to meet diverse and changing needs. ▪ Improved pedestrian access and mobility. ▪ Reduce physical, systemic and attitudinal barriers to provide people with disabilities access to facilities, services and work opportunities. ▪ A good place for older people to live, work and visit. ▪ Enhanced social inclusion. ▪ Ensure social equity in transport service coverage. ▪ A strong, inclusive community. ▪ Diversity. ▪ Affordability.
Connected	<ul style="list-style-type: none"> ▪ 30 minute (or 20 minute) public transport or walking and cycling connection to strategic centres and local centres. ▪ Walking, cycling and public transport are easy to use and well connected. ▪ Enhance and maintain connections and accessibility to centres, open spaces, natural area, and places. ▪ Regionally connected, and easy to move around. ▪ Improve access to the city, minimise vehicle kilometres travelled. ▪ Increase bus priority along arterial routes to improve bus travel times and reliability. ▪ Improve the quality and profile of all public transport facilities and infrastructure. ▪ Maximise opportunities to interchange between services and between modes. ▪ Identify precincts located outside of the walkable catchments of high quality public transport services and either directly deliver or advocate for initiatives that improve public transport access in these areas.
Efficient	<ul style="list-style-type: none"> ▪ Transport networks support space efficient movement. ▪ Resources are managed efficiently. ▪ Land use relationships promote efficient use of infrastructure. ▪ More efficiently integrate transport modes at public transport hubs to reduce interchange times and increase interchange convenience. ▪ Improve the efficiency of through traffic movements on arterial roads while recognising local accessibility and safety needs.
Mode shift	<ul style="list-style-type: none"> ▪ Planning for and promote increased use of active, public transport and sustainable, lower-impact options through infrastructure and incentives. ▪ Inform, educate and encourage the community to use sustainable transport. ▪ Minimise car dependency. ▪ Increase the priority for public transport relative to private motor vehicles. ▪ Real travel choices for all people. ▪ A range of integrated transport choices and connections are available. ▪ Various modes of transport are accessible and connected.
Innovative	<ul style="list-style-type: none"> ▪ Smart and innovative city. ▪ Technology solutions assisting parking and vehicle movement. ▪ Advocate for recharge facilities for electric vehicles at public facilities and car parks. ▪ Examine new forms of travel, including driverless cars.

Theme	Detail / description
Integrating land use and transport	<ul style="list-style-type: none"> ▪ Promote integrated transport and land-use planning. ▪ Land use relationships that promote efficient use of infrastructure. ▪ Focus future development and density in places where infrastructure is available, which is expected to be along the major public transport corridors. ▪ Identify opportunities for over the rail line development. ▪ Capitalise on the place-making opportunities arising from Sydney Metro to create more attractive, vibrant and prosperous centres. ▪ Ensure a mix of different land uses in centres to minimise travel for work and to access services while also creating a greater return on investment in active and public transport facilities. ▪ New housing close to transport, services and facilities to meet current and future needs and achieve 30-minute access to strategic centres. ▪ Support and encourage land use density and diversity within a walkable distance of centres that contain local shops and facilities, and also offer access to high quality public transport services. ▪ Public transport, schools, and hospitals should be accessible to residential development.
Freight	<ul style="list-style-type: none"> ▪ Improve the efficiency of through traffic movements on the arterial roads while recognising local accessibility needs. ▪ Limit the volume and speed of through traffic in residential streets using local area traffic management schemes. ▪ Ensure there is sufficient capacity to adequately accommodate logistics activity.
Balanced parking	<ul style="list-style-type: none"> ▪ Improved car parking options, especially in local centres to meet demand. ▪ Maximise the use of existing parking spaces. ▪ Provide integrated and efficient on-street and off-street parking options. ▪ Reduce parking congestion. ▪ Managing the demand for ancillary car parking, where there is good access to public transport nodes and services. ▪ Parking is adequate, limits traffic generation and impacts, and managed for pedestrian safety and the quality of the public domain. ▪ Parking areas are accessible, safe and amenable. ▪ Ensure consideration is given to the provision of bicycle parking and facilities. ▪ Car parking as a travel demand management tool to encourage public and active transport use and to support the principles of ESD. ▪ Ensure no further public open space is lost to accommodate car parking by restricting parking to neighbouring streets and nearby designated car parks.

2.3.2 Working towards outcomes

The CSPs have a strong focus on the process to achieve desired outcomes and goals. Approaches such as collaboration, information gathering, stakeholder partnerships and advocacy are summarised in **Table 2-5**.

Table 2-5 Approaches to achieve outcomes

Approach	Detail / description
Collaboration and participation	<ul style="list-style-type: none"> ▪ Working together as a community. ▪ Meet community aspirations. ▪ Collaborate with other agencies and all levels of government. ▪ Community is actively engaged in shaping the future. ▪ People are at the heart of planning and influence how the city grows and changes. ▪ Use NSROC as a resource for collaboration on key issues to promote good outcomes. ▪ Collaborate with the GSC, DPIE, other Councils and other relevant State authorities to further refine the draft 2036 Plan. ▪ Community participates in Council's decision making. ▪ Listening, advocating and responding. ▪ Opportunities are provided for all voices to be heard. ▪ Community stewardship. ▪ Use a range of engagement methods. ▪ Accountable, transparent and accessible and participatory decision making. ▪ Community is well informed, heard, valued and involved. ▪ Create effective working relationships between local, state and federal governments. ▪ Key stakeholders have confidence in, and pro-actively partner with Council. ▪ Active, engaged and innovative partnerships. ▪ Ensure that all stakeholders are working with the same growth and capacity forecasts and timelines. ▪ Advocate for better transport connections on behalf of whole community.
Informative	<ul style="list-style-type: none"> ▪ Information is clear and accessible. ▪ Rigorous assessment and well researched responses on State plans and major development. ▪ Comprehensive, timely, consistent and accurate information and advice. ▪ Draw on detailed and objective evidence to make decisions. ▪ Information provider to all stakeholders.
Shared long term vision and planning	<ul style="list-style-type: none"> ▪ Long term planning for the future. ▪ Continual improvement and integration of major transport infrastructure. ▪ Adaptability of infrastructure and potential shared use to meet future needs.
Robust planning framework	<ul style="list-style-type: none"> ▪ Deliver quality design outcomes. ▪ Asking the right questions: <ul style="list-style-type: none"> – Where are we now? – Where do we want to be in 10 years' time? – How will we get there? – How will we know when we have arrived? ▪ Develop best practice asset registers and infrastructure management and investment plans. ▪ Use a place-based planning approach to achieve design excellence and management of places as they change. ▪ Improve the urban design, amenity and quality.
Innovative	<ul style="list-style-type: none"> ▪ Celebrate and promote innovation. ▪ Be open to change, flexible and responsive to new technologies and opportunities. ▪ Use of technology and innovative design. ▪ A regulatory framework to encourage innovation for new modes of transport.
Promotion	<ul style="list-style-type: none"> ▪ Encourage more physical activity and promote healthy lifestyles campaigns. ▪ Promote sustainability.

Approach	Detail / description
Funding	<ul style="list-style-type: none"> ▪ Identify ways to provide adequate funding for assets throughout their lifecycle. ▪ Identify innovative funding to provide for new and upgraded assets and infrastructure. ▪ Explore new funding partnerships. sources and revenue streams. ▪ identify public benefits that may be leveraged and delivered from the value uplift generated from any change to planning controls.
Integration	<ul style="list-style-type: none"> ▪ Integrate and align our forward planning -financial, asset management and workforce management planning as well as land use planning. ▪ Ensure that transport infrastructure is provided at appropriate capacity and timing to service existing growth areas.
Monitoring and review	<ul style="list-style-type: none"> ▪ Monitoring, review, evaluation and testing to achieve the best and fairest outcomes in the longer term.

3 Strategic transport directions

Through review of strategic land use and transport plans, especially the CSPs and LSPSs, a set of strategic transport directions; vision, values, goals and objectives, were identified for Northern Sydney.

3.1 Approach

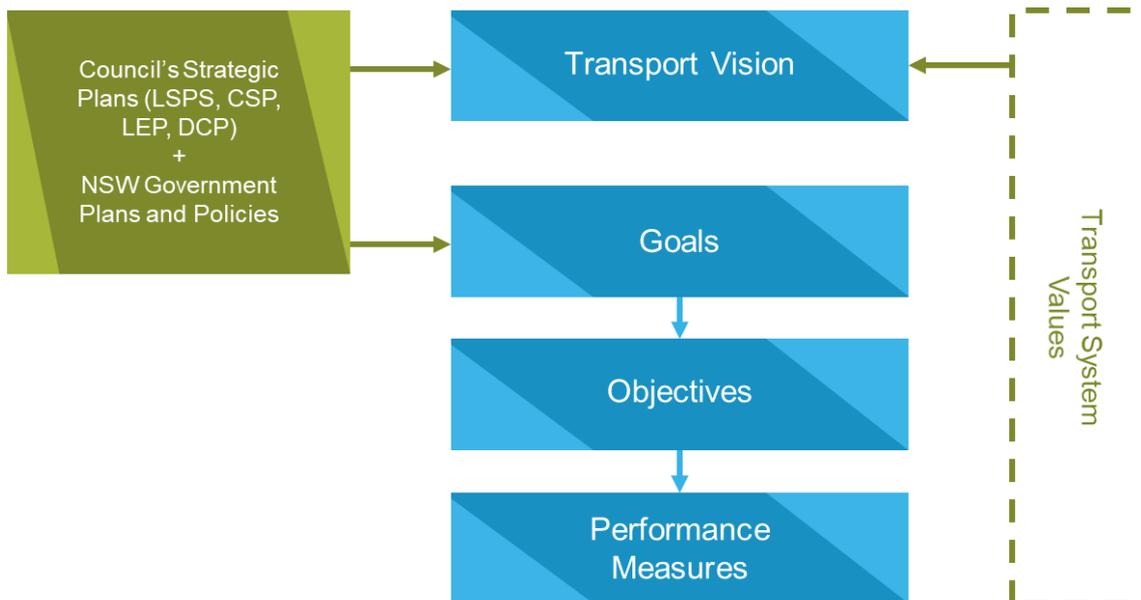
The vision is the first element defined as part of the strategic transport directions for Northern Sydney. The vision needs to reflect the strategic context, and inform the transport system objectives and performance measures.

Sitting below the transport system vision are a number of goals. The *Australian Transport Assessment and Planning Guidelines* from the Federal Department of Infrastructure, Transport, Cities and Regional Development recommends the identification of goals that are "...statements that describe the fundamental economic, social and environmental outcomes that a jurisdiction is aiming to achieve through its activities across all sectors (not just transport)".

The suggested goals are each supported by a number of transport system objectives, and accompanying performance measures. Nine transport system values are also identified, which draw on the values shared by NSROC member Councils.

A visual summary of the interrelationships between the vision, values, goals and transport system objectives, and the performance measures is presented in **Figure 3-1**.

Figure 3-1 Strategic transport directions interrelationships



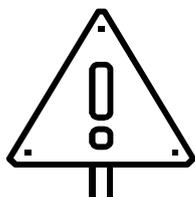
3.2 Vision statement

Northern Sydney's safe, efficient and accessible transport system underpins a sustainable and inclusive urban environment. It connects people in successful, vibrant centres and liveable communities by:

- > Prioritising safety and environmental outcomes;
- > Aligning with population and economic growth;
- > Accommodating changing needs;
- > Embracing flexibility towards new technologies;
- > Facilitating social inclusion and active lifestyles;
- > Providing a reliable transport system; and
- > Efficiently using road space to deliver sustainable transport outcomes.

3.3 Transport system values

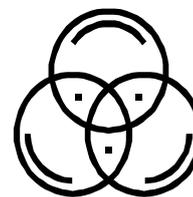
The Northern Sydney transport system should reflect community values. The following values draw on Northern Sydney Councils' approaches to planning, identified through the review of their strategic plans. These values influenced the recommended success metrics, proposed to assess the transport planning outcomes for Northern Sydney (**Section 6.5**).



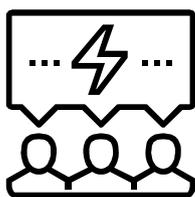
Safety



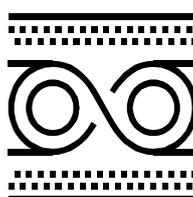
Equity



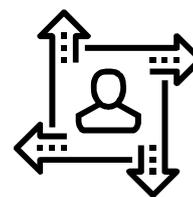
Sustainability



Collaboration



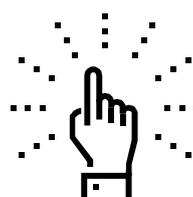
Integration



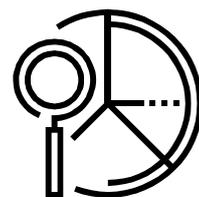
Choice



Efficiency and reliability



Innovation



Transparency & honesty

3.4 Goals, transport system objectives, indicators and strategic alignment

The transport goals, objectives, indicators are discussed in the following sections and the relationship is shown in **Table 3-1**.

3.4.1 Goals

The following goals draw on the key themes and priorities from the Northern Sydney Councils' CSPs and LSPSs. These goals represent common societal aims from across the region, reflecting Northern Sydney aspirations as a liveable, sustainable and inclusive region. These goals are supported by the NSTIS's transport system objectives, focused on how the transport system can help to achieve these goals.

- > Goal 1: Improved liveability: great places, great lifestyles, amenable neighbourhoods.
- > Goal 2: Successful, vibrant centres: productive, viable, growing, attractive to visitors.
- > Goal 3: Balanced and sustainable growth with quality design.
- > Goal 4: Collaboration, participation and partnerships.
- > Goal 5: Safe, healthy and active communities.
- > Goal 6: Equitable access to economic and social opportunities: social cohesion and inclusion.
- > Goal 7: A smart, connected region.
- > Goal 8: Preservation of environmental and heritage assets.
- > Goal 9: Conservation of resources and reduction in greenhouse gas emissions.
- > Goal 10: Effective, value-for-money infrastructure.

3.4.2 Transport system objectives

A set of 42 Transport system objectives that relate to each of the goals have been developed. Not all of the NSTIS transport system objectives are relevant for all transport problems and projects across the region. But this overarching set of transport system objectives provides the context for addressing specific transport challenges in alignment with the Northern Sydney transport system vision and goals.

It is recommended that when planning for a particular corridor, mode, or centre, that the transport system objectives that are most relevant are selected from this long list and tailored to form that project's desirable outcomes.

Some of the transport system objectives may be in conflict with others. For example, better pedestrian amenity can be at the expense of improved freight efficiency. Compromise and prioritisation may be needed when deciding on the transport system objectives to be applied to specific corridors, modes, or centres. This should be based on consultation with the stakeholders and communities who will be affected by the transport problem as well as the potential infrastructure delivery or transport system management measures.

3.4.3 Targets

Targets will propose specific, measurable, desirable, and achievable outcomes. Transport targets set for the Northern Sydney transport system will be specific to the desirable outcomes for the location under planning. Each target set should align with the Northern Sydney transport system vision, and consider the aims of the relevant LGAs, projects or plans, as well as the Greater Sydney Commissions performance indicators.

Examples of targets could include improvements in:

- > Safety outcomes;
- > Mode share;
- > Distance travelled;
- > Time spent travelling;
- > Improved accessibility and mobility;
- > Place outcomes; and
- > Community satisfaction.

Targets should be quantifiable, measurable, and include a timeframe. An example target for a local centre could be “to reduce the number of through motor vehicle trips along the centre's main shopping street in the AM peak period by 20 per cent over the next three years”.

3.4.4 Performance measures

Potential performance measures for each of the transport system objectives are listed in **Table 3-1**. These should be selected for use in planning based on the ability to collect and evaluate quality data. Collaboration on data collection and sharing with the NSW Government could improve access to data for use in performance measurement.

3.4.5 Strategic alignment with NSW Government plans

The transport system vision and objectives also need to align with NSW Government planning priorities and desirable outcomes. The 21 Planning Priorities from the North District Plan, and the six outcomes from Future Transport 2056 are referenced in **Table 3-1** where the Northern Sydney goals and objectives.

Table 3-1 Summary – goals, objectives, indicators and strategic alignment

Goal	Transport system objectives	Indicator (Targets and performance measures)	North District Planning Priorities	Future Transport 2056: 6 key outcomes
Goal 1: Improved liveability	Improve neighbourhood amenity and place function of local roads.	<ul style="list-style-type: none"> ▪ Increase in appeal of location as a place to live. ▪ Proportion of residents who feel safe when walking day and night. ▪ Vehicle travel speeds on local roads. 	<p>Planning Priority N3 Providing services and social infrastructure to meet people's changing needs.</p> <p>Planning Priority N5 Providing housing supply, choice and affordability with access to jobs, services and public transport.</p> <p>Planning Priority N12 Delivering integrated land use and transport planning and a 30-minute city.</p> <p>Planning Priority N14 Leveraging inter-regional transport connections.</p> <p>Planning Priority N8 Eastern Economic Corridor is better connected and more competitive.</p>	Customer focused. Successful places. A strong economy. Safety and performance.
	Reduce through traffic on local roads.	<ul style="list-style-type: none"> ▪ Proportion of through traffic on local roads. ▪ Volume of through traffic on local roads. ▪ Vehicle travel speeds on local roads. 		
	Reduce travel times.	<ul style="list-style-type: none"> ▪ Average and total time spent travelling (by mode and overall). 		
	Reduce travel distances.	<ul style="list-style-type: none"> ▪ Average distance travelled (by mode and overall). 		
	More walkable access to shops, parks, recreational opportunities, employment areas and efficient transport infrastructure.	<ul style="list-style-type: none"> ▪ Proportion of the location where residents can access a centre within a ten-minute walk. ▪ Proportion of the walking networks to access centres that are DDA compliant. 		
Goal 2: Successful, vibrant centres	Improve regional connectivity to and from Northern Sydney destinations.	<ul style="list-style-type: none"> ▪ Average travel time between key locations. ▪ Frequency of public transport services between key locations. ▪ Reliability of public transport services between key locations. 	<p>Planning Priority N6 Creating and renewing great places and local centres, and respecting the District's heritage.</p> <p>Planning Priority N12 Delivering integrated land use and transport planning and a 30-minute city.</p>	Successful places. A strong economy.
	Improve accessibility of centres.	<ul style="list-style-type: none"> ▪ Proportion of the location where residents can access a centre within a ten-minute walk. ▪ Proportion of the walking networks to access centres that are DDA compliant. 		
	Improve integration of public transport services with centres.	<ul style="list-style-type: none"> ▪ Co-location of transport service stops and centres 		
	Increase transport mode interchange opportunities in centres.	<ul style="list-style-type: none"> ▪ Amount of interchanging transport modes in centres ▪ Amount and type of bicycle parking at train stations. 		

Goal	Transport system objectives	Indicator (Targets and performance measures)	North District Planning Priorities	Future Transport 2056: 6 key outcomes
	Prioritise pedestrian activity and amenity in centres and urban villages.	<ul style="list-style-type: none"> ▪ Distance between pedestrian crossings. ▪ Amount green time for pedestrians at traffic signals. ▪ Amount of road cross sections provided for pedestrians. ▪ Amount of active street frontages. 		
	Improve the walking and cycling networks surrounding centres.	<ul style="list-style-type: none"> ▪ Proportion of the walking networks to access centres that are DDA compliant. ▪ Proportion of the cycling network to access centres that is separated from motor vehicles. ▪ Community satisfaction with access to cycleways, footpaths and walking tracks. 		
	Increase turnover of on-street parking in centres and urban villages.	<ul style="list-style-type: none"> ▪ Average length of on street parking. 		
Goal 3: Balanced and sustainable growth with quality design	Ease traffic congestion.	<ul style="list-style-type: none"> ▪ Average time spent travelling by private vehicle. ▪ Vehicle kilometres travelled. 	Planning Priority N5 Providing housing supply, choice and affordability with access to jobs, services and public transport Planning Priority N12 Delivering integrated land use and transport planning and a 30-minute city.	Customer focused. A strong economy. Sustainability.
	Limit additional traffic on the road system.	<ul style="list-style-type: none"> ▪ Vehicle ownership. ▪ Average time spent travelling by private vehicle. ▪ Vehicle kilometres travelled. 		
	Minimise parking congestion.	<ul style="list-style-type: none"> ▪ Average time spent circulating for a parking space. ▪ Parking demands limited to a proportion of available space – e.g. 85 per cent. 		
	Improve access to public transport.	<ul style="list-style-type: none"> ▪ Travel time to access public transport. ▪ Frequency of public transport service. ▪ Proportion of walking networks to access public transport stops and stations that are DDA compliant. ▪ Proportion of an area that is within a ten-minute walk of a train station. ▪ Proportion of an area that is within five-minute walk of a bus stop. 		

Goal	Transport system objectives	Indicator (Targets and performance measures)	North District Planning Priorities	Future Transport 2056: 6 key outcomes
Goal 4: Collaboration, participation and engagement	Improve coordination with all levels of government.	<ul style="list-style-type: none"> Number of initiatives to plan regional transport projects. Development of framework that outlines roles and responsibilities. 	Planning Priority N2 Working through collaboration.	Customer focused.
	Better integrate land use and transport planning processes.	<ul style="list-style-type: none"> Number of plans that address land use and transport together. Number of planning officers with awareness of, or responsibility for, integrating land use and transport planning. 		
	Increase community participation in transport project planning.	<ul style="list-style-type: none"> Proportion of the community who participate in transport project planning. 		
Goal 5: Safe, healthy and active communities	Improve safety for all road users.	<ul style="list-style-type: none"> Number of road traffic crashes per year (by mode). Number of fatal and serious injuries (by mode). Number of casualty crashes (by mode). Proportion of residents who feel safe when walking. Proportion of residents who feel safe when cycling. Proportion of residents who feel safe using public transport. 	Planning Priority N4 Fostering healthy, creative, culturally rich and socially connected communities.	Customer focused. Successful places. Safety and performance.
	Support walking and cycling mode share.	<ul style="list-style-type: none"> Community satisfaction with access to cycleways, footpaths and walking tracks. 		
	Improve accessibility to open space and recreational facilities.	<ul style="list-style-type: none"> Travel time to access open space and recreational facilities. Proportion of walking networks to access surrounding open space that are DDA compliant. Directness of walking trips to access open space and recreational facilities. 		
	Reduce time spent driving.	<ul style="list-style-type: none"> Average time spent travelling by private vehicle. Vehicle kilometres travelled. 		
Goal 6: Equitable access to economic and social opportunities	Improve social and community connections and access to recreational places.	<ul style="list-style-type: none"> Travel time to access recreational facilities. Proportion of walking networks to access recreational facilities that are DDA compliant. Community satisfaction with access to recreational places. 	Planning Priority N1 Planning for a city supported by infrastructure.	Customer focused. Accessible services.
	Improve transport choices.	<ul style="list-style-type: none"> Number of transport choices available to residents, workers and visitors. Community satisfaction with available transport choices. 		

Goal	Transport system objectives	Indicator (Targets and performance measures)	North District Planning Priorities	Future Transport 2056: 6 key outcomes
	Increase access and mobility for everyone.	<ul style="list-style-type: none"> ▪ Proportion of walking network that is DDA compliant. ▪ Proportion of bus services and bus stops that are DDA compliant. ▪ Proportion of train stations that are DDA compliant. ▪ Coverage of community bus services. ▪ Frequency of community bus services. ▪ Patronage of community bus services. ▪ Level of customer satisfaction with community bus services. ▪ Cost of transport relative to average income. 		
Goal 7: A smart, connected region	Improve capture and use of quality transport and land use data to inform plans and initiatives.	<ul style="list-style-type: none"> ▪ Frequency of data collection. ▪ Relevance of data collected. 	Planning Priority N8 Eastern Economic Corridor is better connected and more competitive. Planning Priority N21 Reducing carbon emissions and managing energy, water and waste efficiently.	Customer focused. Safety and performance.
	Increase openness to respond to innovative solutions.	<ul style="list-style-type: none"> ▪ Number of technology trials. ▪ Engagement with new service offerings. 		
	Increase examination and trials of new transport technologies.	<ul style="list-style-type: none"> ▪ Number of new technologies reviewed. 		
	Support transition to electric vehicles powered by renewable energy.	<ul style="list-style-type: none"> ▪ Changes to policy to facilitate electric vehicles. ▪ Number of publicly accessible charging stations. ▪ Proportion of charging stations that use renewable energy. 		
Goal 8: Preservation of environmental and heritage assets	Adhere to sustainability principles.	<ul style="list-style-type: none"> ▪ Proportion of transport plans that reference sustainability goals. 	Planning Priority N15 Protecting and improving the health and enjoyment of Sydney Harbour and the District's waterways. Planning Priority N19 Increasing urban tree canopy cover and delivering Green Grid connections.	Sustainability.
	Improve accessibility to open space and recreational facilities.	<ul style="list-style-type: none"> ▪ Proportion of walking networks to access open space and recreational facilities that are DDA compliant. ▪ Directness of walking trips to access open space and recreational facilities. 		
	Increase tree canopy on urban streets.	<ul style="list-style-type: none"> ▪ Proportion of tree canopy on urban streets. 		

Goal	Transport system objectives	Indicator (Targets and performance measures)	North District Planning Priorities	Future Transport 2056: 6 key outcomes
Goal 9: Conservation of resources and reduction in greenhouse gas emissions	Grow mode share of public transport, walking and cycling.	<ul style="list-style-type: none"> ▪ Public transport mode share. ▪ Walking mode share. ▪ Cycling mode share. 	Planning Priority N21 Reducing carbon emissions and managing energy, water and waste efficiently.	Sustainability.
	Reduce single occupancy private vehicle mode share.	<ul style="list-style-type: none"> ▪ Single occupancy private vehicle mode share. 		
	Reduce greenhouse emissions associated with travel.	<ul style="list-style-type: none"> ▪ Estimate of greenhouse gas emission associated with travel. 		
	Support transition to electric vehicles powered by renewable energy.	<ul style="list-style-type: none"> ▪ Changes to policy to facilitate electric vehicles. ▪ Number of publicly accessible charging stations. ▪ Proportion of charging stations that use renewable energy. 		
Goal 10: Effective, value- for-money infrastructure	Better manage existing transport infrastructure and networks.	<ul style="list-style-type: none"> ▪ Community satisfaction with transport network and services. ▪ Number of complaints about the transport network and services. ▪ Value for money considering the whole-of-life-cycle benefits and costs. 	Planning Priority N11 Retaining and managing industrial and urban services land.	Sustainability.
	Identify new innovative funding options and make best use of existing funding opportunities.	<ul style="list-style-type: none"> ▪ Number of funding opportunities identified. ▪ Number of funding applications submitted. ▪ Amount of funding secured. 		
	Plan resilient infrastructure to accommodate future demand, changing needs and environmental conditions.	<ul style="list-style-type: none"> ▪ Rating from risk assessment of new infrastructure. 		
	Improve freight efficiency.	<ul style="list-style-type: none"> ▪ Travel times by freight vehicle. ▪ Delay experienced by freight vehicles. ▪ Satisfaction with road network by freight operators. 		

4 Best practice transport planning processes

A literature review of current regional transport planning practices and frameworks across Australia and internationally, identified:

- > Where transport planning can go wrong;
- > The importance of setting clear strategic directions;
- > Planning principles of integration, cooperation, engagement and accountability, certainty, timing, review and updating, options development and equity;
- > The need to achieve agreement on desirable outcomes and the challenges to be addressed;
- > The importance of measurement and review; and
- > Feedback loops and linkages between steps to inform a continuous planning process.

Key findings and recommendations are highlighted in the following section, with a reference to their source. The literature review concludes with an introduction to the published national and NSW planning frameworks. A more comprehensive version of the best practice literature review is attached in **Appendix C**.

4.1 Approaches to transport planning in Australia and internationally

National Charter of Integrated Land Use and Transport Planning, Australian Transport Council (2003)

The *National Charter of Integrated Land Use and Transport Planning* is designed to support existing and future planning mechanisms by providing a national commitment to a framework for responsive planning, consistent decision-making, and good design and management. The Charter was developed in collaboration with all Australian States, Territories and the Commonwealth Government, with responsibility of implementation resting upon each governing agency.

The charter presents nine aims, which are supported by integrated and inclusive processes around transport planning. The process guidelines are:

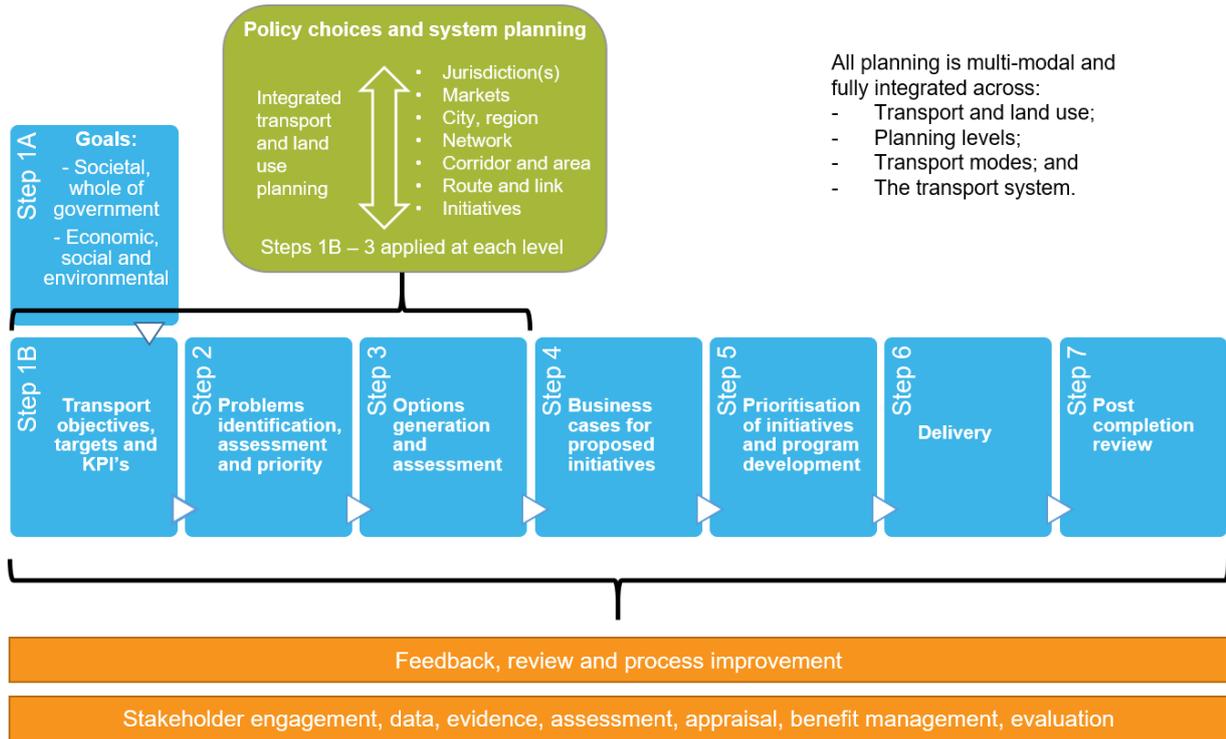
- > Planning should be undertaken as early as possible and timeframes should be sufficient to consider and incorporate intergenerational issues.
- > Partnerships should be established between agencies and key stakeholders with a role in achieving agreed outcomes. Successful integrated planning depends on agreement of the issues to be addressed and the outcomes to be achieved.
- > Links should be established with agencies, businesses and community interests that may be affected by the outcome of the planning process. They should be involved in the entire life cycle of problem identification, solution formulation, evaluation, and implementation, and this process should be established up-front.
- > Current planning policies, practices, and modelling should be reviewed and brought up to date to ensure consistency with integrated plans and policies.
- > Options and their consequences (including greenhouse gas emissions) should be explored and include an assessment of social costs and benefits in the short and long term.
- > Roles and actions for delivery need to be clearly defined. High-level strategic sign-off (e.g. Cabinet) should be sought. Procedures for measuring and reporting progress with integrated planning should be instituted and a process should be developed to handle changes in implementation and emerging issues/opportunities.

Australian Transport Assessment and Planning Framework

The *Australian Transport Assessment and Planning Guidelines* present a framework for transport infrastructure planning in Australia. This framework is aligned with Infrastructure Australia’s Assessment Framework; which focuses on rigorous planning and assessment processes occurring before commitment to significant infrastructure expenditure. The ATAP Framework is shown in **Figure 4-1**.

Each step in the ATAP Framework integrates with, and facilitates implementation of, the previous step. The top down approach of the Framework (left to right in **Figure 4-1**) gives strategic advice to decision makers, and information is shared from bottom to top (right to left in **Figure 4-1**). In practice, the Framework does not necessarily need to be sequential, as steps may overlap or occur more than once. It also has a review and improvement focus to enhance future decision-making.

Figure 4-1 ATAP Transport Assessment and Planning Framework



Source: Adapted from *Australian Transport Assessment and Planning Guidelines, ATAP, 2018*

Future Transport Planning: How we plan transport, Transport for NSW

How We Plan Transport is a NSW Government planning guide to address the competing needs of transport customers, the economy and the environment, and the rapid changes brought on by changing technology. This document outlines an approach to planning transport for the state that is consistent with the ATAP Framework.

The key steps in the planning process are outlined in **Figure 4-2**. It is critical to review and refine decisions made at each step in the planning process as infrastructure projects evolve and circumstances change over time.

How We Plan Transport acknowledges the influence and importance of land use inputs, government policies and consumer preferences throughout the planning process. Similar to the Measures of Success Framework proposed for NSROC, the process starts with development of a transport system vision and objectives, which guide understanding of the challenges, planning decisions and investments. The NSW Government commits to ongoing review of the vision and objectives to refine as needs and desirable outcomes change over time.

Figure 4-2 TfNSW Key steps in planning transport



Source: *Future Transport Planning: How We Plan Transport, TfNSW, 2016*

Community Engagement Policy, Transport for NSW

This policy sets out TfNSW’s commitment to community engagement across projects in order to. It commits to:

- > Identify and, where possible, respond to the needs of the community;
- > Provide opportunities to encourage community feedback;
- > Keep the community regularly informed of project progress;
- > Provide easily accessible information;
- > Encourage a sense of community ownership of the projects delivered;
- > Be transparent in all works completed; and
- > Maximise community understanding of TfNSW’s role and the rationale for the projects delivered.¹

1

https://www.transport.nsw.gov.au/sites/default/files/media/documents/2017/TP_Community_Engagement_Policy_2013.pdf

4.2 Key findings and recommendations

Where transport planning can go wrong

Key finding	Source
Lack of transparency around decision making.	Infrastructure Australia, Institute of Transportation Engineers
Lack of clarity and acceptance in policy processes.	EJTIR, German Partnership for Sustainable Mobility
Non-participation or lack of communication and coordination between jurisdictions or with stakeholders.	German Partnership for Sustainable Mobility, Institute of Transportation Engineers
Development of projects without considering all the options.	Infrastructure Australia, Institute of Transportation Engineers
Political commitment to a project before a business case, with full options assessment and analysis of all costs and benefits.	Infrastructure Australia
Lack of political resolve.	EJTIR
Lack of community engagement, public support, not considering the local context.	Infrastructure Australia, EJTIR, German Partnership for Sustainable Mobility, Institute of Transportation Engineers
Inappropriate financing rules.	EJTIR
Lack of post-completion reviews, identifying lessons learned and feedback.	Infrastructure Australia
Lack of clear roles and responsibilities.	EJTIR, Institute of Transportation Engineers
Resourcing issues like lack of current data and skills and staff shortages.	EJTIR, German Partnership for Sustainable Mobility
Uncoordinated schemes.	EJTIR
Not reviewing and updating goals and objectives.	German Partnership for Sustainable Mobility, Institute of Transportation Engineers

Setting clear strategic transport directions

Key finding and recommendations	Source
Have a vision, establish a clear and integrated set of goals and objectives, and realistic targets and performance measures.	Transport for NSW, ATAP (Department of Infrastructure, Transport, Cities and Regional Development), Institute of Transportation Engineers
Ensure strategic alignment with all levels of planning so that outcomes are coherent, consistent and integrated.	Queensland Government, Institute of Transportation Engineers
Clarity in the strategic directions is critical as it informs the vision, goals, objectives, targets and performance measures against which the transport system is measured. This would lead into the problem definition and options development.	ATAP (Department of Infrastructure, Transport, Cities and Regional Development), German Partnership for Sustainable Mobility, Institute of Transportation Engineers
Make clear statements about the fundamental economic, environmental and social goals to be achieved.	Infrastructure Australia

Planning principles

Recommended principles	Source
Timing: The planning process should commence as early as possible to allow sufficient time for consideration of all issues and possible solutions.	Australian Transport Council

Recommended principles	Source
Integration and coordination: With all levels of planning is critical to project success. This includes bringing together higher and lower levels of government, city and regional focused planning.	German Partnership for Sustainable Mobility, Queensland Government
Review and updating: All current works in strategic planning, policy and modelling should be reviewed and updated to align with integrated policies.	Australian Transport Council
Roles and responsibilities: should be clearly defined and considered at all stages of the planning and delivery process.	Australian Transport Council, German Partnership for Sustainable Mobility
Accountability: With clearly defined communication channels between those involved in the planning process ensures transparency of decisions.	Queensland Government
Certainty: In the planning and delivery processes are critical to ensure confidence in investors and the community.	Queensland Government
Engagement: With the community across the project, life cycle is beneficial to the planning process and recommended instead of consultation.	Queensland Government, Australian Transport Council, Infrastructure Australia, Institute of Transportation Engineers
Options development: Where possible, a wide range of potential options should be considered in response to a problem, with a cost-benefit analysis completed for all (including considerations for climate change and social impacts).	Infrastructure Australia, Australian Transport Council
Equity: The planning process should aim to maximise equity for all users of the transport system and not discriminate.	Queensland Government

Agreement and alignment on desirable outcomes and challenges

Key finding and recommendations	Source
Greater accessibility by stakeholders to the decision-making process ensures robustness of the agreed desirable outcomes.	Queensland Government
Developing performance indicators that are measurable and aligning with the desirable outcomes allows for ease of benchmarking of the transport system's performance.	International Transport Forum
Partnerships with agencies and key stakeholders should be established to agree on and define the desirable outcomes and challenges.	Australian Transport Council
The desirable outcomes and challenges should align with wider aspirations for health, education and social inclusion, as these are all impacted by the transport system.	EJTIR
The desirable outcomes should be mutually supportive. For example, an outcome to improve public transport mode share through reduced costs should be complemented by initiatives to reduce private vehicle usage.	EJTIR
The desirable outcomes should be adaptive in responding to unforeseen changes.	Queensland Government

Measurement and review

Key finding and recommendations	Source
Post completion reviews should be completed after implementation of any project.	Infrastructure Australia, Institute of Transportation Engineers
An ongoing review against strategic directions and objectives during the project planning and delivery processes ensures implementation of initiatives that are fit-for-purpose and best respond to the defined problem / issue.	Infrastructure Australia, Institute of Transportation Engineers
Account for changes during implementation including responses to any new challenges and opportunities discovered.	Australian Transport Council

Continuous planning process

Key finding and recommendations	Source
The project planning and delivery process is a life cycle where activities continuously inform one another i.e. the process does not finish after implementation.	Australian Transport Council, Transport for NSW, ATAP (Department of Infrastructure, Transport, Cities and Regional Development), German Partnership for Sustainable Mobility, Infrastructure Australia, Institute of Transportation Engineers
Decisions that are made should be reviewed and refined on an ongoing basis as required.	Transport for NSW
Documenting lessons learned from a planned project following its implementation is important to inform the review of the strategic directions.	ATAP (Department of Infrastructure, Transport, Cities and Regional Development),
Ongoing monitoring should focus on: <ul style="list-style-type: none"> ▪ Performance measures; ▪ Development and land use trends; ▪ Agreed goals; and ▪ Emission standards and the impact on quality of life (noise and air quality). 	German Partnership for Sustainable Mobility, Institute of Transportation Engineers

5 Northern Sydney transport planning case studies

Four past and current Northern Sydney transport projects were reviewed as case studies, to consider their transport planning processes and outcomes, and identify findings for future improvements.

5.1 Approach

To inform the case studies, a series of phone interviews were held with representatives from relevant member councils to understand the development process of the projects, and the extent to which local government needs, priorities and preferences were considered.

Each case study presents the transport project details, objectives, consultation process, delivery, and outcomes, in the context of the Measures of Success Framework. They identify project planning gaps, and process or system elements that could be enhanced through better transport planning. Outcomes from the case studies informed the refinement of the Measures of Success Framework (**Section 6**) and the strategy areas and recommended actions (**Section 8**).

5.2 Summaries

Short summaries of the case studies are presented in Error! Reference source not found., and the complete case studies are attached in **Appendix D**, along with the Findings Paper, which includes recommended actions to improve the planning and delivery for each of the case study projects.

Table 5-1 Summary of Northern Sydney transport planning case studies

Case study details	Details	Key challenges and benefits
B-Line through North Sydney and Mosman		
<p>Project planning stage: Monitoring and Review (some Project Delivery activities still continuing)</p> <p>Project owner: Transport for NSW</p> <p>Project stakeholders: North Sydney Council, Mosman Council, community, businesses, bus passengers, other road users.</p>	<p>The B-Line program provides a limited stop bus service between Mona Vale and the Sydney CBD, and includes two stops in each direction on Military Road through Sydney's lower North Shore.</p> <p>The new yellow double decker buses are clearly recognisable, and were accompanied by active transport network upgrades. Since operations commenced a number of bus priority measures have continued to be implemented.</p>	<p>Challenges:</p> <ul style="list-style-type: none"> > Unclear project objectives; > Significant project cost, in part attributable to multi-storey car parks; > Few Bus Rapid Transit (BRT) characteristics included; and > A lack of transparency in decision making and project additions. <p>Benefits:</p> <ul style="list-style-type: none"> > Strong branding resonates with bus customers; and > Investment in walking and cycling access to upgraded bus stops.
Cherrybrook Station		
<p>Project planning stage: Monitoring and Review</p> <p>Project owner: Sydney Metro</p> <p>Project stakeholders: Hornsby Shire Council, community, bus operators, road users (pedestrians, cyclists, cars, freight), Hills Shire Council (boundary neighbour), local businesses, schools, emergency services, DPIE, GSC, schools.</p>	<p>Cherrybrook Station opened in May 2019; one of 13 Northwest Metro stations. It provides a high capacity and frequent mass transit service for a well-established residential area that previously relied on buses for public transport.</p> <p>The NSW Government has identified opportunities for major residential population increases in the precinct surrounding the station, but there has been little planning for the transport infrastructure to support such growth, and a lack of station accessibility.</p>	<p>Challenges:</p> <ul style="list-style-type: none"> > A lack of transport and land use integration planning; > Unpopular changes to the bus network, including poor station access from some areas, and a lack of Sydney CBD express services in the off peak; > Limited provisions for walking and cycling access to the station; > Fully-utilised commuter car parking; > Limited Local Government and community engagement in project planning; > Lack of communication and clarity regarding project status, key milestones and decisions and expected Council involvement; and > Key agreed responsibilities and milestones under the MOU not met, this changed the scope and nature of the planning for the precinct. <p>Benefits:</p> <ul style="list-style-type: none"> > High quality and frequent public transport service for an area that previously relied on buses.

Case study details	Details	Key challenges and benefits
Pennant Hills to Epping Cycleway		
<p>Project planning stage: Identify and Assess Options</p> <p>Project owner: Hornsby Shire Council</p> <p>Project stakeholders: NSW Government, City of Parramatta, community, schools, emergency services, Sydney Trains.</p>	<p>The Pennant Hills to Epping Cycleway will be a five to six kilometre cycleway linking the two centres via Beecroft and Cheltenham, and connecting to train stations, schools, and shops along the route.</p> <p>The community-initiated project received a NSW Government funding commitment, and Council is working with Roads and Maritime Services to assess route options, determine staging and funding needs, and progress a design for the preferred alignment.</p>	<p>Challenges:</p> <ul style="list-style-type: none"> > Project funding was committed before investigations and design occurred; > Topography is hilly; > Constrained corridor, alongside the railway line; and > Lack of early engagement with Council. <p>Benefits:</p> <ul style="list-style-type: none"> > Major State Government investment in active transport infrastructure.
Mona Vale to Rhodes public transport corridor		
<p>Project planning stage: Problem Identification and Understanding</p> <p>Project owner: NSW Government</p> <p>Project stakeholders: Northern Beaches Council, Ku-ring-gai Council, City of Ryde, City of Canada Bay Council, community, land owners, government agencies</p>	<p>Future Transport 2056 identifies an east-west public transport corridor, between Mona Vale and Macquarie Park, and another south to Rhodes and Hurstville.</p> <p>Early project planning could align the corridor with the significant land use and transport infrastructure investment already underway.</p>	<p>Challenges:</p> <ul style="list-style-type: none"> > Macquarie Park suffers from congestion, caused by both through traffic and destination traffic; > The centre is currently car dependent; many people need to or choose to drive, and there is significant parking available; > The centre is growing quickly, and even under existing planning controls there is 1,000,000m² of new floor space that can be developed; > Organisations have limited capacity to engage in long term investigation projects as shorter term projects receive the effort and attention; and > The Northwest metro provides good accessibility along the north-west to south-east axis, but improving public transport on the more neglected north-east to south-west axis along with other network improvements will create wider benefits. <p>Benefit:</p> <ul style="list-style-type: none"> > New mass transit link to link Macquarie Park with the North Shore and brownfield urban consolidation areas to the south.

5.3 Findings

The key findings from the case studies are set out in Error! Reference source not found., along with examples from the case studies that demonstrate each finding.

Table 5-2 Case study findings

Finding	Detail	Case study examples
Strategic alignment		
Alignment with the strategic context	<p>Projects should help to deliver on the agreed transport vision, goals and objectives for an area, demonstrating alignment with existing plans and strategies.</p> <p>Transport also supports, and is affected by other areas of public policy, helping to delivery on land development, health, education, and social inclusion.</p>	<p>Cherrybrook Station: The Northwest Metro has been part of the NSW Government's long-term plans for better public transport.</p> <p>Pennant Hills to Epping Cycleway: The route was not a component of Council's original Bike Plan and network, but it will be added in an updated version. The NSW Government has identified this as a Tier 1 preferred network, noted as visionary in Future Transport 2056.</p> <p>Mona Vale to Rhodes - public transport corridor (public transport corridor): The corridor was proposed in Future Transport 2056, and acknowledged in relevant draft Local Strategic Planning Statements.</p>
Importance of long term planning	<p>Inclusion of key projects in long term plans provides direction, certainty, and facilitates integration of transport and land use planning.</p>	<p>Cherrybrook Station: The Department of Planning, Industry, and Environment's (DPIE) aimed to co-locate new housing and higher population densities with the high quality public transport service along the Northwest Metro corridor.</p> <p>Public transport corridor: Inclusion in key strategic documents means that planning for the areas along the corridor will consider the future project's interaction with land use.</p>
Determining desirable outcomes and identifying transport problems		
Communicate and agree the project's desirable outcomes	<p>Explaining a project's purpose and objectives, and demonstrating how these align with the broader strategic aims for an area, to stakeholders and the community supports early understanding and meaningful engagement from the beginning.</p> <p>Giving stakeholders an opportunity to review and comment on the project's desirable outcomes will encourage integration with their plans, and buy-in for the project, so that it can support their aims for the area or corridor.</p>	<p>B-Line: Some stakeholders were not clear on what the project was trying to achieve, especially when there was a move away from the original intent of a BRT service.</p> <p>Pennant Hills to Epping Cycleway: Engaging and agreeing with the community and stakeholders on the project objectives would have identified the priorities for the link, ahead of options selection and assessment.</p> <p>Public transport corridor: The Mona Vale to Macquarie Park corridor objectives are not yet known and agreed. To date, there has been no cross-jurisdiction discussions on the key transport issues to be addressed, or necessary project inclusions.</p>
Specify and communicate the project boundary	<p>A defined project boundary gives stakeholders and the community understanding on what is included in the project and what isn't.</p> <p>An agreed boundary can protect sites and corridors for future project investments, provides certainty to stakeholders, and facilitates integration with land use plans.</p>	<p>B-Line: The Spit Junction stop's project boundary was clear, but there were different scope elements that changed the project extent that were added later, such as clearways, bus stop bays, and closing of side streets.</p> <p>Cherrybrook Station: Planning for two different boundaries the station itself, and the surrounding precinct, was not aligned. The metro has commenced operation, but opened with a scope focused on the station site only, with limited access arrangements planned for walking and cycling, and the potential for</p>

Finding	Detail	Case study examples
Broadly assess the problem, across space, time, and sectors	<p>Focusing on a very specific definition of the project problem will risk missing opportunities for broader integration and alignment.</p> <p>Contributing factors and influences such as other transport modes, sectors, priorities, and desirable outcomes, are important considerations, and have a role in how the project is developed.</p> <p>The analysis should consider growth forecasts, travel behaviour trends, emergence of new technology, developments in other sectors, market and regulatory changes, and demographic change. This will influence the technology selection, and the timing for delivery.</p>	<p>commuter car parking to spill over into residential streets. The precinct boundary for re-zoning has recently been reduced, to focus only on State-owned land.</p> <p>Public transport corridor: There are many fine-grain issues in Macquarie Park; planning for this project would benefit from stepping back to understand what this particular corridor needs to achieve, and how it would align with existing networks, plans and growth.</p> <p>Analysis may show that the longer term project, the link to the south of Macquarie Park, might need to be delivered earlier than is stated, as there are likely to be higher demands that will come from the population to the south. Elements of the problem not yet defined include the extent to which the public transport corridor would serve as Macquarie Park as a destination or support people from the Northern Beaches to travel through to Greater Parramatta.</p> <p>The provision of a public transport corridor may benefit from being staged, which could include the introduction of bus priority measures before a full mass transit system is constructed.</p>
Clearly define, and communicate, the transport problem	<p>Understanding and articulating the problem, or the shortfall in achievement of desirable outcomes, is essential in development of project options focused on addressing the right need or gap.</p> <p>The problem definition should include a review of current conditions and future scenarios, and the degree of achievement against the desirable outcomes.</p> <p>The transport problem should be articulated for public understanding, with reference to the desirable outcomes.</p>	<p>B-Line: It is not known what analysis was prepared on future employment locations, and the origin and destination travel for Northern Beaches workers.</p> <p>The Pennant Hills to Epping Cycleway: The cycleway will fill a missing link in the region's cycling network but there is limited amount of current travel behaviour known at this point. Council was not engaged in the review of the community proposal to review and confirm the problem to be addressed.</p> <p>Public transport corridor: Travel demand and potential patronage for the service are not known yet. A Road Network Plan developed for part of the corridor articulated the need for more efficient transport along the route, but without clear commitment for public transport. There is existing congestion along the road corridor and while demand for a public transport service is not known, total demand along the corridor may be high.</p>
Options identification and assessment		
Early options identification may be needed for integration	<p>Options identification and assessment may be needed to tie into other projects and sites, providing certainty about the integration elements to account for.</p>	<p>Public transport corridor: Investigation work needs to start now to understand what the project would involve, such as its coverage, corridor alignment, land use integration needs, and transport network connectivity. Even if detailed investigations are not possible at this stage, there needs to be enough information for other planning decisions to consider, and accommodate the future corridor.</p>
Early options should not be limited by technology	<p>Initial options identification should consider a range of technology, travel demand management, and pricing and regulatory options, not limited to a specific technology solution.</p>	<p>B-Line: All of the project options were pre-defined as bus options, it doesn't appear that other technologies (such as light rail) were considered in early options identification.</p> <p>Public transport corridor: Staged technologies could be considered, as the project's southern link may not justify a rail line initially, but it could be needed later as demand grows.</p>

Finding	Detail	Case study examples
Options assessment should relate back to the project's stated desirable outcomes and identified problems	Identified options should be assessed for how they address the desirable outcomes and the stated transport problem.	<p>B-Line: Project objectives around better travel time reliability and bus travel times were addressed through options that targeted overall improvements to the major road traffic flows, rather than through bus priority measures.</p> <p>Pennant Hills to Epping Cycleway: The route options report, applied multi-criteria analysis (MCA) to give weighted scores to criteria such as land use, environmental impact, functionality and safety, but not all of the project objectives appear to have translated through to the assessment criteria. A stronger focus on how options addressed the project objectives would have helped guide options assessment.</p>
Options identification and assessment should include works for interchanging modes, integration with land use, and public domain improvements	<p>Mutually supportive measures will enhance a project's efficacy, acceptance, integration, and accessibility.</p> <p>Planning for land use integration and walkability from the start of a public transport project, rather than delivering it after service commencement, will facilitate easier access, and contribute to the attractiveness of trialling and using the new service.</p> <p>These project elements should be considered essential inclusions all project options to be reviewed.</p>	<p>B-Line: Active transport funding was provided as part of the project to improve access to bus stops along the route. This had a positive impact on pedestrian and cycle networks, and benefited people going to and from both the stops and also the centres where bus stops were located. It made for a more holistic and integrated project and demonstrated consideration of how people would travel to and from the service. A North Sydney CBD stop may have been an opportunity for integration with Sydney Metro, with the potential for broader connectivity benefits. The B-Line route does not have a clear interchange with the train network on the northern side of the harbour.</p> <p>Cherrybrook Station: The new metro was accompanied by major changes to the northwest bus network services, including removal of off-peak express services to the Sydney CBD, and a reduced number of services in peak. The new bus network appeared to lack integration with the metro service, and feedback suggested it didn't meet the area's travel needs. The Interchange Access Plan for Cherrybrook Station identifies several planned cycleways and shared paths to access the station, but these were not delivered in time for the station opening. The new commuter car park reaches capacity early in the morning.</p>
Involve stakeholders in options development	Key stakeholders may contribute a clearer understanding of how different options will be received by the community and how the project can best integrate with existing networks, land uses, and planned projects.	B-Line: Councils were involved in the identification of, and prioritisation of funding for, preferred active transport routes, and demonstrated the local knowledge needed to ensure upgrades met community needs. The project included public domain works in the North Sydney area as well, such as renewal of footpaths, and the Young Street closure. Other local road closures were opposed based on Council's knowledge of the area, such as the proposed left turn ban at Ben Boyd Road which would have affected local traffic movements.
Engage stakeholders and the community in options review and assessment	Community and stakeholder review of the options and input into their assessment and selection will give an indication of what will be preferred and accepted, will improve the options, and reduce the potential for opposition further along the project development process.	<p>B-Line: Councils attended workshops to review and discuss options for the stop locations, and the assessment of their pros and cons. North Sydney Council proposed a North Sydney CBD stop, understanding that one in four journeys along the corridor were destined for there, but was not progressed.</p> <p>Pennant Hills to Epping Cycleway: A preferred route and preliminary design has been identified, without community involvement.</p>

Finding	Detail	Case study examples
Provide public justification for options selection	Give stakeholders and the community the information needed to understand why some options are rated better than others and the decision making behind infrastructure option selection. Describe the criteria, weightings, assessment method, and economic analysis, including the inclusions in the Benefit-Cost Ratio.	B-Line: A median BRT option along the route was advised as feasible, but the project moved away from the BRT system, towards kerbside bus lanes, and removed BRT references, without an explanation. The double decker buses take longer to load and unload than a normal bus, but the decision to use them was also not explained. By the REF stage, the only two options examined were a do nothing option, and an 'upgrade on road infrastructure' option. Pennant Hills to Epping Cycleway: There are high community expectations, for a shared path in rail corridor, which are difficult to achieve. Constraints will need to be clearly communicated to the community, to manage expectation and build understanding of the trade-offs considered.
Project funding and prioritisation		
Ensure the project funding is focused on the desirable outcomes	Project funding should be aimed at achieving the desirable outcomes, rather than general movement benefits. But sometimes there are general opportunities that can be leveraged, if not at the expense of the project aims. Seeking funding from other sources will likely require demonstrating how the project aligns with the funding program.	B-Line: A proportion of the project cost was allocated to land purchase and development of multi-deck car parks, as well as improvements to active transport networks to access the stops. Other works benefited all traffic along the route, rather than a focus on bus journey times.
Include important project elements in the core project budget	The project budget should include, or identify, funding sources for the ancillary and integration works needed to successfully achieve the project's desirable outcomes. In particular, if there is an expectation that stakeholders will need to cover the costs of some project elements, this should be communicated and discussed early in project development.	Cherrybrook Station: While the metro line and stations were funded by the NSW Government, the expectation is that Hornsby Shire Council needs to apply for the grant funding to provide appropriate walking and cycling access to the station, and manage the project development and delivery process. Pennant Hills to Epping Cycleway: The initial funding provided does not cover delivery of the whole route, reducing the efficacy of the link until the whole project is complete and the two centres are linked.
Don't announce project cost and commit funding until detailed analysis is completed	Project announcements should follow business case assessment, demonstrating the rigorous analysis of the project's achievement against desired outcomes, and demonstrating how it solves the identified problem.	Pennant Hills to Epping Cycleway: Funding was announced before costs were known. While \$5.1 million in funding was initially committed by the NSW Government for the project, in advance of the route planning and investigations, this will only fund part of the route; it is not enough for the whole cycleway. Section B, Beecroft Station to Cheltenham Station, is the most easily achievable section within the available funding. Additional funding is not yet confirmed but Roads and Maritime Services has identified some other funding options to pursue. When more funding becomes available, the other sections can be further developed.

Finding	Detail	Case study examples
Early project definition allows for value capture	Defining the project early on means that stakeholders including Councils, land owners and developers are clear on future transport improvements, and there is potential for value capture through a mechanism to recover some of the project's flow on financial benefits, to help fund the project and its integration with potential land use uplift. Initial planning would help to start making some general assumptions, land use decisions, and to confirm the big picture.	Public transport corridor: Some of the project costs could be recouped in value capture, if addressed early on, before development occurs. If planning isn't progressed on the corridor, the danger is that land development will occur, but the true future value won't be attributed to the corridor, creating a missed funding opportunity.
Project delivery		
If projects evolve from original plans, keep stakeholders up to date	Changes to project aims, boundaries, infrastructure inclusions, timing, and funding should be communicated to stakeholders, clearly explaining: What has changed; Why it changed; and What the impact of the change is.	B-Line: The creation of bus lanes along Military Road was not included in the original project Review of Environmental Factors (REF), but there have been subsequent decisions made since then to provide bus lanes by converting the T3 lane to buses only. The decision making around this change, and its costs and benefits are not known.
Clear project marketing and communication will have high impact with travellers and the wider community	Well planned and targeted messaging, branding, and communication activities will give customers and stakeholders the information needed ahead of the project opening. It will help them prepare to use the service or facility, guide them in trip planning, and present a clear and intentional image of the improvement to the public transport system.	B-Line: The new service, with a distinctive brand and bright yellow buses, has been clearly communicated. Bus passengers recognise and like the service because of the branding, and because they understand where the service starts, where it goes to, and where it stops at.
Deliver all aspects of the project in time for opening	A project commencement that includes all works which will contribute to a customer benefit will be a stronger launch, and encourage trial and use from the beginning. This is particularly important with integration elements; between the project and other transport modes, and integration with surrounding land uses.	B-Line: Project works, such as indented bays for local bus services and tidal flow management, continue to improve travel times for B-Line buses. If these had been included at project commencement the first B-Line services would have experienced the faster travel times that are now in delivery. Cherrybrook Station: There are some unresolved elements and a list of things still to be delivered, such as completion of footpaths, some of which will need to wait for grant funding. The land redevelopment around the station has also been delayed, and undergone scope changes. Pennant Hills to Epping Cycleway: The first section to be built will be the middle section, not connecting to either of major centres (Pennant Hills or Epping) that the route was meant to connect.

Finding	Detail	Case study examples
Delivery timeframes should be reviewed and agreed with the delivery organisation before public announcement	Committed timeframes should be reviewed, and agreed with key stakeholders, before announcement. In particular, the organisation responsible for delivery of the project should be involved in the decisions around timeframes.	Pennant Hills to Epping Cycleway: A deadline for delivery was initially announced by the NSW Government as 2020, but that will not be achieved.
Monitoring and review		
Report on monitoring and review outcomes	Monitoring and review of project performance against the desirable outcomes is an important component of every project. It is also important to share this information with the community and stakeholders, to demonstrate the project benefits, and acknowledge any residual performance gaps. Reporting on performance provides accountability, and improves the understanding and knowledge other project teams, stakeholders, and decision makers, to the benefit of future project performance.	B-Line: There has been a review of patronage and mode shift, but the details were confidential at the time and have not been reported. Councils have enquired about improvements in travel times since B-Line commenced operations but has not yet received this information. Cherrybrook Station: Council is interested in a review of whether the project has met its transport objectives. Council observed that when station first opened, a lot of people were using it. But the bus network changes meant that it took a long time to travel by public transport to the station, so they may be driving instead, contributing to the high demand for commuter parking. Monitoring of bus patronage would be a useful analysis. Pennant Hills to Epping Cycleway: The project objectives include a number of aims around reduced congestion, CO emissions, vehicle operating costs and noise reduction. These can be measured in before and after studies to understand the project impacts.
Where issues are identified, provide remedies	If performance gaps are identified, return to Step 2 (problem identification and understanding), to determine the cause and the extent of the issues. If new issues arise, as a result of the new project, these should be treated in the same way.	Cherrybrook Station: Transport for NSW is undertaking a monitoring program of traffic and car parking, with results provided to Council. The park and ride demand for the new station appears to have been underestimated; by 6:30am the commuter car park is full. A car parking management strategy was developed after the station was opened, with time restricted parking (4P) being implemented on one side of the road because of the surrounding community's reaction to commuter parking on nearby residential streets.
Review both quantitative and qualitative elements of the desirable outcomes	Project reviews often include quantitative performance measurement, to understand to degree of change, and any performance gaps. They should also include a lessons learned review, to consider and document the project development challenges encountered, the degree of alignment achieved with other projects and plans, any missed opportunities for a better project, and the success of methods for stakeholder and community engagement.	Pennant Hills to Epping Cycleway: Council is interested in benchmarking delivery for the project. Surveys will be undertaken once it is built, and sources of data for monitoring could include feedback from users via a questionnaire survey, and pedestrian and cyclist counts.

Finding	Detail	Case study examples
Coordination and collaboration		
Set-up structured processes for project coordination	Structured and cooperative processes for project coordination will ensure a channel for information sharing, receipt of feedback, following up on issues. These processes should involve key stakeholders, require commitment from all parties, and adhere to principles of genuine cooperation and coordination. They could be in the form of committees, roundtables, or working or advisory groups. Meetings should be regular, minuted, aim for building consensus and balancing interest, and include a live action register.	B-Line: Councils were engaged in consultation early in project planning through regular working group meetings for their area. Mosman Council considered this to be a fairly good and open process, as it kept Council informed on project progress; a better outcome than on past projects. North Sydney Council used the meetings as opportunities to raise issues and concerns, but found that their suggestions and information was always not acted on. Public transport corridor: There is an inter-agency group restarting now, the Macquarie Park Strategic Investigation Steering Committee. Driven by the Department of Planning, Industry, and Environment, it also includes the Greater Sydney Commission, Government Architects, Council and Transport for NSW. The purpose of the steering committee is to facilitate coordinated planning, and to have early cross-sector and cross-jurisdiction discussions on land use, place outcomes and high level movement needs in the short to medium term.
Early, cross-discipline and jurisdiction integration is essential for a cohesive project	Early and ongoing integration across disciplines, sectors, and jurisdictions will reduce the likelihood of conflicts later in the planning process. Even if all information is not yet known, each party sharing what they do know, and taking on board the plans, proposals and needs of others in the area will help to identify opportunities for integration and alignment, and avoid incompatibilities.	Cherrybrook Station: Separate State Government teams were responsible for different components of the planning, for example, the up zoning of the area around the station was by one team in Transport for NSW, separate to the Sydney Metro team, and traffic modelling was prepared by Roads and Maritime Services. Hornsby Council is seeking clarity from the State Government on the status of the project for the future planning of Cherrybrook precinct. Council was not kept informed of changes to the precinct planning approach. Public transport corridor: While the east-west public transport corridor has not yet been jointly addressed between State and Local Governments, in the development of their Local Strategic Planning Statements, Councils found opportunities for informal collaboration with colleagues from neighbouring Councils, which helped to develop the approach for presenting transport planning content, including a common inclusion on the need for the corridor's improvement.
Aim for open, frank and transparent collaboration and participatory stakeholder engagement	A project's stakeholders will have a range of perspectives and valid agendas. Demonstrating commitment from the top of organisations for true participatory engagement will enhance opportunities for compromise, better project outcomes, and reduce the potential for conflict. Engagement processes should be critically evaluated for their effectiveness.	B-Line: During project delivery there were changes to the project plans and it was unclear how some elements were to be delivered. Some components were still being consulted on after the project works started. Mosman Council only got a certain view into the project, and was not involved in the complete project picture. It was unclear to North Sydney Council how decision making was occurring, and some of the justifications. Cherrybrook Station: On a number of project planning and funding elements, there has been varying degrees of collaboration and agreement with Local Government in the project development. While a steering committee was set up, it had a limited focus; coordination with Council's Traffic Manager concentrated on the surrounding traffic and road safety related issues, and the original structure plan for Cherrybrook Station precinct was reviewed by the Council's Manager for Strategic Planning. But there has been a lack of information provided on the progress to update the Structure Plan, with Council following up on a regular basis via several channels. Council also wasn't engaged to contribute to plans for the station access arrangements, and the bus route changes implemented alongside the opening of the metro lacked agreement on routes which has not been resolved.

Finding	Detail	Case study examples
Delivery organisations should be involved in project decisions from the very beginning	<p>If the delivery organisation is not the planning organisation they should be considered a key stakeholder and given capacity to contribute to decision making. Otherwise, decisions made on their behalf may turn out to be difficult or impossible to deliver.</p> <p>If and when plans change, this should be communicated and agreed with affected stakeholders.</p>	<p>Cherrybrook Station: The changes to the precinct boundary to now only apply to State Government-owned land were made without Council's knowledge (which fundamentally changes the project scope and operation). Council found out by visiting the Department's website for Cherrybrook Station in August 2019 and had to confirm over the phone that this was the case. Council notes that key agreed responsibilities and milestones under the MOU not met.</p> <p>Pennant Hills to Epping Cycleway: This project was initially a community-led proposal, direct to the NSW Government. Roads and Maritime Services then approached Council about this project, with \$5.1 million confirmed in funding to support the design and construction (to be managed by Council). There was no consultation with Council before the announced decision to fund the project, and a statement on project timeframes.</p>
Regular communications and a contact person work well	<p>Providing a key contact person as part of the project delivery gives stakeholders direct access to the project team, a source of information, and someone to channel feedback through. Developing a good working relationship through this role will help to foster goodwill and reassure stakeholders that they will be heard and responded to by the project team.</p> <p>Regular information updates will also be appreciated by the public and stakeholders.</p>	<p>B-Line: The project had a Communication Officer who provided weekly updates to Councils during the works.</p> <p>Pennant Hills to Epping Cycleway: Council is working closely with counterparts at Roads and Maritime Services to coordinate project planning, assessment, business case development, and approvals.</p>
Integration and alignment		
Land use and transport plans need alignment from the beginning	<p>Transport projects contribute to, and are affected by the plans and projects of other sectors. Different sectors plan projects in different ways, with the timings, resources, decisions, and consultation and funding arrangements based on requirements from their planning systems.</p> <p>Cross sectoral planning requires an openness to different planning approaches and should aim to build common understanding on the timing and impacts of all projects affecting an area, and identify the integration opportunities and issues.</p>	<p>Cherrybrook Station: While Sydney Metro was focused on delivering the station and rail service, and the Cherrybrook Station Precinct Structure Plan sets out the plans for future population growth, there doesn't appear to be much alignment between the plans, and Council are still waiting to find out what the final land development plans and associated infrastructure will be.</p> <p>Public transport corridor: Decisions on land use changes and infrastructure investment in Macquarie Park are being made now, so understanding and accounting for this project is important. If the project presents a significantly improved public transport experience, there could be the opportunity for increasing development along the corridor.</p>
Align with new and planned transport projects for network benefits	<p>Projects can't be planned in isolation, their integration with existing networks, future proposals, and concurrent projects is essential for cumulative network benefits.</p>	<p>Public transport corridor: Alignment with current projects, such as the Northwest Metro, will ensure the east-west public transport corridor builds value on top of what has already been delivered or committed to. The potential benefits from integrating the two projects need to be investigated.</p>

Finding	Detail	Case study examples
Make time for, and allocate resources to, addressing long term plans and projects	Long term planning can sometimes be obstructed by short term focus on the immediate projects under consideration.	Public transport corridor: A number of current projects are being addressed in Macquarie Park, including the bus interchange, the Ivanhoe residential precinct, and the Macquarie Centre upgrade. But in the planning of these short-term projects, it is pragmatic to ensure they are future proof. Ivanhoe could potentially benefit from support of a connecting public transport corridor.
Participation and engagement		
Meaningful and participatory stakeholder and community engagement throughout the project	Seeking early and ongoing feedback from stakeholders and the community will strengthen each stage of the transport project planning process and build understanding and support. Participatory processes can help to define the desirable outcomes and the transport problem, identify options, and increase understanding of how the project is interlinked to other issues in society. They can also improve implementation, increase public trust, and gain support by working through the challenges with stakeholders.	B-Line: Community consultation was delivered at different points across the project, including some public workshops and a public meeting held in response to REF submissions. The North Sydney community was interested in the project impacts. The Save Cremorne Group gathered 10,000s of signatures on a petition against the movement of bus stops further south along Military Road in Cremorne, concerned about how it would affect the Cremorne town centre. Cherrybrook Station: Consultation on the bus network changes was not well articulated to stakeholders. Council only found out about what would occur in the public exhibition of the Environmental Impact Statement (EIS), and there was also a lack of consultation with the community on the bus route changes that would impact their commutes. Council is aware that with community consultation on major projects like the metro, people don't necessarily pay attention at the time of an EIS, while the project is still in planning stages, and may assume the same services will continue. There was a general lack of communication and clarity from State Government regarding project status, key milestones and decisions and Council involvement. Pennant Hills to Epping Cycleway: There are plans for community consultation on the preferred route alignment, and an improved design, which is currently being prepared. The project is dependent on this feedback from Bike North, the Pennant Hills District Civic Trust, and the broader community, and the final alignment will need to consider the community feedback and preferred design inclusions. Community expectations for the route alignment may be different to the assessed preferred option. Initially community groups had suggested that it should be a dedicated off road path, with a preference for along the rail corridor, but that is difficult to achieve and doesn't necessarily meet the selected assessment criteria along the length of the route.
Build relationships between stakeholders for the long term	Participation activities should contribute to building long lasting, and trust based relationships between stakeholders. Building trust through mutual understanding and information sharing, to achieve better acceptance of the project's governance and decision making processes, not just for the current project but for future initiatives as well. Openness to other points of view increases the credibility of the final project decisions (Richards 2003).	Public transport corridor: The Macquarie Park Strategic Investigation Steering Committee is a good example of a framework with potential for building long term working relationships between stakeholders, to coordinate plans and projects as they arise.

6 The Measures of Success Framework

The Northern Sydney Measures of Success Framework provides guidance for planning transport infrastructure projects in Northern Sydney. The framework reflects the NSROC members' preferences for transport project outcomes, and draw on the recommendations from a literature review of transport planning frameworks and processes from around Australia and internationally.

6.1 Overview

The Northern Sydney Measures of Success Framework (MoS Framework) brings together strategic transport directions for the region, with approaches to address the key issues in the transport planning and project development process, identified through consultation with NSROC and the literature review of Australian and international planning methods. The MoS Framework addresses:

- > Alignment with Northern Sydney's strategic transport directions;
- > Setting the desirable outcomes and targets;
- > Articulating and understanding the transport problems and challenges;
- > Identifying and evaluating options;
- > Project delivery considerations; and
- > Performance measurement and review.

The MoS Framework focuses on the benefits combining local context, technical knowledge, skills and expertise to foster collaboration to deliver better project outcomes. It proposes coordination and collaboration, integration and alignment, and participation and engagement as core elements of the transport planning process at every step. Considerations of future flexibility and technology changes are incorporated at several points throughout the MoS Framework's planning process.

6.2 Six steps

The MoS Framework is set out in a structure of six steps, each with associated activities. The steps are:

- > **Step A** – Strategic transport directions
- > **Step B** – Problem identification and understanding
- > **Step C** – Identify and assess options
- > **Step D** – Funding and prioritisation
- > **Step E** – Project delivery
- > **Step F** – Monitoring and review

A visualisation of the MoS Framework is presented in **Figure 6-1**. Details of each step and its activities are presented as a guideline for delivery in the sections following **Figure 6-1**.

6.3 Application

6.3.1 Types of projects

The MoS Framework is broad enough to apply to a wide range of transport problems and projects, assessing the efficacy, community value and economic impact, regardless of the transport mode, or land use change. It is also scalable – from a site or link, to a route, corridor, precinct, network or region.

For use by NSROC members on their own projects, and for working with the NSW Government, the MoS Framework has a particular focus on addressing and promoting the local government perspective in transport infrastructure planning. In particular, for transport challenges and projects that:

- > Commence externally of, and traverse through NSROC, and
- > Are within NSROC and impact on centres and places.

It is a tool to guide transport project planning, and for identifying the improvement options to address local and regional transport problems as they relate to the Northern Sydney transport system vision and objectives.

6.3.2 Project stages

The MoS Framework can be useful at any stage of project planning, including the development of the project brief, project planning, project development and project implementation.

6.3.3 Considering local circumstances and needs

The MoS Framework can be used in two ways, to lead the develop of a transport plan, or to review the transport planning by others and identify where the transport planning process could be enhanced by incorporating activities and core elements from the MoS Framework. For example, a Council-initiated transport plan for a local centre may apply the MoS Framework from Step A, and follow a consecutive planning approach through the steps and activities, whereas with a NSW Government led mass transit project, the MoS Framework could be used to identify where and when Councils want to be involved in project decisions.

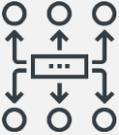
The MoS Framework aims to permit the unique social, environment and economic characteristics in a Council area (or group of Council areas) to be considered in the transport planning process, and acknowledges that Councils operate in a complex environment that influences the local government decision-making process. This can involve competing objectives, trade-offs, physical and social constraints, uncertainty, a lack of resources, and quantifiable as well as unquantifiable impacts. It is not intended to be onerous, for smaller planning tasks, it may only be referenced to trigger conversations with stakeholders, address integration and coordination issues, or facilitate better options evaluation.

6.4 Core elements

Three core elements are proposed to support the six steps (and associated activities) of the MoS Framework. These core elements seek to maximise the success of the transport planning process, by maintaining a focus on collaboration, integration, and engagement, at each step.

The three core elements that underpin the MoS Framework are introduced in **Table 6-1**. Their inclusion in each transport planning activity is described in **Sections 6.6 to 6.10**.

Table 6-1 Measures of Success Framework – core elements

	<p>Coordination and collaboration</p> <p>Establishing partnerships and ongoing collaboration across all levels of planning, with other jurisdictions, agencies and across sectors, is critical to ensuring project success, by:</p> <ul style="list-style-type: none"> ▪ Allowing the opportunity for all stakeholders to be informed and contribute to the project planning process early, including agreeing on the study area, and defining the problem. ▪ Maximising buy-in, and ensuring the project option that best meets the needs and objectives, and addresses the problem, is selected and progressed for implementation. <p>Planning for coordination and collaboration starts early in the process through identification of the parties who participate the project planning, development and delivery. Communication channels should be agreed early and the key decision and hold points identified, in particular at points in the planning process where:</p> <ul style="list-style-type: none"> ▪ Inputs are required, such as data and documentation. ▪ An agreement or approval is required. ▪ Outcomes of an activity are determined, and cooperation among stakeholders is required to identify next steps or a decision needs to be made. <p>Identifying the relevant parties will vary depending on the subject location, identified problems and challenges, and subsequent improvement options. It is important that the means of cooperation and participation are clearly defined and agreed, along with the roles and responsibilities for each represented organisation or agency.</p>
	<p>Integration and alignment</p> <p>A transport planning process doesn't sit in isolation, it is influenced by, and influences, other sectors, other jurisdictions and the broader societal goals.</p> <p>A transport plan should acknowledge and align with the relevant plans, policies, projects, and activities by other parties that have been previously completed, are occurring in parallel, or are to follow. This includes integrating:</p> <ul style="list-style-type: none"> ▪ Across planning sectors like land use, neighbouring areas and jurisdictions. ▪ Modes, transport user groups and needs. ▪ With broader strategic planning, policies, objectives, or works by other agencies or levels of planning. <p>Strategic plans such as LSPSs and integrated transport strategies are inputs into the MoS Framework and conversely the outputs from the application of the MoS Framework on a project may be considered in updates to these strategic plans. At the tactical level the same applies including for DCPs, and for land use and transport action plans like strategic and local centre plans and bike plans.</p>
	<p>Participation and engagement</p> <p>This core element is a reminder to engage and encourage ongoing participation from all affected stakeholders and the community throughout the planning process. Links should be established with agencies, businesses and community interests that may be affected by the outcome of the planning process. They should be involved in the entire life cycle of problem identification, solution formulation, evaluation, and implementation, so that the planning process outcomes reflect their priorities.</p> <p>Each transport plan will affect different organisations and groups depending on the project scale and its likely impacts, and the decision making and approval processes required as part of planning and implementation. A list of potential stakeholder groups relevant for Northern Sydney is provided in Appendix A.</p>

6.5 Success metrics

Transport planning processes should be assessed, to understand the benefits, impacts, implications, and the areas for future improvement. The following nine success metric areas are proposed, to review the MoS Framework's application to the transport planning process in Northern Sydney. They generally address the identified transport system values for Northern Sydney, set out in **Section 3.3**, so that the transport planning process meets community expectations for how projects are planned.

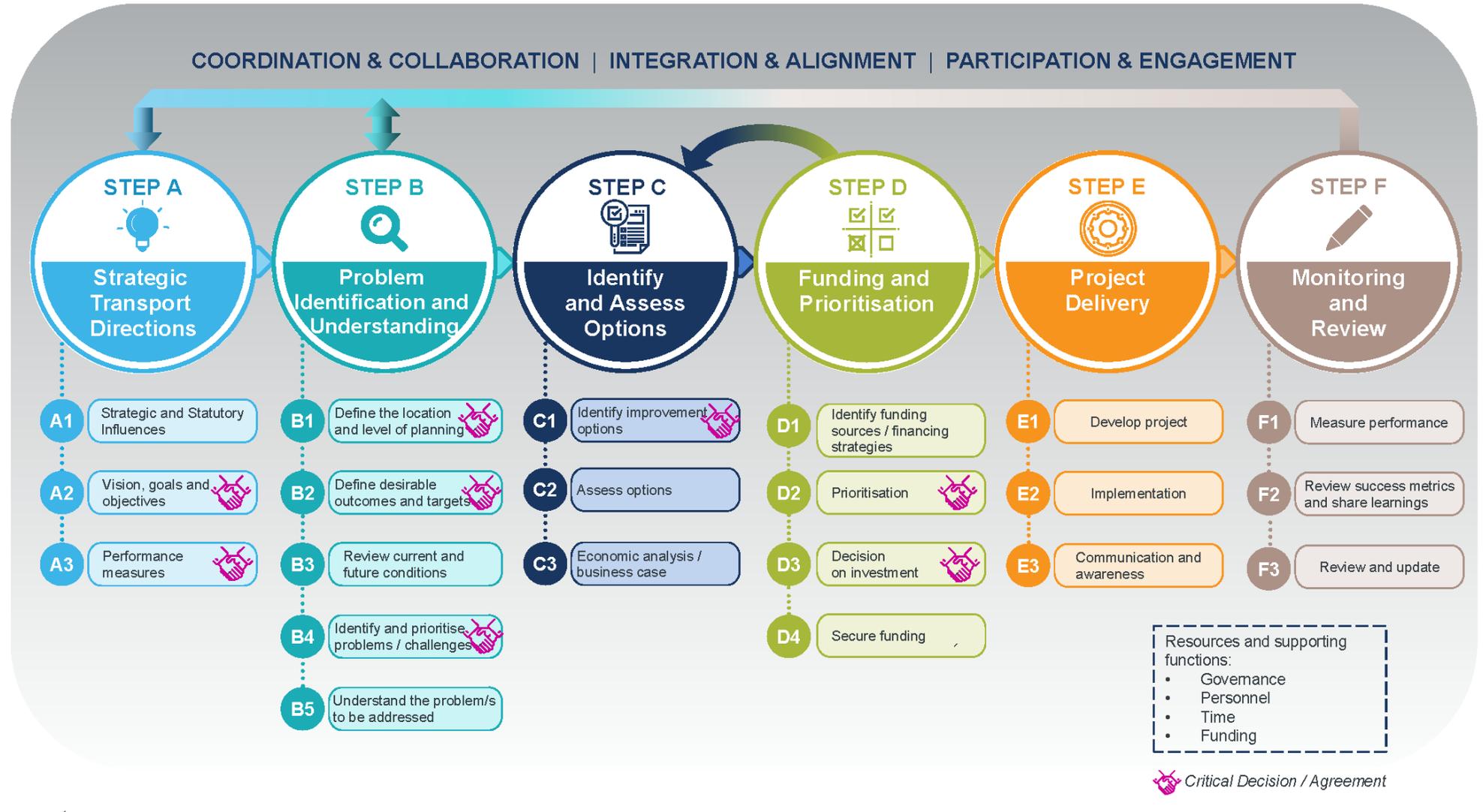
Proposed success metrics:

- > **Governance:** Transparent and defensible decision making processes are evident.
- > **Alignment:** The project/s demonstrates strategic alignment with local and state government plans and policies.
- > **Collaboration:** Substantial collaboration informs the project planning and development.
- > **Technically sound:** The technical analysis is rigorous and can withstand peer review.
- > **Safety in design:** Safety considerations can be demonstrated from early project development.
- > **Community and stakeholder engagement:** Community members and stakeholders feel engaged and heard.
- > **Value for money:** The planning process is efficient and achieved value for money.
- > **Incorporation of contemporary planning principles and practices:** The planning methods reference best practice, promote innovative thought, address sustainability, and make use of the latest data and insights.
- > **Plan credibility:** The desirable outcomes are met, as demonstrated by the achievement of targets.

The success metrics are suggested to be reviewed in as part of Step F of the Measures of Success Framework - Monitoring and Review.

Further details on the applications of the success metrics are described in Step F (Activity F2) of the following guidelines, and the suggested indicator for each success metric is described in the monitoring and review section of this report (**Section 9.2**).

Figure 6-1 Measures of Success Framework



6.6 Step A – Strategic transport directions

6.6.1 A1 - Strategic and statutory influences

A1 – Strategic and statutory influences	
Purpose	To ensure transport planning in Northern Sydney reflects the strategic and statutory context, and the strategic transport directions reflect broader societal goals.
Detail	A thorough understanding of the strategic and statutory context will provide direction for developing a transport system vision and objectives that align with local government and community priorities.
Checklist	<ul style="list-style-type: none"> <input type="checkbox"/> Review strategic and statutory plans and policies. <input type="checkbox"/> Review literature for awareness evolving technologies and innovation. <input type="checkbox"/> Summarise relevant elements for planning transport projects.
Links to	 This activity will influence the development of the vision, goals and objectives in Activity A2.
Critical decision/ agreement	NA
Core elements	 <ul style="list-style-type: none"> > Coordination and collaboration: Coordinate with other jurisdictions to identify the relevant strategic and statutory documents to review.
	 <ul style="list-style-type: none"> > Integration and alignment: Consider the broader strategic context. As relevant, review international, federal, state and neighbouring Council plans and policies.

6.6.2 A2 - Vision, goals and objectives

A2 – Vision, goals and objectives	
Purpose	To set the strategic transport direction for Northern Sydney, reflecting both local and state government priorities, and drawing on community values and preferences from each councils' strategic planning processes.
Detail	Once reviewed and finalised, the strategic transport directions, proposed in Section 3 , will guide transport planning priorities and decisions, setting the overall desirable outcomes for Northern Sydney's transport system.
Checklist	<ul style="list-style-type: none"> <input type="checkbox"/> Develop an agreed transport system vision, goals and objectives that reflect the Community Strategic Plans, Local Strategic Planning Statements, Local Environment Plans, and Development Control Plans. <input type="checkbox"/> Align the strategic transport directions with state government strategies and plans. <input type="checkbox"/> Set a vision for Northern Sydney that embraces flexibility as transport technologies evolve, populations grow and demographics change. <input type="checkbox"/> Seek agreement on the transport system vision and objectives. <input type="checkbox"/> Regularly review the strategic transport directions to keep them relevant and in line with community priorities.
Links to	 A1 Draws on the strategic context reviewed in A1.
	 A3 Performance measures in A3 will relate to the transport system objectives.
	 F3 The strategic transport directions should be regularly reviewed and updated.
Critical decision/ agreement	Agreement on transport system vision and objectives for Northern Sydney.
Core elements	 <ul style="list-style-type: none"> > Coordination and collaboration: Develop consensus across NSROC members on the strategic transport directions, and engage the NSW Government in the vision for Northern Sydney.
	 <ul style="list-style-type: none"> > Integration and alignment: As the strategic transport directions will represent the entire Northern Sydney region, they should align with overall community goals for Northern Sydney, and the NSW Government's plans for land use and transport planning in across Sydney and in the region.
	 <ul style="list-style-type: none"> > Participation and engagement: Seek agreement on the strategic transport directions from stakeholders and ensure they reflect community priorities.

6.6.3 A3 - Performance measures

A3 – Performance measures	
Purpose	To develop measures that can be used to set quantitative targets and measure performance against the transport system objectives and desirable outcomes.
Detail	<p>Each transport system objective should have at least one performance measure that can be monitored to identify problems and challenges, and to track improvement.</p> <p>The ability to collect, monitor and assess data is an important consideration as it can be costly and resource intensive. Use of existing data collection sources will reduce cost and effort, while emerging data technologies may provide more efficient and timely supply of relevant data.</p>
Checklist	<ul style="list-style-type: none"> <input type="checkbox"/> Identify performance measures that are quantifiable. <input type="checkbox"/> Check that data sources exist for each performance measure. Consider how new data sources can be used to monitor performance measures. <input type="checkbox"/> Consider the performance measures that might be needed to understand how new technologies are performing. <input type="checkbox"/> Review performance measures regularly to ensure they are still the most relevant means to monitor performance against desirable outcomes.
Links to	<ul style="list-style-type: none"> A2 The performance measures should directly relate to the transport system objectives. B2 The performance measures should support the identification of desirable outcomes and setting of targets. B4 The performance measures will be used to identify where the desirable outcomes are not achieved. C2 The performance measures should be used to assess project options for achievement against the desirable outcomes and targets. F1 The post completion review will use the performance measures to determine the improvement achieved towards the desirable outcomes and targets.
Critical decision/ agreement	NA
Core elements	<p> > Coordination and collaboration: Coordination with other planning sectors and levels of planning to identify data that is able to be collected and shared for use in monitoring the performance measures.</p> <p> > Integration and alignment: Use performance measures that are consistent with other strategic planning processes where possible, such as Community Strategic Plans, Transport for NSW, and the Greater Sydney Commission’s performance indicators.</p>

6.7 Step B – Problem identification and understanding

6.7.1 B1 - Define the location and level of planning

B1 – Define the location and level of planning	
Purpose	To define the geographic location to undergo planning, the level of planning required, and the relevant elements of the transport system.
Detail	This could be a region, centre, precinct, network, route, corridor or link. There could be a focus on one main transport mode, or a planned land use change for a particular site. A particular economic activity or market, or customer behaviour could be the focus of the planning exercise.
Checklist	<ul style="list-style-type: none"> <input type="checkbox"/> Define, describe and map the location or coverage. <input type="checkbox"/> Identify affected community members and transport user groups. <input type="checkbox"/> Document directly relevant elements of the transport system and their functions. <input type="checkbox"/> Note indirect elements of the transport system.
Links to	<p>B3 The review of current and future conditions will focus on the defined location, level of planning, or element of the transport system.</p> <p>B4 The study area or level of planning may need to be amended based on the identified problem/s and their extent.</p>
Critical decision/ agreement	Agreement on the location, boundary, and included elements of the transport system
Core elements	 <p>> Coordination and collaboration: With neighbouring jurisdictions, plans and key stakeholders to understand how the location is referred to and defined by others, and their preferences for the planning focus.</p>
	 <p>> Integration and alignment: Across modes and transport users, sectors, and integrated land use and transport considerations.</p>
	 <p>> Participation and engagement: Agreement on the definition / boundary of the location, level of planning, and elements of the transport system to be included.</p>

6.7.2 B2 - Define desirable outcomes and targets

B2 – Define desirable outcomes and set targets	
Purpose	To agree on the desirable outcomes for the location, or element/s of the transport system.
Detail	<p>The desirables outcomes should align with the Northern Sydney transport system vision from Activity A2. They should be achievable and could developed by identifying and refining the relevant transport system objectives, determining a modal hierarchy, planning movement and place functions, or improving transport user experiences.</p> <p>The desirable outcomes should usually involve setting targets, to be measured using the performance measures from A3.</p> <p>Not every transport system objective from A2 will be relevant for all communities, centres, corridors, or routes across the region. Transport system objectives can also conflict with each other, and different transport user needs may compete for space, funding and priority. Compromise and prioritisation may be needed when deciding on the most important desirable outcomes for specific locations, communities, transport users, or transport system elements. This should be decided through consultation with the relevant stakeholders and communities.</p>
Checklist	<ul style="list-style-type: none"> <input type="checkbox"/> Identify the relevant transport system objectives from A2. <input type="checkbox"/> Document the desirable outcomes for the location or transport system element, with reference to the relevant transport system objectives. <input type="checkbox"/> Set desirable outcomes and targets that aren't restricted by currently available technology but are instead outcomes based, to allow for flexibility in how the future transport system will be delivered. <input type="checkbox"/> Set targets for the desirable outcomes, using the relevant performance measures from Activity A3.
Links to	<ul style="list-style-type: none"> A2 References the NSTIS transport system vision and transport system objectives. A3 Sets targets that can be measured using the performance measures. B3 The desirable outcomes and targets are used to assess the current conditions in B3. B4 The desirable outcomes and targets are used to identify problems and challenges in B4. C2 Project options will be assessed against their ability to achieve the desirable outcomes and targets. D1 Demonstrating that the desirable outcomes align with the goals and objectives of funding streams will increase the likelihood of securing funding. F1 The project's performance will be measured against the desirable outcomes and targets.
Critical decision/ agreement	Agreement on the desirable outcomes and targets

B2 – Define desirable outcomes and set targets	
Core elements	 <p>> Coordination and collaboration: Seek agreement from relevant parties on the desirable outcomes and targets.</p>
	 <p>> Integration and alignment: The desirable outcomes and targets should align with the transport system vision and the relevant objectives. They should be developed to consider the goals and objectives of funding streams as well.</p>
	 <p>> Participation and engagement: Stakeholders, community members and all levels of planning should agree on the desirable outcomes and targets. Outcomes that misaligned with stakeholder and community expectations will not be accepted and could cause delays and the need to plan again.</p>

6.7.3 B3 - Review current and future conditions

B3 – Review current and future conditions	
Purpose	To review the current and future transport system conditions against the desirable outcomes and targets to identify issues and challenges.
Detail	<p>This involves data collection and review, to confirm the current and future performance of the transport system.</p> <p>Consider whether already planned projects and initiatives will address the identified problem or challenge to some or all degree, and factor that into the future conditions assessment.</p>
Checklist	<ul style="list-style-type: none"> <input type="checkbox"/> Gather current conditions data: land use, topography, existing infrastructure and services for all transport modes, travel behaviour (patronage, counts, volumes), demographics, economic activity, and current performance. <input type="checkbox"/> Gather future conditions forecasts: land use plans, planned infrastructure, operations, and services changes, forecast population, demographics and travel behaviour, economic activity forecasts, future performance, new technologies. <input type="checkbox"/> Assess and summarise current and forecast conditions, including area-wide impacts. <input type="checkbox"/> Evaluate the current and future conditions the against desirable outcomes and targets, considering: <ul style="list-style-type: none"> <input type="checkbox"/> Future needs in terms of growth, technology, and changing demographics. <input type="checkbox"/> How the transport system element or location conditions will change in the future and affect performance against desirable outcomes. <input type="checkbox"/> State assumptions.
Links to	<p> The current and forecast conditions are assessed against the desirable outcomes and targets.</p> <p> The review will inform the identification and articulation of problems and challenges.</p>
Critical decision/ agreement	NA
Core elements	<p> > Coordination and collaboration: With other jurisdictions and stakeholders on plans, forecasts, and data collection and assessment.</p> <p> > Integration and alignment: Across data sources, and in the approach to assessment and modelling methodology.</p> <p> > Participation and engagement: Understand community and stakeholder opinions on current conditions.</p>

6.7.4 B4 - Identify and prioritise problems and challenges

B4 – Identify and prioritise problems and challenges	
Purpose	To review the gaps between current performance and target performance, identifying where the desirable outcomes are not being met.
Detail	This activity draws on the data review from Activity B3, and should also involve engagement with stakeholders and the community to contribute to, and confirm the identified problems and challenges.
Checklist	<ul style="list-style-type: none"> <input type="checkbox"/> Document the shortfall gaps between the current and/or future status, and the desirable outcomes, and describe them as problems or challenges. <input type="checkbox"/> Review the relative performance gaps and their importance against each other and the desirable outcomes, to propose a prioritisation of the problems and challenges. <input type="checkbox"/> Consider how evolving technology will influence the problems and challenges (will it exaggerate or help to mitigate them?). <input type="checkbox"/> Confirm the identified problems and challenges with stakeholders and the community and receive feedback on the prioritised problems and challenges. <input type="checkbox"/> Finalise the prioritised list of problems and challenges and confirm which ones need to be addressed.
Links to	 Use the desirable outcomes and targets from B2 to identify problems and challenges.
	 The review of the current and future conditions against the desirable outcomes and targets will inform problem articulation and prioritisation.
	 The problems and challenges need to be well articulated, so that they can be understood, and their causes investigated.
Critical decision/ agreement	<ul style="list-style-type: none"> > Definition of the problems and challenges. > Prioritisation of the problems and challenges. Which problems need to be addressed first?
Core elements	 <ul style="list-style-type: none"> > Coordination and collaboration: Cooperate with other jurisdictions and stakeholders on data assessment and interrogation. Which identified problems and challenges are most important to other jurisdictions, stakeholders and agencies.
	 <ul style="list-style-type: none"> > Integration and alignment: Consider how the identified problems and challenges align with challenges identified within other planning sectors, other jurisdictions, and other levels of planning.
	 <ul style="list-style-type: none"> > Participation and engagement: Engage with stakeholders and the community to receive feedback on the identified problems and challenges, and their relative importance.

6.7.5 B5 - Understand the problem/s to be addressed

B5 – Understand the problem/s to be addressed	
Purpose	To understand more about the causes of the identified problems and challenges.
Detail	<p>It is important to understand the causes of the problem, so that appropriate options can be identified. There may not a single cause attributable to the problem, or there may be several contributing factors, secondary impacts, and cumulative impacts that lead to the problem or challenge.</p> <p>What are the contributing factors, underlying causes, related planning sectors and stakeholders? A solution that doesn't address the underlying causes of the problem will not solve it.</p>
Checklist	<ul style="list-style-type: none"> <input type="checkbox"/> Identify the causes of the problems and challenges to be addressed. <input type="checkbox"/> Write a problem statement, summarising the problem, its causes and their impact on achieving the desirable outcomes.
Links to	<p>B3 Data analysis from this activity may be used to inform this investigation.</p> <p>B4 A well-articulated problem will lead to better understanding of the causes.</p> <p>C1 Options identification should focus on addressing the causes of the problem or challenge.</p>
Critical decision/ agreement	NA
Core elements	<p> > Coordination and collaboration: Identify which jurisdictions and agencies affect, or are affected by the problems and challenges.</p> <p> > Integration and alignment: Look across sectors to understand impacts and influences from outside of the transport system.</p> <p> > Participation and engagement: With stakeholders to interrogate data, results and develop understanding of primary, secondary and cumulative factors that cause problems and challenges.</p>

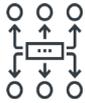
6.8 Step C – Identify and assess improvement options

6.8.1 C1 - Identify improvement options

C1 – Identify improvement options	
Purpose	To identify options to address the causes of problems and challenges, and achieve the desirable outcomes and targets.
Detail	Options could include new or upgraded infrastructure, policy, programs, service changes, operational changes, or influencing traveller behaviour. Options could differ spatially or temporally, and could involve new technology, trials, or staggered implementation. An option may constitute a single initiative, or a package of works and actions. An option may have several components shared with other options. A 'do nothing' scenario should also be included in the list of potential options.
Checklist	<ul style="list-style-type: none"> <input type="checkbox"/> Research improvement options that will address the causes of the problems and challenges. <input type="checkbox"/> Consider how new technologies will help to address problem causes, and achieve desirable outcomes. <input type="checkbox"/> Identify if changing technology, demographics and travel behaviour will affect the efficacy of each option. <input type="checkbox"/> Collect information on the options, so that they can be evaluated against each other and the desirable outcomes. <input type="checkbox"/> Engage stakeholders, community and industry to receive ideas and feedback potential options. <input type="checkbox"/> Describe each option, its inclusions, and its anticipated impact on the cause of problem or challenge, and contribution to the desirable outcomes.
Links to	<p> Identify options that address the causes of the identified problems and challenges.</p> <p> Step D will assess each of the identified improvement options.</p>
Critical decision/ agreement	> An agreed list of options to be evaluated.
Core elements	<p> > Coordination and collaboration: Consider the projects and plans currently being developed by other jurisdictions, sectors and stakeholders. Will any of those constitute an option, or part of an option?</p> <p> > Integration and alignment: Consider how a package of works will jointly work to address the problem or challenge.</p> <p> > Participation and engagement: Engage with stakeholders, the community and industry to identify potential options.</p>

6.8.2 C2 – Assess options

C2 – Assess options	
Purpose	To compare the options against the desirable outcomes and targets, to determine a preferred option that best achieves the desirable outcomes and addresses the causes of the problems and challenges.
Detail	This involves development of an appropriate assessment methodology that is informed by the desirable outcomes and targets.
Checklist	<ul style="list-style-type: none"> <input type="checkbox"/> Develop an appropriate assessment methodology. This would be primarily dependent on the size of the proposed project; options could include: <ul style="list-style-type: none"> <input type="checkbox"/> A “traffic-light system” where options are assessed directly against each agreed desirable outcome, with a corresponding colour/score allocated (i.e. red = does not meet, amber = partially meets, green = meets). <input type="checkbox"/> A multi-criteria analysis (MCA), where assessment criteria are developed based on the desirable outcomes and weighted based on importance. <input type="checkbox"/> Transport modelling, where the outcomes of future conditions are reported and compared based on the implementation of the different options. For example, this could be a report on travel times, mode shift, or Level of Service. <input type="checkbox"/> Check that the methodology aligns with potential funding program requirements. <div style="border: 1px solid #ccc; padding: 10px; margin: 10px 0;"> <p style="text-align: center;">Note for projects with capital cost greater than \$10 million.</p> <p>For projects with State Government involvement, a formal business case will need to be developed in accordance with Infrastructure NSW guidelines that require specific assessment methodologies to be applied. Consider these prior to developing an assessment methodology.</p> </div> <ul style="list-style-type: none"> <input type="checkbox"/> The assessment methodology should consider future transport technologies and changing travel patterns. Is the scoring or ranking of options likely to change as a result? <input type="checkbox"/> Complete a strategic cost estimate for each option. <input type="checkbox"/> Apply the agreed assessment methodology and rank each option from best to worst. Provide justification commentary for each scoring decision, and final option ranking. <input type="checkbox"/> Consider commissioning an independent review of the assessment. This would be dependent on the scale of each project, or could be applied in cases where the assessment does not clearly identify a preferred option.
Links to	<ul style="list-style-type: none"> C3 The economic assessment and business case in C3 will use the results from the options assessment. D1 The funding sources and financing strategies might dictate the option assessment required to complete the funding application successfully.
Critical decision/ agreement	<ul style="list-style-type: none"> > Agreement on the proposed assessment methodology. > Agreement on the outcomes of the options assessment.

C2 – Assess options	
Continuous activities	 <ul style="list-style-type: none"> > Coordination and collaboration: Ensure agreement among all parties that the assessment methodology is fit-for purpose.
	 <ul style="list-style-type: none"> > Integration and alignment: Use accepted assessment methodology that will be appropriate for potential funding applications and proposals.
	 <ul style="list-style-type: none"> > Participation and engagement: Communicate the assessment methodology and outcomes to the community and stakeholders.

6.8.3 C3 – Economic analysis / business case

C3 – Economic analysis / business case	
Purpose	To provide an analysis of each project option’s benefits relative to the anticipated costs.
Detail	The economic analysis methodology applied will be dependent on the significance of the project, as involvement of state and federal government agencies will require development of a business case based on their guidelines.
Checklist	<ul style="list-style-type: none"> <input type="checkbox"/> Determine if the project is of state / regional or national significance. <input type="checkbox"/> If the project is of National significance, a formal submission to Infrastructure Australia (IA) would be required that aligns with the IA Assessment Framework. <input type="checkbox"/> If the project is of State/ Regional significance, a formal submission to Infrastructure NSW (INSW) would be required that aligns with the Infrastructure Investor Assurance Framework (IIAF), for projects with a capital cost greater than \$10 million. <input type="checkbox"/> For projects not within these categories, a simplified economic analysis should be completed. <input type="checkbox"/> Aim for an economic analysis methodology that provides flexibility to account for future costs and benefits realised from emerging technologies and changes to demographics and travel behaviour.
Links to	 Draw on outcomes from the options assessment in the economic analysis.
	 Consider the project funding opportunities when deciding on an economic analysis methodology.
	 The outcomes from the economic analysis should inform the prioritisation of projects.
	 The outcomes from the economic analysis should inform the decision to invest.
Critical decision/ agreement	NA
Core elements	 <ul style="list-style-type: none"> > Coordination and collaboration: With relevant government and private sector agencies in agreeing on the methodology, and progressing the economic analysis.
	 <ul style="list-style-type: none"> > Integration and alignment: With the relevant business case guidelines.
	 <ul style="list-style-type: none"> > Participation and engagement: Collaborate with key stakeholders in determining the analysis methodologies. Provide updates to stakeholders and the community on the outcomes of the economic analysis. Ensure transparency of results and outcomes, once confidentiality risks are assured or no longer relevant.

6.8.4 Step D – Funding and prioritisation

6.8.5 D1 – Identify funding opportunities / financing strategies

D1 – Identify funding opportunities / financing strategies	
Purpose	To identify opportunities for funding of the improvement options, through available budget streams, or collaboration with other government agencies or private organisations.
Detail	The funding opportunities include self-funded projects through rates and levies, projects jointly funded with neighbouring jurisdictions, receipt of full or partial funding from state and national government, and other developer contribution or private sector arrangements. Many funding streams have underlying goals and objectives; projects are more likely to receive funding if alignment with these can be demonstrated.
Checklist	<ul style="list-style-type: none"> <input type="checkbox"/> Determine if the potential project is of State/ Regional or National significance. <ul style="list-style-type: none"> <input type="checkbox"/> If the project is of National significance, a formal submission to Infrastructure Australia, and engagement with the Infrastructure and Project Financing Agency would be required. <input type="checkbox"/> If the project is of State/ Regional significance, a formal submission to Infrastructure NSW would be required. Depending on the project, engagement with one or more NSW Government agencies may be required. <input type="checkbox"/> For projects not within the above categories, identify if the initiative is eligible for a government grant. Examples include the Walking and Cycling Program, the Black Spot Program, and the bus route subsidy grants. <input type="checkbox"/> Identify opportunities to achieve fair balance between taxpayers, users and other beneficiaries. <input type="checkbox"/> Identify funding streams’ goals and objectives. <input type="checkbox"/> Consider the implications of emerging transport technologies on project financing. These could include the security of available funding e.g. the growth in electric vehicle usage reducing fuel excise revenue, and potential for new funding streams, such as subsidies for projects that promote active transport or use of car share.
Links to	 Funding opportunities would be identified for each of the project options identified in C1.
	 The availability of funding opportunities may influence the prioritisation of projects.
	 The identified funding sources and financing strategies will inform the application and receipt of initiative funding.
Critical decision/ agreement	NA

D1 – Identify funding opportunities / financing strategies

<p>Core elements</p>	 <ul style="list-style-type: none"> > Integration and alignment: Determine how the improvement options can align with the goals and objectives of funding streams to increase their likelihood of funding.
	 <ul style="list-style-type: none"> > Participation and engagement: Provide ongoing updates to stakeholders and the community on key items including: <ul style="list-style-type: none"> - Funding streams pursued, including the benefits and requirements of each. - Anticipated funding breakdown of each option (i.e. proportion of the capital cost covered by, public funds, funding streams, or other government and/or private sector contribution). > Information provided should be complete and transparent, and highlight all risks and benefits of each option and corresponding funding approach. Confidentiality provisions may apply depending on the project – lifting these as soon as the commercial risk is no longer applicable will enhance community engagement and buy-in for the project.

6.8.6 D2 – Prioritisation

D2 – Prioritisation	
Purpose	To prioritise the investment based on outcomes from the economic analysis and ability to achieve the desirable outcomes.
Detail	Dependent on the amount of potential funding available, project options and their inclusions and scope may need to be prioritised, so that investment is focused on the value for money initiatives and project components that best deliver on the desirable outcomes.
Checklist	<ul style="list-style-type: none"> <input type="checkbox"/> Review the economic analysis against the funding and financing opportunities. <input type="checkbox"/> Identify project components that contribute to a strong business case, and those that don't. <input type="checkbox"/> Review the project components against the desirable outcomes. <input type="checkbox"/> Group the initiatives and project components into an order to be delivered, with the most important to be delivered first.
Links to	 The prioritisation of the project components should reference the desirable outcomes.
	 The option assessment will inform the prioritisation.
	 The economic analysis / business case will inform the prioritisation.
	 Based on the prioritisation, a decision to invest will be made.
Critical decision/ agreement	> Agreement on prioritised improvement options and projects.
Core elements	 > Coordination and collaboration: Agree with stakeholders on the prioritisation approach, criteria, and outcomes.
	 > Integration and alignment: Align the prioritisation criteria with the desirable outcomes.
	 > Participation and engagement: Consider how to involve the community and stakeholders in the prioritisation process, and communicate the outcomes.

6.8.7 D3 – Decision on investment

D3 – Decision on investment	
Purpose	To articulate a decision on the project option (and its components) to proceed, based on the technical assessments, economic analyses, and prioritisation.
Detail	This activity represents the last key critical decision point in the project planning process.
Checklist	<ul style="list-style-type: none"> <input type="checkbox"/> Prepare a determination summary outlining the decision, in collaboration with all relevant stakeholders. For each decision, provide clear explanations with accompanying justification. Decision options could include: <input type="checkbox"/> Decision to invest in a preferred option. <input type="checkbox"/> Decision to invest in a particular prioritised order (if there are several initiatives to be invested in over time). <input type="checkbox"/> Decision to proceed based on an amended option. <input type="checkbox"/> Decision not to proceed (Do nothing or identify new options). <input type="checkbox"/> Depending on the project scale, a new technical assessment and economic analysis should be completed if the decision is to revise/ amend an existing option, or identify new options.
Links to	 Identify new options if a preferred option is not determined.
	 The economic analysis / business case will inform the decision to invest.
	 The prioritisation of projects and inclusions will inform the decision to invest.
	 Based on the decision made, the project could progress to secure funding from the sources identified in Activity D1.
Critical decision/ agreement	> Decision on investment.
Core elements	 > Coordination and collaboration: With relevant government and private sector agencies in agreeing on, and documenting the outcome of the decision to invest.
	 > Integration and alignment: Consider the implications of the decision to invest on other project appraisal programs currently in progress.
	 > Participation and engagement: Engage with stakeholders and the community on the decision made, and provide transparency on the reasons why.

6.8.8 D4 – Secure funding

D4 – Secure funding	
Purpose	To prepare and submit a formal application for funding following a decision to invest in a preferred project option.
Detail	This activity aims to secure the financial guarantee/s required to proceed to project delivery.
Checklist	<ul style="list-style-type: none"> <input type="checkbox"/> Identify the stakeholders to be involved in providing funding. <input type="checkbox"/> Prepare a project financing plan. <input type="checkbox"/> Prepare an operations and maintenance plan. <input type="checkbox"/> Complete all elements for funding application requirements.
	<div style="display: flex; align-items: center;"> <div style="border: 1px solid black; border-radius: 50%; width: 20px; height: 20px; display: flex; align-items: center; justify-content: center; margin-right: 5px;">D1</div> <p>The identified funding sources and financing strategies will inform the application and receipt of project funding.</p> </div>
Links to	<div style="display: flex; align-items: center;"> <div style="border: 1px solid black; border-radius: 50%; width: 20px; height: 20px; display: flex; align-items: center; justify-content: center; margin-right: 5px;">D3</div> <p>The securing of funding would follow a decision to proceed with a preferred option.</p> </div>
	<div style="display: flex; align-items: center;"> <div style="border: 1px solid black; border-radius: 50%; width: 20px; height: 20px; display: flex; align-items: center; justify-content: center; margin-right: 5px;">E1</div> <p>The securing of funding would lead to project delivery.</p> </div>
Critical decision/ agreement	N/A
Core elements	 <p>> Integration and alignment: With council budgets and forward works programs.</p>

6.9 Step E – Project delivery

6.9.1 E1 – Develop project

E1 – Develop project	
Purpose	To progress development of the preferred option to implementation and commissioning.
Detail	This activity progresses the preferred option through to the planning of the implementation.
Checklist	<ul style="list-style-type: none"> <input type="checkbox"/> Define the project’s preferred option: <input type="checkbox"/> Background context and need for the project, including commentary on desirable outcomes, targets and other options that were considered. <input type="checkbox"/> Description of the project requirements. This could include design services through to construction (for infrastructure based initiatives and / or modelling and validation, surveying and facility audits, and project management or support services (for non-infrastructure based initiatives). <input type="checkbox"/> Timeline of expected completion of works. <input type="checkbox"/> Develop scope of works for each of the project requirements. <input type="checkbox"/> Allow for flexibility / innovation in responses to services briefs and project requirements. Focus on desirable outcomes and targets. <input type="checkbox"/> Develop project delivery sequencing for all works. <input type="checkbox"/> Determine scope of works to be completed in-house, and by external contractors or consultants. <input type="checkbox"/> Complete tendering and engagement processes for all contracts.
Links to	 Project development should refer back to the desirable outcomes and targets.
	 Project development will inform the implementation activities.
Critical decision/ agreement	> NA
Core elements	 <ul style="list-style-type: none"> > Coordination and collaboration: With surrounding jurisdictions for projects that interface with more than one council area. Liaise with state and federal government agencies as required (project dependent). Identify key project team members, including project managers, technical and communications leads.
	 <ul style="list-style-type: none"> > Integration and alignment: Of internal and external teams, and with desirable outcomes.
	 <ul style="list-style-type: none"> > Participation and engagement: Communicate regular project progress updates to stakeholders and the community.

6.9.2 E2 – Implementation

E2 - Implementation	
Purpose	To oversee construction and/ or implementation of the project.
Detail	This activity involves delivery of the improvement project.
Checklist	<ul style="list-style-type: none"> <input type="checkbox"/> Complete all planning (for non-infrastructure based initiatives), and design and tendering documentation work (for infrastructure based initiatives). <input type="checkbox"/> Develop scope of works for construction and/or implementation. <input type="checkbox"/> Secure contracts if required. <input type="checkbox"/> Plan communication and marketing strategies.
Links to	 Project implementation follows completion of all preparatory tasks as part of Activity E1.
	 Implementation teams would de-mobilise following project completion with handover to an ongoing review and monitoring in F1.
Critical decision/ agreement	> NA
Core elements	 > Coordination and collaboration: With Local Traffic Committees, and across departments and agencies.
	 > Integration and alignment: With other construction activities, service changes and program delivery.
	 > Participation and engagement: Communicate regular updates to stakeholders and the community on project progress and construction management.

6.9.3 E3 – Communication and awareness

E3 - Implementation	
Purpose	To communicate the commencement and benefits of new transport projects, policies, and initiatives
Detail	It is important to consider and incorporate the behavioural aspect of transport. Projects and initiative should be complemented by an educational and awareness campaign to raise awareness of new transport choices, and to encourage people to change their travel behaviour.
Checklist	<ul style="list-style-type: none"> <input type="checkbox"/> Identify target audience. <input type="checkbox"/> Document key messages. <input type="checkbox"/> Plan communication and marketing activities, channels and timings. <input type="checkbox"/> Consider methods of communication and engagement to reach a wider audience, e.g. mobile, social media.
Links to	<div style="display: flex; align-items: center;"> <div style="background-color: #f4a460; border-radius: 50%; width: 25px; height: 25px; display: flex; align-items: center; justify-content: center; margin-right: 10px;">E2</div> <p>The communication activities should be aligned with the timings of the implementation delivery.</p> </div>
Critical decision/ agreement	NA
Ongoing actions	<div style="display: flex; align-items: flex-start; margin-bottom: 10px;"> <div style="text-align: center; margin-right: 10px;">  </div> <div> <p>> Coordination and collaboration: Coordinate communications across projects and delivery organization for cohesive, consistent messaging, and avoid numerous and uncoordinated communications.</p> </div> </div> <hr/> <div style="display: flex; align-items: flex-start; margin-bottom: 10px;"> <div style="text-align: center; margin-right: 10px;">  </div> <div> <p>> Integration and alignment: Integrate initiative specific communication with broader transport communication activities (brand, messaging, media) for comprehension and consistency.</p> </div> </div> <hr/> <div style="display: flex; align-items: flex-start;"> <div style="text-align: center; margin-right: 10px;">  </div> <div> <p>> Participation and engagement: Communicate the project commencement and benefits with community and stakeholders so that they are aware of improvements to the transport system and changes to travel options.</p> </div> </div>

6.10 Step F – Monitoring and review

6.10.1 F1 – Measure performance

F1 – Measure performance	
Purpose	To review the transport system conditions against the performance measures and desirable outcomes, following completion of the improvement project and commencement of operations.
Detail	This involves data collection and review to confirm the transport system’s performance post-completion.
Checklist	<ul style="list-style-type: none"> <input type="checkbox"/> Determine timeframe to collect data following commissioning / commencement of the improvement. The longer the timeframe the more representative the data will be of conditions on-site. <input type="checkbox"/> Gather relevant data. <input type="checkbox"/> Are there new data sources or collection methods to review achievement of the desirable outcomes and targets? <input type="checkbox"/> Summarise current and / or future conditions and assess against desirable outcomes, using performance measures. State assumptions and use the same methodology and assumptions as Activity B3 for consistency. <input type="checkbox"/> Identify if further improvement is needed to achieve the desirable outcomes and targets. If so, return to Step B.
Links to	 Compare the conditions against the desirable outcomes and targets using performance measures and note any gaps in performance.
	 Monitoring and review would start following a project’s commencement date.
	 The results of the review would inform a review of the objectives, performance measures and desirable outcomes.
Critical decision/ agreement	NA
Ongoing actions	 > Coordination and collaboration: with other jurisdictions and stakeholders on data collection and assessment.
	 > Participation and engagement: Seek community and stakeholder opinions on changed conditions.

6.10.2 F2 – Review success metrics and share learnings

F1 – Measure performance	
Purpose	To review the transport planning process, and share the lessons learned in the for the benefit of future project planning and delivery.
Detail	<p>A lessons learned review should consider and document:</p> <ul style="list-style-type: none"> > The achievement against the success metrics; > The project planning and development challenges encountered and addressed; > The degree of alignment achieved with other projects and plans; > Any missed opportunities for a better project; and > The success of methods for stakeholder and community engagement.
Checklist	<ul style="list-style-type: none"> <input type="checkbox"/> Review the project’s transport planning process against the success metrics. <input type="checkbox"/> Seek feedback from the community and stakeholders. <input type="checkbox"/> Hold a lessons learned review session. <input type="checkbox"/> Document and share the outcomes from the lessons learned review session and the review against the success metrics.
Links to	 Consider the final project’s alignment with the strategic context.
	 Evaluate the approaches used to review the current and future conditions.
	 Evaluate the approaches used to assess the project options.
	 Benchmark the benefit and cost ratio against other projects.
	 Consider the degree of achievement against the desirable outcomes and targets in the review of the transport planning process.
Critical decision/ agreement	NA
Ongoing actions	 > Coordination and collaboration: Review the transport planning process collaboratively, and work together to identify and agree on improvements.
	 > Participation and engagement: Share the outcomes of the review, to the benefit of future projects and project teams.

6.10.3 F3 - Review and update objectives, desirable outcomes, performance measures

F2 – Review and update objectives, desirable outcomes, performance measures	
Purpose	To revisit the transport system objectives and performance measures developed in Activity A2.
Detail	This involves determining if updates are required based on the performance of the implemented improvement, changes to travel demand, priorities or new development.
Checklist	<ul style="list-style-type: none"> □ Identify if the objectives and performance measures developed as part of Activity A2 were achieved. Consider: <ul style="list-style-type: none"> ○ Transport system objectives: are the objectives still relevant? Should they evolve? Are there new needs in the transport system to address? ○ Performance measures: are they still appropriate?
Links to	 Depending on the outcome of the review, it may be necessary to update the transport system vision and objectives in A2.
	 Evaluate the approaches used to review the current and future conditions.
	 Evaluate the approaches used to assess the project options.
	 Benchmark the benefit and cost ratio against other projects.
	 Outcomes from the monitoring of performance would inform the review of the objectives, performance measures and desirable outcomes.
Critical decision/ agreement	> NA
Core elements	 > Participation and engagement: Seek agreement on any changes the strategic transport directions from stakeholders, and ensure they reflect community priorities.

7 Regional transport priority areas

7.1 Approach

The NSROC member councils identified a number of transport initiatives in their Local Strategic Planning Statements that have a degree of regional significance. Council representatives reviewed and ranked these into four transport priority areas, and 13 potential transport projects.

7.2 Transport priority areas and potential transport projects

Applying enhanced transport planning processes to the regional transport priority areas will help to identify, agree on, and achieve the desirable outcomes for these potential projects, and address the connectivity, capacity and access challenges.

7.2.1 Transport priority areas and potential transport projects

The regional transport priority areas being developed by NSROC in Quarter two 2020 are listed below, along with their potential projects and initiatives. The potential projects and initiatives shown in bold are the ones that were ranked most highly by Council representatives. The prioritisation / ranking process was based on the regional significance of each project rather than the local significance – for example, a project which may be beneficial to one local government area only would not have scored highly.

1. East-West Corridor (Mona Vale – Macquarie Park – Rhodes)
 - > A **mass transit system** such as a B-Line rapid bus link connecting **Willoughby to the Northern Beaches** with a terminus at Chatswood.
 - > Development of a world class multi-modal (rail, bus and bicycle) interchange at Chatswood.
 - > **East-west bus rapid (BRT) transport link** between Mona Vale and Macquarie Park.
 - > **Epping to Parramatta rail link.**
 - > Extension of Parramatta light rail Stage 2 to connect to Meadowbank (and potentially Ryde).
2. Active transport
 - > **Encourage walking and cycling** for travelling to work, education or recreational purposes with better connections and facilities.
 - > **Address barriers to walking and cycling caused by major transport corridors** such as the Pacific Highway, Gore Hill Freeway and North Shore Rail Line, New Line Road, Beecroft Road, Boundary Road, Lane Cove Road, Epping Road and Waterloo Road.
3. Major transport projects (working with the State Government)
 - > Western Harbour Tunnel and Beaches Link.
 - > Sydney Metro stations - Crows Nest and Victoria Cross to ensure that station, over-station development and surrounding public domain works have a strong place focus and achieve regional housing and jobs growth objectives, and place-making opportunities create more attractive, vibrant and prosperous centres.
 - > Reduce regional traffic congestion on Spit-Military Roads, and collaborate on future opportunities for the arterial corridor to improve access within Mosman.
4. Managing/mitigating local impacts
 - > Hornsby commuter car park.
 - > Rapid bus connection from Macquarie Park/North Ryde to Carlingford via Eastwood – could eventually become an extension of Parramatta Light Rail Stage 1.
 - > **30 Minute City** - identify North District locations which do not currently have 30-minute access to the nearest strategic or metropolitan area by active or public transport – 42% according to the Greater Sydney Commission.

7.3 Next steps

So that Councils are actively involved in identifying and planning for the projects that they want to see progressed first, the MoS Framework could be trialled for one or two potential projects.

The next step will be to apply the initial steps (B, and C) of the MoS Framework to the transport priority areas considered to have the highest regional impact. The process could be led by state government, in partnership with councils, and would involve:

- > Setting the desirable outcomes and targets based on the strategic transport directions (see recommended action IA1);
- > Assessing current and future conditions (MoS Framework Step B);
- > Identifying and documenting the transport problems and challenges (MoS Framework Step B);
- > Determining the contributing factors to the transport problems (MoS Framework Step B); and
- > Identifying and assessing improvement options (MoS Framework Step C).

This task can be completed as a component of recommended action IA1, Develop a Transport Plan to accompany the North District Plan, described in **Section 8**.

8 Strategy areas and recommended actions

8.1 Strategy areas

A number of key strategy areas and supporting recommended actions are proposed to facilitate the use of the MoS Framework and better transport planning processes. These were identified through:

- > A review of best practice transport planning processes;
- > Development and engagement on the Measures of Success Framework; and
- > Development and review of four Northern Sydney transport project case studies.

The strategy areas are listed in **Table 8-1**, and the supporting recommended actions are introduced in **Section 8.2**.

Table 8-1 Strategy areas

#	Strategy area	Summary
IA	Integration and alignment	Align plans, policies, projects, and activities with an agreed transport vision, goals and objectives. Integration needs to occur across sectors and jurisdictions, between transport modes, and with broader strategic planning, policies, or works by other agencies or levels of planning.
GO	Governance	Shape the relationships, functions and processes needed to support cooperative transport planning.
WT	Working together	Establish partnerships and ongoing collaboration across all levels of planning, with other jurisdictions, agencies and across sectors.
RE	Resources	Review and optimise the use of existing resources and ensure enough resourcing for current and future projects, facilitated through opportunities such as shared resources. This includes using smart city principles, technology improvements and new data sources to inform better transport planning.
CE	Consultation and engagement	Regular meaningful engagement with stakeholders and the community is essential so that the planning process outcomes reflect relevant priorities.
PA	Project appraisal	Adopt a consistent and rigorous project appraisal framework and initiation process to provide assurance to stakeholders and the community, including a scalable, flexible approach with independent assessment.
FU	Funding	Develop an aligned regional approach to funding and identify fair funding mechanisms and allocations to improve investment and project outcomes.
PM	Performance monitoring	Develop a data collection and monitoring strategy, undertake ongoing performance monitoring of the transport system and share lessons learned to inform future projects and improve transport outcomes for all stakeholders.

8.2 Recommended actions

The recommended actions to support each of the strategy areas are presented in the following sections. Each action is described in terms of its purpose, and suggested responsible parties and timing. Short, medium and long term timings are proposed:

- > Short term – 0 – 1 years
- > Medium term: 1 – 2 years
- > Long term: 2+ years

8.2.1 Integration and alignment

The recommended actions to help achieve this strategy area are detailed in the following tables.

IA1 Develop a Transport Plan to accompany the North District Plan	
Purpose / detail	<p>Inclusion of key projects in long term plans provides direction, certainty, and facilitates integration of transport and land use planning. The Measures of Success Framework should be applied to the development of a multi-modal plan that covers the North District area.</p> <p>This will achieve a consistent local government vision for the region, quantify the infrastructure problems and opportunities (current and future), and document regional transport initiatives needed to achieve agreed desirable outcomes.</p> <p>The transport plan will provide direction, certainty, and facilitate integration of transport and land use planning. It will be an important regional link between Future Transport 2056 and Councils' Integrated Transport Strategies for local government areas.</p> <p>The transport plan should include a refinement of the Northern Sydney Strategic Transport Directions (the goals, objectives, performance measures that form Step A of the Measures of Success Framework) and align with the North District Plan.</p> <p>The plan should:</p> <ul style="list-style-type: none"> ▪ Align with the planning priorities and address the anticipated growth set out in the North District Plan. ▪ Set the confirmed transport vision and objectives for the region, and articulate the transport challenges, and suggested solutions. ▪ Identify and integrate already in planning, and new transport projects, required to achieve the strategic transport directions.
Responsibility	TfNSW, GSC, NSROC members
Timing	Short term

IA2 Develop or update Integrated Transport Strategies for each NSROC member Council to align with the NSTIS	
Purpose / detail	<p>Integrated Transport Strategies (ITS) will establish the transport vision, objectives and targets for each LGA, and assess and respond to local conditions and travel demands. The ITSs should be developed, or updated, to a focus on integration across borders, and alignment with projects / plans in FT56 and the North District Transport Plan.</p> <p>An Integrated Transport Strategy incorporates future land use and transport plans and delivers a holistic strategy for a local council area. An Integrated Transport Strategy should:</p> <ul style="list-style-type: none"> ▪ Have similar structures between council members to ensure equity between council's needs. ▪ Outline the existing transport network and its issues and opportunities. ▪ Define a clear vision and associated objectives for the study area for a 20-year period. ▪ Include transport data analysis to form an evidence base to justify proposed actions. ▪ Include a focus on integration of transport strategies and actions across LGA borders. ▪ Align with state government priorities and projects/ initiatives from the Future Transport Strategy 2056 and the North District Plan. ▪ Propose actions to develop strategic and local centre transport plans for significant areas within the LGA. ▪ Provide high level cost estimates to implementing the action plan. <p>Some NSROC members already have existing, or recently updated ITSs, while others still need to develop theirs.</p>
Responsibility	NSROC members
Timing	Preparation of a new ITS – Short term Update of an existing ITS - Medium term

IA3 Develop strategic and local centre transport plans	
Purpose / detail	<p>Strategic and local transport plans are subsequent plans arising from the North District Transport Plan and the Council ITSs.</p> <p>They will provide a more detailed action plan for regionally significant centres, with a focus on addressing each centre's local transport network, specific challenges, and required infrastructure and initiatives.</p> <p>Strategic and local centre transport plans should:</p> <ul style="list-style-type: none"> ▪ Align with state government priorities from FT56 and the North District Plan, and with the local council's integrated transport strategy. ▪ Outline an action plan to improve the local transport network in the centre.
Responsibility	TfNSW, NSROC members
Timing	Long term

8.2.2 Governance

GO1 Hold regular cooperative coordination forums for planning regional transport projects	
Purpose / detail	To build awareness and understanding of in planning and in development projects across the all levels of government, stakeholders and sectors. An open and transparent approach to information exchange to inform joint decision making and partnerships for delivery. A bi-annual forum could lead to focused committees for planning specific centres, corridors or precincts.
Responsibility	NSW Government agencies, NSROC members
Timing	Short term (and annually)

GO2 Facilitate quick decision making and approvals processes for agile responses to regional transport projects.	
Purpose / detail	For faster turnaround times for approval processes during project planning, including gathering the necessary information to help decision making, determining the time at which approvals need to occur, and who is eligible to make the approval. This will help to streamline the planning process, and facilitate greater participation in regional transport project decision making.
Responsibility	NSROC members
Timing	Medium term

GO3 Develop an emerging transport technology policy for Northern Sydney	
Purpose / detail	<p>To jointly develop an aligned policy framework that:</p> <ul style="list-style-type: none"> ▪ Is based on principles in line with Northern Sydney' strategic transport directions (vision, goals, objectives); ▪ Addresses the new challenges and opportunities; and ▪ Guides review of existing regulations to better support technology trials, collaboration with the private sector, investment in research and development, and managing transitions to new technologies.
Responsibility	NSROC members
Timing	Short term

8.2.3 Resources

RE1	Identify and document the roles and responsibilities needed to participate in collaborative transport planning for short and long term projects
Purpose / detail	To ensure the right people are included at the right time, by clearly defining the involvement required at different stages of the planning and delivery process. This will involve reviewing available project planning and delivery resources and capacity at each Council and in State Government, and identifying any gaps in capacity or skills across the project planning process.
Responsibility	NSROC members
Timing	Short term

RE2	Identify the gaps in data and information required to measure current and future conditions, and performance against agreed desirable outcomes and targets
Purpose / detail	To understand where new data sources or collection activities, or new methods of assessment are required.
Responsibility	NSROC members
Timing	Short term

8.2.4 Working together

WT1	Commit to a partnership agreement between state and local government
Purpose / detail	<p>To support the integration of projects and plans, to support integration of plans and projects, joint decision making, early options (corridors, technology, timings) identification and assessment, and value for money investment.</p> <p>Early and ongoing integration across disciplines, sectors, and jurisdictions will reduce the likelihood of conflicts later in the planning process. The partnership agreement should identify how and when organisations will work together on project planning, options assessment, and decision making. Even if all information is not yet known, each party sharing what they do know, and taking on board the plans, proposals and needs of others in the area will help to identify opportunities for integration and alignment, and avoid incompatibilities.</p> <p>A partnership agreement setting out structured and cooperative processes for project coordination will ensure a channel for information sharing, receipt of feedback, following up on issues. These processes should involve key stakeholders, require commitment from all parties, and adhere to principles of genuine cooperation and coordination.</p>
Responsibility	TfNSW, NSROC members
Timing	Short term

WT2	Develop shared transport data arrangements
Purpose / detail	<p>To reduce data collection costs, and ensure all partners have access to the same information for informed decision making and contribution to issues definition, and options identification, assessment and investment prioritisation.</p> <p>This includes sharing data such as counts, assets, patronage, transport operations, travel behaviour and customer satisfaction.</p>
Responsibility	TfNSW, NSROC members
Timing	Short term

WT3 Seek shared land use and travel demand forecasts	
Purpose / detail	For better informed local government decision making, with understanding of cumulative network pressures and strategic impacts of population and employment growth. Knowledge of, and access to, travel forecasts and transport models will give all stakeholders a better understanding of the transport system capacity and constraints.
Responsibility	TfNSW, GSC, NSROC members
Timing	Short term

WT4 Set up a working group to share policy research and outcomes from technology trials and pilots	
Purpose / detail	To minimise duplicate research and efforts, and share outcomes and lessons learned, for the benefit of all Northern Sydney LGAs across emerging technology areas such as: autonomous vehicles, the shared economy, electric vehicles, mobility devices, smart cities and the internet of things, mobility as a service (MaaS) and car parking enforcement technology.
Responsibility	NSROC members
Timing	Short term

WT5 Share lessons learned from project planning and delivery	
Purpose / detail	To learn from experience and improve upon previous planning processes, reduce mistakes, improve efficiency, and promote success of the transport project. See MoS Framework Activity F2, and Section 9 of this report, for more detail.
Responsibility	TfNSW, NSROC members
Timing	Short term

WT6 Seek alignment on regional priorities	
Purpose / detail	To set a clear direction for project decision making, and provide a consistent and transparent framework for the initiation of projects, providing certainty and assurance to stakeholders and the community.
Responsibility	TfNSW, GSC, NSROC members
Timing	Short term

WT7 Investigate and trial a Place-based Infrastructure Compact (Light) in the North District	
Purpose / detail	<p>To assess and review the pros and cons of different development and infrastructure provision options.</p> <p>Identify an area within the North District with potential for growth in homes and employment. The area should be able to be divided into distinct precincts which can be assessed and compared.</p> <p>Following the process for the Greater Parramatta and Olympic Park (GPOP) Place-based Infrastructure Compact (PIC), a range of growth scenarios will be assessed in the PIC model, which includes three key elements:</p> <ul style="list-style-type: none"> ▪ Collaboration; ▪ Six-step method for evaluating the integration of land use, infrastructure and services, and economics; and ▪ Co-Lens Tool (a digital and data tool developed to consolidate advice for analytics and insights). <p>The PIC will require alignment of transport planning with other sectors including community and cultural infrastructure, education, health, housing, justice, and environment and water. It should determine the cost of required infrastructure, the funding sources, and the optimal timeframes for cost effective delivery in line with the population and employment growth. As an infrastructure investment decision-making tool, it should guide investment in the infrastructure that will provide the best value in supporting growth in the short, medium and long term.</p> <p>Possible locations which may be suitable for a PIC Light Pilot in the North District include those LGAs or centres with the highest forecast growth in the North District Plan over the next 20 years. This could include the Hornsby Town Centre, which is in the process of having a 20-year structure plan and transport infrastructure master plan developed, and may include developable government airspace over the train station and railway line.</p> <p>The PIC will involve commitment from both levels and many sectors of government, and significant engagement and collaboration with other stakeholders, that include the community, developers, and investors.</p>
Responsibility	TfNSW, GSC, NSROC members
Timing	Medium term

8.2.5 Consultation and engagement

CE1 Develop a regional consultation approach	
Purpose / detail	<p>To document a meaningful and clearly defined concept and process for stakeholder and community consultation at each stage of transport infrastructure planning.</p> <p>The consultation approach should consider stakeholders' capacity for responsiveness, and the constraints of timeframes and decision making processes. This approach should set metrics for consultation on different types of transport projects.</p> <p>Consultation needs to recognise that different stages/ timing and communication requirements for each stage and project.</p>
Responsibility	TfNSW, NSROC members
Timing	Short term

CE2 Include a 'local context' consultation component for all regional transport projects	
Purpose / detail	<p>To ensure that local context is reviewed and addressed in the development of all transport projects.</p> <p>This could include a minimum standard of consultation activities at each stage of the project development, review of the consultation plan by the relevant local council, and consultation content that specifically targets local issues and impacts associated with transport projects.</p>
Responsibility	TfNSW, NSROC members
Timing	Medium term

CE3 Evaluate community and stakeholder engagement processes and outcomes on projects	
Purpose / detail	To understand the effectiveness of consultation processes in achieving transparent and participatory engagement and improve planning and processes for future project consultation activities.
Responsibility	TfNSW, NSROC members
Timing	Medium term

CE4 Develop a communications strategy for the Northern Sydney Transport Infrastructure Strategy	
Purpose / detail	All NSROC stakeholders who are involved with, or affected by transport project planning and delivery, should be aware of the MoS Framework, its importance, use and purpose. Clear communication and messaging to NSROC member council officers, General Managers, Mayors and councillors will mean that they can start to prepare for implementation of better transport project planning, and advocate and promote regional priorities.
Responsibility	NSROC
Timing	Short term

CE5 Develop communication and marketing plans for project launches	
Purpose / detail	<p>Well planned and targeted messaging, branding, and communication activities will give customers and stakeholders the information needed ahead of the project opening. It will help them prepare to use the service or facility, guide them in trip planning, and present a clear and intentional image of the improvement to the public transport system.</p> <p>To plan for effective ways of informing the community on the benefits of a transport project or initiative. The plan should ensure information is up to date and targeted to address different customer needs. Information should include:</p> <ul style="list-style-type: none"> ▪ Completion dates ▪ Features ▪ Impacts
Responsibility	TfNSW, NSROC members
Timing	Short term

8.2.6 Project appraisal

PA1 Develop or adopt an economic assessment process that can be used for local projects and includes independent assessment	
Purpose / detail	<p>To provide NSROC members with an easily applicable and flexible economic appraisal framework so that local projects can be consistently supported by a business case.</p> <p>The assessment process should be flexible and scalable, so that smaller projects can still be assessed without excessive outlay of time and resources. Common benefits and parameter values should be agreed upon, including the methodology for assessing non-monetary benefits.</p> <p>The process should include an independent assessment, to maintain integrity and ensure reliable outcomes are obtained.</p>
Responsibility	NSROC members
Timing	Medium term

8.2.7 Funding

FU1 Develop a funding toolkit	
Purpose / detail	To address the barriers to funding, identify the range of funding sources available and the extent to which they are applicable to different types of projects, and provide case studies of good practice.
Responsibility	NSROC members
Timing	Short term

FU2 Identify and trial a value capture model / mechanism	
Purpose / detail	<p>To retain value created from government-initiated projects to help fund the infrastructure investment.</p> <p>Value capture aims to recover the economic productivity and land value increases created from planning decisions and projects. A key issue is the front-end value on projects lost to developers or certain landowners. There is potential for value capture through a mechanism to recover some of the project's flow on financial benefits, to help fund the project and its integration with potential land use uplift. The development of a value capture model could allow councils and state government to retain the value created by projects, which could provide project funding up-front and/or increase future funding available.</p> <p>The model should clearly identify beneficiaries, value capture mechanisms to be adopted and the impacts of the implementation of each mechanism. Mechanisms could include:</p> <ul style="list-style-type: none"> ▪ Levies, rates and taxes; ▪ Commercial opportunities (e.g. sale of land and air rights along the Sydney Metro City & Southwest); ▪ Fees and charges; and ▪ Negotiated beneficiary payments and in-kind contributions.
Responsibility	TfNSW, DPIE, NSROC members
Timing	Long term

FU3 Commit more project funding to upfront integration and consultation activities	
Purpose / detail	To help manage project risks, increase collaboration, maximise stakeholder and community engagement and prevent cost blowouts later in projects when opposition creates re-work or changes.
Responsibility	TfNSW, DPIE, NSROC members
Timing	Medium term

8.2.8 Performance monitoring

PM1 Develop a data collection and monitoring strategy	
Purpose / detail	To plan for the collection, assessment and public release of performance data at the completion of transport projects. To feedback into the transport planning process, the strategy should commit to timeframes for collecting data following project delivery.
Responsibility	TfNSW, NSROC members
Timing	Medium term

PM2 Monitor the performance of the transport system	
Purpose / detail	To evaluate the performance of the transport system over time and after project implementation. This will measure project success, identify trends and needs, highlight existing opportunities and deficiencies and provide the data necessary to inform future projects.
Responsibility	TfNSW, NSROC members
Timing	Short term and ongoing

PM3 Develop a forum for sharing project performance outcomes on transport projects	
Purpose / detail	To share the project's performance results against the desirable outcomes and targets, to understand gaps in performance, and to gain insights for better planning and implementation for future projects, as well as to celebrate successes.
Responsibility	TfNSW, NSROC members
Timing	Medium term

PM4 Benchmark the outcomes of the transport planning process	
Purpose / detail	Start collecting consistent data and records on achievements of the transport planning process against the success metrics (Section 6.5) to create an important information source and benchmark for review of project planning and delivery. This information should be shared, and findings reviewed for improvements on future project planning.
Responsibility	TfNSW, NSROC members
Timing	Medium term

9 Communication and monitoring

9.1 Communicating the strategy

All NSROC stakeholders who are involved with, or affected by transport project planning and delivery, should be aware of the MoS Framework, its importance, use and purpose. Clear communication and messaging to NSROC member council officers, General Managers, Mayors and councillors will mean that they can start to prepare for implementation of better transport project planning, and advocate and promote regional priorities.

NSROC will develop a communication strategy for the MoS Framework in line with the Communication and Engagement Action CE4. Elements for consideration in the communication strategy are outlined in **Table 9-1**:

Table 9-1 Communication strategy framework

Activity	Detail
Identify responsibilities.	<p>A representative position is to be identified to coordinate communications of MoS Framework. This is likely to be a representative of NSROC whose responsibility is to ensure continuous use and apply modifications if required for support of the MoS Framework.</p> <p>A schedule of responsibilities should be identified. This should list the organisation, a nominated representative, their responsibilities and any reciprocal responsibilities/ collaboration requirements to communicate the strategy.</p> <p>Allies may also be identified to promote the framework and support its ongoing use.</p>
Identify communication purpose, and intended outcomes.	<p>Various stakeholders will have different needs depending on their knowledge of the MoS Framework. Communication tasks could include:</p> <ul style="list-style-type: none"> ▪ Inform of its existence; ▪ Why the MoS Framework was developed; ▪ A summary of the expected benefits of the MoS Framework; ▪ When the MoS Framework will be used; and/ or ▪ When it should be used. <p>Purpose of communication can include:</p> <ul style="list-style-type: none"> ▪ Promote the new process, outlining the anticipated benefits; ▪ Receive input and feedback about the process; and ▪ Confirm, understanding, concerns and support for the process. <p>The outcome is likely to include identifying any refinements required, and securing support and adoption of the MoS Framework.</p>
Who to communicate to.	<p>Identify the audience and influencers that need to know about the strategy.</p> <p>NSROC member Council's Transport and Traffic Planners are expected to benefit from the MoS Framework. They will be required to support and own the process of the MoS Framework to support transparent decision making.</p> <p>Other stakeholders should be aware of NSROC's approach to assessing transport. The stakeholder organisation, a potential representative from the organisation, benefit of engagement and the proposed communication method(s) need identification.</p> <p>Key groups to communicate with include:</p> <ul style="list-style-type: none"> ▪ NSROC representative Councils, including Transport Planners, Traffic Engineers, Strategic Town Planners, Development Assessment officers; ▪ State government representatives from Transport for NSW, Department of Planning Industry and Environment, Northern Sydney Local Health District, Schools Infrastructure NSW; ▪ Transport operators; ▪ Surrounding councils; and ▪ Beneficiaries, the local community or businesses.

Activity	Detail
What to communicate.	<p>Different elements of the MoS Framework will need to be communicated to different audiences. Elements to be communicated may include:</p> <ul style="list-style-type: none"> ▪ The existence of the MoS Framework; ▪ Summary to inform of the existence of the MoS Framework; ▪ Technical details of the MoS Framework and how it was developed and who was consulted; and ▪ The full MoS Framework. <p>The public facing version should provide the key elements of the framework and this can be referred to in the promotion of new transport projects. NSROC may elect to provide the technical report with/ without appendices.</p> <p>The MoS Framework representative should be open to answering questions from stakeholders at any time.</p>
Methods of communication	<p>Identify communication methods.</p> <p>Methods may include.</p> <ul style="list-style-type: none"> ▪ One on one communications: Email/ Phone/ Face to Face; ▪ Agenda item discussion in general update meetings; ▪ Focused information session(s)/ meeting(s); and ▪ Media release.
Timings for communications	<p>A schedule of communication needs to be established. This should seek to integrate with other interrelated activities. The schedule needs to be realistic and allow appropriate lead times for stakeholders for any workshops/ meetings.</p>

9.2 Monitoring and review

Measurement and review activities are incorporated into the MoS Framework, to track performance against desirable outcomes, and feedback from this process is used help to improve and update the strategic transport directions. Approaches for review and updates to the strategic transport directions are proposed as part of the MoS Framework Activity F3.

The MoS Framework itself, and its impacts on the transport planning process should also be reviewed, so that improvements in transport planning outcomes are realised, issues and gaps are identified, and lessons learned are shared. Benchmarking the transport planning process outcomes, using success metric indicators will allow relative comparison of some elements of the transport planning process across projects.

The implementation and delivery of the strategy areas and recommended actions should also be regularly reviewed and tracked.

The proposed success metrics, and suggested indicators are set out in **Section 9.2.1**, and benchmarking is introduced in **Section 9.2.2**. The approach for reviewing the strategy areas and recommended actions is in **Section 9.2.3**.

9.2.1 Success metric indicators

The suggested indicators to review the MoS Framework and transport planning process against the success metrics are proposed in **Table 9-2**. The success metrics are proposed to be reviewed in Step F of the Measures of Success Framework, following project delivery.

Table 9-2 Success metric criteria

Success metric	Detail	Indicator	Method
Governance	Transparent and defensible decision making processes are evident.	Degree to which planning and project decisions were explained and accepted.	Qualitative review records of project announcements.

Success metric	Detail	Indicator	Method
Alignment	The project demonstrates strategic alignment with local and state government plans and policies.	Degree to which project demonstrates alignment with State and Local Government strategies and policies.	Traffic light review, benchmarked against other projects.
Collaboration	Substantial collaboration informs the project planning and development.	Proportion of critical decisions that involved more than one organisation, or responded to community feedback.	Review records of project decisions.
Technically sound	The technical analysis is rigorous and can withstand peer review.	Findings from a peer review of the assessment and analysis.	Peer review of relevant elements of the review of current and future conditions (Activity B3), and the assessment of options (Activity C2).
Safety in design	Safety considerations can be demonstrated from early project development.	Point in project planning process when safety considerations were first documented.	Review records of Safety in Design discussions, benchmarked against other projects.
Community and stakeholder engagement	Community members and stakeholders feel engaged and heard.	The degree to which community members and stakeholders felt engaged in the project planning process.	Survey, benchmarked against survey results for other transport planning initiatives.
Value for money	The planning process is efficient and achieved value for money.	The cost of the transport planning task.	Budget, benchmarked against costs for similar transport planning tasks.
Incorporation of contemporary planning principles and practices	The planning methods reference best practice, promote innovative thought, address sustainability, and make use of the latest data and insights.	Number of new planning methods referenced and data sourced.	Qualitative review and gap analysis.
Plan credibility	The desirable outcomes are met, as demonstrated by the achievement of targets.	Degree to which each desirable outcome was achieved.	Review of targets and performance measures (Activity F1).

9.2.2 Benchmarking

A number of the success metric indicators require benchmarking of the transport planning process. Collecting consistent data and records on the transport planning process over time will create an important information source for review of project planning and delivery.

Over time, trends, both issues and strengths, in the transport planning process will be identified. The issues can be addressed, and the lessons learned from the strengths shared.

9.2.3 Review of strategy area and action delivery

The recommended actions should be reviewed quarterly to track progress against implementation, and an Annual Progress Review Report prepared to review implementation status. This review of the progress against the recommended actions could be incorporated into NSROC's regular Integrated Planning and Reporting Framework to formalise the monitoring and reporting process.

APPENDIX

A

NORTHERN SYDNEY STAKEHOLDERS

Northern Sydney Stakeholders

Consultation with stakeholders is a key component of the ongoing activities. Regular engagement with stakeholders is critical to the successful implementation of the framework and its outcomes as it allows for:

A project team to involve relevant organisations and individuals early in the planning process.

Provides the opportunity for them to gain an understanding of the local context and issues, and thus contribute to the problem definition process.

Development and assessment of project options that are reflective of a collaborative approach, addresses all issues and concerns raised, and ensures buy-in and agreement on the way forward.

Each transport plan will affect different organisations and groups depending on the project scale and its likely impacts, and the decision making and approval processes required as part of planning and implementation.

A list of potential stakeholders relevant for projects in Northern Sydney is presented in **Table 1-1**. Each project will include a selection of different organisations and groups depending on the project scale and its likely impacts, and the decision making and approval processes required as part of planning and implementation.

Table 1-1 Northern Sydney potential stakeholders

Stakeholder	
Federal Government	
<ul style="list-style-type: none"> ▪ Infrastructure Australia 	<ul style="list-style-type: none"> ▪ Australian Rail Track Corporation
NSW Government	
<ul style="list-style-type: none"> ▪ Transport for NSW ▪ Greater Sydney Commission ▪ Sydney Coordination Office ▪ Department of Planning, Industry and Environment ▪ Environmental Planning Authority ▪ Harbour Trust ▪ Health NSW ▪ Heritage Council of NSW ▪ Infrastructure NSW ▪ Landcom 	<ul style="list-style-type: none"> ▪ NSW Health – Sydney Local Health District ▪ Port Authority of NSW ▪ Roads and Maritime Services ▪ NSW State Emergency Service ▪ Sydney Harbour Foreshore Authority ▪ Sydney Metro ▪ Sydney Trains ▪ State Transit Authority of NSW ▪ Transport Management Centre
Local Government	
<u>NSROC Members</u> <ul style="list-style-type: none"> ▪ City of Ryde Council ▪ Hornsby Shire Council ▪ Hunters Hill Council ▪ Ku-ring-gai Council ▪ Lane Cove Council ▪ Mosman Council ▪ North Sydney Council ▪ Willoughby City Council 	<u>Neighbouring councils</u> <ul style="list-style-type: none"> ▪ Central Coast Council ▪ City of Sydney ▪ City of Parramatta ▪ City of Canada Bay ▪ Inner West Council ▪ The Hills Shire Council ▪ Northern Beaches Council
Federal Members of Parliament	
<ul style="list-style-type: none"> ▪ Member for Bradfield ▪ Member for Bennelong ▪ Member for Berowra 	<ul style="list-style-type: none"> ▪ Member for North Sydney ▪ Member for Warringah
State Members of Parliament	
<ul style="list-style-type: none"> ▪ Member for North Shore ▪ Member for Davidson ▪ Member for Ku-ring-gai ▪ Member for Ryde 	<ul style="list-style-type: none"> ▪ Member for Wakehurst ▪ Member for Lane Cove ▪ Member for Willoughby ▪ Member for Epping

Peak bodies	
<ul style="list-style-type: none"> ▪ 10,000 Friends of Greater Sydney ▪ Action for Public Transport ▪ Australasian Railway Association ▪ Australian Institute of Architects ▪ BusNSW ▪ Committee for Economic Development of Australia ▪ Committee for Sydney ▪ Consult Australia ▪ Housing Industry Association ▪ Infrastructure Partnerships Australia 	<ul style="list-style-type: none"> ▪ Metropolitan Local Aboriginal Land Council ▪ NRMA Motoring and Services ▪ NSW Business Chamber ▪ NSW Commuter Council ▪ Planning Institute of Australia ▪ Property Council ▪ Sydney Business Chamber ▪ Tourism and Transport Forum ▪ Urban Taskforce ▪ Warren Centre for Advanced Engineering
Health and Educational institutions	
<ul style="list-style-type: none"> ▪ Macquarie University ▪ Macquarie University Hospital ▪ Sydney Adventist Hospital 	<ul style="list-style-type: none"> ▪ Hornsby Ku-ring-gai Hospital ▪ Mater Hospital ▪ Royal North Shore Hospital
Transport service providers	
<ul style="list-style-type: none"> ▪ Metro Trains Sydney 	<ul style="list-style-type: none"> ▪ Transdev
Utility providers	
<ul style="list-style-type: none"> ▪ AARNet ▪ AMCOM/Vocus ▪ Ausgrid ▪ iPrimus ▪ Jemena ▪ NBN Co ▪ Nextgen/Visionstream 	<ul style="list-style-type: none"> ▪ Optus/Uecomm ▪ Sydney Water ▪ Telstra ▪ TPG (AAPT/Powertel/PipeNetworks) ▪ TransGrid ▪ Verizon/Worldcom ▪ Viva Energy
Community and interest groups	
<ul style="list-style-type: none"> ▪ Artarmon Bushcare Group ▪ Artarmon Progress Association ▪ Chatswood West Ward Progress Association ▪ Friends of Sydney Harbour ▪ Holtermann Precinct Committee ▪ Ian Kiernan ▪ Lavender Bay Precinct Committee ▪ Millers Point Community Working Party ▪ Millers Point, Dawes Point & The Rocks Public Housing Tenants 	<ul style="list-style-type: none"> ▪ Naremburn Progress Association ▪ North Shore Historical Society ▪ North Sydney Sunrise Rotary Club ▪ RedWatch ▪ Stanton Precinct Committee ▪ Waverton Precinct Committee (Berry's Bay) ▪ Willoughby District Historical Society ▪ Wollstonecraft Precinct Committee
Other	
<ul style="list-style-type: none"> ▪ Shopping centres ▪ Major businesses 	

APPENDIX

B

STRATEGIC CONTEXT SUMMARY

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The following sections contain summaries of local and state government documents related to the NSROC Transport Infrastructure Strategy.

Bolded items are goals/ objectives/ strategies/ outcomes that are relevant for planning transport infrastructure.

Green coloured items highlight directly relevant transport components.

1 Local Government plans and policies

1.1 Community Strategic Plans

1.1.1 City of Ryde Council Community Strategic Plan

1	City of Ryde Council	<i>Our Vision for Ryde 2028 – Community Strategic Plan</i>
2	Date	March 2018
3	Vision	The place to be for lifestyle and opportunity at your doorstep
4	Vision statements	<ul style="list-style-type: none"> > Vibrant and liveable city - Ryde is a city of welcoming and vibrant neighbourhoods – a range of well-planned clean and safe neighbourhoods and public spaces, designed with a strong sense of identity and place. They are places with character that support sustainable growth and demographic change. > Active and healthy city - The City of Ryde is an active and healthy community, with diverse recreational spaces and opportunities for people of all ages, abilities and backgrounds. People can easily gather in public spaces or at community events that bring residents together, helping everyone to feel part of the Ryde community. > Natural and sustainable city - The City of Ryde's open spaces and natural areas provide breathing spaces. People can easily access protected catchments and waterways. The built environment retains local character and heritage while providing contemporary energy and resource savings and sensible waste solutions. > Smart and innovative city - The City of Ryde is designed and planned to encourage new investment, thriving local businesses, local jobs and business opportunities. Community and businesses flourish in an environment of innovation, progression and economic growth. > Connected and accessible city - Ryde is a city where it is easy, safe and convenient for people to get to work, visit friends or shops, or use local facilities and services. Walking, cycling and public transport are easy to use and well connected throughout the city. > Diverse and inclusive city - The City of Ryde is home to a diverse community, where people celebrate their similarities and differences. The city includes diverse cultural spaces and places for people to come together. This rich social, cultural, historical and creative tapestry provides an enduring legacy for future generations. > Open and progressive city - The City of Ryde is well led and managed, supported by ethical organisations that deliver projects and services to the community by listening, advocating and responding to their needs. The community and residents are actively engaged in shaping the future of our City.
5	Outcomes	<p><u>Vibrant and liveable city</u></p> <ul style="list-style-type: none"> > Great places, vibrant neighbourhoods – Centres are the focus of vibrant communities. Places are designed for people. > Collaborative development - People are at the heart of planning and influence how the city grows and changes. > Sustainable design - Neighbourhoods support sustainable growth. Developments add to the character of their neighbourhoods. <p><u>Active and healthy city</u></p> <ul style="list-style-type: none"> > Enhanced Recreational Spaces - Providing opportunities and choice for recreation and active learning and living. > Well Targeted Services - Strengthening community life, connectedness and wellbeing. <p><u>Natural and sustainable city</u></p> <ul style="list-style-type: none"> > Sustainable Planning - Reducing our environmental footprint and protecting our natural and built environments. > Protecting natural areas - Reducing our impact on our natural systems and strengthening the health of our natural corridors. > Resilient Infrastructure - Managing infrastructure to reduce risk and impacts. <p><u>Smart and innovative city</u></p> <ul style="list-style-type: none"> > Business opportunity and investment - Businesses benefit from a prosperous local economy. > Strengthening Business Networks - Partnerships shape business growth, investment and development. > Macquarie Park - Macquarie Park expands its role as a leading commercial centre and innovation district. <p><u>Connected and accessible city</u></p> <ul style="list-style-type: none"> > Continuing to advocate for better transport connections for the City of Ryde, including a light rail link from Parramatta to Macquarie Park and improved transport interchanges in key locations.

1	City of Ryde Council Our Vision for Ryde 2028 – Community Strategic Plan
	<ul style="list-style-type: none"> > Promoting sustainable transport and reducing reliance on cars, in our work with the State Government agencies and through organisations such as Connect Macquarie Park and North Ryde. > Continuing to enhance and maintain connections and accessibility to centres, open spaces and places including: <ul style="list-style-type: none"> – Improved car parking options, especially in town centres; – Planning for increased use of active and public transport options, and improved pedestrian access and mobility; – Continuing investment in the road network, footpaths, cycleways and walkways; and – considering technology solutions assisting parking and vehicle movement. > Growing digital connection to improve public accessibility to information and provide the infrastructure framework supporting future ‘Smart City’ initiatives. <p><u>Diverse and inclusive city</u></p> <ul style="list-style-type: none"> > An engaged, connected community - People feeling connected within their community. > Celebrating culture and heritage - A distinct local identity built on our city’s character and rich cultural heritage. > Accessible community facilities - Easy access to diverse cultural spaces, places and opportunities. <p><u>Open and progressive city</u></p> <ul style="list-style-type: none"> > Advocacy on key issues - Achieving the best outcomes for the City of Ryde and its people. > An engaged and informed community - Residents trust Council and feel well informed, heard, valued and involved. > Well led, financially sustainable - Transparent, responsible leadership and governance.
6	<u>Relevant monitoring activities</u>
	<p><u>Vibrant and liveable city</u></p> <ul style="list-style-type: none"> > Renewal of Town and Neighbourhood Centres. > Community sentiment. <p><u>Active and healthy city</u></p> <ul style="list-style-type: none"> > Community sentiment. <p><u>Natural and sustainable city</u></p> <ul style="list-style-type: none"> > Vegetation cover. > Community Sentiment. <p><u>Smart and innovative city</u></p> <ul style="list-style-type: none"> > Jobs in the City of Ryde. <p><u>Connected and accessible city</u></p> <ul style="list-style-type: none"> > Vehicle movements. > Modal shift. > Community Sentiment. <p><u>Diverse and inclusive city</u></p> <ul style="list-style-type: none"> > Community Sentiment. <p><u>Open and progressive city</u></p> <ul style="list-style-type: none"> > Stakeholder perceptions of City of Ryde Council. > Community sentiment. > Council’s operating result. > Compliance with relevant laws, and policy, planning and governance frameworks.
7	Governance / planning processes
	<p><u>Assessing success</u></p> <p>The City of Ryde Council’s Resourcing Strategy and accompanying Four-Year Delivery Plan details how we plan to deliver these outcomes, providing a 10 year overview of the financial, workforce, asset and information technology requirements, as well as a map of Council’s service delivery and planned expenditure over the next four years.</p> <p>To deliver on this Plan and the seven outcomes for our city, we will continue to actively encourage our community to provide feedback on whether we are meeting our promises and getting things right.</p> <p>To do this we will continue to monitor progress and change utilising a range of key performance indicators, and regular surveys to measure the community’s perceptions of progress against each outcome and priority. If required, we will recalibrate the strategy and our response.</p> <p>We will report our progress against the Four-Year Delivery Plan annually and evaluate the effectiveness of the Community Strategic Plan and our collaborative efforts at the conclusion of the council term in 2020.</p>
8	Community & stakeholder consultation commitments

1	City of Ryde Council	<i>Our Vision for Ryde 2028 – Community Strategic Plan</i>
To deliver on this Plan and the seven outcomes for our city, we will continue to actively encourage our community to provide feedback on whether we are meeting our promises and getting things right.		
9	Summary	
<p><i>Our Vision for Ryde 2028</i> is the guiding document for Ryde over the next ten years. It supports the vision of the City as the 'place to be for lifestyle and opportunity'. The vision is based on the following themes:</p> <ul style="list-style-type: none"> > Our vibrant and liveable city; > Our active and healthy city; > Our natural and sustainable city; > Our smart and innovative city; > Our connected and accessible city; > Our diverse and inclusive city; and > Our open and progressive city. <p>Key transport related strategies to achieve this vision are:</p> <ul style="list-style-type: none"> > Continuing to advocate for better transport connections for the City of Ryde, including a light rail link from Parramatta to Macquarie Park and improved transport interchanges in key locations. > Promoting sustainable transport and reducing reliance on cars, in our work with the State Government agencies and through organisations such as Connect Macquarie Park and North Ryde. > Continuing to enhance and maintain connections and accessibility to centres, open spaces and places including: <ul style="list-style-type: none"> - Improved car parking options, especially in town centres; - Planning for increased use of active and public transport options, and improved pedestrian access and mobility; - Continuing investment in the road network, footpaths, cycleways and walkways; and - Considering technology solutions assisting parking and vehicle movement. > Growing digital connection to improve public accessibility to information and provide the infrastructure framework supporting future 'Smart City' initiatives. 		

1.1.2 Hornsby Shire Community Strategic Plan

1	Hornsby Shire Council	<i>Community Strategic Plan 2018-2028</i>
2	Date	June 2018
3	Vision	
<p><u>Value statement:</u> Our Bushland Shire is a place for people. It has impressive places and wonderful environments and offers a great lifestyle for all members of our community.</p> <p><u>Action statement:</u> We are committed to collaboratively implementing infrastructure, sustainability, liveability, productivity and affordability initiatives to ensure our Bushland Shire thrives now and into the future.</p> <p><u>External impacts:</u> Our Bushland Shire is being shaped by our natural environment, population growth, housing and employment opportunities.</p>		
4	Themes	
<ul style="list-style-type: none"> > Liveable - Residents of Hornsby Shire have a sense of living in a community. > Sustainable - The natural environment within Hornsby Shire enhances the quality of life. > Productive – Our living centres are vibrant and viable. > Collaborative – Increased overall satisfaction with Council. 		
5	Outcomes	
<p><u>Liveable outcomes:</u></p> <ul style="list-style-type: none"> > Infrastructure meets the needs of the population; > People have good opportunities to participate in community life; and > The area feels safe. <p><u>Sustainable outcomes:</u></p> <ul style="list-style-type: none"> > The local surroundings are protected and enhanced. 		

1	Hornsby Shire Council Community Strategic Plan 2018-2028
<ul style="list-style-type: none"> > People in Hornsby Shire support recycling and sustainability initiatives. > The Shire is resilient and able to respond to climate change events and stresses. <p><u>Productive outcomes:</u></p> <ul style="list-style-type: none"> > The prosperity of the Shire increases; > The commercial centres in the Shire are also revitalised; and > The road/ path network provides for efficient vehicle and pedestrian flows. <p><u>Collaborative outcomes:</u></p> <ul style="list-style-type: none"> > The community is encouraged to participate in Council’s decision making; > Information about Council and its decisions is clear and accessible; and > Council plans well to secure the community’s long term future. 	
6	Relevant performance measures / criteria / KPIs / review & monitoring
<p><u>Liveable</u></p> <p>Headline indicator: 81 per cent of residents rate their quality of life as very good to excellent.</p> <ul style="list-style-type: none"> > 90 per cent of residents feel safe walking/ using public transport around the local area during the day. > 66 per cent of residents feel safe walking/ using public transport around the local area at night. <p><u>Sustainable</u></p> <p>Headline indicator: TBA by March 2019</p> <ul style="list-style-type: none"> > Council’s greenhouse gas emissions - 30% reduction against 1995/96 levels by 2019/20. > Community is generally supportive of recycling and sustainability initiatives (72 per cent of residents). <p><u>Productive</u></p> <p>Headline indicator: 28 per cent of residents who live and work in the Shire indicate that living centres are vibrant and viable.</p> <ul style="list-style-type: none"> > There are adequate parking facilities in 22 per cent of public areas. > Public transport is adequate for 64 per cent of needs. > Travel time to and from work is acceptable by 43 per cent of residents. > 20 per cent of the road network provides for efficient traffic flows. > The road network is well maintained (40 per cent). <p><u>Collaborative</u></p> <p>Headline indicator: 58 per cent of residents are satisfied or very satisfied with Council</p> <ul style="list-style-type: none"> > 25 per cent of the community is encouraged to participate in decision making. > 36 per cent of residents feel that information is clear and accessible via a variety of channels. > 28 per cent of residents feel that Council plans well for the community’s long term future. 	
7	Governance / planning processes
<p>The Community Strategic Plan will be reviewed and updated by each newly elected Council by 30 June in the year following the local government elections.</p>	
8	Community & stakeholder consultation commitments
<p>Hornsby Shire’s Community Engagement Strategy was updated in July 2017 and implemented for the development of this Community Strategic Plan. The community is encouraged to:</p> <ul style="list-style-type: none"> > Participate in Council’s sustainability and waste education initiatives; > Provide feedback to Council regarding services and customer service; and > Email or call councilors about issues that matter to them. 	
9	Summary
<p>The <i>Hornsby Shire Community Strategic Plan 2018-2028</i> is a ten year vision for the Shire, setting broad strategic directions for Council’s operations. The vision for the Shire is to create a place for people that offers a great lifestyle with impressive places and environments. The following key themes and goals guide the vision for the Shire as:</p> <ul style="list-style-type: none"> > Liveable – Residents of the Hornsby Shire have a sense of living in a community; > Sustainable - The natural environment within Hornsby Shire enhances the quality of life; > Productive - Our living centres are vibrant and viable; and > Collaborative - Increased overall satisfaction with Council. <p>Key transport, planning and governance related outcomes to achieve these goals are:</p> <ul style="list-style-type: none"> > Infrastructure meets the needs of the population; 	

1	Hornsby Shire Council	Community Strategic Plan 2018-2028
	<ul style="list-style-type: none"> > The road/ path network provides for efficient vehicle and pedestrian flows; > The community is encouraged to participate in Council's decision making; > Information about Council and its decisions is clear and accessible; and > Council plans well to secure the community's long term future. 	

1.1.3 Hunters Hill Council Community Strategic Plan

1	Hunters Hill Council	Hunters Hill Community Strategic Plan – Your vision for Our Future 2018 -2028
2	Date	2018
3	Vision	
	<p>To protect and enhance the integrity, character and visual amenity of the Hunters Hill Local Government Area through leadership, community involvement and the pursuit of excellence.</p> <p>Our Mission:</p> <ul style="list-style-type: none"> > We will provide a range of services and program that meet the needs of the community as effectively and economically as possible. > We will manage the resources of the organisation efficiently and with proper care to achieve the objectives of the Council, in a fair and equitable manner. > We are committed to providing quality customer service, accurate and consistent advice and timely responsiveness to all requests. > We will develop and empower staff to achieve excellence and professional satisfaction in the delivery of services. 	
4	Key directions	
	<ul style="list-style-type: none"> > <u>Focus on the community</u> - Our focus is on creating an inclusive, connected, informed and healthy community, which encompasses the well-being of all residents. Together we want to encourage and support community groups that are inclusive, engaging and enhance social cohesion. > <u>Maintain character and manage growth planning</u> - Hunter's Hill Council is a champion in heritage conservation. The Hunters Hill local government area is preserved in history, heritage, and character. Residents feel strongly about maintaining the look and feel of Hunters Hill and are committed to retaining the existing visual amenity. Our lifestyle is matched by our desire to retain the beauty of our garden suburb. > <u>Manage and preserve our environment</u> - Residents value our natural environment as an ecological and aesthetic resource to be preserved for generations to come. > Making getting around easier - Various modes of transport that are accessible and connected play a major role in keeping our area linked to work, leisure, education and a healthy lifestyle. A community that can move around easily is essential to the overall prosperity and sustainability of the local government area. > <u>Leadership and governance</u> - Hunter's Hill Council is founded on active and engaged partnerships that foster a collaborative approach to leadership and governance. 	
5	Strategic objectives	
	<p><u>Focus on the community</u></p> <ul style="list-style-type: none"> > Plans of Management reflect community need. > Council encourages a sense of belonging and connection to the local community. > The community is informed and involved in decisions. > The library service is well organised and well supported. > Council's Social and Cultural Plans reflect community needs. > Enhance the health and sense of wellbeing of the community at all life stages. > Services and facilities that are child, youth, family and age friendly are supported. > Council provides accessible services and facilities to residents of all abilities. > Council provides a diverse and well supported arts and cultural program. > Council builds social networks and cohesion. > The Hunters Hill local government area is a place where people feel safe. <p><u>Maintain character and manage growth planning</u></p> <ul style="list-style-type: none"> > Maintain the character and amenity of Hunters Hill. > Council has well planned accessible foreshore access. > Council has well planned commercial areas, village centres and neighbourhoods. > Public Places are vibrant and active. 	

- > Council monitors compliance with environmental controls and standards.
- Manage and preserve our environment
- > A leader in sustainability by responding proactively to pressure facing our natural environment.
- > Council validates the benefits of sustainable living and supports advanced approaches to resource recovery.
- > Our natural environment is protected, and enhanced for future generations.
- > Council recognises Aboriginal cultural connections and heritage.
- Making getting around easier
- > **Asset Management Plans meet community and legislative guidelines.**
- > **Roads are well maintained.**
- > **Footpaths are accessible, safe and connected.**
- > **Council has a network of safe and linked cycle paths.**
- > **Road congestion and traffic safety is improved.**
- > **Schools are supported through the provision of safe drop off and pick-up zones.**
- > **Parking will support the needs of our community.**
- Leadership and governance
- > Council's IT systems are responsive to the changing needs of our community.
- > Council provides a safe workplace and community facility.
- > Council is recognised and respected as an open and transparent organisation.
- > Councilors are supported within a democratic governance framework.
- > There is a shared vision by Council and staff of continuous improvement.
- > Service standards are up-to-date and reflect community need.
- > Council is financially sustainable.
- > **Council collaborates with other agencies and all levels of government.**

6 **Relevant performance measures / criteria / KPIs / review & monitoring**

- Key performance measures:
- Focus on the community
- > Increasing percentage trend of people who feel safe.
- Maintain character and manage growth planning
- > Review and update of key strategic planning documents.
 - > Increase of resident engagement satisfaction (customer survey).
- Manage and preserve our environment
- > -
- Making getting around easier
- > **Increased promotion of sustainable transport options.**
 - > **Number of local area traffic management plans developed and implemented.**
 - > **Increase in satisfaction with footpaths/ cycle paths.**
 - > **Increase in satisfaction with local roads and cycleways.**
- Leadership and governance
- > Decrease in number of complaints.
 - > Increased community involvement in issues/ projects.
 - > Improvement in financial indicators.
 - > Increase in residents who are happy with the service provided.

7 **Governance / planning processes**

Ongoing reporting will identify and ensure the integrity of the Plan is being used as intended. It will also help determine the need for further action and possible improvements in supporting internal Council action plans. Ultimately, the ongoing monitoring, measuring, reporting and review of the CSP will keep Council accountable by addressing four key questions:

- > Where are we now?
- > Where do we want to be in 10 years time?
- > How will we get there?
- > How will we know when we have arrived?

1	Hunters Hill Council	<i>Hunters Hill Community Strategic Plan – Your vision for Our Future 2018 -2028</i>
Regular updates regarding the progress of the plan will be communicated to the community via the following platforms: Annual Report, End of Term Report, and 6-monthly Council Reports. Informally, Council will celebrate small and large milestones as they are achieved through Council Newsletter's, Council Website, Mayor's Message and Social Media.		
8	Community & stakeholder consultation commitments	
-		
9	Summary	
<p>Hunters Hill Council's <i>Your Vision for Our Future 2018 – 2028</i>, represents a vision and framework to guide the aspirations and needs of the community over the next ten years. The Plan is developed under the following key directions:</p> <ul style="list-style-type: none"> > Focus on the community; > Maintain character and manage growth planning; > Manage and preserve our environment; > Making getting around easier; and > Leadership and governance. <p>Key transport related strategic objectives under these directions are:</p> <ul style="list-style-type: none"> > Roads are well maintained; > Footpaths are accessible, safe and connected; > Council has a network of safe and linked cycle paths; > Road congestion and traffic safety is improved; > Schools are supported through the provision of safe drop off and pick-up zones; and > Parking will support the needs of our community. 		

1.1.4 Ku-ring-gai Community Strategic Plan

1	Ku-ring-gai Council	<i>Our Ku-ring-gai 2038 – Community Strategic Plan</i>
2	Date	June 2018
3	Vision	
Ku-ring-gai is a creative, healthy and liveable place where people respect each other, conserve the magnificent environment and society for the children and grandchildren of the future.		
4	Themes	
<ul style="list-style-type: none"> > Theme 1: Community, people and culture – A healthy, safe and diverse community that respects our history, and celebrates our differences in a vibrant culture of learning. > Theme 2: Natural environment –Working together as a community to protect and enhance our natural environment and resources. > Theme 3: Places, spaces and infrastructure – A range of well planned, clean and safe neighbourhoods and public spaces designed with a strong sense of identity and place. > Theme 4: Access, traffic and transport – Access and connection to, from and within Ku-ring-gai provides safe, reliable and affordable public and private travel, transport and infrastructure. > Theme 5: Local economy and employment – Creating economic employment opportunities through vital, attractive centres, business innovation and technology. > Theme 6: Leadership and governance – Ku-ring-gai is well led, managed and supported by ethical organisations which deliver projects and services to the community by listening, advocating and responding to their needs. 		
5	Long term objectives	
<p><u>Theme 1: Community, people and culture</u></p> <ul style="list-style-type: none"> > An equitable and inclusive community that cares and provides for its members. > A harmonious community that respects, appreciates, celebrates and learns from each other and values our evolving cultural identity. > A community where opportunities are provided for all voices to be heard and where community stewardship participation and engagement is supported and promoted. > A community that embraces healthier lifestyle choices and practices. > A community where residents feel safe and enjoy good health. > Housing diversity, adaptability and affordability is increased to support the needs of a changing community. 		

1 Ku-ring-gai Council Our Ku-ring-gai 2038 – Community Strategic Plan	
	<ul style="list-style-type: none"> > An aware community able to prepare and respond to the risk to life and property from emergency events. <p><u>Theme 2: Natural environment</u></p> <ul style="list-style-type: none"> > A community empowered with knowledge, learning and information that benefits the environment. > Our bushland is rich with native flora and fauna. > Our natural waterways and riparian areas are enhanced and protected. > A community addressing and responding to the impacts of climate change and extreme weather events. > A community progressively reducing its consumption of resources and leading in recycle and reuse. <p><u>Theme 3: Places, spaces and infrastructure</u></p> <ul style="list-style-type: none"> > Ku-ring-gai's unique visual character and identity is maintained. > A robust planning framework is in place to deliver quality design outcomes and maintain the identity and character of Ku-ring-gai. > The built environment delivers attractive, interactive and sustainable living and working environments. > Our centres offer a broad range of shops and services and contain lively urban village spaces and places where people can live, work, shop, meet and spend leisure time. > Ku-ring-gai's heritage is protected, promoted and responsibly managed. > Recreation, sporting and leisure facilities are available to meet the community's diverse and changing needs. > Multipurpose community buildings and facilities are available to meet the community's diverse and changing needs. > An improved standard of infrastructure that meets the community's service level standards and Council's obligations as the custodian of our community assets. <p><u>Theme 4: Access, traffic and transport</u></p> <ul style="list-style-type: none"> > A range of integrated transport choices are available to enable effective movement to, from and around Ku-ring-gai. > The local road network is managed to achieve a safe and effective local road network. > An accessible public transport and regional road network that meets the diverse and changing needs of the community. <p><u>Theme 5: Local economy and employment</u></p> <ul style="list-style-type: none"> > Ku-ring-gai is an attractive location for business investment. > Key stakeholders have confidence in, and pro-actively partner with Council to enhance employment and economic benefits. > Ku-ring-gai has a range of activities and experiences that attract visitors. <p><u>Theme 6: Leadership and governance</u></p> <ul style="list-style-type: none"> > A shared long term vision for Ku-ring-gai underpins strategic collaboration, policy development and community engagement. > Council rigorously manages its financial resources and assets to maximise delivery of services. > The organisation is recognised and distinguished by its ethical decision-making, efficient management, innovation and quality customer service. > The community is informed and engaged in decision-making processes for community outcomes.
6	Relevant performance measures / criteria / KPIs / review & monitoring
	<p><u>Theme 1: Community, people and culture</u></p> <ul style="list-style-type: none"> > Proportion of people who feel safe in their neighbourhood (baseline is 95 per cent in 2017) <p><u>Theme 2: Natural environment</u></p> <ul style="list-style-type: none"> > - <p><u>Theme 3: Places, spaces and infrastructure</u></p> <ul style="list-style-type: none"> > Resident satisfaction with access to information about planning, regulation and local development activity (base line – new measure). > Resident satisfaction with the condition of local roads (baseline was 68 per cent in 2017). > Resident satisfaction with the quality of footpaths (baseline was 63 per cent in 2017). <p><u>Theme 4: Access, traffic and transport</u></p> <ul style="list-style-type: none"> > Percentage of residents who travel to work by methods other than car (public transport, walk, cycle) (baseline was 31 per cent in 2016). > Percentage of residents satisfied with their ability to move in and around Ku-ring-gai (base line – new measure). > Number of road traffic crashes per year (baseline was 185 in 2016).

1	Ku-ring-gai Council <i>Our Ku-ring-gai 2038 – Community Strategic Plan</i>
<ul style="list-style-type: none"> > Resident satisfaction with the availability of car parking in local centres (baseline was 66 per cent in 2017). > Resident satisfaction with access to cycleways, footpaths and walking tracks (base line was 76 per cent in 2017). > Vehicle travel speed on arterial roads within designated speed limits (baseline was average speed of 49.1 kilometres per hour in am peak in November 2017). > Resident satisfaction with access to public transport (baseline was 85 per cent in 2017). 	
<p><u>Theme 5: Local economy and employment</u></p>	
<p>> -</p>	
<p><u>Theme 6: Leadership and governance</u></p>	
<ul style="list-style-type: none"> > Resident satisfaction with opportunities to participate in matters impacting on the Ku-ring-gai community (baseline – new measure). > Resident satisfaction with Council's advocacy on matters impacting on Ku-ring-gai (baseline was 75 per cent in 2017). > Achieve ongoing operating surpluses (baseline was a surplus in 2016/17). > Ability to increase commitment of general revenue towards asset refurbishment (baseline was improve ability in 2016/17). > Available working capital (baseline is that Council exceeded its working capital in 2016/17). > Overall community satisfaction with Council performance (baseline was 87 per cent in 2017). > Resident satisfaction with Council's consultation and engagement (baseline – new measure). > Resident satisfaction with Council's provision of information about events, services, programs and facilities (baseline – new measure). 	
7	Governance / planning processes
<p><u>Responding to state and regional plans</u></p>	
<p>Recent state government legislation and policies and the new Greater Sydney Commission's North District Plan have a number of implications for Council over the next few years, particularly planning for new housing and population growth in Ku-ring-gai. This will require rigorous assessment and well researched responses from Council and the community.</p>	
<p>It is important that the community is fully informed and engaged regarding these policy directions and our responses address other long-standing Ku-ring-gai community priorities in the Community Strategic Plan, including the protection of natural areas and heritage.</p>	
<p><u>Sustaining assets</u></p>	
<p>Ku-ring-gai Council delivers a variety of services to the community, and at the same time, must ensure that the assets supporting these services are managed sustainably. With Ku-ring-gai's population growth and increasing diversity there will be a growing demand for new and enhanced assets, programs and services.</p>	
<p>Along with many authorities, we face asset renewal and investment challenges which must be balanced with resident and ratepayer's expectations. Managing our asset portfolio, which is valued at over \$1.3 billion, is important in meeting the needs and expectations of our community. Council's Asset Management Strategy integrates with the Community Strategic Plan, Delivery Program, Operational Plan and Long Term Financial Plan. This ensures that adequate funding for maintenance and renewals is scheduled into annual work programs.</p>	
<p>Ku-ring-gai's assets also require maintenance and renewal in the future. Council's ongoing challenge is to continue to identify ways to provide adequate funding for new, and improve existing assets, throughout their lifecycle.</p>	
8	Community & stakeholder consultation commitments
<p>Community involvement and engagement is at the heart of good governance and will ensure that our strategic directions meet the aspirations of our local community. Council will continue to engage with the community over this three year term of Council to provide input into our decision-making processes and monitor our progress.</p>	
<p>This will include the use of support technologies, best practice engagement techniques and social media to engage local residents and businesses. Council will also actively engage with our community to seek opinion on priorities and willingness to pay for enhanced service delivery. Importantly, Council will seek to provide services which match the needs and preferences of the community.</p>	
<p>Council's Community Engagement Strategy guides Council's engagement with the community in reviewing its strategic directions and priorities for the future of Ku-ring-gai. This engagement has reaffirmed those issues important to Ku-ring-gai and helped inform the review of the Community Strategic Plan.</p>	
9	Summary
<p><i>Our Ku-ring-gai 2038 – Community Strategic Plan</i> provides Council with the strategic directions needed to align its services, policies and program to be consistent with community needs and priorities, and in alignment with state and regional planning. Long term objectives for the LGA are presented under the following six themes:</p>	
<ul style="list-style-type: none"> > Theme 1: Community, people and culture; 	

1 Ku-ring-gai Council <i>Our Ku-ring-gai 2038 – Community Strategic Plan</i>	
>	Theme 2: Natural environment;
>	Theme 3: Places, spaces and infrastructure;
>	Theme 4: Access, traffic and transport;
>	Theme 5: Local economy and employment; and
>	Theme 6: Leadership and governance.
Relevant objectives under these themes are:	
>	Our centres offer a broad range of shops and services and contain lively urban village spaces and places where people can live, work, shop, meet and spend leisure time;
>	A range of integrated transport choices are available to enable effective movement to, from and around Ku-ring-gai;
>	The local road network is managed to achieve a safe and effective local road network;
>	An accessible public transport and regional road network that meets the diverse and changing needs of the community; and
>	A shared long term vision for Ku-ring-gai underpins strategic collaboration, policy development and community engagement.

1.1.5 Lane Cove Council Community Strategic Plan

1 Lane Cove Council <i>Liveable Lane Cove – Community Strategic Plan 2035</i>	
2	Date June 2018
3	Vision
<p><u>Vision</u> Lane Cove as a connected, inclusive, sustainable community</p> <p><u>Mission</u> To be aware of and responsive to the diverse needs and aspirations of the Lane Cove community.</p> <p><u>Guiding principles</u></p> <ul style="list-style-type: none"> > Community - To develop a strong inclusive community that promotes access, equity and participation in decision making, working towards a better Lane Cove for everyone. > Creativity - To nurture diverse creative expression in the community and foster innovation, to meet the needs of Lane Cove. > Sustainability - To ensure that all decisions consider a balance of economic, environmental, cultural and social elements to enhance the quality of life in Lane Cove. > Best value - To balance the provision of quality services with cost and always seek continuous improvements to the services provided. 	
4	Themes and objectives
<p><u>Our society</u></p> <ul style="list-style-type: none"> > Community Connections > Community health and wellbeing > Community services and facilities > Recreation > Education > Community safety <p><u>Our built environment</u></p> <ul style="list-style-type: none"> > Sustainable development > Housing > Assets, infrastructure and public domain > Transport and mobility > Parking > Traffic <p><u>Our natural environment</u></p> <ul style="list-style-type: none"> > Environmental protection > Urban forest > Bushland 	

1 Lane Cove Council <i>Liveable Lane Cove – Community Strategic Plan 2035</i>	
<p><u>Our culture</u></p> <ul style="list-style-type: none"> > Creative expression > Cultural places > Celebrating cultural identity <p><u>Our local economy</u></p> <ul style="list-style-type: none"> > Supporting local businesses > Developing business precincts > Sustainable business practices <p><u>Our council</u></p> <ul style="list-style-type: none"> > Governance > Best value > Quality service > Communication and engagement > Workforce 	
5	Relevant strategies
<p><u>Our society</u></p> <ul style="list-style-type: none"> > Reduce physical, systemic and attitudinal barriers to provide people with disabilities improved opportunities to be fully engaged in community life > Continue to make Lane Cove a good place for older people to live, work and visit. > To encourage increased levels of physical activity and promote healthy lifestyles campaigns and programs to the community > Incorporate public safety design principles into development planning to encourage crime prevention. <p><u>Our built environment</u></p> <ul style="list-style-type: none"> > Ensure land use planning is responsive to changes in community priorities, local values and State Government requirements. > Incorporate sustainability principles into the planning and building of new Council assets and infrastructure > Develop best practice asset registers and management and investment plans for infrastructure and assets. > Identify innovative funding and partnerships to provide for new and upgraded assets and infrastructure. > Inform, educate and encourage the community to use sustainable transport. > Implement infrastructure upgrades and incentives for people to incorporate more walking and cycling into their daily lives. > Encourage and lobby for a connected accessible, reliable, safe, sustainable and integrated transport system that will meet future needs. > Provide support to organisations that provide community transport with a view to retaining and expanding services. > Maximise the use of existing parking spaces through increased promotion of parking places, review of street parking controls to maximise vehicle turnover, and review of public car parks to maximise utilisation of car spaces. > Increase parking in the Lane Cove Village in response to parking demand. > Facilitate improvements to car, bicycle and pedestrian safety. > Ensure application of appropriate traffic management measures to ensure the safety and amenity of local streets and improve traffic flow and high volume areas. <p><u>Our local economy</u></p> <ul style="list-style-type: none"> > Revitalising smaller shopping villages in the Lane Cove area. > Provide and maintaining supporting infrastructure such as car parks, vibrant public spaces and transport options. <p><u>Our council</u></p> <ul style="list-style-type: none"> > Ongoing identification of initiatives to enhance transparency of Council decision-making and performance. > Strengthen Council’s fully integrated planning and reporting framework to align Council plans and guide the development of Lane Cove community. > Ongoing integration of sustainability initiatives into Council’s business and operations. > Identify continuous improvements to Council’s governance structure, processes and systems. > Deliver collaborative, transparent and accountable procurement services. 	

1	Lane Cove Council <i>Liveable Lane Cove – Community Strategic Plan 2035</i>
<ul style="list-style-type: none"> > Customer service standards incorporated into procedures and performance management systems and assess regularly to ensure the aspirations of the community are delivered. > To utilise a range of engagement methods to involve communities in activities and decisions of Council at the earliest opportunity. > Ensure communities are provided with feedback regarding the outcomes of engagement activities. > Provide the community with comprehensive, timely and accurate information relevant to life in Lane Cove. 	
6	Key community indicators
<p><u>Our society</u></p> <ul style="list-style-type: none"> > Community wellbeing index. > Participation in recreation. > Use of major facilities. <p><u>Our built environment</u></p> <ul style="list-style-type: none"> > Availability of transport options. > Condition of infrastructure. <p><u>Our natural environment</u></p> <ul style="list-style-type: none"> > - <p><u>Our culture</u></p> <ul style="list-style-type: none"> > - <p><u>Our local economy</u></p> <ul style="list-style-type: none"> > Business retention > Local community shopping <p><u>Our council</u></p> <ul style="list-style-type: none"> > Customer satisfaction with Council's services. > Financial sustainability. 	
7	Governance / planning processes
<p>Good governance is recognised as a priority for all organisations. Council through its governance Framework regularly conducts reviews of its policies and procedures to ensure the highest possible standards of governance exist across Council.</p>	
8	Community & stakeholder consultation commitments
<p>Council's Community Engagement Strategy seeks to ensure best practice methods are used to engage with and inform the community. Each consultation has a consultation strategy adopted by Council utilising several forms of communication, establishing dialogue between Council and the community on issues prior to making a decision or determining a direction on an issue. Council regularly reviews its methods and explores new ways to consult with the community.</p>	
9	Summary
<p><i>Liveable Lane Cove 2035</i> addresses current issues and future challenges within the LGA. This Plan is based on the vision for Lane Cove to be a connected, inclusive, sustainable community, and is delivered under the following themes:</p> <ul style="list-style-type: none"> > Our society; > Our built environment; > Our natural environment; > Our culture; > Our local economy; and > Our council. <p>The following transport related strategies are proposed to achieve the vision:</p> <ul style="list-style-type: none"> > Inform, educate and encourage the community to use sustainable transport. > Implement infrastructure upgrades and incentives for people to incorporate more walking and cycling into their daily lives. > Encourage and lobby for a connected accessible, reliable, safe, sustainable and integrated transport system that will meet future needs. > Provide support to organisations that provide community transport with a view to retaining and expanding services. > Maximise the use of existing parking spaces through increased promotion of parking places, review of street parking controls to maximise vehicle turnover, and review of public car parks to maximise utilisation of car spaces. > Increase parking in the Lane Cove Village in response to parking demand. 	

1	Lane Cove Council	Liveable Lane Cove – Community Strategic Plan 2035
	<ul style="list-style-type: none"> > Facilitate improvements to car, bicycle and pedestrian safety. > Ensure application of appropriate traffic management measures to ensure the safety and amenity of local streets and improve traffic flow and high volume areas. 	

1.1.6 Mosman Council Community Strategic Plan

1	Mosman Council	Community Strategic Plan 2018 - 2028
2	Date	June 2018
3	Vision	
	A vibrant Harbourside village where community, lifestyle and heritage are valued and where residents feel safe and connected.	
4	Strategic directions	
	<ul style="list-style-type: none"> > Strategic direction 1: A caring and inclusive community. > Strategic Direction 2: A culturally rich and vibrant community. > Strategic Direction 3: An attractive and sustainable environment. > Strategic Direction 4: An informed and engaged community. > Strategic Direction 5: A business friendly community with sound, independent civic leadership. > Strategic Direction 6: Well designed, liveable and accessible places. > Strategic Direction 7: A healthy and active village lifestyle. 	
5	Strategic directions	
	<p><u>Strategic direction 1: A caring and inclusive community</u></p> <ul style="list-style-type: none"> > Assist residents to feel connected to their community and each other. > Ensure support is available for people in need. > Promote opportunities to acknowledge and embrace diversity. <p><u>Strategic Direction 2: A culturally rich and vibrant community</u></p> <ul style="list-style-type: none"> > Celebrate Mosman's unique identity and heritage. > Nurture cultural and creative endeavours. > Provide further opportunities to laugh, learn and play. <p><u>Strategic Direction 3: An attractive and sustainable environment</u></p> <ul style="list-style-type: none"> > Protect and enhance Mosman's natural areas and local biodiversity. > Use and encourage sustainable practices. > Effectively manage parklands for community use. <p><u>Strategic Direction 4: An informed and engaged community</u></p> <ul style="list-style-type: none"> > Actively involve the community in planning and delivering Mosman's future. > Deliver community information that is accurate and readily available. > Ensure the community knows how and why decisions are made. <p><u>Strategic Direction 5: A business friendly community with sound, independent civic leadership</u></p> <ul style="list-style-type: none"> > Council delivers high quality, convenient service to customers. > Utilise local and regional partnerships to benefit Mosman. > Provide support for business precincts and the local economy <p><u>Strategic Direction 6: Well designed, liveable and accessible places</u></p> <ul style="list-style-type: none"> > Enhance daily life by providing high quality public infrastructure and public spaces. > Value and strengthen the special aesthetic qualities of Mosman. > Improve access for everyone to, from and within Mosman. <p><u>Strategic Direction 7: A healthy and active village lifestyle</u></p> <ul style="list-style-type: none"> > Protect and enhance Mosman's village atmosphere. > Support active, healthy lifestyles. > Facilitate safe environments for everyday living. 	
6	Relevant measures	
	<u>Strategic direction 1: A caring and inclusive community</u>	

1	Mosman Council <i>Community Strategic Plan 2018 - 2028</i>
	<ul style="list-style-type: none"> > Percentage of residents who feel connected to the Mosman community. > Level of community satisfaction with the overall range of community services and facilities provided by Council. > Number of measures in Council's Disability Inclusion Action Plan achieved. <p><u>Strategic Direction 2: A culturally rich and vibrant community</u></p> <ul style="list-style-type: none"> > Percentage of residents who mainly socialise in Mosman. <p><u>Strategic Direction 3: An attractive and sustainable environment</u></p> <ul style="list-style-type: none"> > Number of air quality complaints received by Council. > Percentage of Mosman residents using public transport to travel to work. <p><u>Strategic Direction 4: An informed and engaged community</u></p> <ul style="list-style-type: none"> > Level of community satisfaction with Council engagement. > Level of community satisfaction with Council information and support. <p><u>Strategic Direction 5: A business friendly community with sound, independent civic leadership</u></p> <ul style="list-style-type: none"> > Level of community satisfaction with overall Council service delivery. <p><u>Strategic Direction 6: Well designed, liveable and accessible places</u></p> <ul style="list-style-type: none"> > Number of accessibility improvements delivered annually by Council. > Year-end capital works result compared to budget. > Level of community satisfaction with provision and maintenance of local infrastructure. > Percentage of residents who are proud of their local area. <p><u>Strategic Direction 7: A healthy and active village lifestyle</u></p> <ul style="list-style-type: none"> > Percentage of Mosman residents undertaking adequate physical activity each week. > Percentage of residents who feel safe in their local area. > Annual crime rates for major criminal incidents. > Number of roads accidents and casualties in Mosman per annum.
7	Governance / planning processes
	-
8	Community & stakeholder consultation commitments
	<p>In preparing MOSPLAN 2018–2028 Council has listened to the views of residents, ratepayers and other stakeholders to determine both common issues and interests and to help in prioritising its plans for the future.</p> <p>To further inform decisions about future priorities, Council's biannual Community Survey also routinely asks questions about resident satisfaction with a range of Council services and facilities, as well as how important residents perceive these services and facilities to be.</p>
9	Summary
	<p>The Mosman Council <i>Community Strategic Plan 2018 – 2028</i> is a ten year plan for the Mosman LGA. The aim of this plan is for Mosman to be a vibrant Harbourside village where community, lifestyle and heritage are valued and where residents feel safe and connected.</p> <p>Seven strategic directions outlined in the Plan are:</p> <ul style="list-style-type: none"> > Strategic direction 1: A caring and inclusive community; > Strategic Direction 2: A culturally rich and vibrant community; > Strategic Direction 3: An attractive and sustainable environment; > Strategic Direction 4: An informed and engaged community; > Strategic Direction 5: A business friendly community with sound, independent civic leadership; > Strategic Direction 6: Well designed, liveable and accessible places; and > Strategic Direction 7: A healthy and active village lifestyle. <p>Transport related strategies to achieve the vision for Mosman are to:</p> <ul style="list-style-type: none"> > Enhance daily life by providing high quality public infrastructure and public spaces; > Value and strengthen the special aesthetic qualities of Mosman; and > Improve access for everyone to, from and within Mosman.

1.1.7 North Sydney Council Community Strategic Plan

1	North Sydney Council	<i>North Sydney Community Strategic Plan 2018 - 2028</i>
2	Date	2018
3	Vision	
Shaping a progressive, vibrant and diverse North Sydney community.		
4	Strategic directions	
<ul style="list-style-type: none"> > Direction 1: Our living environment. > Direction 2: Our built infrastructure. > Direction 3: Our future planning. > Direction 4: Our social vitality. > Direction 5: Our civic leadership. 		
5	Directions and outcomes	
<p><u>Direction 1: Our living environment.</u></p> <p>Protected and enhanced natural environment and biodiversity:</p> <ul style="list-style-type: none"> > Rehabilitate bushland areas > Implement community education programs regarding protection and enhancement of the natural environment > Encourage healthy local waterways <p>North Sydney is sustainable and resilient:</p> <ul style="list-style-type: none"> > Promote sustainable energy, water and waste practices > Conserve energy, water and natural resources, and minimise waste > Facilitate and demonstrate stewardship through environmental sustainability programs > Prepare for and adapt to the impacts of natural hazards and climate change <p>Quality urban green spaces:</p> <ul style="list-style-type: none"> > Expand urban tree canopy cover > Encourage community gardening and rooftop and hard surface greening, incorporating native vegetation planting where possible > Advocate for power line undergrounding to assist with greening initiatives <p>Public open space and recreational facilities and services meet community needs:</p> <ul style="list-style-type: none"> > Maximise use of existing, and protect, enhance expand public open space > Create a waterfront integrated green public spaces and enhanced foreshore access > Provide infrastructure to support physical activity > Attract major sporting events to North Sydney Oval > Advocate for the Sydney Harbour High Line > Explore green public space over Warringah Freeway <p><u>Direction 2: Our built infrastructure.</u></p> <p>Infrastructure and assets meet community needs:</p> <ul style="list-style-type: none"> > Expand and adapt existing infrastructure to meet future needs > Advocate for improved state infrastructure and adequate funding for maintenance and improvement of community assets > Plan for large scale emergencies > Manage flood risk > Expand access to education facilities outside of school hours > Redevelop the North Sydney Olympic Pool complex <p>Vibrant centres, public domain, villages and streetscapes:</p> <ul style="list-style-type: none"> > Enhance public domains and village streetscapes through planning and activation, celebrating their unique character > Improve lighting and surveillance of villages to reduce vandalism and graffiti <p>Sustainable transport is encouraged:</p> <ul style="list-style-type: none"> > Facilitate, advocate and provide opportunities for improved public transport use, alternative modes of transport and end of trip facilities > Ensure continual improvement and integration of major transport infrastructure through long term planning > Incentivise use of public transport and lower impact vehicles > Advocate for recharge facilities for electric vehicles at public facilities and car parks 		

- > **Improve safety for pedestrians, motorists and bus and bike riders**
 - > **Examine new forms of travel, including driverless cars**
- Improved traffic and parking management:
- > **Plan, design, investigate and manage traffic to minimise its adverse impacts on people, car commuters and through traffic**
 - > **Secure additional grant funding for new and upgrade of traffic facilities, pedestrian and cycling facilities**
 - > **Provide integrated and efficient on-street and off-street parking options in residential and commercial areas**

Direction 3: Our future planning.

Prosperous and vibrant economy:

- > Encourage a diverse mix of business size and type
- > Support existing business and attract and foster new businesses
- > Enhance relationships with Chambers of Commerce and peak bodies representing local businesses
- > Promote and enhance the night time/after hours and weekend offer
- > Foster and support tourism activity in North Sydney
- > Balance visitor impacts with residents' lifestyles and economic development

North Sydney CBD is one of New South Wales' pre-eminent commercial centres:

- > Plan for North Sydney to continue to be one of NSW's pre-eminent commercial centres
- > Strengthen the North Sydney CBD's competitiveness and identify, differentiating it from other centres
- > Provide a level of amenity in the North Sydney CBD commensurate with a vibrant and active CBD

North Sydney is smart and innovative:

- > Develop North Sydney as a knowledge centre in Australia
- > Attract and support start-up businesses
- > Promote the uptake of broadband, Wi-Fi and digital technologies
- > Identify and develop innovations that will establish a competitive advantage for North Sydney
- > Celebrate and promote innovation

North Sydney is distinctive with a sense of place and quality design:

- > Maintain contemporary statutory and strategic planning instruments
- > Strengthen community participation in land use planning
- > Manage the impact of North Sydney's mandated growth including within the St Leonards Priority Precinct
- > Improve the urban design, amenity and quality of North Sydney's public domain including laneways
- > Use a place-based planning approach to achieve design excellence and management of places as they change
- > Protect and promote North Sydney's built heritage including significant architecture, objects, places and landscapes
- > Advocate for affordable housing

North Sydney is regulatory compliant:

- > Promote environmental/building compliance and public health
- > Promote responsible companion animal ownership
- > Manage parking compliance to ensure turn over and availability

Direction 4: Our social vitality.

North Sydney is connected, inclusive, healthy and safe:

- > Increase mobility and accessibility throughout North Sydney
- > Provide services, facilities and information to meet the needs of North Sydney's diverse communities (including children, young people, older people, residents and workers)
- > Improve access to early childhood care facilities
- > Enable the provision of aged care support facilities
- > Provide support and funding to not-for-profit community groups and charities
- > Celebrate diversity within the community
- > Promote anti-discrimination and provide 'safe spaces' and inclusive programs for sex or gender diverse people
- > Provide programs, information and infrastructure to support mental health and alcohol and other drugs services
- > Plan for future social infrastructure and health services to support healthy communities
- > Promote physical activity, healthy eating and preventative health care
- > Improve the safety of North Sydney's public environment

North Sydney is creative and home to popular events:

1	North Sydney Council <i>North Sydney Community Strategic Plan 2018 - 2028</i>
	<ul style="list-style-type: none"> > Promote support and celebrate creative arts in North Sydney through facilities, spaces and programs > Promote and support a diverse range of events and street life across North Sydney through the staging of major events, festivals, markets and fairs <p>North Sydney supports lifelong learning:</p> <ul style="list-style-type: none"> > Plan for education to meet North Sydney's growing needs > Work with the education sector and Council's library to enhance access to learning and development opportunities > Support the development of spaces for lifelong learning > Promote diversity of education choices available in North Sydney > Promote volunteering and community involvement and draw on community skills and expertise <p>North Sydney's history is preserved and recognised:</p> <ul style="list-style-type: none"> > Recognise, celebrate and promote North Sydney's history and heritage > Protect and maintain sacred and historical sites, items and records <p><u>Direction 5: Our civic leadership.</u></p> <p>Council leads the strategic direction of North Sydney:</p> <ul style="list-style-type: none"> > Create effective working relationships between local, state and federal governments > Plan well for the future > Lead public debate on the future of local government in NSW > Manage financial resources effectively to achieve community outcomes > Explore new funding sources and revenue streams <p>Council is well governed and customer focused:</p> <ul style="list-style-type: none"> > Provide accountable, transparent and accessible and participatory decision making > Ensure councilors meet their obligations and roles as community representatives > Implement best practice governance > Implement best practice customer service <p>Community is informed and consulted:</p> <ul style="list-style-type: none"> > Increase promotion of Council activities and achievements > Enhance existing communication methods > Provide community engagement opportunities > Support the North Sydney Community Precinct System <p>Council's service delivery is well supported:</p> <ul style="list-style-type: none"> > Enhance and secure Council's technology, telecommunications and information assets > Preserve and provide access to Council records > Implement best practice risk management > Provide Council with the highest quality legal advice and representation > Implement best practice procurement and contract management <p>Council is an employer of choice:</p> <ul style="list-style-type: none"> > Attract, develop and retain highly skilled staff and provide a safe work environment > Implement best practice human resource policies and strategies
6	Social indicators
	<ul style="list-style-type: none"> > Maintain per cent of residents and businesses that are satisfied with maintenance and cleanliness of local roads and footpaths > Maintain the road pavement condition index > Improve the per cent of workers and residents taking public transport or active transport to work
7	Governance / planning processes
	<p>Preparation of this plan was guided by an adopted set of principles:</p> <ul style="list-style-type: none"> > Consult and collaborate with our community and other stakeholders > Pursue improved outcomes, considering the long-term consequences of our decisions > Integrate and align our forward planning -financial, asset management and workforce management planning as well as land use planning > Draw on detailed and objective evidence to make decisions > Ensure our finances are managed responsibly and new projects are appropriately funded > Be open to change, flexible and responsive to new technologies and opportunities
8	Community & stakeholder consultation commitments

1 North Sydney Council <i>North Sydney Community Strategic Plan 2018 - 2028</i>	
-	
9	Summary
<p><i>North Sydney Community Strategic Plan 2018 – 2028</i> is a ten year plan to shape the future of North Sydney. This Plan supports the vision for North Sydney as a progressive, vibrant and diverse community, and was developed under the following directions:</p> <ul style="list-style-type: none"> > Our living environment; > Our built infrastructure; > Our future planning; > Our social vitality; and > Our civic leadership. <p>Directly relevant transport strategies to achieve this vision are:</p> <ul style="list-style-type: none"> > Facilitate, advocate and provide opportunities for improved public transport use, alternative modes of transport and end of trip facilities. > Ensure continual improvement and integration of major transport infrastructure through long term planning. > Incentivise use of public transport and lower impact vehicles. > Advocate for recharge facilities for electric vehicles at public facilities and car parks. > Improve safety for pedestrians, motorists and bus and bike riders. > Examine new forms of travel, including driverless cars. > Plan, design, investigate and manage traffic to minimise its adverse impacts on people, car commuters and through traffic. > Secure additional grant funding for new and upgrade of traffic facilities, pedestrian and cycling facilities. <p>AP Provide integrated and efficient on-street and off-street parking options in residential and commercial areas.</p>	

1.1.8 Willoughby Council Community Strategic Plan

1 Willoughby Council <i>Our Future Willoughby 2028 – Community Strategic Plan</i>	
2	Date June 2018
3	Vision
Willoughby is a City of Diversity: diverse landscapes, people and businesses.	
4	Outcomes
<ul style="list-style-type: none"> > Outcome 1: A City that is green <ul style="list-style-type: none"> - Our City will become a leader in sustainability. - We are proud of our natural environment and will celebrate and protect our flourishing bushland, wildlife and waterways. - We will aspire to meet the needs of our community and environment while not compromising those of future generations. > Outcome 2: A City that is connected and inclusive <ul style="list-style-type: none"> - We are a City that is connected through our people, transport, technology and history. - We celebrate the diversity of our people and provide opportunities to care and connect through activities, services and places. - We will encourage and promote transport choices and connections for pedestrians, bikes, public transport and private vehicles. - Our City will be a Smart City of the future supported by digital infrastructure. > Outcome 3: A City that is liveable <ul style="list-style-type: none"> - We are a City that is safe, engaging, vibrant and supported by great urban design. - Our City has lively village centres and a strong Central Business District (CBD) that we will celebrate and promote. - Our community will have access to spaces that promote a healthy and active lifestyle. > Outcome 4: A City that is prosperous and vibrant <ul style="list-style-type: none"> - Our City will have a robust economy with meaningful and diverse employment opportunities close to home. - We will be a City where local and global businesses thrive. 	

1	Willoughby Council <i>Our Future Willoughby 2028 – Community Strategic Plan</i>
<ul style="list-style-type: none"> - Our City, its places and vibrancy will attract businesses and visitors from around the world. - We will be leaders in creativity and innovation. <p>> Outcome 5: A City that is effective and accountable</p> <ul style="list-style-type: none"> - A City that is governed by an ethical Council that is open, transparent and accountable. - A City that is led by informed representatives who actively encourage meaningful engagement with all stakeholders to seek their involvement in decisions made on their behalf. - We will represent the interests of the community, be a good steward to the environment and advocate for the City's priorities. 	
5	Community priorities
<p>Outcome 1: A City that is green</p> <ul style="list-style-type: none"> > Create and enhance green spaces. > Promote sustainable lifestyles and practices. > Enhance, protect and respect waterways, bushland, nature, wildlife and ecological systems. > Reduce energy, water and resource waste and encourage reuse and recycling. > Reduce carbon and greenhouse gas emissions. <p>Outcome 2: A City that is connected and inclusive</p> <ul style="list-style-type: none"> > Enhance transport choices and connections throughout the City. > Respect and celebrate our history and heritage sites. > Celebrate and encourage our diversity. > Reduce parking and traffic congestion. > Create family friendly neighbourhoods that connect people. > Improve access to digital services in public places. > Promote accessible services for the community. <p>Outcome 3: A City that is liveable</p> <ul style="list-style-type: none"> > Foster feelings of safety, security and cleanliness. > Create recreation spaces for all. > Promote an active and healthy lifestyle. > Create desirable places to be and enjoy. > Maintain quality of life by balancing population growth with the provision of assets and services. > Activate local spaces in creative ways. <p>Outcome 4: A City that is prosperous and vibrant</p> <ul style="list-style-type: none"> > Facilitate the development of all businesses. > Build and support a night-time economy. > Create memorable food destinations. > Attract visitors and promote local, destination-based tourism. > Diversify our economy including creative and innovative industries. > Facilitate the viability and vibrancy of our village centres. <p>Outcome 5: A City that is effective and accountable</p> <ul style="list-style-type: none"> > Be honest, transparent and accountable in all that we do. > Demonstrate leadership and advocacy for local priorities. > Balance the creation of new public assets with the upgrade of existing public assets. > Anticipate and respond to changing community and customer needs. > Make it easy for citizens to participate in decision making. 	
6	Relevant performance measures / criteria / KPIs / review & monitoring
<p>Outcome 1: A City that is green</p> <ul style="list-style-type: none"> > Reduction in greenhouse gas emissions by the Willoughby community <p>Outcome 2: A City that is connected and inclusive</p> <ul style="list-style-type: none"> > Increase in number of journeys to work that do not use a motor vehicle <p>Outcome 3: A City that is liveable</p> <ul style="list-style-type: none"> > Increase in appeal of Willoughby LGA as a place to live > Increase in perception of Willoughby as safe / low crime rate > Increase in people living and working in Willoughby LGA 	

1 Willoughby Council <i>Our Future Willoughby 2028 – Community Strategic Plan</i>	
<p>Outcome 4: A City that is prosperous and vibrant</p> <ul style="list-style-type: none"> > Increase in tourism visitors <p>Outcome 5: A City that is effective and accountable</p> <ul style="list-style-type: none"> > Meet Local Government benchmark ratios > Improve customer service rating 	
7	Governance / planning processes
<ul style="list-style-type: none"> > Outcome 5: A City that is effective and accountable <ul style="list-style-type: none"> – A City that is governed by an ethical Council that is open, transparent and accountable. – A City that is led by informed representatives who actively encourage meaningful engagement with all stakeholders to seek their involvement in decisions made on their behalf. – We will represent the interests of the community, be a good steward to the environment and advocate for the City's priorities. <p>Council has been the custodian of developing <i>Our Future Willoughby 2028</i> and within our community we take on different responsibilities. Our role can be one of:</p> <ul style="list-style-type: none"> > Leadership for our community. > Owner or custodian of land, assets and the environment. > Regulator of activities and functions. > Information provider to all stakeholders. > Facilitator of key stakeholders. > Advocacy on behalf of the whole community. > Provider of services. <p><u>Principles for how council works:</u></p> <p>Three principles underpin Council's decision making processes including how Council engages with the community and how Council allocates resources.</p> <ul style="list-style-type: none"> > Sustainability – Seeks to meet the needs of the present without compromising the needs of future generations. It requires equitable consideration of environmental and social needs for the long term. > Social Justice – All people receive a “fair go” at opportunities of life including wealth, health and recognition in law and privileges without prejudice. The basic principles are: <ul style="list-style-type: none"> – Equity – overcoming unfairness caused by unequal access to economic power and resources. – Access – greater equality of access to goods and services. – Participation – expanded opportunities for real participation in decisions which govern lives. – Rights – equal and effective legal, industrial and political rights. > Ethical Government – Requires that Council exercise its role as “steward” to the public, and the use of resources through fair and just rules and decision making processes. It requires Council to strive for openness, transparency and accountability. 	
8	Community & stakeholder consultation commitments
-	
9	Summary
<p><i>Our Future Willoughby 2028</i> is the community's long-term vision and priorities for the future of the City over the next ten years. To achieve the community's vision of a diverse, liveable and prosperous city, the following five outcomes were identified:</p> <ul style="list-style-type: none"> > A City that is green; > A City that is connected and inclusive; > A City that is liveable; > A City that is prosperous and vibrant; and > A City that is effective and accountable. <p>Under these outcomes, community priorities were established to identify what is needed to achieve these outcomes. Specific transport related priorities are:</p> <ul style="list-style-type: none"> > Enhance transport choices and connections throughout the City; > Reduce parking and traffic congestion; > Create family friendly neighbourhoods that connect people; > Promote accessible services for the community; > Foster feelings of safety, security and cleanliness; and > Balance the creation of new public assets with the upgrade of existing public assets. 	

1.2 Local Strategic Planning Statements

1.2.1 City of Ryde Local Strategic Planning Statement

1	Ryde Council	Local Strategic Planning Statement
2	Date	June 2019
3	Vision	A liveable, prosperous and connected city, that provides for future needs while protection nature and history. A city with diverse and vibrant centres, and neighbourhoods reflecting and servicing residents and businesses. The Council's well planned places enhance the health, well-being and resilience to our future community. They also foster innovation, equity, inclusion and resilience.
4	Themes and locally specific matters	<ul style="list-style-type: none"> > Infrastructure and Collaboration <ul style="list-style-type: none"> - Housing growth and relationship to infrastructure - Infrastructure - Transport > Liveability <ul style="list-style-type: none"> - Housing supply, affordability, diversity and amenity - Centres - Heritage - Culture and wellbeing - Design excellence > Productivity <ul style="list-style-type: none"> - The economy and jobs - Macquarie Park > Sustainability <ul style="list-style-type: none"> - Open space and achieve recreation - Environment - Resilience
5	Planning priorities	<p><u>Infrastructure and Collaboration</u></p> <ul style="list-style-type: none"> > Infrastructure <ul style="list-style-type: none"> - IN1: Provide sufficient infrastructure to support current and future population growth - IN2: Reinvigorate the Macquarie Park Strategic Investigation Area - IN3: Collaborate with relevant stakeholders to achieve appropriate outcomes from existing renewal projects - IN4: Ensure that transport infrastructure is provided at appropriate capacity and timing to service existing growth areas - IN5: Prepare a local Infrastructure Strategy - IN6: Develop Guidelines for site specific planning proposals > Transport <ul style="list-style-type: none"> - T1: Ensure public transport can efficiently move commuters to key destinations within and outside City of Ryde using logical, accessible and connected services and maximizing the use of infrastructure that gives a travel time advantage over cars. Ensure social equity in service coverage throughout the LGA. - T2: Manage roads to maximize traffic efficiency and safety for local freight movements, private vehicles and public and active transport users. Design and manage streets to maximize accessibility while prioritizing safety and amenity. - T3: Freight movements will be planned to: <ul style="list-style-type: none"> • Ensure efficiency through and within the City of Ryde • Minimize congestion through the adoption of space-efficient movement • Ensure there is sufficient capacity developed within or between facilities to adequately accommodate logistics activity • Maintain place-making principles <p><u>Liveability</u></p> <ul style="list-style-type: none"> > Housing supply, affordability, diversity and amenity <ul style="list-style-type: none"> - H1: Housing supply to satisfy needs to 2039

- **H2: Maintain the City of Ryde's current strategic planning direction to focus the majority of residential growth within town centres**
- H3: Ensure a broad diversity of housing is being delivered
- H4: Protect the character of low density residential areas
- H5: Ensure five percent of all new dwellings are affordable by 2031
- H6: Provide high levels of residential amenity
- H7: Develop design excellence planning controls

> Centres

- **C1: Develop a network connecting the historic centres in the southern part of the LGA, Including:**
 - Ryde
 - Eastwood
 - West Ryde
 - Gladesville
 - Shepherd's Bay, Meadowbank
- **C2: Continue to develop sustainable, compact, mixed use centres that embody accessibility and are:**
 - Connected to local neighbourhoods
 - Serviced by safe, affordable, flexible public transport
 - Able to minimise traffic and parking impacts
- **C3: Plan and manage parking to:**
 - Maximize local accessibility for on street and off street short stay parking
 - Encourage alternative modes for on street and off street long stay, low-value parking
- **C4: Encourage walking and cycling for travelling to work, education or recreational purposes. Provide better connections and link facilities for pedestrians and cyclists, recognizing that their safety is paramount.**
- C5: Ensure the vitality of Ryde's Centres and support resilience
- C6: Prioritise liveability through an attractive, sustainable and well-designed environment
- C7: Create a sense of place and promote community identity

> Heritage

- HE1: Protect and enhance the cultural heritage of the City of Ryde, safeguarding historic buildings, landscape items and places with natural heritage significance that:
 - provide the community with an understanding of its past and contribute to the cultural life and vibrancy of the community
 - contribute to local distinctiveness and sense of place, together with the creation of attractive streetscapes
 - contribute to the local economy by attracting visitors.
- HE2: Protect and enhance Aboriginal cultural heritage

> Culture wellbeing

- CW1: Provide library services in growth areas in the northern part of the LGA
- CW2: Expand or relocate existing library spaces to keep pace with growth
- CW3: Ensure library services are accessible to all members of the community
- CW4: Provide multi-purpose community facilities
- CW5: Remove regulatory barriers to events
- CW6: Deliver safe events for our community

> Design excellence

- D1: Development is guided by precinct scale, place-based planning
- D2: All new buildings throughout the City of Ryde are examples of excellent design
- **D3: Ryde's key centres are designed to facilitate an appropriate balance of travel through centres and spending time in and using these places**
- D4: Public spaces are well used and enhance local identity

Productivity

> The economy and jobs

- **EM1: Focus land use intensification (increasing the productivity or profitability of land uses) in the most accessible centres and discourage it in low-density residential areas (including prohibiting new uses)**
- **EM2: Ensure the City of Ryde LGA is well-designed and planned to encourage new investment, local jobs and business opportunities in an environment of innovation, progression and economic growth**

- EM3: Stimulate economic growth and local jobs by providing opportunities for a range of businesses and protecting employment lands
- > Macquarie Park
 - **M1: Develop Macquarie Park as a health and education strategic centre focused around the following activity hubs:**
 - North Ryde Station
 - Macquarie Park Station
 - Macquarie University Station
 - Cox's Road

At least one hub should perform the role as the civic heart / centre of the precinct

 - M2: Ensure the economic vitality of the Macquarie Park Health and Education Strategic Centre and retain the precinct's strong economic base as shown by its contribution to Australia's GDP
 - **M3: Ensure liveability in Macquarie Park through an attractive, vibrant, sustainable and well-designed environment**
 - M4: Create a sense of place and promote community identity
 - M5: Create a public domain within Macquarie Park that brings people together
 - **M6: Continue to develop Macquarie Park into a sustainable centre that:**
 - Is connected to Ryde's neighbourhoods
 - Is serviced by safe, affordable, flexible public transport
 - Minimizes the traffic and parking impacts
 - **M7: Promote and encourage a more walkable environment within Macquarie Park**

Sustainability

- > Open space and active recreation
 - OS1: Provide accessible open space to service population needs
 - OS2: Ensure open space can be shared and enjoyed by all
 - OS3: Future open space is delivered in a manner that maintains a healthy natural environment,
 - OS4: Conserve our rich history, culture and local character through the provision of open space
 - OS5: Sustain open space for existing and future populations
- > Environment
 - E1: Protect and enhance bushland, biodiversity, scenic and cultural landscapes
 - E2: Increase urban tree canopy cover and deliver 'green grid' connections.
 - E3: Reduce carbon emissions and manage energy, water and waste efficiently
 - E4: Protect and improve the health and enjoyment of the City of Ryde's waterways
 - E5: Adapt to the impacts of urban and natural hazards and climate change
 - E6: Provide waste and recycling infrastructure that is designed to ensure safety, efficiency and accessibility of waste, reuse and recycling services, and that does not compromise the public domain
 - E7: Improve waste processing to reduce landfill
- > Resilience
 - R1: Manage acute shocks (such as disasters and chronic stresses including climate change) by planning collaboratively for resilience and adaptation

6	Relevant strategic responses
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Infrastructure

- > **Advocate for public transport, schools and hospitals to be accessible to residential development**
- > **Develop, with the assistance of the Greater Sydney Commission, a more collaborative approach between Council, Transport for NSW and Roads and Maritime Services, for the planning of major transport upgrades to ensure that all stakeholders are working with the same growth and capacity forecasts and timelines**
- > **Work with relevant NSW Government agencies to develop consistent growth forecasts, to ensure that the capacity and standard of existing and new infrastructure is appropriate and timely**

Transport

- > **More efficiently integrate transport modes at public transport hubs to reduce interchange times and increase interchange convenience**
- > **Create a simple and direct bus network with equitable access for all users**

- > Improve the efficiency of through traffic movements on arterial roads while recognising local accessibility and safety needs
- > Prohibit heavy vehicle movements on local streets and limit freight operating times in specific centres
- > Improve the efficiency of through traffic movements on arterial roads while recognising local accessibility and safety needs

> **Complete a freight and logistics study for the City of Ryde**

Housing supply, affordability, diversity and amenity

- > Encourage residential development within existing centres that are well serviced by public transport, community infrastructure and open space
- > All dwellings to be within 400 metres of active open space and public transport
- > Integrate land use and transport planning to connect Ryde's historic centres
 - Prepare an active transport strategy that connects the centres and activity hubs such as Ryde Aquatic Leisure Centre (RALC)
 - Connect centres and facilities (such as the RALC) and enhance public transport services including
 - Advocating for greater frequency of passengers train services on the north-western line
 - Council's local bus service
- > Prepare an active transport strategy to explore connections and green space provision between:
 - Top Ryde and West Ryde
 - West Ryde and Meadowbank stations and Meadowbank

Design excellence

- > Complete movement-place analysis of all six key centres, in consultation with transport agencies and community groups.

The Economy and jobs

- > Ensure a mix of different land uses in town centres to minimise travel for work and to access services while also creating a greater return on investment in active and public transport facilities

Macquarie Park

- > Continue to work collaboratively through the Connect Macquarie Park and North Ryde's Transport Management Association to:
 - increase public transport mode share
 - advocate for the delivery of transport infrastructure improvements such as the planned bus interchange
 - enhance pedestrian safety and priority
- > Prepare a strategy to explore active transport connections within the Macquarie Park Corridor. As part of this prepare a Movement-Place future vision.
- > Deliver a physical environment that supports pedestrian activity by for example, increasing footpaths and connections to support walking and connect parks, centres, schools and other community facilities

7	Summary
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The City of Ryde LSPS outlines the vision for land use planning in the local area over the next 20 years, and will guide all planning decisions.

BA The LSPS brings together existing relevant adopted Council studies, documents, plans and policies to guide further development into the City of Ryde.

Key transport, planning and governance related strategic responses to achieve these goals are:

- > Advocate for public transport, schools and hospitals to be accessible to residential development
- > Develop a more collaborative approach between Council, Transport for NSW and Roads and Maritime Services, for the planning of major transport upgrades to ensure that all stakeholders are working with the same growth and capacity forecasts and timelines.
- > Integrate land use and transport planning to connect Ryde's historic centres.
- > Prepare an active transport strategy to explore connections and green space provision between
 - Top Ryde and West Ryde, and West Ryde and Meadowbank stations and Meadowbank
- > Complete movement-place analysis of all six key centres.
- > Continue to work collaboratively through the Connect Macquarie Park and North Ryde's Transport Management Association to
 - increase public transport mode share
 - advocate for the delivery of transport infrastructure improvements, and
 - enhance pedestrian safety and priority
- > Prepare a strategy to explore active transport connections within the Macquarie Park Corridor.

> Deliver a physical environment that supports pedestrian activity.

1.2.2 Hornsby Local Strategic Planning Statement

1	Hornsby Council	<i>Local Strategic Planning Statement</i>
2	Date	June 2019
3	Vision	
<p>The Hornsby Local Strategic Planning Statement (LSPS) sets out a 20 year vision for land use; the special character and values that are to be preserved; shared community values; and how Hornsby Shire Council will manage growth and change.</p>		
4	Themes and locally specific matters	
<ul style="list-style-type: none"> > Liveable > Sustainable > Productive > Collaborative 		
5	Planning priorities	
<p><u>Liveable</u></p> <ul style="list-style-type: none"> > LP1: Protecting the character of our low density neighbourhoods > LP2: Promoting design excellence for new housing > LP3: Supporting the development of community and cultural facilities that will adequately service our current and future community. > LP4: Aligning the delivery of local infrastructure and public domain improvements with current and future growth. > LP5: Protecting, conserving and promoting our natural, built and cultural heritage. > LP6: Providing housing in the right locations that meets the needs of our community with regard to housing type and mix, design, sustainability, affordability and safety > LP7: Promoting the arts, creative industries and temporary uses as well as the night-time economy. <p><u>Sustainable</u></p> <ul style="list-style-type: none"> > SP1: Improving the overall health of our natural environment and ecosystem. > SP2: Protecting and increasing the extent and quality of natural areas in Hornsby Shire. > SP3: Protect and improve the health of catchments and waterways and deliver well-planned and designed local water infrastructure solutions. > SP4: Improved connectivity between natural areas. > SP5: Biodiversity conservation principles applied throughout local planning policies. > SP6: Increasing urban tree canopy cover, develop cooler, greener places and strengthen connections to the Green Grid. > SP7: Mitigating the effects of urban heat. > SP8: Maintaining and enhancing the environmental, economic and scenic values of the Metropolitan Rural Areas of Hornsby. > SP9: Reducing carbon emissions and managing energy, water and waste efficiently. > SP10: Ensuring inclusive play experiences are provided across the Shire providing playgrounds that are diverse in their design, exciting, challenging and safe for all. > SP11: Providing healthy, connected and inclusive infrastructure and facilities. > SP12: Mitigating and adapting to the impacts of urban and natural climate change. > SP13: Reducing carbon emissions and air pollution, and managing energy water and waste efficiently. > SP14: Improving our community and corporate use of energy and water. > SP15: Protecting our community from natural hazards. <p><u>Productive</u></p> <ul style="list-style-type: none"> > PP1: Revitalisation of Town Centres throughout the Shire. > PP2: Supporting sustainable economic growth based on the Shire's built and natural assets, infrastructure and locational advantages. > PP3: Focusing economic development in and around existing centres and employment precincts in the Shire, with a key focus on the strategic centre. 		

1	Hornsby Council <i>Local Strategic Planning Statement</i>
	<ul style="list-style-type: none"> > PP4: Encouraging innovation and diversification in land identified for the purposes industrial development and urban services to support economic growth. > PP5: Prioritising local employment opportunities, and improvements to services, amenities, and infrastructure to support the future population. > PP6: Supporting tourism development opportunities based on the Shire's natural and built features. > PP7: Supporting place-making initiatives that will complement and improve the function and role of our centres and river settlements. > <u>Collaborative</u> > CP1: Resolving the local and regional infrastructure issues facing Cherrybrook and surrounding areas as a result of the opening of Cherrybrook Metro Station. > CP2: Investigating potential placed-based opportunities aimed at improving the amenity and public spaces for local residents throughout the shire. > CP3: Delivering substantial improvements to the function, design and accessibility of State Infrastructure assets within town centres throughout the shire. > CP4: Partnering with HATSICC to improve planning outcomes for our aboriginal community.
6	Relevant strategic responses
	<p><u>Liveable</u></p> <ul style="list-style-type: none"> > LA2: Focus future housing opportunities in the Hornsby Town Centre. > LA3: No expansion of the R3 Medium Density zone unless Council receives exemption from the Low Rise Medium Density Housing Code. > LA5: Work with the State Government to make changes to State Environmental Planning Policies and Design Guides for the Low Rise Medium Density Housing Code and Apartment Design Guide. > LA8: Finalise the Hornsby 7.12 Development Contributions Plan 2019-2029. > LA13: Finalise the Hornsby Town Centre Review and incorporate relevant findings and recommendations into a future update to the Hornsby Local Housing Strategy. > LA17: Consider the potential for the night-time economy in the Hornsby Town Centre Review and Economic Development and Tourism Strategy. <p><u>Sustainable</u></p> <ul style="list-style-type: none"> > SA7: Commence a review of the Pennant Hills Road corridor between Pennant Hills and Thornleigh following the opening of NorthConnex. > SA12: Update the Active Living Strategy incorporating the findings of the Hornsby Play Plan, Walking and Cycling Strategy and Hornsby Sportsground Strategy. <p><u>Productive</u></p> <ul style="list-style-type: none"> > PA1: Complete the Hornsby Town Centre Review. > PA2: Complete the Pennant Hills Town Centre Review. > PA5: Finalise Walking and Cycling Strategy. > PA6: Prepare the Brooklyn Place Plan. <p><u>Collaborative</u></p> <ul style="list-style-type: none"> > CA1: Advocate to the State Government regarding the status and finalisation of the updated Structure Plan for the Cherrybrook Station Precinct. > CA2: Do not support proponent-led planning proposals within the Cherrybrook Station Precinct until an integrated transport and infrastructure strategy is finalised. > CA3: Commence a review of the Pennant Hills Road Corridor between Pennant Hills and Thornleigh, subsequent to opening of NorthConnex. > CA4: Finalise the Brooklyn Place Plan > CA5: Finalise the Pennant Hills Place Plan > CA6: Identify key partners for collaboration on the Hornsby Town Centre Review.
7	Summary
	<p>The LSPS examines how expected changes in the population in the next 20-years will influence how Council will provide for the Hornsby community. The planning priorities identified within LSPS will help guide land use decisions and earmark changes to local land use plans, strategies and policies over the next 20 years.</p> <p>Key transport, planning and governance related strategic responses to achieve these goals are:</p> <ul style="list-style-type: none"> > SA7: Commence a review of the Pennant Hills Road corridor between Pennant Hills and Thornleigh following the opening of NorthConnex. > CA2: Do not support proponent-led planning proposals within the Cherrybrook Station Precinct until an integrated transport and infrastructure strategy is finalised.

1	Hornsby Council	Local Strategic Planning Statement
<p>> CA3: Commence a review of the Pennant Hills Road Corridor between Pennant Hills and Thornleigh, subsequent to opening of NorthConnex.</p>		

1.2.3 Ku-ring-gai Local Strategic Planning Statement

1	Ku-ring-gai Council	Local Strategic Planning Statement
2	Date	June 2019
3	Vision	
<p>Strategically located in the heart of Sydney's North District, Ku-ring-gai is an area of socially connected, healthy, sustainable communities that support vibrant local centres, live in harmony with the unique natural environment, and conserve our local assets for future generations.</p>		
4	Themes and locally specific matters	
<p>> Infrastructure and Collaboration</p> <ul style="list-style-type: none"> - Local Infrastructure - Collaboration <p>> Liveability</p> <ul style="list-style-type: none"> - Housing - Local and Neighbourhood Centres - Local Character and Heritage - Community and Cultural Infrastructure - Aboriginal Communities and Cultural Heritage - Open Space, Recreation and Sport <p>> Productivity</p> <ul style="list-style-type: none"> - 30 Minute City - Active Transport – Walking and Cycling Networks - Local Economy and Employment <p>> Sustainability</p> <ul style="list-style-type: none"> - Open Space Network - Bushland and Biodiversity - Urban Forest - Green Grid - Water Sensitive City - Energy and Greenhouse Gas Emissions - Climate Change Resilience and Adaptation 		
5	Planning priorities	
<p><u>Infrastructure and Collaboration</u></p> <p>> Local Infrastructure</p> <ul style="list-style-type: none"> - K1: Providing well-planned and sustainable infrastructure to support growth and change. <p>> Collaboration</p> <ul style="list-style-type: none"> - K2: Collaborating with State Government Agencies, and the community to deliver infrastructure projects. <p><u>Liveability</u></p> <p>> Housing</p> <ul style="list-style-type: none"> - K3: Providing housing close to transport, services and facilities to meet the existing and future requirements of a growing and changing community. - K4: Providing a range of diverse housing to accommodate the changing structure of families and households and enable ageing in place. - K5: Providing affordable housing that retains and strengthens the local residential and business community. <p>> Local and Neighbourhood Centres</p> <ul style="list-style-type: none"> - K6: Revitalising and growing a network of centres that offer a unique character and lifestyle for local residents. - K7: Facilitating mixed use developments within the centres that achieve urban design excellence. 		

1 Ku-ring-gai Council Local Strategic Planning Statement

- K8: Promoting Gordon as the centre for business and civic functions and as the cultural heart of Ku-ring-gai Local Character and Heritage.
- K9: Promoting St Ives Local Centre as an active green lifestyle and shopping destination.
- K10: Promoting Turramurra as a family-focused urban village.
- K11: Promoting Lindfield as a thriving and diverse village centre.
- > Local Character and Heritage
 - K12: Managing change and growth in a way that conserves and enhances Ku-ring-gai's unique visual land landscape character.
 - K13: Identifying and conserving Ku-ring-gai's environmental heritage.
- > Community and Cultural Infrastructure
 - K14: Providing a range of cultural, community and leisure facilities to foster a healthy, creative, culturally rich, and socially connected Ku-ring-gai.
- > Aboriginal Communities and Cultural Heritage
 - K15: Strengthening recognition and support for Aboriginal communities and cultural heritage.
 - K16: Protecting, conserving and managing Ku-ring-gai's Aboriginal heritage objects, items and significant places.
- > Open Space, Recreation and Sport
 - K17: Providing a broad range of open space, sporting and leisure facilities to meet the communities diverse and changing needs.
 - K18: Ensuring recreational activities in natural areas are conducted in harmony with the local environment and within ecological limits.
 - **K19: Providing well maintained, connected, accessible and highly valued trail networks and recreational infrastructure where locals and visitors can enjoy and connect with nature.**
 - K20: Developing and managing a network of sporting assets that best meets the needs of a growing and changing community.

Productivity

- > 30 Minute City
 - **K21: Prioritising new development and housing in locations that enable 30-minute access to key strategic centres.**
 - **K22: Providing improved and expanded district and regional connections through a range of integrated transport and infrastructure to enable effective movement to, from and within Ku-ring-gai.**
- > Active Transport – Walking and Cycling Networks
 - **K23: Providing safe and convenient walking and cycling networks within Ku-ring-gai.**
- > Local Economy and Employment
 - K24: Diversifying Ku-ring-gai's local economy through the expansion of tourism and the local visitor economy.
 - K25: Providing for the retail and commercial needs of the local community within Ku-ring-gai's centres.
 - **K26: Fostering a strong local economy that provides future employment opportunities in Ku-ring-gai for both residents and workers within key industries.**

Sustainability

- > Open Space Network
 - K27: Ensuring the provision of sufficient open space to meet the need of a growing and changing community.
- > Bushland and Biodiversity
 - K28: Improve the condition of Ku-ring-gai's bushland and protecting native terrestrial and aquatic flora and fauna and their habitats.
 - K29: Enhancing the biodiversity values and ecosystem function services of Ku-ring-gai's natural assets.
- > Urban Forest
 - K30: Improving the quality and diversity of Ku-ring-gai's urban forest.

1	Ku-ring-gai Council Local Strategic Planning Statement
	<ul style="list-style-type: none"> - K31: Increasing, managing and protecting Ku-ring-gai's urban tree canopy. <p>> Green Grid</p> <ul style="list-style-type: none"> - K32: Protecting and improving Green Grid connections. - K33: Providing a network of walking and cycling links for leisure and recreation. - K34: Improving connections with natural areas including river and creek corridors, bushland reserves and National Parks. <p>> Water Sensitive City</p> <ul style="list-style-type: none"> - K35: Protecting and improving the health of waterways and riparian areas. - K36: Enhancing the liveability of Ku-ring-gai's urban environment through integrated water infrastructure and landscaping solutions. - K37: Enabling water resource recovery through the capture, storage and reuse of water; alternative water supplies; and increased water efficiency. <p>> Energy and Greenhouse Gas Emissions</p> <ul style="list-style-type: none"> - K38: Reducing Council's and the Ku-ring-gai community's greenhouse gas emissions to achieve net zero emissions by 2045 or earlier. <p>> Climate Change Resilience and Adaptation</p> <ul style="list-style-type: none"> - K39: Reducing Council's, the community's and the natural and built environment's vulnerability and increasing its resilience to the impacts of climate change. - K40: Increasing urban tree canopy and water in the landscape to mitigate the urban heat island effect and create greener, cooler places.
6	Relevant strategic responses
	<p><u>Local Infrastructure</u></p> <ul style="list-style-type: none"> > The Ku-ring-gai Contributions Plan 2010 will require review to extend the current delivery program to accommodate additional population growth through to 2036 in-line with the North District Plan. In the meantime the rolling delivery program under the current Contributions Plan will continue. > Ku-ring-gai also has a current S7.12 Ku-ring-gai Contributions Plan 2015 (formerly s94A) which applies to different development types and supports a separate works programme. It will also be concurrently reviewed to ensure it provides for a distinct works programme relevant to the types of development that contribute under this plan. > Council will continue to utilise Asset Recycling, being the sale of underperforming or surplus assets, and return the capital to invest in new assets or to revitalise existing assets. > Council will also engage with the State Government to underscore the importance of asset recycling in Council's ambitious Local Centre revitalisation and asset renewal program, to ensure that fair, timely, and transparent outcomes are obtained in the rezoning and reclassification of surplus and underutilised land. > Council will also continue to investigate and develop innovative funding mechanisms for the delivery of local infrastructure. <p><u>Collaboration</u></p> <ul style="list-style-type: none"> > The following are identified as opportunities where planning collaborations and partnerships will be vital to the delivery of Council's priorities in the future: <ul style="list-style-type: none"> - Collaborating with Transport for NSW to identify opportunities for development over the rail line within the Local Centres; - Working with Transport for NSW, Northern Beaches Council, City of Ryde and Willoughby City Council to accelerate the delivery of infrastructure identified in Future Transport 2056 particularly the Mona Vale to Macquarie Park, and Dee Why to Chatswood Bus Rapid Transit corridors; - Working with Transport for NSW to develop a Movement and Place Framework within Local Centres to protect the amenity and quality of places; - Working with Transport for NSW to improve local access to rail stations through improved local bus services and/or on-demand buses (e.g. Keoride); - Collaborating with the Greater Sydney Commission and other relevant state agencies and statutory authorities to deliver Green Grid connections and corridors; and - Collaborating with Transport for NSW, Sydney Trains, National Parks and other relevant state agencies and statutory authorities to identify and deliver components of the Principal Bicycle Network.
7	Summary
	<p>The <i>Ku-ring-gai</i> LSPS brings together significant research, established council policies and community views to set a framework as to how Ku-ring-gai will evolve into the future.</p>

1	Ku-ring-gai Council	Local Strategic Planning Statement
<p> The Ku-ring-gai LSPS builds on the community's values and aspirations as expressed through the Community Strategic Plan - <i>Our Ku-ring-gai 2038</i>. T</p> <p>Key transport, planning and governance related strategic responses to achieve these goals are:</p> <ul style="list-style-type: none"> > Prioritising new development and housing in locations that enable 30-minute access to key strategic centres. > Providing improved and expanded district and regional connections through a range of integrated transport and infrastructure to enable effective movement to, from and within Ku-ring-gai. > Providing safe and convenient walking and cycling networks within Ku-ring-gai. > Protecting and improving Green Grid connections. > Providing a network of walking and cycling links for leisure and recreation. 		

1.2.4 Lane Cove Local Strategic Planning Statement

1	Lane Cove Council	Local Strategic Planning Statement
2	Date	June 2019
3	Vision	
<p>Lane Cove's Local Strategic Planning Statement will create a 20 year vision, planning priorities and actions for land use in the local area. It will translate the current visions and strategies expressed in the Community Strategic Plan, and related actions in the Delivery Program, into specific land use planning priorities and actions for the Local Government Area (LGA).</p>		
4	Themes and locally specific matters	
<ul style="list-style-type: none"> > Infrastructure > Liveability > Productivity > Sustainability 		
5	Planning priorities	
<ul style="list-style-type: none"> > Infrastructure <ul style="list-style-type: none"> – Provide, maintain and upgrade community buildings and facilities to meet changing community needs and ensure versatility. – Advocate for new schools where they are needed. – Develop best practice asset registers and management and investment plans for infrastructure and assets. – Identify innovative funding and partnerships to provide for new and upgraded assets and infrastructure. > Liveability <ul style="list-style-type: none"> – Reduce physical, systemic, and attitudinal barriers to provide people with disabilities improved opportunities to be fully engaged in community life and embrace people from diverse cultures including new migrants and refugees. – Continue to develop the Lane Cove Libraries as community hubs and key players in reducing social isolation. – To encourage increased levels of physical activity and promote healthy lifestyles campaigns and programs to the community. – Incorporate public safety design principles into development planning to encourage crime prevention. – Ensure planning controls require a diverse range of housing types and encourage housing that is adaptable, accessible and affordable. – Increase the opportunity for older people to access appropriate and affordable housing options, including residential aged care, without leaving Lane Cove. – To plan for the growth of housing and transport services that create sustainable and liveable communities, new housing will be concentrated around the St Leonards Strategic Centre, but not at the expense of the attraction and growth of jobs, or existing B3 Commercial Core zoned land. – Identify opportunities to acquire affordable rental housing availability. – Encourage community ownership of assets and local streets and investigate opportunities to improve the public domain to enhance public lifestyle. – Facilitate improvements to car, bicycle and pedestrian safety and ensure application of appropriate traffic management measures to ensure the safety and amenity of local streets and improve traffic flow. – Provide venues, open space and facilities that foster creativity. Activate and enliven public places with cultural activities. Take a leadership role in providing the community with access to quality public art. 		

1	Lane Cove Council <i>Local Strategic Planning Statement</i>
	<ul style="list-style-type: none"> - Encourage activities which foster the community's connection to Lane Cove & complement these with Council-led initiatives. - Support programs and operations that promote and safeguard Aboriginal heritage and culture. > Productivity <ul style="list-style-type: none"> - Inform, educate & encourage the community to use sustainable transport. - Implement infrastructure upgrades and incentives for people to incorporate more use of sustainable transport (such as walking and cycling) into their daily lives. In addition, encourage and lobby for a connected, accessible, reliable, safe, sustainable and integrated transport system that will meet future needs. - Encourage and lobby for a connected, accessible, reliable, safe, sustainable and integrated transport system that will meet future needs. - Increase parking in the Lane Cove Village in response to parking demand. - Revitalise smaller shopping precincts villages in the Lane Cove Area. - Provide and maintain supporting infrastructure such as car parks, vibrant public spaces and transport options. - Foster partnerships between business land owners, community and businesses to identify local economic opportunities. - Implement programs to encourage a diverse range of retail, commercial and industrial businesses to locate in Lane Cove. - Review to ensure unnecessary barriers to business set-ups are removed. > Sustainability <ul style="list-style-type: none"> - Expand multi-use recreational facilities to open up new recreational opportunities to the community and prioritising programs for the maintenance and upgrade of recreational facilities and open space to improve access and participation by target groups. - Support State Government initiatives to promote sustainability. - Focus infrastructure planning and management on supporting sustainable 'local living' and resilience to climatic events. - Manage the impact of flooding on the community. - Incorporate sustainability principles into the planning and building of new Council assets and infrastructure. - Investigate opportunities to create more open space. - Manage energy consumption in Council's buildings and assets and identify opportunities for efficient water conservation and management. - Develop integrated waste management initiatives where outcomes are safe, efficient, cost effective, maximise recycling, and that contribute to the built form and liveability of the community. This is supported by well-planned waste infrastructure that is responsive to future needs, and provides equitable access to waste, reuse and recycling. - Maintain and enhance the overall urban forest and canopy cover on public and private land throughout Lane Cove. - Ensure land use planning takes account of the preservation and proliferation of our urban forest and supports the creation of a public landscape in harmony with the ecological and aesthetic values of the local bush. - Continue to develop and implement bushland management and rehabilitation programs with high priority to wildlife corridors, strands of remnant vegetation and significant natural landscapes. - Upgrade walking tracks through bushland to create quality public access to reserves, creek lines and the Lane Cove River. - Implement catchment management plans to protect and rehabilitate high priority waterways and manage impacts on medium and low priority waterways. Encourage innovative stormwater management to reduce pollution of our waterways. Review and integrate estuary, bushland and catchment management plans.
6	Relevant strategic responses
	<ul style="list-style-type: none"> > <u>Infrastructure</u> > Undertake a review of the Major Projects Plan. > Implement the Major Projects Plan to deliver improved community facilities. > Assess new Council developments to ensure that options for community use are considered during planning. > Review Council's existing Local Infrastructure Contributions Plan. > Prioritise Asset Management Program of Works – Infrastructure. > Utilise Voluntary Planning Agreements for specific sites as required for new developments. > <u>Liveability</u> > Evaluate and determine developments that consider 'Safety by Design', interaction, shared spaces, mobility, inviting lighting and accessibility through 'Crime Prevention Through Design Guidelines'. > Ensure Council land use controls are consistent with State government and Greater Sydney Commission policies.

1 Lane Cove Council <i>Local Strategic Planning Statement</i>	
	<ul style="list-style-type: none"> > Develop and implement a transport orientated development model precinct in St Leonards South. > Ensure consideration of integrated transport planning and Transit Orientated Development in Development Plans e.g. consider the need for private vehicle use. > Undertake ongoing program of traffic counts with the aim of producing annual street capacity report which can be used to prioritise investment in traffic management. > <u>Productivity</u> > Promote energy efficient transport solutions and provide advocacy and education on sustainable transport options. > Implement actions from the PAMP. > Implement actions from the Lane Cove Bicycle Plan. > Improve connectivity and safety of footpaths, bicycle and walking tracks across our region and ensure they are accessible and well maintained. > Design attractive and safe pedestrian routes, especially underpasses / overpasses. > Include sustainable transport related conditions of consent in major DA referrals. > Increase local transport for travel to and from transport hubs.
7	Summary
	<p>The purpose of the Lane Cove LSPS is to provide the basis for strategic land use planning in the Lane Cove Local Government area and ensure that Council's local strategic planning and delivery aligns with <i>A Metropolis of Three Cities</i> and the <i>North District Plan</i>.</p> <p>Key transport, planning and governance related strategic responses to achieve these goals are:</p> <ul style="list-style-type: none"> > Ensure consideration of integrated transport planning and Transit Orientated Development in Development Plans. > Promote energy efficient transport solutions and provide advocacy and education on sustainable transport options. > Implement actions from the Pedestrian Action and Mobility Plan. > Implement actions from the Lane Cove Bicycle Plan. > Improve connectivity and safety of footpaths, bicycle and walking tracks across the region and ensure they are accessible and well maintained. > Design attractive and safe pedestrian routes, especially underpasses / overpasses. > Include sustainable transport related conditions of consent in major DA referrals. > Increase local transport for travel to and from transport hubs.

1.2.5 Mosman Local Strategic Planning Statement

1 Mosman Council <i>Local Strategic Planning Statement</i>	
2	Date June 2019
3	Vision
	Mosman is an established residential area renowned for its period housing and modern architecture, high street shopping, landscape and scenic qualities, harbour views and regional attractors.
4	Themes and locally specific matters
	<ul style="list-style-type: none"> > Infrastructure and Collaboration > Liveability > Productivity > Sustainability
5	Planning priorities
	<p><u>Infrastructure</u></p> <ul style="list-style-type: none"> > Advocate for development to be supported by infrastructure. <p><u>Collaboration</u></p> <ul style="list-style-type: none"> > Work together with Government agencies and other stakeholders to promote good outcomes for Mosman. <p><u>Liveability</u></p> <ul style="list-style-type: none"> > Provide a range of facilities and services to meet community needs, and foster a culturally rich, creative and socially connected Mosman community. > Provide diverse housing choices and opportunities to meet changing demographics and population needs, with housing growth in the right locations.

1	Mosman Council <i>Local Strategic Planning Statement</i>
<ul style="list-style-type: none"> > Ensure that building design and construction is of high quality, and maintains residential amenity. > Enhance local and neighbourhood centres as great, connected places, whilst maintaining the village atmosphere. > Protect and conserve the natural, built and aboriginal cultural heritage of Mosman <p><u>Productivity</u></p> <ul style="list-style-type: none"> > Improve access to, from and within Mosman, to encourage active transport. > Provide for opportunities for local employment. <p><u>Sustainability</u></p> <ul style="list-style-type: none"> > Protect, conserve and enhance Mosman's urban tree canopy, landform, waterways and bushland. > Protect, conserve and enhance the natural, visual, environmental and heritage qualities of Mosman's foreshore scenic area, and significant views to and from foreshore slopes > Provide recreational opportunities to meet the needs of residents of, and visitors to, Mosman. > Manage energy, water and waste efficiently to ensure a sustainable urban environment. > Adapt to the impacts of hazards and climate change. 	
6	Relevant strategic responses
<p><u>Infrastructure and Collaboration</u></p> <ul style="list-style-type: none"> > Advocate for State Government investment in infrastructure in Mosman as necessary in response to anticipated population growth and change within Greater Sydney, including but not limited to investment in road infrastructure to improve traffic congestion and in public transport. > Support the construction of Western Harbour Tunnel and Beaches Link. > Consider the adaptability of infrastructure and its potential shared use to meet future needs, including the use of technology and flexible design. > Continue to work together with Government agencies and other stakeholders in the day to day use and management of land to promote good outcomes for Mosman. > Prepare a Community Participation Plan which outlines how Council will engage with the local community in relation to land use planning in Mosman. > Continue to use NSROC as a resource for collaboration on key issues to promote good outcomes for Mosman. <p><u>Productivity</u></p> <ul style="list-style-type: none"> > Continue to advocate to the NSW government for solutions to reduce regional traffic congestion on Spit-Military Roads, and collaborate on future opportunities for the arterial corridor to improve access within Mosman. > Provide a regulatory framework to encourage innovation in the provision of new modes of transport, including active transport, e.g. e-scooter and other share bikes. > Maximize public car parking availability and consider active transport solutions in local centres. > Ensure planning controls and objectives within Mosman's Local Environmental Plan and Development Control Plans are consistent with Council's Access Strategy and Disability Inclusion Plan. 	
7	Summary
<p>The Mosman LSPS identifies Council's 20 year vision for land use planning in Mosman, setting out planning priorities and actions to achieve this vision, and the means to monitor and report on the delivery of the actions identified.</p> <p>Key transport, planning and governance related strategic responses to achieve these goals are:</p> <ul style="list-style-type: none"> > Advocate for State Government investment in infrastructure in Mosman as necessary in response to anticipated population growth and change within Greater Sydney, including but not limited to investment in road infrastructure to improve traffic congestion and in public transport. > Support the construction of Western Harbour Tunnel and Beaches Link. > Continue to advocate to the NSW government for solutions to reduce regional traffic congestion on Spit-Military Roads, and collaborate on future opportunities for the arterial corridor to improve access within Mosman. 	

1.2.6 North Sydney Local Strategic Planning Statement

1	North Sydney Council	Local Strategic Planning Statement
2	Date	June 2019
3	Vision	
<p>The North Sydney LSPS sets out North Sydney Council's land use vision, planning priorities and actions for the next 20 years. It expresses the desired future direction for housing, employment, transport, recreation, environment and infrastructure for the North Sydney Local Government Area (LGA) as a whole, and will guide the content of the Council's Local Environmental Plan (LEP) and Development Control Plan (DCP).</p>		
4	Themes and locally specific matters	
<ul style="list-style-type: none"> > Infrastructure and Collaboration > Liveability > Productivity > Sustainability 		
5	Planning priorities	
<p><u>Infrastructure and Collaboration</u></p> <ul style="list-style-type: none"> > I1: Planning for infrastructure that supports a liveable, productive and sustainable North Sydney community > 12: Developing and delivering regional housing, jobs and infrastructure objectives through collaboration <p><u>Liveability</u></p> <ul style="list-style-type: none"> > L1: Providing a diversity of housing in the right locations that meets community needs > L2: Ensuring infrastructure and services are adequate to meet community needs > L3: Strengthening social connections through safe and accessible vibrant centres, public domain, villages and streetscapes > L4: Preserving, maintaining and celebrating North Sydney's history and heritage <p><u>Productivity</u></p> <ul style="list-style-type: none"> > P1: Enhancing the North Sydney CBD's employment capacity, resilience, vibrancy and investment attractiveness > P2: Providing opportunities for long term employment growth in St- Leonards Crows Nest across a range of sectors > P3: Retaining light industrial and working waterfront zones to support the North District's productivity and integrated economy > P4: Supporting industry sectors that grow and globally position North Sydney's economy > P5: Enhancing the commercial amenity and viability of North Sydney's local centres > P6: Supporting walkable commercial and mixed-use centres and a 30-minute city <p><u>Sustainability</u></p> <ul style="list-style-type: none"> > S1: Enhancing North Sydney's biodiversity and ecological resilience > S2: Delivering a high quality, well connected and integrated green space system > S3: Enhancing tree canopy cover and delivering green connections > S4: Reducing greenhouse gas emissions and supporting high level energy, water and waste efficiency > S5: Planning to reduce the impact of urban and natural hazards and climate change 		
6	Relevant strategic responses	
<p><u>Local Infrastructure</u></p> <ul style="list-style-type: none"> > Continue to prepare precinct-based planning studies, supported by extensive community engagement, to guide individual development proposals and identify public benefits that may be leveraged and delivered from the value uplift generated from any change to planning controls. > Collaborate with the GSC, DPE, Willoughby and Lane Cove Councils and other relevant State authorities to further refine the draft 2036 Plan, including: <ul style="list-style-type: none"> – undertaking further transport investigations and developing an agreed implementation strategy for transport infrastructure upgrades; and – amending the SIC or developing other funding mechanisms to deliver the infrastructure projects identified in the Draft 2036 Plan and other projects that have been excluded. > Continue to collaborate with TfNSW as Sydney Metro is rolled out at Victoria Cross and Crows Nest to ensure that station, over-station development and surrounding public domain works have a strong place focus and achieve regional housing and jobs growth objectives. 		

- > **Continue to collaborate with TfNSW, the GSC and the Government Architect's Office to deliver a business case for the North Sydney Integrated Transport Program (NSITP) to deliver a safe, high amenity pedestrian environment in the North Sydney CBD.**
- > **Continue to work with the Western Harbour Tunnel and Beaches Link team to ensure that the negative impacts of traffic growth are minimised and that any potential traffic re-assignment benefits of the Beaches Link project are optimised for the Military Road corridor.**
- > Continue to collaborate with the GSC, DPE, Willoughby and Lane Cove Councils and other relevant state authorities on the future of St Leonards/Crows Nest.

Liveability

- > **Continue an advocacy role and collaborate between Council, the DPE and State authorities to:**
 - **Refine the Draft 2036 Plan for St Leonards/Crows Nest, the state levy and Metro rezoning proposal to ensure growth is well managed and supported by open space, recreation and social infrastructure within the St Leonards Crows Nest Planned Precinct (including affordable housing).**
- > Increase access to North Sydney's foreshore for a range of recreational uses whilst balancing needs of the community and protecting environmental values through the implementation of the Small Water Craft Storage Strategy, Water Based Recreation Need Study, and Foreshore Access Strategy.
- > Continue an advocacy role with State authorities to ensure adequate infrastructure is provided for in the St Leonards Crows Nest Planned Precinct by:
 - encouraging DPE and TfNSW to capitalise from the Crows Nest Metro station and collaborating with Lane Cove and Willoughby Council to provide much needed infrastructure (including a district library, co-located community youth centre, and affordable daycare)
- > **Continue the preparation of precinct-based planning studies that ensure the delivery of well-connected, high-quality, safe and attractive public spaces to provide for enhanced activity and social interaction within the community, whilst retaining North Sydney's unique character.**
- > **Undertake the Northern CBD Precinct Planning Study to identify possible improvements in the public domain, including pedestrian linkages, wayfinding, public open space and improved public domain amenity within the Northern CBD Precinct.**
- > **Continue the preparation of the Military Road Corridor Planning Study to:**
 - provide for a mixture of land uses, building types, spaces and facilities that will support a vibrant community
 - **improve the public domain via high quality new and embellished spaces that prioritise pedestrians and provide a greater range of activities that define the Neutral Bay and Cremorne Town Centre as destinations**
 - **create public spaces and streets that are supported by a connected public network of laneways, pedestrian links and streets.**
- > **Finalise the Ward Street Masterplan to enhance the attractiveness of the Ward Street Precinct and the North Sydney CBD more widely and ensure the delivery of:**
 - **high quality and safe pedestrian connections, laneways and spaces**
 - dedicated parks, plazas and pedestrianised streets
 - community facilities comprising a mix of cultural and library uses.

Productivity

- > **Continue to collaborate with State transport authorities to capitalise on the place-making opportunities arising from Sydney Metro to create a more attractive, vibrant and prosperous Centre. This includes pursuing transport outcomes for the Centre that:**
 - **prioritise the delivery of walking infrastructure;**
 - **minimise local traffic growth;**
 - **create slow speed traffic environments within the CBD;**
 - **encourage regional through traffic to use alternative routes to by-pass the CBD; and;**
 - **deliver Miller Street Plaza.**
- > **Support and encourage land use density and diversity within a walkable distance of commercial, mixed-use and neighbourhood centres that contain local shops and facilities and also offer access to high quality public transport services.**
- > **Identify and prioritise improvements to walking and cycling infrastructure within the walking and cycling catchments of commercial, mixed-use and neighbourhood centres that also offer access to high quality public transport services.**

1	North Sydney Council	Local Strategic Planning Statement
<ul style="list-style-type: none"> > Identify precincts located outside of the walkable catchments of high quality public transport services and either directly deliver or advocate for initiatives that improve public transport access in these areas. > Prepare a Walking Action Plan, Integrated Cycling Strategy, Public Transport Advocacy Action Plan and Local Deliveries and Regional Freight Strategy that assesses and identifies opportunities to deliver the community's vision for transport in North Sydney, as per the <i>North Sydney Transport Strategy (2017)</i>. <p><u>Sustainability</u></p> <ul style="list-style-type: none"> > Continue to implement the North Sydney Integrated Cycling Strategy and prepare a Walking Action Plan and Public Transport Advocacy Action Plan that assesses and identifies opportunities to deliver improved walking, cycling and public transport links to North Sydney's parks and foreshore areas > Ensure no further public open space is lost to accommodate car parking by restricting parking to neighbouring streets and nearby designated car parks. > Pursue opportunities to create new or improved links between existing foreshore parks and reserves to facilitate a mix of continuous foreshore access and street-based linkages, including the potential incorporation of mechanisms within Council's planning policies to facilitate future foreshore access to important missing links (such as land dedication, rights of way, easements etc). > Liaise with Mosman Council regarding potential for future access connections into Mosman including connection to open space areas of Quakers Hat Bay. > Continue to review, identify and integrate important public views and vistas to be conserved into Council's planning controls. > Prepare and implement a Walking Action Plan, Integrated Cycling Strategy and Public Transport Advocacy Action Plan that assesses and identifies opportunities to deliver the community's vision for environmentally sustainable transport in North Sydney, as per the <i>North Sydney Transport Strategy (2017)</i>. 		
7	Summary	
<p>The <i>North Sydney</i> LSPS brings together and builds upon the planning work found in a range of Council's studies, strategies and plans. It aligns with the North Sydney Community Strategic Plan 2018-2019, which outlines the community's main priorities and aspiration for North Sydney, now and in the future.</p> <p>The LSPS implements the planning priorities and actions identified in the Greater Sydney Regional Plan, A Metropolis of Three Cities, and North District Plan at the local level. It is informed by other state-wide and regional planning policies such as the Future Transport Strategy 2056 and the State Infrastructure Strategy 2018-2036. The LSPS outlines how these higher level strategic plans will result in changes at the local neighbourhood level.</p> <p>Key transport, planning and governance related strategic responses to achieve these goals are:</p> <ul style="list-style-type: none"> > Collaborate with the GSC, DPE, Willoughby and Lane Cove Councils and other relevant State authorities to further refine the draft 2036 Plan, including: <ul style="list-style-type: none"> – undertaking further transport investigations and developing an agreed implementation strategy for transport infrastructure upgrades; and – amending the SIC or developing other funding mechanisms to deliver the infrastructure projects identified in the Draft 2036 Plan and other projects that have been excluded. > Continue to collaborate with TfNSW as Sydney Metro is rolled out at Victoria Cross and Crows Nest to ensure that station, over-station development and surrounding public domain works have a strong place focus and achieve regional housing and jobs growth objectives. > Continue to collaborate with TfNSW, the GSC and the Government Architect's Office to deliver a business case for the North Sydney Integrated Transport Program (NSITP) to deliver a safe, high amenity pedestrian environment in the North Sydney CBD. > Continue to work with the Western Harbour Tunnel and Beaches Link team to ensure that the negative impacts of traffic growth are minimised and that any potential traffic re-assignment benefits of the Beaches Link project are optimised for the Military Road corridor. > Continue to collaborate with State transport authorities to capitalise on the place-making opportunities arising from Sydney Metro to create a more attractive, vibrant and prosperous Centre. > Encourage regional through traffic to use alternative routes to by-pass the CBD > Support and encourage land use density and diversity within a walkable distance of commercial, mixed-use and neighbourhood centres that contain local shops and facilities and also offer access to high quality public transport services. > Identify and prioritise improvements to walking and cycling infrastructure within the walking and cycling catchments of commercial, mixed-use and neighbourhood centres that also offer access to high quality public transport services. > Identify precincts located outside of the walkable catchments of high quality public transport services and either directly deliver or advocate for initiatives that improve public transport access in these areas. 		

1	North Sydney Council	Local Strategic Planning Statement
	<ul style="list-style-type: none"> > Continue to implement the North Sydney Integrated Cycling Strategy and prepare a Walking Action Plan and Public Transport Advocacy Action Plan. 	
		

1.2.7 Willoughby City Council Local Strategic Planning Statement

1	Willoughby City Council	Local Strategic Planning Statement
2	Date	July 2019
3	Vision	
	<p>Willoughby is a City of Diversity: diverse landscapes, people and businesses. We recognise the past while creating new liveable places, strong communities and homes for the future. Our skyline's silhouette dramatically outlines the transition from modern apartment towers to medium density apartments and houses that span a variety of eras and designs. It is easy to get around our city. Public transport options, connected walkways and cycle paths help minimise the impact of cars on our roads and provide us with healthier choices. Our vibrant economy continues to grow and diversify. Food and music are signatures of our hubs. Many choose to live and work here, able to meet all their needs within a short walk.</p> <p>The vision is supported by specific statements on housing, liveability, economy and landscape. These statement emphasise planning new housing around centres with good access, while retaining the existing character of suburban areas. All residents should be able to access the Chatswood CBD, local centres, parks, schools, and community facilities within 20 minutes by public transport, of via high quality walking and cycling paths.</p>	
4	Themes and locally specific matters	
	<ul style="list-style-type: none"> > A liveable city > A productive city > A sustainable city > A city that aligns infrastructure with growth 	
5	Priorities	
	<p><u>Housing the city</u></p> <ul style="list-style-type: none"> > Priority 1: Increasing housing diversity to cater to families, the aging population, diverse household types and key workers. > Priority 2: Increasing the supply of affordable housing. <p><u>A city for people</u></p> <ul style="list-style-type: none"> > Priority 3: Enhancing walking and cycling connections to Willoughby's urban areas, local centres, and landscape features. centres and facilities and to planned walking and cycling routes. > Priority 4: Ensuring that social infrastructure caters to the population's changing needs and is accessible to foster healthy and socially connected communities. <p><u>A city of great places</u></p> <ul style="list-style-type: none"> > Priority 5: Respecting and enhancing heritage and local suburban character > Priority 6: Planning for local centres which are vibrant places that meet the everyday needs of the population. <p><u>A well-connected city</u></p> <ul style="list-style-type: none"> > Priority 7: Development Willoughby LGA transport system and Chatswood's role as a true transport hub for Willoughby and the North Shore. > Priority 8: Connecting Willoughby's network of centres with each other and to Greater Sydney by mass transit <p><u>Jobs and skills for the city</u></p> <ul style="list-style-type: none"> > Priority 9: Developing Chatswood as a key commercial centre and integral part of the Eastern Economic Corridor. 	

1	Willoughby City Council <i>Local Strategic Planning Statement</i>
	<ul style="list-style-type: none"> > Priority 10: Protecting the role of Willoughby's industrial lands as urban service hubs for the Lower North Shore. > Priority 11: Supporting St Leonards to develop as a commercial and health and education precinct. <p><u>A city in its landscape</u></p> <ul style="list-style-type: none"> > Priority 12: Enhancing the health of Willoughby's waterways. > Priority 13: Protecting Willoughby's bushland and biodiversity. > Priority 14: Increasing Willoughby's tree canopy coverage. <p><u>An efficient city</u></p> <ul style="list-style-type: none"> > Priority 15: Improving the efficiency of Willoughby's built environment. > Priority 16: Increasing resilience to climate change, extreme weather and other shocks and stresses. <p><u>A city supported by infrastructure</u></p> <ul style="list-style-type: none"> > Priority 17: Augmenting local infrastructure and using existing infrastructure more efficiently to accommodate planned sporting and community demand. > Priority 18: Leveraging major infrastructure investments and projects to support growth. <p><u>A collaborative city</u></p> <ul style="list-style-type: none"> > Priority 19: Working with other organisations to provide required infrastructure. > Priority 20: Co-ordinating economic development for Chatswood and St Leonards.
6	Relevant actions
	<ul style="list-style-type: none"> > Priority 1: Review planning controls in the Chatswood CBD and in local centres to facilitate delivery of an increased number of medium and high-density dwellings, increasing dwelling diversity in the LGA. > Priority 2: Focus affordable housing delivery along potential eastern public transport routes and the Metro and North Shore Railway Line. > Priority 3: Develop both east-west and north-south routes in the LGA as green links for walking and cycling. > Priority 3: Expand the bicycle network as planned in the Willoughby Bike Plan. > Priority 3: Work with Transport for NSW to address barriers to walking and cycling caused by major transport corridors such as the Pacific Highway, Gore Hill Freeway and North Shore Rail Line. > Priority 4: Complete mapping of walking distances to Open Space facilities to inform planning for provision and land acquisitions. > Priority 4: Maintain and upgrade existing recreational and bicycle facilities in areas of greatest use and demand. > Priority 4: Work with Transport for NSW and Roads and Maritime Services to address impediments in accessibility to social infrastructure caused by major transport corridors such as the Pacific Highway, the Gore Hill Freeway and the North Shore Rail Line. > Priority 6: Implement local centre streetscape projects including short term amenity and improvement works in existing local centres consistent with the Willoughby Local Centres Strategy to 2036. > Priority 7: Advocate for a mass transit system such as a B-Line rapid bus link connecting Willoughby to the Northern Beaches with a terminus at Chatswood. > Priority 7: Advocate for and support the development of a world class multi-modal (rail, bus and bicycle) interchange at Chatswood. > Priority 7: Develop an integrated transport strategy for the LGA, including Chatswood.

- > **Priority 7: Reduce the congestion and impact of car usage in Chatswood by travel demand management.**
- > **Priority 8: Develop an integrated transport strategy for the LGA which considers how to better link Willoughby's suburbs with local centres and with the Chatswood CBD by public transport.**
- > **Priority 8: Advocate for a high frequency and rapid public transport service between Strategic and local centres on major transport routes.**
- > **Priority 9: Create a green walkable CBD (Chatswood)**
- > Priority 9: Seek contributions to public and social infrastructure to improve the amenity and services in the Chatswood CBD.
- > **Priority 10: Optimise the efficiency and effectiveness of the freight handling and logistics network in relation to industrial lands.**
- > **Priority 14: Complete an audit of street trees and identify any resulting opportunities to increase tree canopy in footpaths, public spaces and alongside roads.**
- > **Priority 15: Facilitate a transition towards a more sustainable transport system through improved mass transit services, active transport corridors and new technology such as electric vehicle charging stations.**
- > **Priority 15: Facilitate the shift towards a more autonomous future with the uptake of electric vehicles (EVs) and automated vehicles (AVs), through identifying potential impacts and appropriate planning.**
- > **Priority 15: Manage and reduce street and off-street parking to encourage public transport use and car sharing and limit growth in travel by private vehicles.**
- > **Priority 16: Identify infrastructure and system risks in the major centres of Chatswood and St Leonards and transport networks and advocate for upgrades to local infrastructure to address these.**
- > **Priority 17: Regularly review the development contributions plan to ensure that service standards in the LGA will be maintained as the population grows.**
- > Priority 17: Maintain current service levels of social and physical infrastructure so that liveability does not decrease as development occurs.
- > **Priority 17: Focus future development and density in places where infrastructure is available, which is expected to be along the major public transport corridors.**
- > **Priority 18: Develop an integrated transport strategy for Willoughby which incorporates the impacts of the B-Line rapid bus link from Dee Why to Chatswood as well as other transport investments.**
- > **Priority 18: Work with the NSW Government to put infrastructure contributions in place to fund required major infrastructure upgrades.**
- > Priority 18: Working with the Greater Sydney Commission and other councils to agree the roles of the different centres in the northern part of the Eastern Economic Corridor and promote and further develop Chatswood (and St Leonards) consistent with identified strengths and advantages.
- > Priority 18: Continue to advocate for public transport projects by the NSW Government and other necessary major infrastructure investment, including potential eastern public transport routes, an upgrade of the Chatswood Bus Interchange, and contributions towards additional district-level recreation and sports facilities.
- > Priority 18: Review current planning objectives and frameworks in response to major infrastructure announcements and construction.
- > **Priority 19: Work with NSW government and North District councils to provide an east-west bus rapid (BRT) transport link**
- > **Priority 19: Work with the NSW Government, neighbouring councils and stakeholder groups to build and connect bicycle corridors, priority walking routes and green infrastructure initiatives and provide a safe transport system.**

1	Willoughby City Council <i>Local Strategic Planning Statement</i>
	<ul style="list-style-type: none"> > Priority 20: Work closely with other councils along the Eastern Economic Corridor, the NSW Government and other stakeholders to continue to refine the role of Chatswood and St Leonards within the corridor, their relationship to other centres and the infrastructure needed to support this relationship.
7	Summary
	<p>The Willoughby LSPS presents the 20-year vision for land use planning in the LGA, highlighting priorities and key actions, and identifying elements that need to change, and those that should stay the same.</p> <p>It considers recent community consultation from a range of strategies, and reflects the vision from the CSP, Our Future Willoughby 2028.</p> <ul style="list-style-type: none"> > Develop both east-west and north-south routes in the LGA as green links for walking and cycling. > Priority 3: Work with Transport for NSW to address barriers to walking and cycling caused by major transport corridors such as the Pacific Highway, Gore Hill Freeway and North Shore Rail Line. > Work with Transport for NSW to address impediments in accessibility to social infrastructure caused by major transport corridors such as the Pacific Highway, the Gore Hill Freeway and the North Shore Rail Line. > Advocate for and support the development of a world class multi-modal (rail, bus and bicycle) interchange at Chatswood. > Develop an integrated transport strategy for the LGA, including Chatswood. > Reduce the congestion and impact of car usage in Chatswood by travel demand management. > Create a green walkable CBD (Chatswood) > Optimise the efficiency and effectiveness of the freight handling and logistics network. > Facilitate a transition towards a more sustainable transport system through improved mass transit services, active transport corridors and new technology such as electric vehicle charging stations. > Facilitate the shift towards a more autonomous future with the uptake of electric vehicles (EVs) and automated vehicles (AVs), through identifying potential impacts and appropriate planning. > Manage and reduce street and off-street parking to encourage public transport use and car sharing and limit growth in travel by private vehicles. > Maintain current service levels of social and physical infrastructure so that liveability does not decrease as development occurs. and focus future development and density in places where infrastructure is available, such as along the major public transport corridors. > Work with the NSW Government to put infrastructure contributions in place to fund required major infrastructure upgrades. > Continue to advocate for public transport projects by the NSW Government and other necessary major infrastructure investment, such as a B-Line rapid bus link connecting Willoughby to the Northern Beaches with a terminus at Chatswood. and high frequency and rapid public transport services between strategic and local centres on major transport routes. > Review current planning objectives and frameworks in response to major infrastructure announcements and construction. > Work with the NSW Government, neighbouring councils and stakeholder groups to build and connect bicycle corridors, priority walking routes and green infrastructure initiatives and provide a safe transport system.

1.3 Local Environmental Plans

1.3.1 City of Ryde Council LEP

1	City of Ryde Council	Local Environmental Plan
2	Date	2014
3	Aims of the Plan	
<p>The particular aims of this Plan are as follows:</p> <ul style="list-style-type: none"> > To encourage a range of development, including housing, employment and recreation, that will accommodate the needs of the existing and future residents of Ryde, > To provide opportunities for a range of housing types that are consistent with adjoining development and the existing environmental character of the locality, > To foster the environmental, economic, social and physical development of Ryde so that it develops as an integrated, balanced and sustainable city, > To identify, conserve and promote Ryde's natural and cultural heritage as the framework for its identity, prosperity, liveability and social development, > To improve access to the city, minimise vehicle kilometres travelled, facilitate the maximum use of public transport and encourage walking and cycling, > To protect and enhance the natural environment, including areas of remnant bushland in Ryde, by incorporating principles of ecologically sustainable development into land use controls, > To preserve and improve the existing character, amenity and environmental quality of the land to which this Plan applies, > In relation to economic activities, to provide a hierarchy of retail, commercial and industrial activities that enable employment capacity targets to be met, provide employment diversity and are compatible with local amenity. 		
4	Summary	
<p>The relevant aims of the City of Ryde LEP are:</p> <ul style="list-style-type: none"> > To foster the environmental, economic, social and physical development of Ryde so that it develops as an integrated, balanced and sustainable city; and > To improve access to the city, minimise vehicle kilometres travelled, facilitate the maximum use of public transport and encourage walking and cycling. 		

1.3.2 Hornsby Shire Council LEP

1	Hornsby Shire Council	Local Environmental Plan
2	Date	2013
3	Aims of Plan	
<ul style="list-style-type: none"> > To facilitate development that creates: <ul style="list-style-type: none"> (i) progressive town centres, thriving rural areas and abundant recreation spaces connected by efficient infrastructure and transport systems, and (ii) a well-planned area with managed growth to provide for the needs of future generations and people enriched by diversity of cultures, the beauty of the environment and a strong economy, > To guide the orderly and sustainable development of Hornsby, balancing its economic, environmental and social needs, > To permit a mix of housing types that provide for the future housing needs of the community near employment centres, transport nodes and services, > To permit business and industrial development that meets the needs of the community near housing, transport and services, and is consistent with and reinforces the role of centres within the subregional commercial centres hierarchy, > To maintain and protect rural activities, resource lands, rural landscapes and biodiversity values of rural areas, > To provide a range of quality passive and active recreational areas and facilities that meet the leisure needs of both the local and regional community, > To facilitate the equitable provision of community services and cultural opportunities to promote the well being of the population of Hornsby, > To protect and enhance the scenic and biodiversity values of environmentally sensitive land, including bushland, river settlements, river catchments, wetlands and waterways, > To protect and enhance the heritage of Hornsby, including places of historic, aesthetic, architectural, natural, cultural and Aboriginal significance, 		

1	Hornsby Shire Council	Local Environmental Plan
	> To minimise risk to the community in areas subject to environmental hazards, including flooding and bush fires.	
4	Summary	
	The relevant aims of the Hornsby Council LEP are:	
	<ul style="list-style-type: none"> > To facilitate development that creates: <ul style="list-style-type: none"> (i) progressive town centres, thriving rural areas and abundant recreation spaces connected by efficient infrastructure and transport systems, and (ii) a well-planned area with managed growth to provide for the needs of future generations and people enriched by diversity of cultures, the beauty of the environment and a strong economy. > To guide the orderly and sustainable development of Hornsby, balancing its economic, environmental and social needs; and > To permit a mix of housing types that provide for the future housing needs of the community near employment centres, transport nodes and services. 	

1.3.3 Hunters Hill Council LEP

1	Hunters Hill Council	Local Environmental Plan
2	Date	2012
3	Aims of the Plan	
	The particular aims of this Plan are as follows:	
	<ul style="list-style-type: none"> > To maintain and enhance the character and identity of established neighbourhoods in Hunters Hill by regulating the use and development of land, > To maintain and enhance biodiversity values by conserving natural features and scenic qualities that distinguish the municipality, > To conserve Aboriginal heritage and European heritage that influence the character and identity of the municipality, > To accommodate a range of housing that will maintain the garden suburb character of the municipality, while responding to the needs of a growing population and changing demographics, > To consolidate housing growth in locations that are well-serviced by shops, transport and community services, > To provide for employment and a variety of businesses that service residents of the municipality and surrounding areas, > To maintain a network of open spaces that conserve natural and scenic qualities, as well as providing a variety of active and passive recreation opportunities for residents of the municipality and surrounding areas, > To accommodate a range of community and educational infrastructure for residents of the municipality and surrounding areas, > To promote high standards of urban and architectural design quality. 	
4	Summary	
	The relevant aims of the Hunters Hill LEP are:	
	<ul style="list-style-type: none"> > To consolidate housing growth in locations that are well-serviced by shops, transport and community services; and > To maintain a network of open spaces that conserve natural and scenic qualities, as well as providing a variety of active and passive recreation opportunities for residents of the municipality and surrounding areas. 	

1.3.4 Ku-ring-gai Council LEP

1	Ku-ring-gai Council	Local Environmental Plan
2	Date	2015
3	Aims of Plan	
	The particular aims of this Plan are as follows:	
	<ul style="list-style-type: none"> > To guide the future development of land and the management of environmental, social, economic, heritage and cultural resources within Ku-ring-gai, 	

1	Ku-ring-gai Council	Local Environmental Plan
	<ul style="list-style-type: none"> > To protect, enhance and sustainably manage the biodiversity, natural ecosystems, scenic values, water resources and ecological processes within the catchments of Ku-ring-gai for the benefit of current and future generations, > To maintain and improve water quality within the catchments of Ku-ring-gai, > To facilitate adaptation to climate change, > To manage risks to the community and the environment in areas subject to natural hazards and risks, > To recognize, protect and conserve Ku-ring-gai's indigenous and non-indigenous cultural heritage, > To ensure that development does not conflict with the hierarchy of commercial centres in Ku-ring-gai, > To encourage a diversity of employment within Ku-ring-gai, > To encourage a variety of housing types within Ku-ring-gai, > To achieve land use relationships that promote the efficient use of infrastructure, > To facilitate good management of public assets and promote opportunities for social, cultural and community activities, > To facilitate development that complements and enhances amenity for residential uses and public spaces. 	
4	Summary	
	<p>The relevant aims of the Ku-ring-gai Council LEP are:</p> <ul style="list-style-type: none"> > To achieve land use relationships that promote the efficient use of infrastructure; > To facilitate good management of public assets and promote opportunities for social, cultural and community activities; and > To facilitate development that complements and enhances amenity for residential uses and public spaces. 	

1.3.5 Lane Cove Council LEP

1	Lane Cove Council	Local Environmental Plan
2	Date	2009
3	Aims of the Plan	
	<p>The particular aims of this Plan are as follows:</p> <ul style="list-style-type: none"> > To establish, as the first land use priority, Lane Cove's sustainability in environmental, social and economic terms, based on ecologically sustainable development, inter-generational equity, the application of the precautionary principle and the relationship of each property in Lane Cove with its locality, > To preserve and, where appropriate, improve the existing character, amenity and environmental quality of the land to which this Plan applies in accordance with the indicated expectations of the community, > In relation to residential development, to provide a housing mix and density that: <ul style="list-style-type: none"> – Accords with urban consolidation principles, and – Is compatible with the existing environmental character of the locality, and – Has a sympathetic and harmonious relationship with adjoining development, > In relation to economic activities, to provide a hierarchy of retail, commercial and industrial activities that enables the employment capacity targets of the Metropolitan Strategy to be met, provides employment diversity and is compatible with local amenity, including the protection of the existing village atmosphere of the Lane Cove Town Centre, > In relation to the management of open space, public and privately-owned bushland, riparian and foreshore land: <ul style="list-style-type: none"> – To protect and, where possible, restore all bushland areas, including all rare and threatened species and communities, and – To protect and, where possible, restore all riparian land along, and the inter-tidal zones and foreshores of, the Lane Cove River and Sydney Harbour and their tributary creeks, and – To make more foreshore land available for public access, and – To link existing open space areas for public enjoyment, > In relation to conservation: <ul style="list-style-type: none"> – To protect, maintain and effectively manage public and privately-owned watercourses and areas of riparian land, foreshores and bushland and, where possible, restore them to as close a state to natural as possible, and – To ensure that development does not adversely affect the water quality or ecological systems of riparian land or other areas of natural environment, and – To control all new buildings to ensure their compatibility with surrounding existing built form and natural environmental character, and – To conserve heritage items, 	

1	Lane Cove Council	Local Environmental Plan
	<ul style="list-style-type: none"> > In relation to community facilities, to provide for the range and types of accessible community facilities that meet the needs of the current and future residents and other users, > In relation to the principle of integrating land use and transport, to relate development to sustainable traffic levels, > In relation to accessibility, to increase the number of accessible properties and facilities in Lane Cove, > In relation to housing, to increase the number of affordable dwellings in Lane Cove and to promote housing choice. 	
4	Summary	
	<p>The relevant aims of the Lane Cove Council LEP are:</p> <ul style="list-style-type: none"> > In relation to the principle of integrating land use and transport, to relate development to sustainable traffic levels; and > In relation to accessibility, to increase the number of accessible properties and facilities in Lane Cove. 	

1.3.6 Mosman Council LEP

1	Mosman Council	Local Environmental Plan
2	Date	2012
3	Aims of the Plan	
	<ul style="list-style-type: none"> > To provide housing opportunities appropriate to environmental constraints while maintaining the existing residential amenity, > To provide diverse housing choices and opportunities to cater for changing demographics and population needs, > To provide business opportunities for a range of uses, including residential, which encourage local employment and economic growth, > To provide for a range of recreational and community service opportunities to meet the needs of residents of and visitors to Mosman, > To recognise, protect and enhance the natural, visual, environmental and heritage qualities of the scenic areas of Mosman and Sydney Harbour and to protect significant views to and from the Harbour, > To retain views to and from water and foreshore reserves and public areas from streets and residential lots, > To protect and conserve the natural, built and Aboriginal cultural heritage of Mosman, > To protect, conserve and enhance the landform and vegetation, especially foreshores or bushland, in order to maintain the landscape amenity of Mosman, > To limit potential for additional traffic on the road system and to reduce car dependence through development that supports public transport, cycling and walking, > To manage change in a way that ensures an ecologically and economically sustainable urban environment in which the needs and aspirations of the community are recognised 	
4	Summary	
	<p>The relevant aims of the Mosman Council LEP are:</p> <ul style="list-style-type: none"> > To limit potential for additional traffic on the road system and to reduce car dependence through development that supports public transport, cycling and walking; and > To manage change in a way that ensures an ecologically and economically sustainable urban environment in which the needs and aspirations of the community are recognised. 	

1.3.7 North Sydney Council LEP

1	North Sydney Council	Local Environmental Plan
2	Date	2013
3	Aims of the Plan	
	<p>The particular aims of this Plan are as follows:</p> <ul style="list-style-type: none"> > To promote development that is appropriate to its context and enhances the amenity of the North Sydney community and environment, > In relation to the character of North Sydney's neighbourhoods: <ul style="list-style-type: none"> – To ensure that new development is compatible with the desired future character of an area in terms of bulk, scale and appearance, and 	

1	North Sydney Council	Local Environmental Plan
	<ul style="list-style-type: none"> - To maintain a diversity of activities while protecting residential accommodation and local amenity, and - To ensure that new development on foreshore land does not adversely affect the visual qualities of that foreshore land when viewed from Sydney Harbour and its tributaries, <p>> In relation to residential development:</p> <ul style="list-style-type: none"> - To ensure that new development does not adversely affect residential amenity in terms of visual and acoustic privacy, solar access and view sharing, and - to maintain and provide for an increase in dwelling stock, where appropriate, <p>> In relation to non-residential development:</p> <ul style="list-style-type: none"> - To maintain a diversity of employment, services, cultural and recreational activities, and - To ensure that non-residential development does not adversely affect the amenity of residential properties and public places, in terms of visual and acoustic privacy, solar access and view sharing, and - To maintain waterfront activities and ensure that those activities do not adversely affect local amenity and environmental quality, <p>> In relation to environmental quality:</p> <ul style="list-style-type: none"> - To maintain and protect natural landscapes, topographic features and existing ground levels, and - To minimise stormwater run-off and its adverse effects and improve the quality of local waterways, <p>> To identify and protect the natural, archaeological and built heritage of North Sydney and ensure that development does not adversely affect its significance,</p> <p>> To provide for the growth of a permanent resident population and encourage the provision of a full range of housing, including affordable housing.</p>	
4	Summary	
	The main aim of the North Sydney Council LEP is to protect and enhance the natural environment, heritage and quality of life of the LGA.	

1.3.8 Willoughby Council LEP

1	Willoughby Council	Local Environmental Plan
2	Date	2012
3	Aims of the Plan	
	<p>The particular aims of this Plan are as follows:</p> <p>> For planning framework:</p> <ul style="list-style-type: none"> - To establish a broad planning framework for Willoughby, and - To enable the achievement of the goals and outcomes of the Willoughby City Strategy through planning controls, <p>> For sustainability:</p> <ul style="list-style-type: none"> - To conserve and enhance, for current and future generations, the ecological integrity, environmental heritage and environmental significance of Willoughby, and - To promote an appropriate balance between development and management of the environment, that will be ecologically sustainable, socially equitable and economically viable, and - To better manage the risks associated with climate change through mitigation and adaptation, and - To reduce resource consumption through the planning and control of land use and development, and - To reduce potential energy and water consumption and waste materials during the construction, occupation, utilisation and lifecycle of buildings, <p>> For environmental protection:</p> <p>> To identify, protect and enhance environmentally sensitive areas such as native vegetation and fauna, foreshore areas, open space and areas of high scenic landscape value, and</p> <ul style="list-style-type: none"> - To allow development at a scale that is sensitive to environmental constraints, and - To control and manage any adverse environmental impacts of development, and - To prevent loss of life and property by bush fires, by discouraging the establishment of incompatible uses in bush fire prone areas and incorporating as part of compatible developments protective measures that minimise bush fire risk without unacceptable environmental degradation, including: construction techniques and materials to maximise their resistance to bush fire, and adequate measures to enable the safe evacuation of people from the land and enable access to that land by emergency services during a bush fire, <p>> For urban design:</p> <ul style="list-style-type: none"> - To ensure development embraces the principles of quality urban design, and encourages innovative, high quality architectural design with long-term durability and environmental sustainability, and 	

1 Willoughby Council Local Environmental Plan

- To promote development that is designed and constructed: To enhance or integrate into the natural landform and the existing character of distinctive locations, neighbourhoods and streetscapes, and To contribute to the desired future character of the locality concerned, and
- To ensure development design contributes positively to, and wherever possible facilitates improvements to, the public domain, and
- To preserve, enhance or reinforce specific areas of high visual quality, ridgelines and landmark locations, including significant gateways, views and vistas, and
- To ensure that development design takes into consideration crime prevention principles,
- > For amenity:
 - To maintain and enhance the existing amenity of the local community, and
 - To reduce adverse impacts from development on adjoining or nearby residential properties,
- > For housing:
 - To provide opportunities for a range of housing choice in Willoughby to cater for changing population needs in accessible locations, and
 - To facilitate the provision of adaptable and affordable housing,
- > For economic sustainability:
 - To provide opportunities for a range of employment opportunities in Willoughby, and
 - To strengthen the viability and role of the city centres of Willoughby as places for commercial and cultural activities and services, and
 - To maintain and encourage a diversity of industry and services in Willoughby,
- > For wellbeing
 - To provide for social, cultural, recreational and community activities to meet the needs of residents, workers and visitors to Willoughby,
 - For heritage—to conserve items of environmental and cultural heritage and to retain the character of heritage conservation areas,
- > For access:
 - **To provide for local and regional transport needs and promote and increase the use of active transport through walking, cycling and the use of public transport, and**
 - **To provide appropriate levels of car parking in connection with the location of development and managing the demand for ancillary car parking, where there is good access to public transport nodes and services, and**
 - **To provide integrated development design of pedestrian and vehicular access, parking, loading and delivery facilities.**

4 Summary

The relevant aims of the Willoughby Council LEP are:

- > To provide for local and regional transport needs and promote and increase the use of active transport through walking, cycling and the use of public transport;
- > To provide appropriate levels of car parking in connection with the location of development and managing the demand for ancillary car parking, where there is good access to public transport nodes and services; and
- > To provide integrated development design of pedestrian and vehicular access, parking, loading and delivery facilities.

1.4 Development Control Plans

1.4.1 City of Ryde DCP

1	City of Ryde	<i>Development Control Plan</i>
2	Date	September 2014
3	Vision	-
4	DCP objectives	<ul style="list-style-type: none"> > To achieve a responsible development control system that has sustainable environmental outcomes; > To enhance the existing amenity and character of the City of Ryde; > To create vibrant, viable and economically sound employment and living centres; > To ensure new development is appropriate for its site and context; > To ensure that urban centres and special areas are identified and their special qualities protected and enhanced; > To provide guidelines for specific development types and development sites to ensure appropriate high quality development. <p><u>Parking Controls specific objectives:</u></p> <ul style="list-style-type: none"> > To minimise traffic congestion and ensure adequate traffic safety and management; > To ensure an adequate environmental quality of parking areas (including both safety and amenity); > To minimise car dependency for commuting and recreational transport use, and to promote alternative means of transport - public transport, bicycling, and walking. > To provide adequate car parking for building users and visitors, depending on building use and proximity to public transport. > To minimise the visual impact of car parking when viewed from the public domain and adjoining sites. > To maximise opportunities for consolidated areas of deep soil planting and landscaping. > To reduce congestion in the Macquarie Park Corridor by restricting parking for commercial and industrial development to work towards achieving a target of a 70% private vehicle mode share by 2031.
5	Summary	<p>Key transport related objectives of the City of Ryde DCP are:</p> <ul style="list-style-type: none"> > To minimise traffic congestion and ensure adequate traffic safety and management; > To minimise car dependency for commuting and recreational transport use, and to promote alternative means of transport - public transport, bicycling, and walking. > To provide adequate car parking for building users and visitors, depending on building use and proximity to public transport. > To reduce congestion in the Macquarie Park Corridor by restricting parking for commercial and industrial development to work towards achieving a target of a 70% private vehicle mode share by 2031.

1.4.2 Hornsby Shire Council DCP

1	Hornsby Shire Council	<i>Development Control Plan</i>
2	Date	2013
3	Vision	'Creating a living environment' for a sustainable Hornsby Shire
4	DCP objectives	<ul style="list-style-type: none"> > Provide a comprehensive document that provides a framework for development of land in the Hornsby Local Government Area, > Clearly set out the processes, procedures and responsibilities for the involvement of the community and key stakeholders in the development of land, > Promote development that is consistent with Council's vision of creating a living environment > Protect and enhance the natural and built environment, and ensure that satisfactory measures are incorporated to ameliorate any impacts arising from development, > Encourage high quality development that contributes to the existing or desired future character of the area, with particular emphasis on the integration of buildings with a landscaped setting, > Protect and enhance the public domain,

1	Hornsby Shire Council	Development Control Plan
	<ul style="list-style-type: none"> > Minimise risk to the community, and > Ensure that development incorporates the principles of Ecologically Sustainable Development (ESD). 	
5	Transport and parking desired outcomes	
	<ul style="list-style-type: none"> > Development that manages transport demand around transit nodes to encourage public transport usage. > Car parking and bicycle facilities that meet the requirements of future occupants and their visitors. > Development with simple, safe and direct vehicular access. 	
6	Summary	
	<p>Hornsby Shire Council's DCP sets a clear vision of creating a living environment for a sustainable Hornsby Shire. The three desired outcomes for transport and parking aim to encourage public transport use, meet future travel needs and provide safe property access:</p> <ul style="list-style-type: none"> > Development that manages transport demand around transit nodes to encourage public transport usage. > Car parking and bicycle facilities that meet the requirements of future occupants and their visitors. > Development with simple, safe and direct vehicular access. 	

1.4.3 Hunters Hill Council DCP

1	Hunters Hill Council	Development Control Plan
2	Date	August 2013
3	Vision	
4	Strategic objectives	
	<ul style="list-style-type: none"> > To maintain and enhance the character and identity of established neighbourhoods in the Hunters Hill Municipality. > To maintain and enhance biodiversity values by conserving natural features and scenic qualities that distinguish this Municipality. > To conserve identified heritage values that influence the character and identity of this Municipality. > To promote high standards of urban design and architectural quality in relation to built form, private landscapes, social and residential amenities, and levels of community activity. > To specify services that are necessary for each development, which include car parking and water cycle management. > To contain environmental impacts during construction and occupancy, which include the control of erosion and the preservation of existing trees. > To specify detailed procedures in relation to development assessment and notification, and to provide directions for conditions of consent that are appropriate for each development. 	
5	Access and mobility objectives	
	<ul style="list-style-type: none"> > Provide continuous accessible paths of travel throughout publicly accessible areas of every development from entrances to points of destination. > Enhance the safety of public areas for all users. > Ensure that residential developments accommodate all levels of mobility, including future needs of residents aging in-situ. > Increase awareness of access requirements. 	
5	Summary	
	<p>Access and mobility objectives of the Hunters Hill Council DCP are to:</p> <ul style="list-style-type: none"> > Provide continuous accessible paths of travel throughout publicly accessible areas of every development from entrances to points of destination. > Enhance the safety of public areas for all users. > Ensure that residential developments accommodate all levels of mobility, including future needs of residents aging in-situ. > Increase awareness of access requirements. 	

1.4.4 Ku-ring-gai Council DCP

1	Ku-ring-gai Council	Development Control Plan
2	Date	June 2016
3	Vision	-
4	General aims of DCP	
	<ul style="list-style-type: none"> > Establish a future character for Ku-ring-gai, and ensure that development across the Local Government Area positively contributes to the existing character of the residential areas; > Ensure high quality sustainable urban design and architectural design of buildings; > Ensure buildings and other development have a good relationship with neighbouring developments, the public domain and the landscape qualities of the locality; > Encourage the development of a variety of housing types which do not dominate, but harmonises with and contributes to the treed landscape and is sympathetic to the street and land on which it is proposed. > Ensure a high level of residential amenity in building design for the occupants of buildings, including daylight access, acoustic control, privacy protection, natural ventilation, design for safety, outdoor living, landscape design, indoor amenity and storage provision; 1A PRELIMINARY p 1-13 Ku-ring-gai Development Control Plan 1APRELIMINARY > Promote the principles of ecologically sustainable development including water sensitive urban design, climate responsive building design, energy efficiency, and selection/use of building materials; > Ensure buildings and landscaping are designed for all age groups and degrees of mobility; > Promote increased use of public transport, walking and cycling; > Ensure the heritage significance of the Heritage Items and Heritage Conservation Areas is conserved, and encourage development which respects that significance; > Promote and support biodiversity conservation, riparian restoration and ecological integrity; > Ensure the long term survival of Ku-ring-gai's native and exotic tree and vegetation cover; > Ensure the appropriate management of risks, such as flooding, bush fire and land contamination; > Ensure that the process of notifying development applications allows public participation that is proportionate to the potential impact. <p><u>General Access and parking objectives:</u></p> <ul style="list-style-type: none"> > To encourage consideration of access issues at the start of the development design process. > To ensure convenient, safe and legible access for all people throughout the pedestrian network and public open space. > To ensure that buildings used by the public and high and medium density residential development have safe and convenient access for all people. > To ensure that substantial building refurbishment or intensified use of existing buildings provides upgraded levels of access and facilities for all people. > To ensure that people with a disability have equal access to work by providing access to facilities, services and opportunities that meets their specific needs. > To provide housing that allows people to stay in their home as their needs change due to aging or disability. > To ensure that use of the development is easy to understand, regardless of the user's experience, knowledge, language skills or current concentration level. 	
5	Summary	
	<p>The key general access and parking objectives of the Ku-ring-gai Council DCP are:</p> <ul style="list-style-type: none"> > To ensure convenient, safe and legible access for all people throughout the pedestrian network and public open space. > To ensure that buildings used by the public and high and medium density residential development have safe and convenient access for all people. > To ensure that people with a disability have equal access to work by providing access to facilities, services and opportunities that meets their specific needs. 	

1.4.5 Lane Cove DCP

1	Lane Cove Council	Development Control Plan
2	Date	February 2010
3	Vision	-
4	Traffic, transport and parking objectives	
	<ul style="list-style-type: none"> > Set the standard for rigorous assessment of major development in terms of traffic, transport and parking; > Establish clear guidelines on how to conduct such an assessment; > Promote integrated transport and land-use planning; > Manage demand for travel; > Introduce appropriate and relevant controls to reflect the type of land use and the transport options available to users; > Promote sustainable and active transport; > Promote car share; > Reduce new users' reliance on the private car; > Ensure developers refer to state and local policy as well as relevant guidelines on transport planning and sustainable parking provision; and > Ensure development is constructed according to the relevant technical standards. 	
5	Summary	
	<p>The traffic, transport and parking objectives of the Lane Cove Council DCP are to:</p> <ul style="list-style-type: none"> > Set the standard for rigorous assessment of major development in terms of traffic, transport and parking; > Establish clear guidelines on how to conduct such an assessment; > Promote integrated transport and land-use planning; > Manage demand for travel; > Introduce appropriate and relevant controls to reflect the type of land use and the transport options available to users; > Promote sustainable and active transport; > Promote car share; > Reduce new users' reliance on the private car; > Ensure developers refer to state and local policy as well as relevant guidelines on transport planning and sustainable parking provision; and > Ensure development is constructed according to the relevant technical standards. 	

1.4.6 Mosman Council DCP

1	Mosman Council	Development Control Plan
2	Date	2012
3	Vision	-
4	Aims of the plan	
	<ul style="list-style-type: none"> > Protect and conserve the natural and built heritage of Mosman; > Identify and sensitively manage the desired future character of Mosman and the individual townscape areas of Mosman; > Enhance and protect the scenic amenity of Sydney and Middle Harbours; > Protect, conserve and enhance the landform and vegetation, especially foreshores and bushland, in order to maintain the landscape amenity of Mosman; > Minimise view loss to and from water and foreshore reserves, public areas, streets and residential allotments; > Limit potential for large bulky dwelling houses and encourage sensitive siting of buildings and leafy garden character; > Limit potential for additional traffic on the road system and to reduce car dependence by encouraging public transport, cycling and walking; 	

1	Mosman Council	Development Control Plan
	<ul style="list-style-type: none"> > Manage change in a way that ensures an ecologically and economically sustainable urban environment in which the needs and aspirations of the community are recognised; > Ensure that the housing needs of senior residents and residents with disabilities are met with appropriate housing design and accessibility; > Promote innovation in housing design, including energy efficiency and adaptable housing; > Encourage waste minimisation and reduce the overall environmental impacts created by waste; > Provide a balance between flexibility and certainty in the assessment process; > Provide guidelines for ancillary uses in residential areas which do not significantly affect the amenity of adjoining properties; and > Set out specific requirements for notifying proposed development and tree removal. 	
5	Relevant transport, access and parking objectives	
	<ul style="list-style-type: none"> > To have the width of street vehicular crossings and driveways limited (depending on the site frontage) to minimise visual impact, to maximise on street parking space and allow opportunities for street planting. > To have vehicular conflict on main roads minimised. > To have adequate on site car parking provided so that development does not generate additional off street parking demand. > To have facilities that are designed to have adequate provision for the parking and manoeuvring of motor vehicles, and having regard to accessibility for traffic, cyclists and pedestrians. > To have regard to the proposed cycle network set out in the Mosman Bicycle Strategy 2014-2019. > To have car parking facilities that are designed having regard to accessibility. > To have motorcycles and scooters catered for in the design, recognising that these are becoming an increasingly popular form of sustainable transport. > To have walking and cycling encouraged as a form of transport through the provision of appropriate facilities including bicycle parking. > To have provision for the safe loading and unloading of vehicles. 	
6	Summary	
	<p>The relevant transport, access and parking objectives of the Mosman Council DCP are:</p> <ul style="list-style-type: none"> > To have the width of street vehicular crossings and driveways limited (depending on the site frontage) to minimise visual impact, to maximise on street parking space and allow opportunities for street planting. > To have vehicular conflict on main roads minimised. > To have adequate on site car parking provided so that development does not generate additional off street parking demand. > To have facilities that are designed to have adequate provision for the parking and manoeuvring of motor vehicles, and having regard to accessibility for traffic, cyclists and pedestrians. > To have regard to the proposed cycle network set out in the Mosman Bicycle Strategy 2014-2019. > To have car parking facilities that are designed having regard to accessibility. > To have motorcycles and scooters catered for in the design, recognising that these are becoming an increasingly popular form of sustainable transport. > To have walking and cycling encouraged as a form of transport through the provision of appropriate facilities including bicycle parking. > To have provision for the safe loading and unloading of vehicles. 	

1.4.7 North Sydney Council DCP

1	North Sydney Council	Development Control Plan
2	Date	2013
3	Vision	
4	Aims	
	<ul style="list-style-type: none"> > Ensure that development positively contributes to the quality of the natural and built environments; > Encourage development that contributes to the quality of the public domain; > Ensure that development is economically, socially and environmentally sustainable; > Ensure future development has consideration for the needs of all members of the community; 	

1	North Sydney Council	Development Control Plan
	<ul style="list-style-type: none"> > Ensure development positively responds to the qualities of the site and its context; > Ensure development positively responds to the character of the surrounding area; and > Ensure that the aims of Council's 2020 Vision – North Sydney Community Strategic Plan are achieved. 	
5	Car parking and transport objectives	
	<ul style="list-style-type: none"> > Existing levels of traffic generation are contained and reduced; > Public transport, including walking and cycling, is the main form of travel mode; > Parking is adequate and managed in a way that maintains pedestrian safety and the quality of the public domain whilst minimising traffic generation; > Parking is limited to minimise impacts on surrounding areas; > Parking is accessible to all user groups; > Minimal impacts occur on the provision of on-street parking; > Ensure consideration is given to the provision of bicycle parking and facilities; and > The actions of the Metropolitan Plan for Sydney 2036 are implemented. 	
6	Summary	
	<p>The car parking and transport objectives of the North Sydney Council DCP are:</p> <ul style="list-style-type: none"> > Existing levels of traffic generation are contained and reduced; > Public transport, including walking and cycling, is the main form of travel mode; > Parking is adequate and managed in a way that maintains pedestrian safety and the quality of the public domain whilst minimising traffic generation; > Parking is limited to minimise impacts on surrounding areas; > Parking is accessible to all user groups; > Minimal impacts occur on the provision of on-street parking; > Ensure consideration is given to the provision of bicycle parking and facilities; and > The actions of the Metropolitan Plan for Sydney 2036 are implemented. 	

1.4.8 Willoughby Council DCP

1	Willoughby Council	Development Control Plan
2	Date	2006
3	Vision	
4	Aims of the plan	
	<ul style="list-style-type: none"> > Provide controls which will result in a high standard of development within the City of Willoughby; > Encourage development which is compatible with the urban scale and character of adjoining neighbourhoods and which takes account of the environmental constraints of each context; > Ensure that new development satisfies a high standard of urban design to create a unified streetscape, which contributes positively to the streetscape, reinforces the importance of pedestrian areas and provides an attractive environment; > Improve the environmental sustainability of the Willoughby environment by encouraging energy efficient designs for development which establish ecologically sustainable residential environments; > Ensure that provision is made for the safe, convenient, and efficient movement and accommodation of vehicles within the City including a reasonable number of parking spaces for vehicles generated by a development including visitor, employee, service and commercial vehicles; > Encourage the use of public transport and alternative modes of transport; > Provide for a high level of accessibility to and within all development within the Willoughby City local government area; > Set appropriate environmental standards which achieve high levels of residential amenity such as solar access, privacy, noise, views, security, landscaped open space, convenience of access and parking to the occupants and to adjacent properties; > Preserve and enhance the character and amenity of the residential zones and to ensure that future development within those zones is compatible in scale and character with existing development; > Protect environmentally sensitive foreshore and bushland areas from overdevelopment or visually intrusive development so that the scenic qualities, biodiversity and ecological values of those areas are maintained; 	

1	Willoughby Council Development Control Plan
<ul style="list-style-type: none"> > Encourage the development of a variety of housing types which are compatible with the urban scale and character of existing neighbourhoods and which take into account the environmental constraints; > Ensure the scale and neighbourhood role of business zones is maintained and that any redevelopment is compatible with existing development; > Provide guidelines for the suitable location and development of specific development types; > Encourage the development of affordable housing within the City of Willoughby; > Ensure that the significance of Heritage Items is identified and retained and to ensure that the special streetscape character of Heritage Conservation Areas is maintained; > Ensure that new development respects the context and is sympathetic in terms of form, scale, bulk, fabric, colours and textures and does not mimic or adversely affect the significance of Heritage Items and Heritage Conservation Areas and their settings; > Accommodate industrial development which produces a range of goods and services and provides employment, without adversely affecting the amenity, health or safety of nearby residents in adjacent areas; > Establish site specific controls for certain sites within the City; and > Set out the process for persons to be notified of development applications and certain other applications received by Council. 	
5	Transport Requirements for Development guidelines
<ul style="list-style-type: none"> > Provide controls which will result in a high standard of development within the City of Willoughby; > Encourage development which is compatible with the urban scale and character of adjoining neighbourhoods and which takes account of the environmental constraints of each context; > Ensure that new development satisfies a high standard of urban design to create a unified streetscape, which contributes positively to the streetscape, reinforces the importance of pedestrian areas and provides an attractive environment; > Improve the environmental sustainability of the Willoughby environment by encouraging energy efficient designs for development which establish ecologically sustainable residential environments; > Ensure that provision is made for the safe, convenient, and efficient movement and accommodation of vehicles within the City including a reasonable number of parking spaces for vehicles generated by a development including visitor, employee, service and commercial vehicles; > Encourage the use of public transport and alternative modes of transport; > Provide for a high level of accessibility to and within all development within the Willoughby City local government area; > Set appropriate environmental standards which achieve high levels of residential amenity such as solar access, privacy, noise, views, security, landscaped open space, convenience of access and parking to the occupants and to adjacent properties; > Preserve and enhance the character and amenity of the residential zones and to ensure that future development within those zones is compatible in scale and character with existing development; > Protect environmentally sensitive foreshore and bushland areas from overdevelopment or visually intrusive development so that the scenic qualities, biodiversity and ecological values of those areas are maintained; > Encourage the development of a variety of housing types which are compatible with the urban scale and character of existing neighbourhoods and which take into account the environmental constraints; > Ensure the scale and neighbourhood role of business zones is maintained and that any redevelopment is compatible with existing development; > Provide guidelines for the suitable location and development of specific development types; > Encourage the development of affordable housing within the City of Willoughby; > Ensure that the significance of Heritage Items is identified and retained and to ensure that the special streetscape character of Heritage Conservation Areas is maintained; > Ensure that new development respects the context and is sympathetic in terms of form, scale, bulk, fabric, colours and textures and does not mimic or adversely affect the significance of Heritage Items and Heritage Conservation Areas and their settings; > Accommodate industrial development which produces a range of goods and services and provides employment, without adversely affecting the amenity, health or safety of nearby residents in adjacent areas; > Establish site specific controls for certain sites within the City; and > Set out the process for persons to be notified of development applications and certain other applications received by Council. 	
6	Summary
<p>The relevant transport development guidelines from the Willoughby Council DCP are:</p>	

1	Willoughby Council	Development Control Plan
	<ul style="list-style-type: none"> > Ensure that provision is made for the safe, convenient, and efficient movement and accommodation of vehicles within the City including a reasonable number of parking spaces for vehicles generated by a development including visitor, employee, service and commercial vehicles; and > Encourage the use of public transport and alternative modes of transport. 	

1.5 Other strategies and plans

1.5.1 City of Ryde Council

1.5.1.1 City of Ryde

1	City of Ryde Council	Integrated Transport Strategy 2016 – 2031 – Summary Report
2	Date	May 2016
3	Vision	
	A traffic and transport system that supports economic growth and local amenity by stimulating land development, influencing the use of sustainable transport and promoting safety and equity. The City of Ryde will be regionally connected and locally accessible.	
4	Key policy positions	
	<ul style="list-style-type: none"> > Integrated land use > Parking > Active transport > Public transport > Roads and freight 	
5	Objectives of each policy position	
	<p><u>Integrated land use</u></p> <ul style="list-style-type: none"> > Encourage residential development based on activity centres and transport hubs while residential intensification is discouraged away from centres that do not have regional public transport connections > Maximise walking and cycling and improve access to public transport by considering the scale, orientation, structure and permeability of developments in centres > Prioritise investment in public and active transport at major employment or mixed use development or in areas that would benefit from enhanced accessibility > Complement land use development with parking policies that encourage public and active transport use <p><u>Parking</u></p> <ul style="list-style-type: none"> > Maintain a parking area classification scheme and identify objectives of parking supply management in each type of centre > Discourage over-supply of off-street parking in key centres where public transport, walking and cycling are encouraged to manage any impacts within adjacent residential areas > Provide sufficient off-street parking capacity for long stay purposes in car-orientated centres > Facilitate short stay parking accessibility in areas which rely on drop in trade by ensuring sufficient turnover through time regulation, enforcement and pricing > Provide special parking such as loading zones, bus stops, taxi ranks, car share schemes, for people with disabilities > Embrace new parking technologies that use real time information and disruptive technologies to benefit users and managers of parking infrastructure <p><u>Active transport</u></p> <ul style="list-style-type: none"> > Provide a legible connected and accessible layered network of cycle facilities > Prioritise pedestrian movements over other transport modes in centres > Provide appropriate and sufficient end of trip facilities in new residential, retail and commercial developments > Integrate active transport networks with key public transport stops/stations through route location design and the provision of end of trip facilities > Provide safe cycling routes within one kilometre of all public schools > Use walking and cycling programs to encourage more people to use active transport <p><u>Public transport</u></p>	

1	City of Ryde Council	<i>Integrated Transport Strategy 2016 – 2031 – Summary Report</i>
	<ul style="list-style-type: none"> > More efficiently integrate transport modes at public transport interchanges by reducing interchange times and increasing interchange convenience > Prioritise Park and Ride capacity outside of major train stations and bus tops that have large walk up catchments > Create a simple and direct bus network with equitable access for all users > Improve the competitiveness of public transport travel times to be equal or less than private vehicles in peak times in key corridors > Invest in public transport by leveraging off new development and to shape a sustainable land use <p><u>Roads and freight</u></p> <ul style="list-style-type: none"> > Improve the efficiency of through traffic movements on the arterial roads while recognising local accessibility needs > Preserve residential amenity in streets by limiting the volume and speed of through traffic using local area traffic management schemes > Maximise the person-movement capacity of arterial corridors > Invest in road infrastructures targeting value for money pinch point improvements > Prohibit heavy vehicle movements in local streets and limit freight operating times in specific centres 	
6	Targets	
	<p>Trips by residents:</p> <ul style="list-style-type: none"> > 20% of resident-generated trips in 2031 by public transport > 20% of resident-generated trips in 2031 by active transport. <p>Work trips to Macquarie Park by 2031:</p> <ul style="list-style-type: none"> > Private vehicle: 60% > Public transport: 34% > Active transport: 6% 	
7	Summary	
	<p>The City of Ryde Integrated Transport Strategy aims to improve opportunities to increase the use of public and active transport, improve travel times and improve local traffic access and parking. It provides a policy framework for transport and operational decisions within the City of Ryde between 2016 and 2031, as well as a foundation for more detailed investigations into specific issues or centres. Key policy positions of the Strategy are:</p> <ul style="list-style-type: none"> > Integrated land use; > Parking; > Active transport; > Public transport; and > Roads and freight. 	

1.5.2 Hornsby Shire Council

1	Hornsby Shire Council	<i>Integrated Land Use and Transport Strategy</i>
2	Date	November 2004
3	Prime objective	
	To reduce car travel by promoting other modes of transport, particularly in view of the unsustainable historical increase in motor vehicle traffic associated with population growth.	
4	Objectives	
	<ul style="list-style-type: none"> > Ensure all Council policies and the Management Plan support and in turn, are supported by, the ILUTS. > Develop clear working relationships within Council to manage the implementation of the ILUTS. > Develop effective working relationships with external stakeholders to implement the ILUTS. > Develop and implement a comprehensive educational and information campaign focusing on the community, workplaces and schools. > Recognise the principles of travel demand management in all aspects of the ILUTS. > Develop an evaluation system or framework for assessing urban growth proposals within the Shire to ensure adherence to overall aims and objectives of the ILUTS. 	

1 Hornsby Shire Council <i>Integrated Land Use and Transport Strategy</i>	
>	Promote additional housing and employment in the existing areas to enable a more effective use of public transport and other services.
>	Promote vital and viable centres that attract and sustain a broad range of land uses and services.
>	To reduce the impact of arterial roads on activity centres and residential areas.
>	To reduce the barrier effect of arterial routes for local trips.
>	To effect a reduction in the number of accidents occurring on arterial routes and improve overall safety for all road users.
>	Increase bus priority along arterial routes with consequent positive benefits on bus travel times and reliability.
>	To reduce the number of vehicles using local streets that do not have business there, such as rat running and commuter parking.
>	To reduce vehicle speeds and the intrusion of traffic into residential areas.
>	To improve opportunities for public transport, walking and cycling in residential areas of the Shire.
>	To use car parking as a travel demand management tool and to support the principles of ESD.
>	Revisit the DCP to ensure it is consistent with the objectives of the ILUTS.
>	Manage commuter car parking demand to ensure optimal use with minimal impact on local residential areas.
>	To improve the quality of all public transport facilities and infrastructure, providing the best facilities possible.
>	To raise the profile of all existing public transport services in the Shire and promote any future improvements.
>	To maximise opportunities to interchange between services and between modes.
>	Increase the priority for public transport relative to private motor vehicles.
>	To effect improvements to bus and rail services in the Shire.
>	To develop alternatives to conventional public transport to serve rural communities and the National Park.
>	To widely promote the benefits of walking and cycling within the Shire.
>	To create streets and roads that are safe and conducive to walking and cycling.
>	Increase the priority for pedestrians and cyclists relative to vehicular traffic.
>	To ensure the recommendations of the Hornsby Shire Bike Plan and PAMPs are taken forward to implementation, reviewed periodically and revised.
>	To develop a formal pedestrian planning strategy for the whole Shire.
>	Develop sustainable options for accessing National Park destinations.
5	Outcomes
>	Town centre areas that contain a wide range of services and are easy to access and move around;
>	A better evaluation system or framework for assessing development proposals within the Shire;
>	Additional housing and employment in selected activity centres to enable more effective use of public transport and other public services;
>	Urban places that encourage community interaction through neighbourhood events, an increase in walking and cycling, a recognisable sense of place and identity and the creation of safe places free of danger from traffic and personal crime;
>	Real travel choices for all people when making every day journeys, for example trips to work, school, shops, visiting friends and health services; and
>	People having easy access from their homes to essential facilities and services, such as shops, health, education and employment.
6	Summary
<p>The aim of the <i>Hornsby Shire Integrated Land Use and Transport Strategy</i> is to reduce car travel by promoting more sustainable modes, catalysed by population growth in the LGA. Key outcomes to achieve this aim are:</p>	
>	Town centre areas that contain a wide range of services and are easy to access and move around;
>	Additional housing and employment in selected activity centres to enable more effective use of public transport and other public services;
>	Urban places that encourage community interaction through neighbourhood events, an increase in walking and cycling, a recognisable sense of place and identity and the creation of safe places free of danger from traffic and personal crime;
>	Real travel choices for all people when making every day journeys, for example trips to work, school, shops, visiting friends and health services; and

1	Hornsby Shire Council	<i>Integrated Land Use and Transport Strategy</i>
	> People having easy access from their homes to essential facilities and services, such as shops, health, education and employment.	

1.5.3 Lane Cove Council

1	Lane Cove Council	<i>St Leonards Cumulative Transport and Accessibility Study</i>
2	Date	2017
3	Scope of the study	
	<ul style="list-style-type: none"> > An overview of the existing transport conditions present in the St Leonards south and east precincts and a high-level assessment of opportunities and constraints; > An overall assessment of the current and future developments in the precincts; > A high-level estimate of the future population and employment growth in the study area due to the planned developments; > A high-level estimate of the mode share and travel behaviour of the future occupants in these precincts; > A high-level estimate of the sustainable transport demand (e.g. active and public transport) associated with the future growth in these precincts; and > Recommendations on sustainable travel plan and sustainable travel initiatives in support of the State Government's targets. 	
4	Community transport priorities and aspirations	
	-	
5	Best practice principles for transport planning	
	-	
6	Proposed indicators	
	-	
7	Summary	
	<p>The Lane Cove Council study, <i>St Leonards Cumulative Transport and Accessibility Study</i>, emphasises the importance of public transport network as a critical driver in population and employment targets over the next 20 years and suggests a number of strategies for the South and East St Leonards sites that are relevant for urban renewal sites across Northern Sydney. These include ensuring connectivity to public transport services, addressing gaps in the pedestrian and bicycle networks and providing good wayfinding signage to encourage active travel.</p>	

1.5.4 North Sydney Council

1	North Sydney Council	<i>Transport Strategy</i>
2	Date	2016
3	Vision	
	In 2030, transport will play a positive role in supporting a happy, healthy and prosperous North Sydney community.	
4	Community transport priorities and aspirations	
	<ul style="list-style-type: none"> > Safe travel > Transport security > Social wellbeing > Active health > Environmental sustainable > Local environments > Transport affordability > Congestion > Business activity 	
5	Best practice principles for transport planning	

1	North Sydney Council	Transport Strategy
<ul style="list-style-type: none"> > Land use density: Council will plan, support and encourage increases in land use densities in areas within a walkable distance of commercial, mixed use and neighbourhood centres that contain local shops and facilities and also offer access to high quality public transport services. > Land use diversity: Council will support and encourage diversity in North Sydney's mixed use and neighbourhood centres in order to accommodate community activities locally. > Walking and cycling infrastructure design: Council will identify and prioritise improvements to walking and cycling infrastructure within the walking and cycling catchments of commercial, mixed use and neighbourhood centres that also offer access to high quality public transport services > Distance to transit: Council will identify precincts located outside of the walkable catchments of high quality public transport services and either directly deliver or advocate for initiatives that improve public transport access in these areas. > Destination accessibility: Council will compare the relative accessibility of regional destinations by private vehicle and public transport and identify projects that improve public transport access to regional destinations. 		
6	Proposed indicators	
<ul style="list-style-type: none"> > Safe travel <ul style="list-style-type: none"> - Number of cyclists injured - Number of cyclists fatalities > Transport security <ul style="list-style-type: none"> - Percentage of active frontages delivered as part of new development - Street level activity in commercial, mixed use and neighbourhood centres > Social wellbeing <ul style="list-style-type: none"> - Rates of mental health registrations - Rates of anti-social behaviour / vandalism offences per 1,000 residents in North Sydney - Police enquiries > Active health <ul style="list-style-type: none"> - NSCSP indicators > Environmental sustainable <ul style="list-style-type: none"> - Percentage of roads that meet the 86 per cent target parking saturation rate > Local environments <ul style="list-style-type: none"> - NSCSP indicators > Transport affordability <ul style="list-style-type: none"> - Percentage of household earnings spent on transport (ABS survey of Housing and Income) > Congestion <ul style="list-style-type: none"> - Traffic volumes on the Sydney Harbour Bridge/ tunnel, Military Road, Warringah Freeway and Pacific Highway > Business activity <ul style="list-style-type: none"> - NSCSP indicators 		
7	Summary	
<p>The North Sydney Council Transport Strategy builds upon the strategies in the Community Strategic Plan to support a happy, healthy and prosperous community. Key relevant best practice principles for transport planning are described as:</p> <ul style="list-style-type: none"> > Walking and cycling infrastructure design: Council will identify and prioritise improvements to walking and cycling infrastructure within the walking and cycling catchments of commercial, mixed use and neighbourhood centres that also offer access to high quality public transport services > Distance to transit: Council will identify precincts located outside of the walkable catchments of high quality public transport services and either directly deliver or advocate for initiatives that improve public transport access in these areas. > Destination accessibility: Council will compare the relative accessibility of regional destinations by private vehicle and public transport and identify projects that improve public transport access to regional destinations. 		

1.5.5 Willoughby Council

1	Willoughby City Council	Street Parking Strategy
2	Date	July 2017

1	Willoughby City Council	Street Parking Strategy
3	Guiding principles	
	<ul style="list-style-type: none"> > Revenue-neutral: The strategic directions serve to assist fair access to parking, not increase revenue to Council. > Strong governance: Implementation will be carried out with further public consultation that provides for monitoring, review, evaluation and testing to achieve the best and fairest outcomes in the longer term and through Council's committees to ensure open and transparent governance. > Consistency: The Street Parking Strategy supports and is closely linked to other Council plans and Strategies including: <ul style="list-style-type: none"> – Willoughby City Strategy 2013-2029 – Willoughby City Council Sustainability Action Plan 2014 – 2018 – Willoughby City Council Local Environmental Plan 2013 	
4	Strategic directions	
	<ol style="list-style-type: none"> 1. Adopt a framework of time and pricing restrictions; 2. Apply parking controls that support the land use context; 3. Develop and integrated transport strategy; 4. Promote car share; 5. Maximise available street and road space for parked cars; and 6. Promote alternative transport choice for non-essential car journeys. 	
5	Summary	
	<p>This strategy aims to optimise and increase turnover of available street space for parking for the maximum benefit of all parking user groups. Strategic directions for parking within the LGA are:</p> <ol style="list-style-type: none"> 1. Adopt a framework of time and pricing restrictions; 2. Apply parking controls that support the land use context; 3. Develop and integrated transport strategy; 4. Promote car share; 5. Maximise available street and road space for parked cars; and 6. Promote alternative transport choice for non-essential car journeys. 	

1.6 SGS Economics and Planning

1	SGS Economics and Planning	Ensuring a liveability dividend from growth: A new Urban Renewal Community Compact
2	Date	June 2017
3	Vision	
	Collaboration between local and state government bodies	
4	Key points	
	<ul style="list-style-type: none"> > An unprecedented paradigm for infill development in Sydney and Melbourne > An insufficient current commitment to productivity, liveability and sustainability outcomes in renewal area planning > The potential scope for a new Urban Renewal Community Compact 	
5	A new Urban Renewal Community Compact	
	<p>A new Urban Renewal Community Compact would involve:</p> <ul style="list-style-type: none"> > declaring an Urban Renewal Community Compact Area where significant change is anticipated (there are no hard and fast thresholds but areas expected to grow at well above average rates, say at two to five percent per annum, and anticipating a population of say 8,000 to 10,000 or above at 'build out', would be candidates) > establishing a formal governance arrangement including relevant state agencies, local government and genuine community representation in declared renewal areas (some suggestions for governance roles are discussed later) > developing outcomes and indicators for 'liveability' in precincts slated for major renewal undertaking baseline measurements for each of the indicators > making a commitment to the community, for example in the form of a Memorandum of Understanding, that through more effective integrated planning and intra-agency cooperation outcomes against these indicators post development will be measurably maintained or enhanced > developing a robust funding and implementation framework. 	

1	SGS Economics and Planning	<i>Ensuring a liveability dividend from growth: A new Urban Renewal Community Compact</i>
<p><u>Liveability definition (represents the triple bottom line outcomes across multiple dimensions (economic, social and environmental)):</u></p> <p>Liveability can be broadly defined as the well-being of a community and represents the characteristics that make a place where people want to live now and in the future. It is the sum of the aspects that add up to the quality of life of a place, including its economy, amenity, accessibility, environmental sustainability, health and wellbeing, equity, education and learning, and leadership.</p>		
6	Governance / planning processes	
<p>Clearly a governance framework needs to be established which will give the Compact meaning. For any identified renewal precinct this would involve a coordinating state agency (e.g. Landcom or the GSC in Sydney, or the VPA in Melbourne), the relevant local council, key government agencies (e.g. with responsibility for planning, transport and education), and ideally, local community representatives.</p> <p>More work would be required to consider their configuration but Neighbourhood Development Corporations could be established to create genuine partnerships with affected communities. As well as involving the community in planning, these could assist in providing guidance or assistance to land owners in brokering deals with property developers. The Minister for Planning in NSW has recently suggested that Landcom could play such a role in priority renewal precincts in Greater Sydney.</p> <p>Along with improved governance arrangements, sufficient resources for new analytical and diagnostic techniques, as well as the development of new planning skills, will be required to service each Compact area. The anticipated 'payback', however, in terms of enhanced value and neighbourhood quality is significant.</p>		
7	Summary	
<p>The vision for <i>Ensuring a liveability dividend from growth: A new Urban Renewal Community Compact</i> is to improve collaboration between local and state government bodies. The main objective is for increased liveability, defined as the well-being of a community and the desire to live in the location. Liveability relates to quality of life for a community, including its economy, amenity, accessibility, environmental sustainability and equity. A new Urban Renewal Community Compact would involve the establishment of a formal governance arrangement that includes relevant state agencies, local governments and genuine community representatives. The Compact would develop outcomes and indicators for liveability in the area.</p>		

2 State Government documents

2.1 Transport for New South Wales

2.1.1 Future Transport Strategy 2056

1	TfNSW	<i>Future Transport Strategy 2056</i>
2	Date	March 2018
3	Vision	<p><u>Vision for Greater Sydney:</u> A metropolis of three cities, where people can access the jobs, education and services they need within 30 minutes by public or active transport</p>
4	Goals / objectives / directions / principles	-
5	Customer outcomes	<p><u>Customer focused</u></p> <ul style="list-style-type: none"> > New technology is harnessed to provide an integrated, end-to-end journey experience for customers > Future forms of mobility are made available to customers and integrated with other modes of transport <p><u>Successful places</u></p> <ul style="list-style-type: none"> > Walking or cycling is the most convenient option for short trips around centres and local areas, supported by a safe road environment and suitable pathways > Vibrant centres supported by streets that balance the need for convenient access while enhancing the attractiveness of our places <p><u>A strong economy</u></p> <ul style="list-style-type: none"> > 30 minute access for customers to their nearest metropolitan centre and strategic centre by public transport seven days a week Safety and performance > Fast and convenient interchanging, with walking times of no longer than five minutes between services <p><u>Safety and performance</u></p> <ul style="list-style-type: none"> > Efficient, reliable and easy-to-understand journeys for customers, enabled by a simple hierarchy of services > Efficient and reliable freight journeys supported by 24/7 rail access between key freight precincts with convenient access to centres > A safe transport system for every customer with the aim for zero deaths or serious injuries on the network by 2056 <p><u>Accessible services</u></p> <ul style="list-style-type: none"> > Fully accessible transport for all customers <p><u>Sustainability</u></p> <ul style="list-style-type: none"> > Transport services and infrastructure are delivered, operated and maintained in a way that is affordable for customers and the community > A resilient transport system that contributes to the NSW Government's objective of net-zero emissions by 2050
6	Relevant performance measures / criteria / KPIs / review & monitoring	<p><u>Customer focused</u></p> <ul style="list-style-type: none"> > Monitor % of customers satisfied or highly satisfied using the Transport for NSW Customer Satisfaction Index <p><u>Successful places</u></p> <ul style="list-style-type: none"> > Monitor the application of Movement and Place principles to new or redesigned centres > Increase the number of people able to access centres by walking, cycling and using public transport > Develop indicators for transport enabled health and liveability outcomes <p><u>A strong economy</u></p> <ul style="list-style-type: none"> > Monitor the percentage of the population within Greater Sydney with 30 minute of less access to their nearest strategic centre by public or active transport > Develop efficiency and productivity measurements for freight under the Freight and Ports Plan <p><u>Safety and performance</u></p> <ul style="list-style-type: none"> > Monitor fatalities and serious injuries across the road and transport network

1 TfNSW Future Transport Strategy 2056	
<ul style="list-style-type: none"> > Benchmark travel times for each mode > Compare public transport travel times to private vehicle travel times on major metropolitan and regional corridors <p><u>Accessible services</u></p> <ul style="list-style-type: none"> > Develop new measures for active and public transport accessibility to education, jobs and services along with regional and metro service affordability and fare parity > Monitor infrastructure and service compliance with national disability standards > Measure use and satisfaction by age, people with disability, people from Culturally and Linguistically Diverse (CALD) backgrounds and Aboriginal people <p><u>Sustainability</u></p> <ul style="list-style-type: none"> > Measure cost per service kilometre and overall cost recovery for public transport > Measure cost effectiveness of road expenditure > Measure energy efficiency of the vehicle fleet > Measure mode shift to active and public transport and electric vehicle use > Monitor transport-related greenhouse gas emissions and energy intensity 	
7 Governance / planning processes	
<p><u>How will we work in the future?</u></p> <p>Transport for NSW already uses co-design to plan for many new initiatives. In the coming months, Transport for NSW will develop a set of co-design principles specific to our transport system that will be introduced and embedded across all agencies in the transport cluster.</p> <p>The lessons learned from Future Transport 2056 will influence how we will work differently in the future by:</p> <ul style="list-style-type: none"> > Enhancing current partnerships and creating new ones and better engaging customers; > Embracing new methods of planning to respond to changing technology and customer trends; and > Changing our workplace culture and the way we do business internally. <p><u>Maintaining our 'living' document</u></p> <p>Future Transport 2056 is not a static document to be placed on the shelf and updated every few years. Its purpose is to guide future transport planning in an unpredictable environment and help us respond and adapt to changes as they arise.</p> <p>The strategy and plans identify a number of strategic directions and visionary initiatives. How these are incorporated into transport planning is not yet determined as their delivery is subject to business case processes, funding availability, the developing network and changing customer needs. This is why we need to continue to update the Strategy and Plans and constantly monitor and report on our progress in delivering on outcomes.</p>	
8 Community & stakeholder consultation commitments	
<p>The level of community and stakeholder involvement that Future Transport promotes is unprecedented in transport planning in NSW. We are looking forward to continuing to work with our industry and community partners to deliver an innovative and modern transport system that meets the needs of our customers and supports growth across the state.</p>	
9 Summary	
<p>The Future Transport Strategy 2056 (FT56) supports the vision for a metropolis of three cities, where people can access the jobs, education and services they need within 30 minutes by public or active transport. Future transport outcomes for Greater Sydney are:</p>	
Future Transport state wide outcomes	Greater Sydney transport customer outcomes
Customer focused	<ul style="list-style-type: none"> > New technology is harnessed to provide an integrated, end-to-end journey experience for customers > Future forms of mobility are made available to customers and integrated with other modes of transport
Successful places	<ul style="list-style-type: none"> > Walking or cycling is the most convenient option for short trips around centres and local areas, supported by a safe road environment and suitable pathways > Vibrant centres supported by streets that balance the need for convenient access while enhancing the attractiveness of our places
A strong economy	<ul style="list-style-type: none"> > 30 minute access for customers to their nearest metropolitan centre and strategic centre by public transport seven days a week Safety and performance > Fast and convenient interchanging, with walking times of no longer than five minutes between services
Safety and performance	<ul style="list-style-type: none"> > Efficient, reliable and easy-to-understand journeys for customers, enabled by a simple hierarchy of services

1 TfNSW		Future Transport Strategy 2056
		<ul style="list-style-type: none"> > Efficient and reliable freight journeys supported by 24/7 rail access between key freight precincts with convenient access to centres > A safe transport system for every customer with the aim for zero deaths or serious injuries on the network by 2056
Accessible services		> Fully accessible transport for all customers
Sustainability		<ul style="list-style-type: none"> > Transport services and infrastructure are delivered, operated and maintained in a way that is affordable for customers and the community > A resilient transport system that contributes to the NSW Government's objective of net-zero emissions by 2050

2.1.2 Greater Sydney Services and Infrastructure Plan

1 TfNSW		Greater Sydney Services and Infrastructure Plan
2	Date	March 2018
3	Vision	
A metropolis of three cities, where people can access the jobs, education and services they need within 30 minutes by public or active transport		
4	Goals / objectives / directions / principles	
-		
5	Customer outcomes	
<p><u>Customer focused - Convenient and responsive to customer needs</u></p> <ul style="list-style-type: none"> > New technology is harnessed to provide an integrated, end-to-end journey experience for customers > Future forms of mobility are made available to customers and integrated with other modes of transport <p><u>Successful places - Sustaining and enhancing the liveability of our places</u></p> <ul style="list-style-type: none"> > Walking or cycling is the most convenient option for short trips around centres and local areas, supported by a safe road environment and suitable pathways > Vibrant centres supported by streets that balance the need for convenient access while enhancing the attractiveness of our places <p><u>A strong economy</u></p> <ul style="list-style-type: none"> > 30 minute access for customers to their nearest metropolitan centre and strategic centre by public transport seven days a week Safety and performance > Fast and convenient interchanging, with walking times of no longer than five minutes between services <p><u>Safety and performance</u></p> <ul style="list-style-type: none"> > Efficient, reliable and easy-to-understand journeys for customers, enabled by a simple hierarchy of services > Efficient and reliable freight journeys supported by 24/7 rail access between key freight precincts with convenient access to centres > A safe transport system for every customer with the aim for zero deaths or serious injuries on the network by 2056 <p><u>Accessible services</u></p> <ul style="list-style-type: none"> > Fully accessible transport for all customers <p><u>Sustainability</u></p> <ul style="list-style-type: none"> > Transport services and infrastructure are delivered, operated and maintained in a way that is affordable for customers and the community > A resilient transport system that contributes to the NSW Government's objective of net-zero emissions by 2050 		
6	Summary	
The Greater Sydney Services and Infrastructure Plan builds upon the state wide transport vision and outcomes identified in FT56, and identifies policy, service and infrastructure to achieve these.		

2.1.3 Road Safety Plan 2021

1 TfNSW		Road Safety Plan 2021 – Towards Zero
2	Date	2018

1	TfNSW	Road Safety Plan 2021 – Towards Zero
3	Vision	
Zero deaths and serious injuries on roads by 2056		
4	Priority areas	
<ul style="list-style-type: none"> > Saving lives on country roads > Liveable and safe urban communities > Using the roads safely > Building a safer community culture > New and proven vehicle technology > Building a safe future 		
5	Strategies / outcomes	
-		
6	Relevant performance measures / criteria / KPIs / review & monitoring	
<p><u>By 2021:</u> Reduce road fatalities by at least 30 per cent from 2008–2010 levels by 2021. This is our State Priority Target.</p> <p><u>By 2026:</u> New road safety targets will be set every 10 years, and reviewed every five years, to make sure we continue to move Towards Zero fatalities and serious injuries on our roads.</p> <p><u>By 2056:</u> NSW has set an aspirational target of zero fatalities and serious injuries on our roads by 2056.</p>		
7	Summary	
<p>The Road Safety Plan 2021 focuses on the following priority areas:</p> <ul style="list-style-type: none"> > Saving lives on country roads; > Liveable and safe urban communities; > Using the roads safely; > Building a safer community culture; > New and proven vehicle technology; and > Building a safe future. 		

2.1.4 NSW Freight and Ports Plan 2018-2023

1	TfNSW	NSW Freight and Ports Plan 2018-2023
2	Date	September 2018
3	Objectives	
<ul style="list-style-type: none"> > Objective 1: Economic growth > Objective 2: Efficiency, connectivity and access > Objective 3: Capacity > Objective 4: Safety > Objective 5: Sustainability 		
4	Strategic targets	
<p><u>Objective 1: Economic growth</u></p> <ul style="list-style-type: none"> > Progress will be measured against the delivery of key freight projects and programs on time and on budget, including over \$5 billion of infrastructure projects in the pipeline by 2023.20 <p><u>Objective 2: Efficiency, connectivity and access</u></p> <p>Progress will be measured against the following targets that track the use, reliability and efficiency of NSW road and rail networks:</p> <ul style="list-style-type: none"> > 90 per cent of peak travel on key road routes is on time > Rail share for freight moved to and from Port Botany increased to 28 per cent or 930,000 Twenty-foot Equivalent Unit (TEU) by 2021 (against 2016 base of 17.5 per cent/388,552 TEU) > Increasing the length of the State Road network approved for appropriate access under priority restricted access vehicle networks 		

1	TfNSW <i>NSW Freight and Ports Plan 2018-2023</i>
<p>> Maintaining the number of train paths required by freight within the shared metropolitan rail network.</p> <p><u>Objective 3: Capacity</u></p> <p>Progress will be measured through the realisation of travel time reductions, reliability improvements and improved safety and environmental outcomes through the delivery of key freight projects and programs, and more effective local planning for freight.</p> <p><u>Objective 4: Safety</u></p> <p>Progress against this objective will be measured against the target to reduce fatalities and serious injuries from crashes involving a heavy vehicle or light truck by 30 per cent by 2021 (compared to average annual fatalities over 2008–2010).</p> <p><u>Objective 5: Sustainability</u></p> <p>Progress against this target will be measured against net reductions in freight emissions and noise.</p>	
5	Summary
<p><i>The Draft NSW Freight and Ports Plan sets the NSW Government’s priorities for the sector to 2023, as a supporting plan to FT56. The Plan provides industry with the continuity and certainty it needs to make long term investments that benefit the state’s growth and prosperity. Objectives of this Plan are:</i></p> <ul style="list-style-type: none"> > Objective 1: Economic growth > Objective 2: Efficiency, connectivity and access > Objective 3: Capacity > Objective 4: Safety > Objective 5: Sustainability 	

2.2 Greater Sydney Commission

2.2.1 Metropolis of Three Cities

1	Greater Sydney Commission	<i>Greater Sydney Region Plan - A Metropolis of three Cities</i>
2	Date	March 2018
3	Vision	
The Greater Sydney Region Plan, A Metropolis of Three Cities is built on a vision of three cities where most residents live within 30 minutes of their jobs, education and health facilities, services and great places.		
4	Directions for a metropolis of three cities	
<ul style="list-style-type: none"> > A city supported by infrastructure. > A collaborative city. > A city for people. > Housing the city. > A city of great places. > A well-connected city. > Jobs and skills for the city. > A city in its landscape. > An efficient city. > A resilient city. 		
5	Objectives for a metropolis of three cities	
<ol style="list-style-type: none"> 1. Infrastructure supports the three cities 2. Infrastructure aligns with forecast growth – growth infrastructure compact 3. Infrastructure adapts to meet future needs 4. Infrastructure use is optimised 5. Benefits of growth realised by collaboration of governments, community and business 6. Services and infrastructure meet communities' changing needs 7. Communities are healthy, resilient and socially connected 8. Greater Sydney's communities are culturally rich with diverse neighbourhoods 9. Greater Sydney celebrates the arts and supports creative industries and innovation 10. Greater housing supply 11. Housing is more diverse and affordable 12. Great places that bring people together 13. Environmental heritage is identified, conserved and enhanced 14. A Metropolis of Three Cities – integrated land use and transport creates walkable and 30-minute cities 15. The Eastern, GPOP and Western Economic Corridors are better connected and more competitive 16. Freight and logistics network is competitive and efficient 17. Regional connectivity is enhanced 18. Harbour CBD is stronger and more competitive 19. Greater Parramatta is stronger and better connected 20. Western Sydney Airport and Badgerys Creek Aerotropolis are economic catalysts for Western Parkland City 21. Internationally competitive health, education, research and innovation precincts 22. Investment and business activity in centres 23. Industrial and urban services land is planned, retained and managed 24. Economic sectors are targeted for success 25. The coast and waterways are protected and healthier 26. A cool and green parkland city in the South Creek corridor 27. Biodiversity is protected, urban bushland and remnant vegetation is enhanced 28. Scenic and cultural landscapes are protected 29. Environmental, social and economic values in rural areas are protected and enhanced 30. Urban tree canopy cover is increased 31. Public open space is accessible, protected and enhanced 		

1	Greater Sydney Commission Greater Sydney Region Plan - A Metropolis of three Cities
<p>32. The Green Grid links parks, open spaces, bushland and walking and cycling paths</p> <p>33. A low-carbon city contributes to net-zero emissions by 2050 and mitigates climate change</p> <p>34. Energy and water flows are captured, used and re-used</p> <p>35. More waste is re-used and recycled to support the development of a circular economy</p> <p>36. People and places adapt to climate change and future shocks and stresses</p> <p>37. Exposure to natural and urban hazards is reduced</p> <p>38. Heatwaves and extreme heat are managed</p> <p>39. A collaborative approach to city planning</p> <p>40. Plans refined by monitoring and reporting</p>	
6	Relevant potential indicators
<ul style="list-style-type: none"> > Increased 30-minute access to a metropolitan centre/cluster > Increased walkable access to local centres > Increased access to open space > Percentage of dwellings located within 30 minutes by public transport of a metropolitan centre/ cluster; Percentage of dwellings located within 30 minutes by public transport of a strategic centre > Reduced transport related greenhouse gas emissions; Reduced energy use per capita 	
7	Implementation
<p><u>Role of district and local plans</u></p> <p>District plans are presented through the themes of liveability, productivity and sustainability, and also address infrastructure and collaboration. They focus on identifying the Planning Priorities and Actions for each district, in the context of the specific economic, and social environmental matters of the districts.</p> <p>Regional and district plans inform the preparation and endorsement of local strategic planning statements and assessment of planning proposals. Councils are to implement the region and district plans over a two-year or three-year timeframe (see text box) following the finalisation of the district plans. This involves councils reviewing their existing local environmental plans, undertaking necessary studies and strategies and preparing a local strategic planning statement which will guide the update of the local environmental plan.</p> <p><u>Basis for monitoring the performance of the Plan</u></p> <p>Collaboration between government, industry and local communities will result in the best use of resources such as public spaces, school ovals and community facilities. A collaborative city will be measured against the outcomes achieved by all levels of government, industry and the community working together.</p> <p>Potential indicator: Increased use of public resources such as open space and community facilities.</p>	
8	Summary
<p>The Greater Sydney Region Plan, A Metropolis of Three Cities is built on a vision of three cities where most residents live within 30 minutes of their jobs, education and health facilities, services and great places. Relevant objectives of the Plan are:</p> <ul style="list-style-type: none"> > Infrastructure supports the three cities; > Infrastructure aligns with forecast growth – growth infrastructure compact; > Infrastructure adapts to meet future needs; > Infrastructure use is optimised; > Services and infrastructure meet communities' changing needs; > Communities are healthy, resilient and socially connected; > A Metropolis of Three Cities – integrated land use and transport creates walkable and 30-minute cities; > Freight and logistics network is competitive and efficient; > Harbour CBD is stronger and more competitive; > Scenic and cultural landscapes are protected; > Scenic and cultural landscapes are protected; > Urban tree canopy cover is increased; > Public open space is accessible, protected and enhanced; > The Green Grid links parks, open spaces, bushland and walking and cycling paths; > A low-carbon city contributes to net-zero emissions by 2050 and mitigates climate change; > A collaborative approach to city planning; and > Plans refined by monitoring and reporting. 	

2.2.2 North District Plan

1	Greater Sydney Commission	<i>Our Greater Sydney 2056 - North District Plan</i>
2	Date	March 2018
3	Vision	
<p>The vision for Greater Sydney as a metropolis of three cities – the Western Parkland City, the Central River City and the Eastern Harbour City and a 30 minute city – means residents in the North District will have quicker and easier access to a wider range of jobs, housing types and activities. The vision will improve the District's lifestyle and environmental assets.</p>		
4	Planning priorities and objectives	
<p><u>Infrastructure and collaboration:</u></p> <ul style="list-style-type: none"> > N1 - Planning for a city supported by infrastructure. <ul style="list-style-type: none"> - Infrastructure supports the three cities - Infrastructure aligns with forecast growth - Infrastructure adapts to meet future needs - Infrastructure is optimised > N2 - Working through collaboration. <ul style="list-style-type: none"> - Benefits of growth realised by collaboration of governments, community and business <p><u>Liveability:</u></p> <ul style="list-style-type: none"> > N3 - Providing services and social infrastructure to meet peoples changing needs. <ul style="list-style-type: none"> - Services and infrastructure meet communities' changing needs > N4 - Fostering healthy, creative, culturally rich and socially connected communities. <ul style="list-style-type: none"> - Communities are healthy, resilient and socially connected - Greater Sydney's communities are culturally rich with diverse neighbourhoods - Greater Sydney celebrates the arts and supports creative industries and innovation > N5 - Providing housing supply, choice and affordability, with access to jobs, services and public transport. <ul style="list-style-type: none"> - Greater housing supply - Housing is more diverse and affordable > N6 - Creating and renewing great places and local centres, and respecting the District's heritage. <ul style="list-style-type: none"> - Great places that bring people together - Environmental heritage is identified, conserved and enhanced <p><u>Productivity:</u></p> <ul style="list-style-type: none"> > N7 - Growing a stronger and more competitive Harbour CBD. <ul style="list-style-type: none"> - Harbour CBD is stronger and more competitive > N8 - Eastern Economic Corridor is better connected and more competitive. <ul style="list-style-type: none"> - The Eastern GPOP and Western economic corridor are better connected and more competitive > N9 - Growing and investing in health and education precincts. <ul style="list-style-type: none"> - Internationally competitive health, education, research and innovation precincts > N10 - Growing investment, business opportunities and jobs in strategic centres. <ul style="list-style-type: none"> - Investment and business activity in centres > N11 - Retaining and managing industrial and urban services land. <ul style="list-style-type: none"> - Industrial and urban services land is planned, retained and managed > N12 - Delivering integrated land use and transport planning and a 30-minute city. <ul style="list-style-type: none"> - Integrated land use and transport creates walkable and 30-minute cities > N13 - Supporting growth of targeted industry sectors. <ul style="list-style-type: none"> - Economic sectors are targeted for success > N14 - Leveraging inter-regional transport connections <ul style="list-style-type: none"> - Freight and logistics network is competitive and efficient - Regional connectivity is enhanced <p><u>Sustainability:</u></p> <ul style="list-style-type: none"> > N15 - Protecting and improving the health and enjoyment of Sydney Harbour and the District's waterways. <ul style="list-style-type: none"> - The coast and waterways are protected and healthier > N16 - Protecting and enhancing bushland and biodiversity. <ul style="list-style-type: none"> - Biodiversity is protected, urban bushland and remnant vegetation is enhanced > N17 - Protecting and enhancing scenic and cultural landscapes. 		

1	Greater Sydney Commission <i>Our Greater Sydney 2056 - North District Plan</i>
	<ul style="list-style-type: none"> - Scenic and cultural landscapes are protected > N18 - Better managing rural areas. <ul style="list-style-type: none"> - Environmental, social and economic value > N19 - Increasing urban tree canopy cover and delivering Green Grid connections. <ul style="list-style-type: none"> - Urban tree canopy cover is increased - The Green Grid links parks, open spaces, bushland and walking and cycling paths > N20 - Delivering high quality open space. <ul style="list-style-type: none"> - Public open space is accessible, protected and enhanced > N21 - Reducing carbon emissions and managing energy, water and waste efficiently. <ul style="list-style-type: none"> - A low carbon city contributes to net zero emissions by 2050 and mitigates climate change - Energy and water flows are captured, used and re-used - More waste is re-used and recycled to support the development of a circular economy > N22 - Adapting to the impacts of urban and natural hazards and climate change. <ul style="list-style-type: none"> - People and places adapt to climate change and future shocks and stresses. - Exposure to natural and urban hazards is reduced - Heatwaves and extreme heat are managed. <p><u>Implementation:</u></p> <ul style="list-style-type: none"> > N23 - Preparing local strategic planning statements informed by local strategic planning. <ul style="list-style-type: none"> - A collaborative approach to city planning > N24 - Monitoring and reporting on the delivery of the Plan. <ul style="list-style-type: none"> - Plans are refined by monitoring and reporting
5	Relevant performance measures / criteria / KPIs / review & monitoring
	<p><u>Infrastructure and collaboration</u></p> <ul style="list-style-type: none"> > Increased 30-minutes access to a metropolitan cluster > Increased use of public resources such as open space and community facilities <p><u>Liveability</u></p> <ul style="list-style-type: none"> > Increased walkable access to local centres > Increased housing completions (by type); Number of councils that implement Affordable Rental Housing Target Schemes > Increased access to open space <p><u>Productivity</u></p> <ul style="list-style-type: none"> > Percentage of dwellings located within 30 minutes by public transport of a metropolitan centre/cluster; Percentage of dwellings located within 30 minutes by public transport of a strategic centre <p><u>Sustainability</u></p> <ul style="list-style-type: none"> > Increased urban tree canopy; Expanded Greater Sydney Green Grid > Reduced transport related greenhouse gas emissions; reduced energy use per capita > Number of councils with standardised state-wide natural hazard information
6	Governance / planning processes
	<p>Region and district plans inform the preparation and endorsement of local strategic planning statements and the preparation and assessment of planning proposals. Councils are to complete the update of their local environmental plan within three years of the district plans being finalised. This involves councils:</p> <ul style="list-style-type: none"> > Reviewing their strategic planning framework, including a review of the existing local environmental plans against the relevant District Plan; and > Undertaking necessary studies and strategies and preparing a local strategic planning statement which will guide the update of the local environmental plans. <p>Monitoring and reporting will provide transparency to the community and other stakeholders. Action 13 in A Metropolis of Three Cities proposes that performance indicators be developed in consultation with State agencies and councils based around the 10 Directions that provide an integrated framework for both region and district plans. Performance indicators will also be used to monitor the performance of each district plan. This means the line of sight between the region and district plans will be underpinned by coordinated monitoring and it presents the opportunity for coordination with local planning.</p> <p>It is intended that this common set of indicators enables a regional, district, local understanding of the performance of the plans. In this way evidence-based data can assist in the coordination of State and local planning decisions, a major issue raised in submissions to the draft region and district plans.</p>

1	Greater Sydney Commission <i>Our Greater Sydney 2056 - North District Plan</i>
<p>Developing indicators in consultation with agencies and councils would provide an opportunity to identify indicators that can also assist councils in their monitoring and reporting requirements of local strategic planning statements. Councils may also tailor monitoring and reporting appropriate to their local planning context.</p> <p>As part of reporting on the implementation of the district plans, the Commission will also provide an annual report to the NSW Government on the status of the Actions in each district plan.</p>	
7	Community & stakeholder consultation commitments
>	
8	Summary
<p>The North District Plan was prepared to give effect to M3C within the Eastern Harbour City's North District. The vision aims for the residents in the district to have quicker and easier access to a wider range of jobs, housing types and activities, improving lifestyle and environmental assets. Relevant transport planning priorities are:</p> <ul style="list-style-type: none"> > Planning for a city supported by infrastructure; > Working through collaboration; > Providing services and social infrastructure to meet peoples changing needs; > Leveraging inter-regional transport connections; > Increasing urban tree canopy cover and delivering Green Grid connections; > Preparing local strategic planning statements informed by local strategic planning; and > Monitoring and reporting on the delivery of the Plan. 	

2.3 Infrastructure NSW

2.3.1 State Infrastructure Strategy 2018 - 2038

1 Infrastructure NSW		State Infrastructure Strategy 2018 – 2038
2	Date	February 2018
3	Strategic objective	
Ensure the transport system creates opportunities for people and businesses to access the services and support they need		
4	Strategic Directions	
<ul style="list-style-type: none"> > Integrated land use and infrastructure planning > Infrastructure planning, prioritisation and delivery > Asset management – assurance and utilisation > Resilience > Digital connectivity and technology > Innovative service delivery models 		
5	Key recommendations (transport)	
<p><u>Integrate transport with land use</u></p> <ul style="list-style-type: none"> > Support the development of a three-city metropolis for Greater Sydney by investing in transport infrastructure that provides high frequency and high-volume access to, and connectivity between, each of the three cities, while enhancing local amenity. > Invest in transport infrastructure that is integrated with land use to create opportunities for agglomeration and enhance productivity, liveability and accessibility, in support of the policy goal of a '30-minute city'. > Support the development of regional hubs by enhancing their accessibility and connectivity via major north-south and east west links. <p><u>Manage travel demand</u></p> <ul style="list-style-type: none"> > Encourage travel patterns that are tailored to the capacity of the network and help to manage congestion with mobility pricing reform and demand management initiatives. <p><u>Unlock capacity in existing assets</u></p> <ul style="list-style-type: none"> > Re-allocate road space in key commuter corridors to give priority to the most productive and sustainable transport modes, improve the integration of services across modes, remove network bottlenecks and upgrade operational systems and infrastructure. > Overcome local constraints on the regional road and rail networks that limit the use of high productivity freight vehicles and rail freight. <p><u>Continue to invest in new network links</u></p> <ul style="list-style-type: none"> > Further develop the Sydney rail network with new rail links and system-wide upgrades. Develop extensive on-road rapid transit networks and active transport links to support the mass transit system and link key centres across Greater Sydney. Plan and deliver critical links in the motorway network that will serve Sydney well into the future. > In the Western Sydney Parkland City, give priority for the next 20 years to establishing a high quality, on-road rapid transit system and planning and preserving future infrastructure corridors. Commence investment in rail-based mass transit as a staged investment from 2036 onwards, unless co-investment from the Commonwealth Government and the private sector enables it to proceed earlier. > Complete missing links in the regional network, creating travel time savings and safety benefits that increase productivity. <p><u>Capitalise on new technology</u></p> <ul style="list-style-type: none"> > Equip the transport system for emerging technology with investments in connectivity and digital infrastructure, and establish regulatory and governance settings that will encourage innovation and ensure the benefits of new technology can be fully realised. <p><u>Improve regional and metropolitan freight productivity</u></p> <ul style="list-style-type: none"> > Develop and protect freight and service networks by improving road and rail access for goods and services to local, national and global markets, leverage the Commonwealth's Inland Rail investment and address existing inefficiencies and pinch points. > Improve the resilience of the system to reflect its critical operational role, including during periods of acute and sustained shock. 		
6	Summary	

The State Infrastructure Strategy 2018 – 2038 aims to ensure the transport system creates opportunities for people and businesses to access the services and support they need. Key recommendations to achieve this are:

- > Integrate transport with land use
- > Manage travel demand
- > Unlock capacity in existing assets
- > Continue to invest in new network links
- > Capitalise on new technology
- > Improve regional and metropolitan freight productivity

APPENDIX

C

BEST PRACTICE LITERATURE REVIEW

Appendix C – Literature Review

The literature review covers current regional transport planning practices and frameworks across Australia and internationally. The case studies covered are listed below and summarised in the following sections, grouped by geographic area.

Australian case studies

- > Transport for NSW (TfNSW).
- > Infrastructure NSW (INSW).
- > Queensland Government.
- > Infrastructure Australia (IA).
- > Australian Transport Assessment and Planning (ATAP).
- > Australian Transport Council.

International case studies

- > German Partnership for Sustainable Mobility.
- > European Journal of Transport and Infrastructure Research (EJTIR).
- > International Transport Forum.
- > Institute of Transportation Engineers.

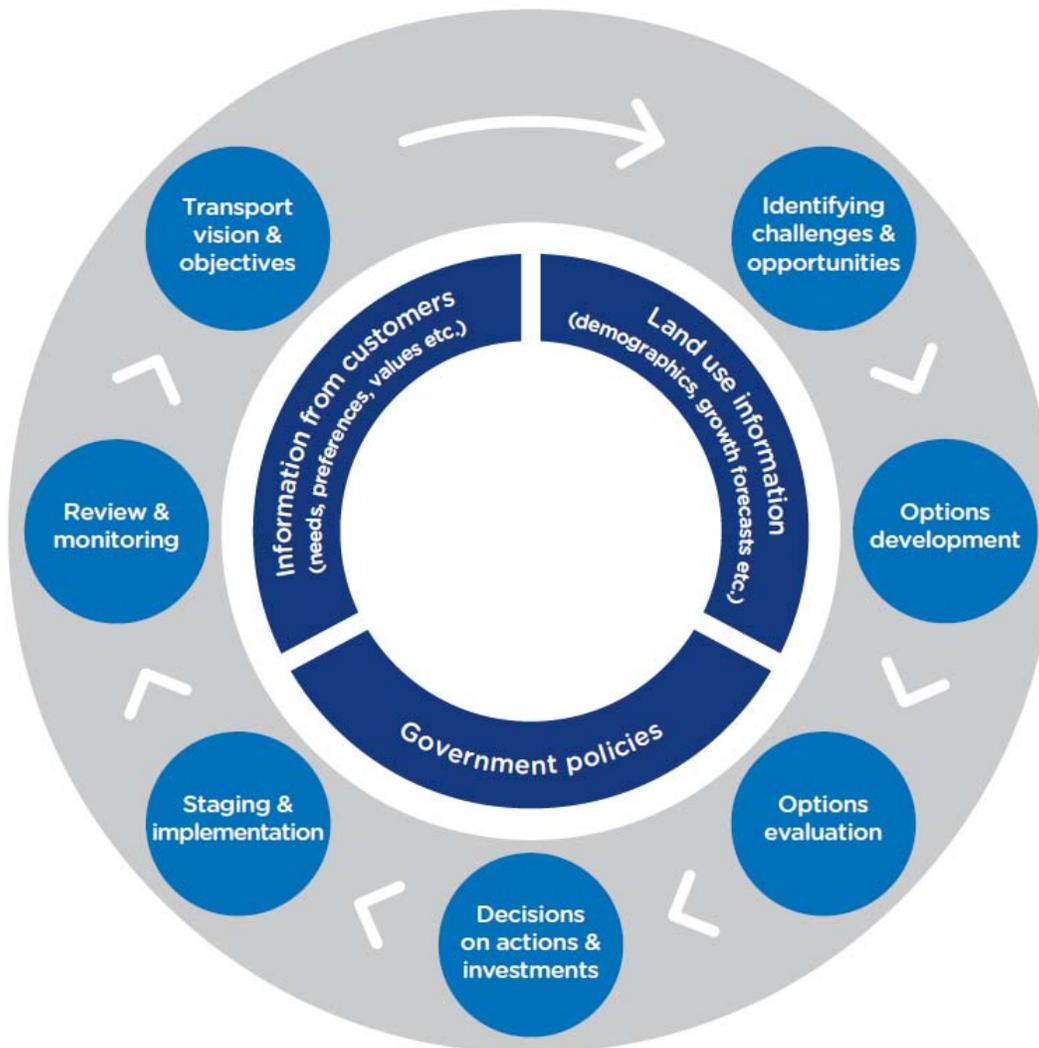
Australian case studies

Future Transport Planning: How We Plan Transport, TfNSW (2016)

How We Plan Transport is a NSW Government planning guide to address the competing needs of transport customers, the economy and the environment, and the rapid changes brought on by changing technology. This document outlines an approach to planning transport for the state that is consistent with the Australian Transport Assessment and Planning (ATAP) Guidelines.

The key steps in the planning process are outlined in **Figure 1-1**. It is critical to review and refine decisions made at each step in the planning process as larger infrastructure projects evolve and circumstances change over time.

Figure 1-1 TfNSW Key steps in planning transport



Source: *Future Transport Planning: How We Plan Transport, TfNSW, 2016*

Implications for NSROC

How We Plan Transport acknowledges the influence and importance of land use inputs, government policies and consumer preferences throughout the planning process. Similar to NSROC's approach, the process starts with development of a transport vision and objectives, which guide planning decisions and investments. The NSW Government commits to ongoing review of the vision and objectives to refine as needs and as desirable outcomes change over time.

Project Assurance, Infrastructure NSW (website)

Infrastructure NSW provides a range of templates and supporting materials to improve the development of NSW Government Business Cases through their website¹. A business case provides the value proposition to inform a decision maker as to why some kind of action is required, and which government objectives would be supported upon approval. A formal business case is required for all projects with a capital value of over ten million dollars.

The process to be undertaken for NSW Government business cases is outlined in **Figure 1-2**, and will vary depending on the type of investment, complexity and size. Infrastructure NSW applies risk-based assurance to their decision making on capital infrastructure projects, assigning risk profiles to each business case, described **Table 1-1**.

Table 1-1 Risk tiers

Tier	Application of Gateway Reviews by risk tier
Tier 1 risk	High profile/ high risk projects must pass through all Gates (Project justification, strategic assessment, and business case).
Tier 2 risk	Projects must pass Gate 0 (Project justification), Gate 1 (Strategic Assessment), and Gate 2 (Business Case).
Tier 3 risk	Projects must pass through Gate 0 (Project justification).
Tier 4 risk	Projects (lowest risk) do not require Gateway Reviews.

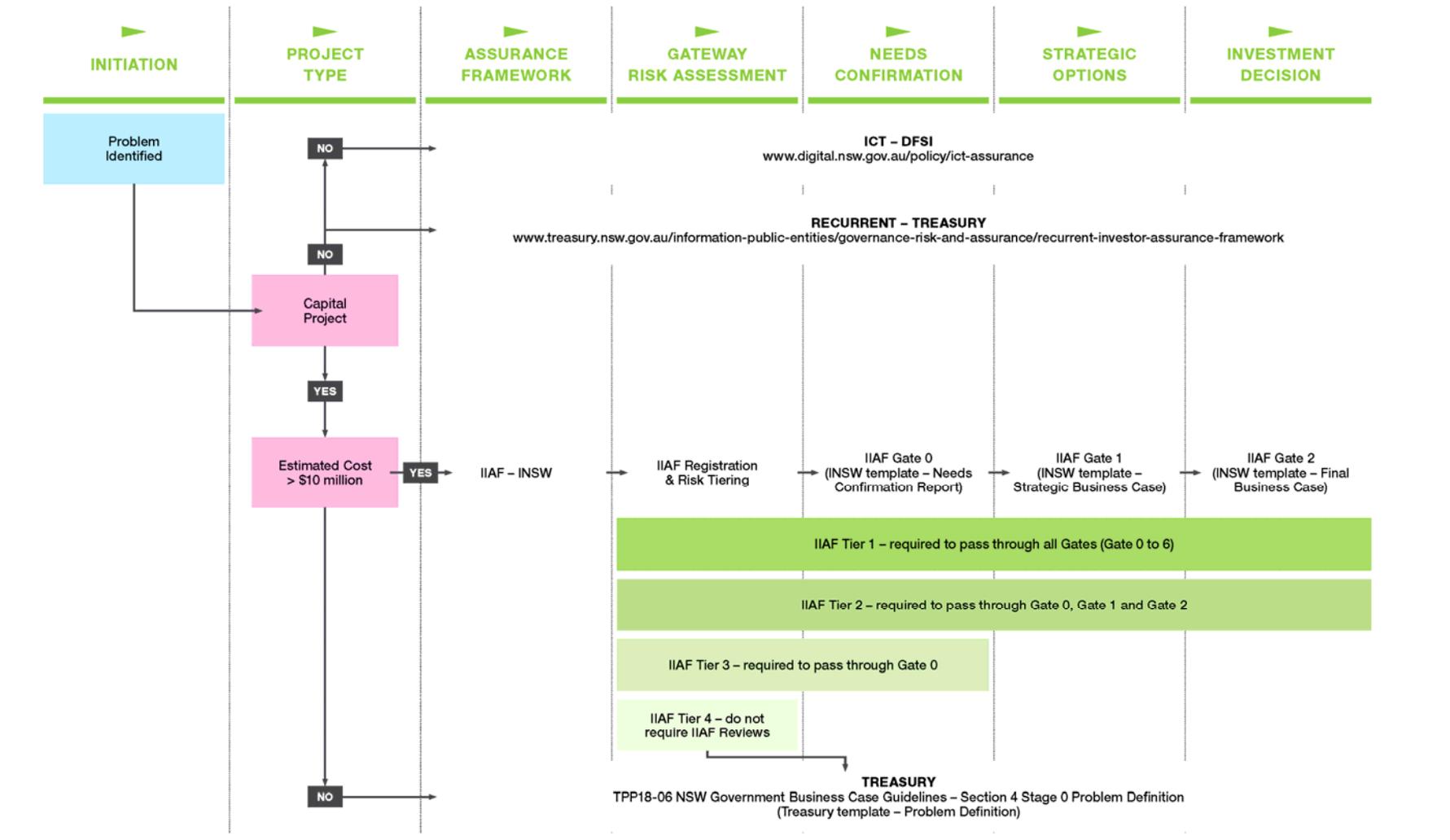
Risk profile is determined by level of government, priority, interface complexity, procurement complexity, agency capability and essential service.

Implications for NSROC

Resources such as guidelines, templates and other supporting materials from the Infrastructure NSW website should be used as a first step in developing an infrastructure related business case for the NSW Government. Business cases developed by NSROC and submitted to Infrastructure NSW would more likely be passed if they are in accordance with these templates and guidelines.

¹ <http://www.infrastructure.nsw.gov.au/project-assurance/resources/business-case-toolkit/>

Figure 1-2 Process development process guidance



Source: Project Development Process Guidance, Infrastructure NSW, April 2019

National Planning Systems Principles, Queensland Government (2009)

The *National Planning Systems Principles* is the Queensland Government's proposal for a comprehensive and consistent set of principles for infrastructure planning that all levels of Australian government could adopt. This was developed in response to emerging issues such as population growth, climate change, energy security, traffic congestion and housing affordability.

The following ten System Principles identify ideal planning processes:

1. **Integration:** Combining structures, policies and processes at all levels of planning to produce coherent, consistent and integrated outcomes.
2. **Coordination:** Developing relationships and cooperation between all levels of planning.
3. **Certainty:** Certainty is essential to manage the risk inherent in investing financial and other resources to achieve planned outcomes, and is required to maintain community confidence in the planning system.
4. **Responsiveness:** A planning system should be responsive to unforeseen or changing circumstances.
5. **Equity:** A planning system should be fair and not discriminate against individuals or groups.
6. **Efficiency and economy:** A planning system should have governance structures that promote the free flow of resources and information, and outputs that foster the economical use of resources.
7. **Transparency and accessibility:** Stakeholders should be able to freely access and interact with a legible planning system.
8. **Accountability:** Clear and appropriate lines of accountability are required for planning decisions, including clear chains of accountability and planning instruments that show who is responsible for certain decisions.
9. **Effectiveness and authority:** Legislative and organisational constraints may limit the effectiveness of planning, similarly would poorly conceived or expressed content, or processes that confuse or disenfranchise stakeholders.
10. **Engagement:** Planning systems should seek to promote community engagement, rather than solely consultation.

Implications for NSROC

Principles developed for NSROC could draw upon those proposed by the QLD Government, with emphasis on collaboration with all governmental and planning levels, and responsiveness to unforeseen changes. This could mean a greater focus on transport outcomes rather than specific infrastructure plans.

Infrastructure Decision-making Principles, Infrastructure Australia (2018)

Infrastructure Decision-making Principles addresses the need for clear principles to guide infrastructure decisions in Australia. By establishing clear lines of responsibility and accountability, governments can provide assurance to industry and the community that the projects that are being identified, prioritised, funded and delivered are in the public interest, and will provide value for money on taxpayers' investments. Existing shortcomings in infrastructure decision making are:

- > Transparency across all stages of a projects' lifecycle, including public release of analysis and processes that formed the basis of decision-making;
- > Projects are often developed without fully considering all available options to solve an identified problem, including potential solutions that make better use of existing infrastructure through technology and data;
- > Projects are often committed to before a business case has been prepared, a full set of options have been considered, and rigorous analysis of a potential project's benefits and costs has been undertaken;
- > Governments could generally do better at engaging with communities, both in communicating the long-term plan, the benefits and risks of public infrastructure priorities, and by incorporating community input in a meaningful way in project processes; and
- > Post-completion reviews are not always completed, including the application of lessons learnt and feedback for future investments.

Infrastructure Australia's expectations for decision-making are outlined as principles in **Table 1-2**.

Table 1-2 Infrastructure Decision-making Principles

Principle	Description
Governments should quantify infrastructure problems and opportunities as part of long term planning processes	Plans should include analysis of the performance and service levels of existing networks under a range of future scenarios. Plans should also account for interdependencies with other infrastructure, changes in technology, market and regulatory developments that are likely to impact infrastructure services over the coming decades.
Proponents should identify potential infrastructure needs in response to quantified infrastructure problems	These infrastructure needs should be framed as broad potential responses that are likely to be required under several future scenarios. Governments should publicly release information on strategic planning processes to explain clearly to the community what the problem is, the cost of the problem, and proposed solutions.
Proponents should invest in development studies to scope potential responses	These development studies should seek to identify risks to the viability and delivery of these potential responses. As part of these development studies, proponents should consider a range of options, including those that make better use of existing infrastructure, or pursue reform of regulatory and pricing settings. Investment in development studies should be proportional to the scale of the problem.
Where an infrastructure need is identified, governments should take steps to ensure potential responses can be delivered efficiently and affordably	Governments should look to protect sites and corridors for likely future infrastructure investments, and ensure infrastructure needs are appropriately integrated into long-term land use plans.
Governments should undertake detailed analysis of a potential project through a full business case and should not announce a preferred option or cost profile before undertaking detailed analysis involving multiples options	Business cases should include rigorous examination of the potential project's benefits relative to its costs, show the project to be resilient to change under a range of future scenarios, and show the split between public and private benefits.
Proponents should assess the viability of alternative funding sources for each potential project	Proponents should look to minimise the call on public funds through consideration of a range of funding options, and determine a fair funding split between taxpayers, users and other beneficiaries.
Project proposals should be independently assessed by an appropriate third party organisation	For all nationally significant projects, proposals should be submitted to Infrastructure Australia and align with the Assessment Framework. For smaller projects or programs of investment, proposals should be independently assessed through structured and transparent review processes in each jurisdiction.

Principle	Description
Governments and proponents should undertake meaningful stakeholder engagement at each stage, from problem identification and option development to project delivery	This engagement should seek early input and feedback from a range of stakeholders, including local communities, businesses and industry groups, infrastructure users, private infrastructure owners and operators, and, where public funding is required, taxpayers.
Governments and proponents should publically release all information supporting their infrastructure decisions	This should include all analysis underpinning long-term plans, option development and assessment, through to full business cases once they have been independently assessed. Governments' and proponents' protection of information should be genuine and justifiable. In particular, commercial-in-confidence protections should only be used where a material commercial risk exists. Where risks are time-limited, governments and proponents should release information in full once risks are no longer relevant.
Governments should commit to, develop and release post-completion reviews	Delivery dates for staged reviews should be confirmed at the outset of a project, and released at set intervals following project delivery, including several years after commissioning. Reviews should focus on: <ul style="list-style-type: none"> ▪ Measuring whether the economic case for a project established in its business case is realised over time through performance measures ▪ Whether the project was delivered on time and on budget ▪ Whether unforeseen risks emerged and how they were managed ▪ Extracting lessons to feed into future infrastructure development and delivery processes.
Where projects are funded as part of a broader program, the corresponding decision making process should be robust, transparent and prioritise value for money	The objective, scope, scale and expected benefits of a funding program should be defined and reported openly against clear assessment criteria and objectives. Funding programs should be routinely assessed and reviewed to ensure investments are delivering against these objectives.

Source: *Infrastructure Decision Making Principles, Infrastructure Australia (2018)*

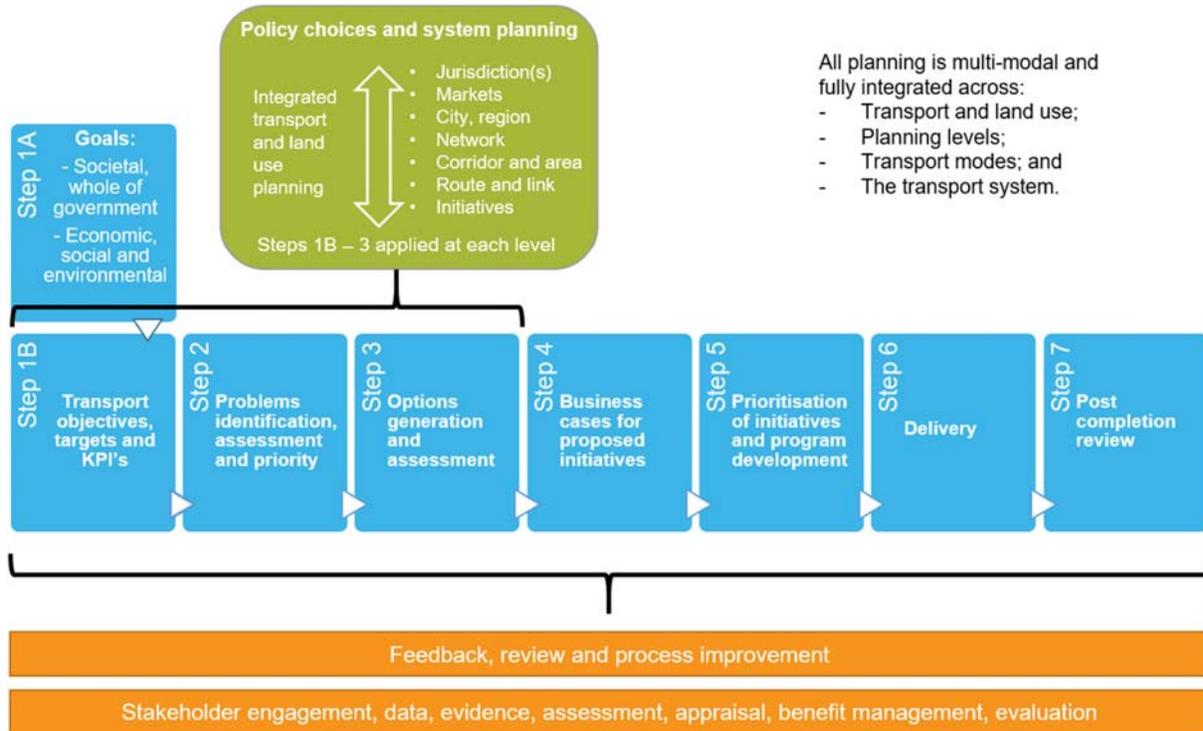
Implications for NSROC

Infrastructure Australia recommends that these infrastructure decision making principles are applied by governments and project proponents across Australia, with a commitment to encouraging application across all stages of project development and delivery. The shortcomings mentioned in this document could be similar to those faced in NSROC.

Australian Transport Assessment and Planning Guidelines A1 Overview, Australian Transport Assessment and Planning (ATAP) (2018)

The *Australian Transport Assessment and Planning Guidelines* was developed by Australian Transport Assessment and Planning (ATAP), a federal government agency with a goal to outline the best practice for transport planning and assessment in Australia to be used by all levels of government, commercial businesses, the media and lobbyist groups. This framework is aligned with Infrastructure Australia’s assessment Framework; a federal agency that supports rigorous planning and assessment processes occurring before commitment to significant infrastructure expenditure. The ATAP Transport System Management Framework is shown in **Figure 1-3**.

Figure 1-3 ATAP Transport System Management Framework



Source: Adapted from *Australian Transport Assessment and Planning Guidelines, ATAP, 2018*

Each step in the Framework integrates with and facilitates implementation of the previous step. The top down approach of the Framework (left to right in **Figure 1-3**) enables strategic advice being given to decision makers, and information is shared from bottom to top (right to left in **Figure 1-3**). In practice, the Framework does not necessarily need to be sequential, as steps may overlap or occur more than once. This could arise from the complex nature of government decision making. It also has a review and improvement focus to ensure lessons can be learned for future decision making.

Inputs and outputs for individual steps of the Framework are further outlined in **Table 1-3**.

Table 1-3 Inputs and outputs for the ATAP Framework

Step	Inputs	Outputs	Outputs by planning levels
1. Goals, objectives, targets and KPIs	<ul style="list-style-type: none"> Societal and whole-of-government goals. Whole-of-government strategic plans. Feedback from other steps. 	<ul style="list-style-type: none"> Transport system objectives. Transport system targets. Transport system objectives, targets and KPIs translated to the other lower planning levels. 	
2. Problems identification, assessment and priority	<ul style="list-style-type: none"> Step 1 outputs. Feedback from other steps. Transport system performance indicators. Data, information, models, tools. 	<ul style="list-style-type: none"> Problem statements. Problem assessments with documented evidence of problem severity and causes. Problem priorities. 	<p>Integrated objectives</p> <ul style="list-style-type: none"> Integrated transport objectives across hierarchy of planning levels. <p>System</p>
3. Options generation and assessment	<ul style="list-style-type: none"> Step 2 outputs. Feedback from other steps. Data, information, models, tools. 	<ul style="list-style-type: none"> List of reform / non-investment and investment options. Documented rigorous option assessments. Preferred option/solution. 	<ul style="list-style-type: none"> Policy choices (which can also be inputs to planning). Defined multi-modal networks. System strategies, policies & plans for: jurisdiction(s), markets, cities, regions, networks, system outcomes (safety, environment, social).
4. Business cases for proposed initiatives	<ul style="list-style-type: none"> Step 3 outputs. Feedback from other steps. Data, information. 	<ul style="list-style-type: none"> For each assessed initiative, business case justifying preferred solution. Supporting technical assessment reports and implementation plans. Refer to as “justified initiative”. 	<ul style="list-style-type: none"> Integrated and multi-modal. Integration between transport and land use at all planning levels.
5. Prioritisation of initiatives and program development	<ul style="list-style-type: none"> All justified initiatives from Step 4. Feedback from other steps. Data and information. 	<ul style="list-style-type: none"> Priority list of justified initiatives by time frames. Initiatives funded through annual budgets. Overall program of funded initiatives. Funds allocated. 	<p>Area and corridor planning</p> <ul style="list-style-type: none"> Area and corridor strategies and plans. Integrated and multi-modal. <p>Route and link plans</p>
6. Delivery	<ul style="list-style-type: none"> Step 5 outputs. Feedback from other steps. 	<ul style="list-style-type: none"> Detailed design of initiatives. Budget management. Project management. Selection of delivery mechanisms. Initiative delivered on time, on budget and to specification. 	<ul style="list-style-type: none"> Route and link plans. Integrated and multi-modal (where relevant). <p>Initiative ideas</p> <ul style="list-style-type: none"> Identified initiative ideas for further investigations.
7. Post completion review	<ul style="list-style-type: none"> Step 6 outputs. Data, information. 	<ul style="list-style-type: none"> Post-completion evaluations. Output and outcome reviews (expected vs actual). Lessons for the future. Framework review and proposed improvements. 	

Source: Adapted from Australian Transport Assessment and Planning Guidelines, ATAP, 2018

Implications for NSROC

ATAP provides significant web-based planning resources, endorsed by all Australian jurisdictions. The online structure allows individual stakeholders to select the level of information that suits their needs, and learn about a content topic step by step. ATAP advises that large, complex initiatives will require a more detailed and comprehensive application of the Guidelines. For smaller, less complex initiatives, assessments of a less detailed and less comprehensive nature will often suffice. Professional judgement is required by the user in consultation with the relevant funding body and decision-maker.

National Charter of Integrated Land Use and Transport Planning, Australian Transport Council (2003)

The *National Charter of Integrated Land Use and Transport Planning* is designed to support existing and future planning mechanisms by providing a national commitment to a framework for responsive planning, consistent decision-making, and good design and management. The Charter was developed in collaboration with all Australian States, Territories and the Commonwealth Government, with responsibility of implementation resting upon each governing agency. The aims of the Charter are:

1. Integrated and inclusive processes;
2. Linked investment decisions;
3. Increasing accessibility by widening choices in transport modes and reducing vehicle travel Demand and impacts;
4. Making better use of existing and future infrastructure and urban land;
5. Protecting and enhancing transport corridors;
6. Creating places and living areas where transport and land use management support the achievement of quality of life outcomes;
7. Increase opportunities for access in both the present and longer term;
8. A safer and healthier community; and
9. Recognising the unique needs of regional and remote Australia.

Of the Charter's nine aims, the aim of Integrated and Inclusive Processes is achieved under the following guidelines:

- > Planning should be undertaken as early as possible and timeframes should be sufficient to consider and incorporate intergenerational issues.
- > Partnerships should be established between agencies and key stakeholders with a role in achieving agreed outcomes. Successful integrated planning depends on agreement of the issues to be addressed and the outcomes to be achieved.
- > Links should be established with agencies, businesses and community interests that may be affected by the outcome of the planning process. They should be involved in the entire life cycle of problem identification, solution formulation, evaluation, and implementation, and this process should be established up-front.
- > Current planning policies, practices, and modelling should be reviewed and brought up to date to ensure consistency with integrated plans and policies.
- > Options and their consequences (including greenhouse gas emissions) should be explored and include an assessment of social costs and benefits in the short and long term.
- > Roles and actions for delivery need to be clearly defined. High level strategic sign-off (e.g. Cabinet) should be sought. Procedures for measuring and reporting progress with integrated planning should be instituted and a process should be developed to handle changes in implementation and emerging issues/ opportunities.

Implications for NSROC

NSROC could adopt a similar aim of integrated and inclusive processes that addresses:

- Planning timeframes;
- Partnerships between agencies and key stakeholders and agreement on the issues to be addressed and desirable outcomes to be achieved;
- Community and stakeholder involvement in the entire life cycle and understanding of all options and consequences; and
- Clearly defined roles and responsibilities.

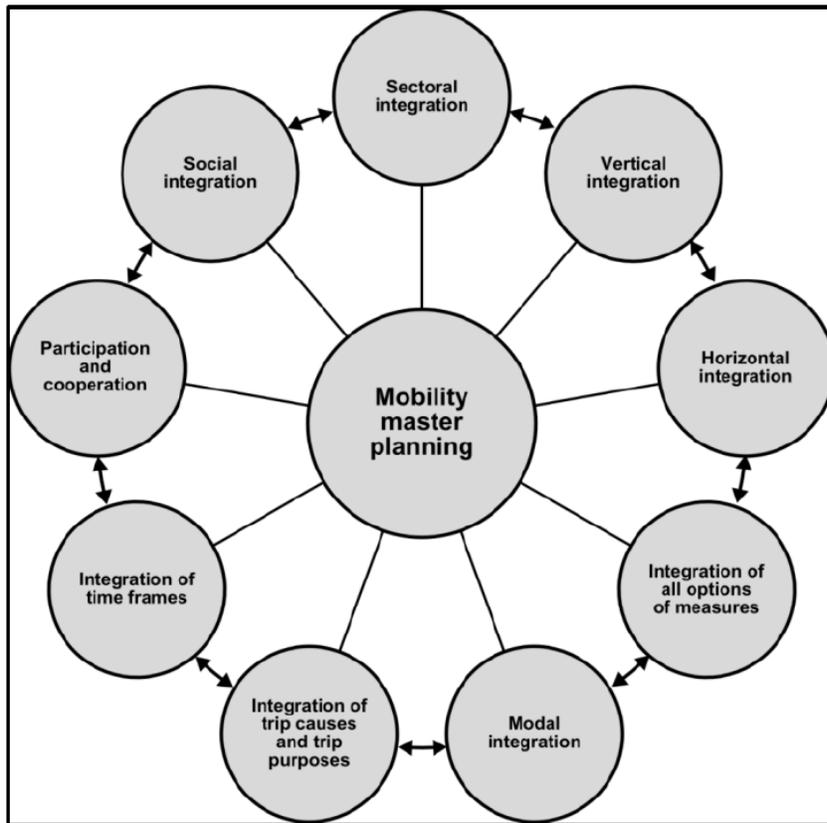
International case studies

Recommendations for Mobility Master Planning, German Partnership for Sustainable Mobility (2015)

Recommendations for Mobility Master Planning (MMP) was developed by the German Partnership for Sustainable Mobility, a group with the aim to serve as a guide for sustainable mobility and green logistics. These recommendations outline advancements in procedures, methodologies and content in MMP at municipal and regional planning levels.

The recommendations indicate that good MMP practice should have integration with all of the aspects of planning, outlined in **Figure 1-4**. Integration with all levels of government such as with higher and lower planning levels (vertical) and city and regional planning (horizontal) integration is crucial.

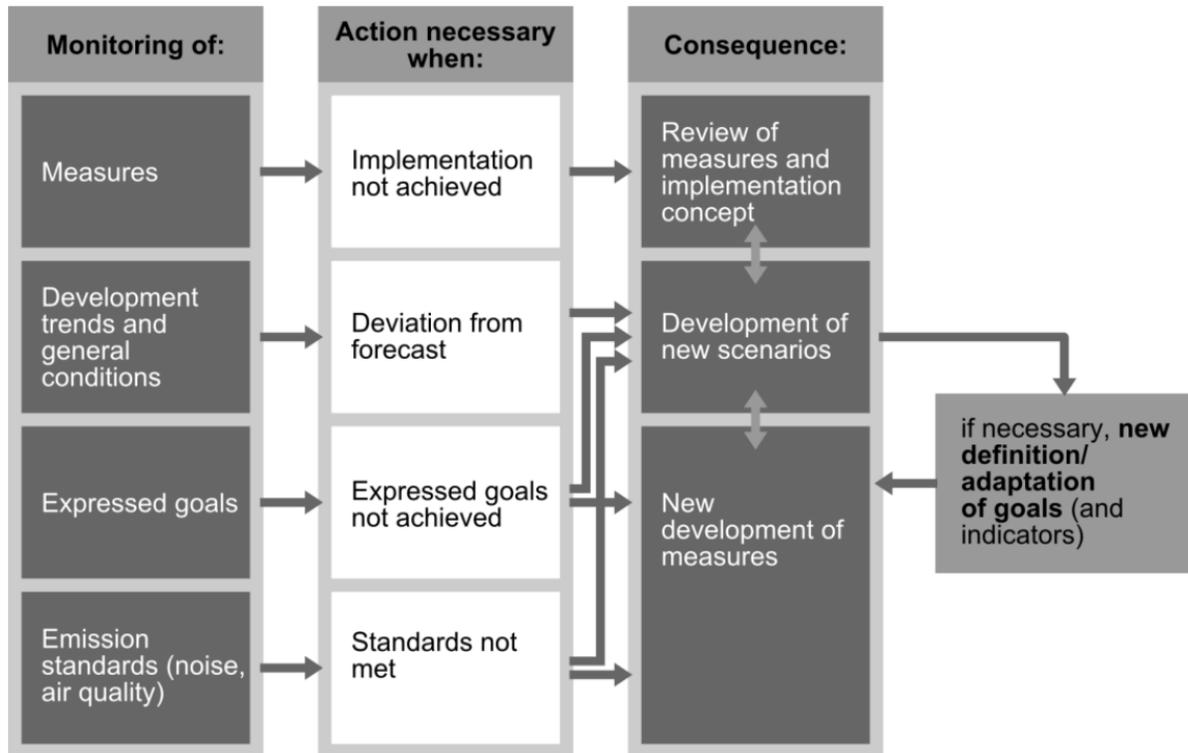
Figure 1-4 Aspects of integration in MMP



Source: *Recommendations for Mobility Master Planning, German Partnership for Sustainable Mobility, 2015*

Continuous and periodic review of planning processes should be undertaken in MMP. If it becomes clear that conditions or circumstances have changed significantly causing carried on effects, it may be necessary to redefine or adapt goals and perform new analysis. The ongoing monitoring and adaptation process is outlined in **Figure 1-5**.

Figure 1-5 MMP monitoring



Source: Recommendations for Mobility Master Planning, German Partnership for Sustainable Mobility (2015)

The characteristics important for successful MMP are summarised in **Table 1-4**.

Table 1-4 Central elements of MMP

Characteristic	Strategies and measures
Interdisciplinary and broad participation and cooperation	Non-participation or lack of communication and coordination almost always leads to delays in the planning process or when implementing measures. Mobility master planning should therefore be carried out based upon a clearly defined concept for participation, in which a regional inter-municipal collaboration and a close cooperation of stakeholders are of particular importance.
Goal orientation and scenario techniques	Based upon clearly stated goals and possible future scenarios, sets of measures are chosen such that the targets and quality standards of various disciplines are achieved in the most compatible manner possible.
Division into a strategic-conceptual level and an implementation level	For pragmatic reasons, the tasks of the MMP are divided into an overarching strategic-conceptual level and an implementation level focusing on the realisation of measures. The strategic-conceptual tasks are conducted on a periodic basis as the result of monitoring and continual evaluation. Plans for the realisation of measures are implemented in a successive manner depending on the availability of personnel and materials. It becomes clear that on both levels mobility master planning has to be understood, organised and carried out as a continual process.
MMP as a continual process	The goals and strategies and data basis for MMP must be reviewed regularly and adjusted to correspond with current developments. This continual process requires a continually updated MMP framework.
Evaluation and monitoring	Clearly defined goals and objectives will aid in evaluation and monitoring
Necessity of current data	Transport models and planning decisions can only be as good as the knowledge about characteristics and interrelationships of the transport system. For this purpose, transport related data has to be continually or periodically collected and updated. Besides continual counts, the results of household surveys on mobility behaviour are particularly important for modelling and the

Characteristic	Strategies and measures
	monitoring of the MMP. They should be carried out at least every five years when possible and be used as the basis for monitoring.
Intensive preparation and legitimisation of the working steps of MMP	In order to ensure the necessary work steps, it is recommended that the development of the plan be adopted through a resolution by the political decision-makers with the basic principles for the planning process.
Establishing MMP as an “informal obligatory task”	According to professional opinions the relatively flexible, location-specific management of mobility master planning as an informal, consensus-oriented planning is preferable to a legally mandated formal planning. In this way, innovative and qualitative results, but most importantly the desired consensus, are more likely to be achieved. However, in every case mobility master planning is a necessary preliminary process for formal procedures, in particular for zoning, and as such a necessary coordinating and preparatory obligatory task.
Specifically tailored MMP for each planning area	Each planning authority must find and pursue its own path and react locally to individual particularities and changes, e.g. political and personnel changes, financial problems, critique and opposition. The regional cooperation and orientation of planning all the way up to inter-municipal mobility master planning is thereby of particular importance.

Implications for NSROC

The relevant characteristics of successful MMP, which can be reflected in NSROC planning are:

- Broad participation and cooperation;
- Clearly stated goals, objectives and measures;
- Regular review;
- Analysis of current data; and
- Tailoring planning processes for NSROC.

Improving Decision Making Principles for Sustainable Urban Transport, EJTIR (Anthony May) (2009)

Improving Decision Making Principles for Sustainable Urban Transport outlines the research programme, DISTILLATE, produced by Anthony May for the European Journal of Transport and Infrastructure Research. This paper developed a set of decision support tools designed to overcome certain barriers to planning for sustainable urban transport systems, especially for local authorities. These barriers include lack of understanding of responsibilities, lack of clarity in policy processes, inappropriate financing rules, lack of data and skills, staff shortages, limited public support and lack of political resolve.

Results of the programme found:

- > Cities need to focus first on the development of a strategy, rather than pursuing un-coordinated schemes;
- > Effective strategies need to be based on packages of mutually supportive measures, which should include improvements to public transport service levels, quality and fares, controls on the level of car use, land use policies which support these measures, and greater use of low cost measures to reallocate road space for more sustainable modes;
- > Local authorities are most effective when they have strong and stable administrations, incorporate support for the transport portfolio in the context of wider policies, effective consultation and partnership working and well-designed performance management methods; and
- > Transport needs to form part of wider strategies, supporting development, health, education and social inclusion, while ensuring that those policy areas do not adversely affect the performance of the transport system.

Implications for NSROC

The DISTILLATE Programme recommends that transport planning processes should focus on strategic outcomes coordinated schemes. Other issues identified in the study may also affect NSROC and should be addressed in a planning framework.

Improving Transport Planning and Investment through the Use of Accessibility Indicators, International Transport Forum (2019)

Improving Transport Planning and Investment through the Use of Accessibility Indicators was produced by the International Transport Forum; an intergovernmental organisation with 60 member countries including Australia, that acts as a platform for discussion of policy issues across all transport modes and to share knowledge. This document intends to promote the accessibility of goods, services and jobs rather than physical movement within planning and decision making frameworks. It is identified that previous focus on physical movement has only resulted in increased vehicle congestion and car dependency, and how accessibility indicators can remedy this. Accessibility indicators are shown in **Table 1-5**.

Table 1-5 Accessibility indicators (International Transport Forum)

Indicator type	Description	Example indicators
Infrastructure based	Indicators that quantify the observed or simulated performance of the transport system. These indicators can also potentially reflect interpersonal differences (e.g. access to public transport varying by social group).	Congestion levels, travel times, average travel speeds, travel costs, proximity to public transport.
Location based	Indicators that measure the number of opportunities that can be reached from a fixed location using a specific mode within a specified time.	The number of jobs or other opportunities that can be reached within 30 minutes from a given place or by car or public transport.
Person based	Indicators that analyse accessibility at the detailed individual level based on time-space geography (i.e. on a micro level).	Indicators showing travel times varying according to ownership of a vehicle at different times of the day; access to specific types of jobs depending on level of education.
Utility based	Indicators that measure welfare benefits people derive from access to spatially distributed opportunities.	Logsum indicator – consumer surplus (“willingness to pay”) under a range of transport planning scenarios.

Source: Adapted from *Improving Transport Planning and Investment through the Use of Accessibility Indicators (International Transport Forum, 2019)*

Implications for NSROC

Planning processes for NSROC could similarly focus on accessibility outcomes, such as improving access to jobs, goods and services. Similar indicators could also be adopted.

Transportation Planning Handbook – Fourth Edition, Institute of Transportation Engineers (2016)

The Transport Planning Handbook, developed by the Institute of Transportation Engineers is a guidance resource for transport professionals to understand, plan for and develop transport networks. The handbook covers planning principles and applications for different transport modes, systems and local contexts, to reflect the flexibility of the industry and the need to adapt to changes in the built environment, policy planning and decision making processes, and advances in technology.

The Handbook acknowledges that the transport planning and project development process is not sequential, but rather comprises of many activities that occur concurrently. More broadly, a transport planning process should first seek to identify and understand the needs of, and accessibility and mobility problems facing a community, and end with solutions developed to address those problems.

A common shortfall identified in transport planning processes is a focus solely on analysis of data for a transport system, followed by an evaluation of the results and a decision made based on those outcomes. The Handbook recommends broadening the considerations in the planning process, particularly in three areas:

- > **Visioning:** this includes first defining the study area, including demographics, land use and economic contexts. The visioning process should define what the transport system should be and should include extensive community input. From the vision, specific goals and objectives provides direction for planners and guides the development of performance criteria that is specific and measurable, to facilitate better decision-making.
- > **Project development:** this process expands on the traditional focus of data analysis and evaluation by carefully considering all possible options in response to a transport problem, evaluating results of data analysis against the goals and objectives, and considering the financial feasibility of the solution options. Options can be non-infrastructure based, such as Travel Demand Management (TDM) strategies.
- > **Monitoring:** ongoing measurement and review of the transport system's performance better assists with identifying and articulating problems, and provides feedback to the goals and objectives, which can be refined or updated as required.

The Handbook also outlines ten factors that are likely to become major influences on the transport planning process. These are:

1. **Population growth:** particularly in both suburban (expansion) and urban centres (densification).
2. **Changing demographics:** including an ageing population, new demands for housing and community services (including recreational sites), and easier access for regional trips.
3. **Evolving economic markets:** requires balancing the investment needs of access to and from major centres (such as through gateway ports and airports), but also enhancing access and mobility within them.
4. **Transport system preservation:** this covers the maintenance of existing assets and remediation works for facilities reaching their end of their usable life, which will require increased investment in the future.
5. **Transport system resiliency:** from extreme weather and terrorism events. Systems should be designed to withstand these and recover quickly, and act if needed for emergency recovery and transport.
6. **Technology:** Improvements in mobility technologies such as automation, data collection and analysis, payment systems (such as individual user-based pricing structures), and manufacturing will influence project development processes.
7. **Financing capacities:** this includes forecast changes to funding streams such as declines in petrol tax revenue, and constraints on government investment leading to joint public and private sector initiatives.
8. **Changes to institutional structures:** this covers ongoing changes to governance structures which will affect roles and responsibilities of organisations when planning and delivering projects, particularly regional-scale initiatives where multiple stakeholder agencies are involved.
9. **Environmental imperatives:** there will be an increased consideration for sustainable project options to minimise impact quality of life measures in communities, such as air and water quality, noise levels and the retention of natural habitats.

10. **Energy:** Changes to energy sources, and production technologies will affect the operation of transport systems and their associated costs.

Implications for NSROC

The NSROC Measures of Success Framework could focus on incorporating the visioning, project development and monitoring processes that are often overlooked in transport projects. The future factors influencing transport planning and project delivery could be considered through the Framework for each individual project, with those most relevant and aligning with the corresponding Strategic Directions prioritised.

APPENDIX

D

CASE STUDIES AND FINDINGS PAPER

B-Line through North Sydney and Mosman

Project planning case study



Image source: <https://yoursay.b-line.transport.nsw.gov.au/gallery1?preview=true> , viewed 20/11/2019

Location:
Lower North Shore, Sydney

Project type:
Public transport

Project value:
Approximately \$600 million (total project)

Project owner:
Transport for NSW

Project stakeholders:
Council, community, businesses, bus passengers, other road users.

The B-Line program provides a limited stop bus service between Mona Vale and the Sydney CBD, and includes two stops in each direction on Military Road through Sydney's lower North Shore.

The new yellow double decker buses are clearly recognisable, and were accompanied by active transport network upgrades. Since operations commenced a number of bus priority measures have continued to be implemented.

Project planning stage

Monitoring and Review (some Project Delivery activities still continuing)

Key challenges and benefits

- > Unclear project objectives;
- > Significant project cost, in part attributable to multi-storey car parks;
- > Few Bus Rapid Transit (BRT) characteristics included;
- > A lack of transparency in decision making and project additions;
- > Strong branding resonates with bus customers; and
- > Investment in walking and cycling access to upgraded bus stops.

Resources

The B-Line project was owned and delivered by Transport for NSW. Councils were engaged in local working groups for their areas.

Project planning to date



Mosman Council understood the project objectives to be clear on the aim to move people from the Northern Beaches to the city. From North Sydney Council's perspective, what the project was trying to achieve was not well defined, nor what the problem to be solved was.

North Sydney Council was supportive of travel time benefits that would have occurred under a BRT system; as new BRT projects can achieve between five and 15 per cent mode shift.



The Greater Sydney Commission has set growth targets for the next 20 years, and the Northern Beaches population is set to increase. North Sydney Council was interested in whether analysis was prepared on future employment locations, and the origin and destination travel for Northern Beaches workers, as that region has some of the highest levels of trip containment across Sydney.

There are limited expectations of mode shift from cars to buses with B-Line, as the project has improved the traffic conditions and speeds for all vehicles travelling along Military Road, not just for buses, so trips on Military Road won't necessarily reduce with the B-Line.

The Spit Junction stop's project boundary was clear, but there were different scope elements that were added later such as clearways and closing of side streets.



A pre-feasibility study identified a number of bus corridor options, including:

- > Priority works to upgrade existing kerb bus lanes to 24 hours;
- > BRT on median;
- > BRT on kerb (with a sub option for a bus interchange to rail at North Sydney);
- > Tidal flow median; and
- > Tidal flow kerbside.

All of the options were pre-defined as bus options, it doesn't appear that other technologies were considered in early options identification. North Sydney Council considered the BRT on median the best fit for a typical BRT system, and thought that it demonstrated achievable potential. Council noted that Derek Trusler, Transport for NSW's BRT expert advised that on all roads along the route, including Military Road, it was feasible to design a true BRT system.

Following the pre-feasibility study, the project moved away from the BRT system, towards kerbside bus lanes. As single kerbside bus lanes aren't categorised as BRT in a mixed use corridor, there was also a name change, from the Northern Beaches BRT to B-Line, removing reference to a BRT system.

Mosman Council was invited to a workshop to review and discuss options for the stop locations, and the assessment of their pros and cons, with all parties in agreement on the location of the Spit Junction bus stop. North Sydney Council proposed a North Sydney CBD stop, understanding that one in four journeys along the corridor were destined for there, but the B-Line project did not end up having a stop in, or close to the North Sydney CBD.

Active transport funding was provided as part of the project to improve access to bus stops along the route. This had a positive impact on pedestrian and cycle networks, and benefited people going to and from both the stops and also the centres. Mosman Council was involved in the identification of, and prioritisation of funding for, preferred active transport routes. The project included public domain works in the North Sydney area as well, such as renewal of footpaths, and the Young Street closure. Other local road closures were opposed, such as the proposed left turn ban at Ben Boyd Road, because of the impact on local traffic movements.

The double decker buses take longer to load and unload than a normal bus, North Sydney Council is interested in why double decker buses were used.

The business case achieved a Benefit-Cost Ratio (BCR) of 1.3, but this was based on the earlier and lower cost estimates of \$300 million, and 30 per cent of the project's BCR was attributable to improved travel times for private vehicles along the corridor.



While the final project cost is unknown, it has been reported as around \$600 million. A proportion of the project cost was allocated to land purchase and development of multi-deck car parks, as well as improvements to active transport networks to access the stops.

Mosman Council liaised with Transport for NSW to secure funding to support three or four active transport projects that aligned with Council's Bike Plan and Pedestrian Access and Mobility Plan. While Transport for NSW provided the funding for the initial capital cost, Council covered the overruns and contingency.



The project delivery timeframe was longer than expected, but Mosman Council was pleased with the implementation as it was delivered smoothly. Works included new bus stops with real time service updates, commuter car parking and road infrastructure changes.

Works are continuing in 2019, with the provision of bus lanes, and indented bus bays to improve B-Line running times, by reducing the delay to B-Line buses from frequently stopping local buses.

The creation of bus lanes along Military Road was not included in the original project Review of Environmental Factors (REF), but there have been subsequent decisions made since then to provide bus lanes by converting the T3 lane. North Sydney Council is interested in what the assessment of this option entailed, and whether it improved the BCR.

One of the most valuable parts of the project was considered the B-Line branding. The new service has a distinctive brand, with bright yellow buses, which is clearly communicated. Bus passengers recognise and like the service because of the branding, and because they understand where the service starts, where it goes to, and where it stops at.



There has been a review of patronage and mode shift, but the details were confidential at the time and have not been reported. Some shift from private cars to buses occurred, but also from other buses to the B-Line, because it is a high quality and well-branded service and vehicle that people prefer to use. North Sydney Council has enquired about improvements in travel times since B-Line commenced operations but has not yet received this information.

The Spit Junction centre was improved by the B-Line as there is an improved bus stop there now, and it is a nice experience to walk to and from, and wait at, the bus stops. Mosman Council hasn't heard from local businesses post implementation.

Ongoing actions

Coordination and collaboration

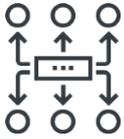


Councils were engaged in consultation early in project planning through regular working group meetings for their area. Mosman Council considered this to be a fairly good and open process, as it kept Council informed on project progress; a better outcome than on past projects. North Sydney Council used the meetings as opportunities to raise issues and concerns, but found that their suggestions and information was always not acted on.

During project delivery there were changes to the project plans and it was unclear how some elements were to be delivered. Some components were still being consulted on after the project works started. Mosman Council only got a certain view into the project, and was not involved in the complete project picture. It was unclear to North Sydney Council how decision making was occurring, and some of the justifications.

The project had a Communication Officer who provided weekly updates to Councils during the works.

Integration and alignment



The most positive aspect of the project from Mosman Council's perspective was the inclusion of the active transport components in the project scope - that hasn't occurred in past projects and it made for a more holistic and integrated project. Including the access elements, like the upgraded walking environment demonstrated consideration of how people would travel to and from the service.

A North Sydney CBD stop may have been an opportunity for integration with Sydney Metro, with the potential for broader connectivity benefits. The B-Line route does not have a clear interchange with the train network on the northern side of the harbour.

Participation and engagement



Community consultation was delivered at different points across the project, including some public workshops and a public meeting held in response to REF submissions. The North Sydney community was interested in the project impacts. The Save Cremorne Group gathered 10,000s of signatures on a petition against the movement of bus stops further south along Military Road in Cremorne, concerned about how it would affect the Cremorne town centre. The petition had some success; the plans were amended from moving the bus stops permanently, to only moving them at particular times of the day.

Mosman Council was not aware of communication to the public around the project opening, but bus customers seemed to know when and how to access the service.

Cherrybrook Station

Project planning case study



Location:

Hornsby Shire, on the border of
The Hills Shire, Sydney

Project type:

Metro station

Project value:

Unknown

Project owner:

Sydney Metro

Project stakeholders:

Hornsby Council, community,
bus operators, road users
(pedestrians, cyclists, cars,
freight), Hills Shire Council
(boundary neighbour), local
businesses, schools, emergency
services, DPIE, GSC.

Cherrybrook Station opened in May 2019; one of 13 Northwest Metro stations. The metro provides a high capacity and frequent mass transit service for a well-established residential area that previously relied on buses.

The NSW Government has identified opportunities for major residential population increases in the precinct surrounding the station, but there has been little planning for the transport infrastructure to support such growth, and a lack of station accessibility.

Project planning stage

Monitoring and Review

Key challenges

- > A lack of transport and land use integration planning;
- > Unpopular changes to the bus network, including poor station access from some areas, and a lack of Sydney CBD express services in the off peak;
- > Limited provisions for walking and cycling access to the station;
- > Fully-utilised commuter car parking;
- > Limited Local Government and community engagement in project planning;
- > Lack of communication and clarity regarding project status, key milestones and decisions and expected Council involvement; and
- > Key agreed responsibilities and milestones under the MOU not met, this changed the scope and nature of the planning for the precinct.

Resources

Significant State Government resources involved in initial project planning and delivery, while Council is now engaged in follow up provision of access arrangements, including active transport, parking restrictions, and bus route needs.

Project planning to date



The Northwest Metro has been part of the NSW Government's long-term transport planning. It aims to provide a world-class, fast, frequent, safe and reliable rail service for customers in Sydney's northwest. The Greater Sydney Commission's North District Plan identifies Cherrybrook Station as a Planned Precinct, with the opportunity to accelerate housing supply in the district. The Department of Planning, Industry, and Environment's (DPIE) Cherrybrook Station Precinct Structure Plan (2013) proposed 3,200 new dwellings, and included potential for buildings up to six storeys in height. Council expected that the structure plan would be updated, and supported by an integrated transport and infrastructure strategy for Cherrybrook, to inform planning, particularly around road infrastructure and capacity.

Most recently, the smaller NSW Government-owned site was classified as a 'State-led Rezoning' precinct, which refers to places with a strategic imperative for DPIE-led planning, due to city-shaping infrastructure and investment. While there are no revised population forecasts for this site, Council's population projections assume an increase of around 770 people for the wider precinct.



High capacity and frequent public transport services are most effective when high residential and/or employment densities are planned around stations. Major public transport investment can help to drive this urban renewal, ideally through integrated transport and land use planning. Recognising this, the DPIE prepared precinct structure plans for the new northwest metro stations. They were interested in how to deliver additional housing in the surrounding areas, to take advantage of the new mass transit service. The proposed increase in residential density would significantly change the character of the precinct, which is currently low density housing. Planning for the station precinct development has however stalled, due to a lack of understanding of the transport network impacts from increasing population. In the meantime, the metro has commenced operation, but the station opened with a scope focused on site itself, with limited access arrangements planned for walking and cycling, and the potential for commuter car parking to spill over into residential streets.



The new metro was accompanied by major changes to the northwest bus network services, including removal of off-peak express services to the Sydney CBD, and reduced number of services in peak. Some commuters noted the need for two bus services to access their nearest metro station, with driving not an option due to commuter car parks reaching capacity by early morning.

The new bus network appears to lack integration with the metro service, and to meet the area's travel needs. Since implementation there has been significant community complaint, and recent updates in November 2019 reverted back to some of the previous routes and scheduling. The Interchange Access Plan for Cherrybrook Station identifies several planned cycleways and shared paths to access the station, but these have not been delivered.



While the metro line and stations were funded by the NSW Government, the expectation is that Hornsby Shire Council needs to apply for the grant funding to provide appropriate walking and cycling access to the station, and manage the project development and delivery process. There have been some opportunities presented through grant funding applications to fund better access to the station, including a shared path on Castle Hill Road between County Drive and Edward Bennett Drive which would result in a wider footpath.



There are some unresolved elements and a list of things still to be delivered, such as completion of footpaths. The Interchange Access Plan for Cherrybrook Station identifies several planned cycleways and shared paths to access the station, but these have not been delivered as part of the metro project and will need to wait for grant funding.

The land redevelopment around the station has also been delayed, with no progress planned until the traffic and transport network impacts are considered.



Transport for NSW is undertaking a monitoring program of traffic and car parking, with results provided to Council. The park and ride demand for the new station appears to have been underestimated; by 6:30am the commuter car park is full. A car parking management strategy was developed after the station was opened, with time restricted parking (4P) being implemented on one side of the road because of the surrounding community's reaction to commuter parking on nearby residential streets.

There is an interchange penalty occurring for Cherrybrook residents travelling to the CBD at the moment. They need to travel first to Cherrybrook Station, then via the metro to Chatswood Station, and change to the heavy rail to travel to the CBD. Some Cherrybrook residents need to catch two buses to access the Cherrybrook Station. Previously, many Cherrybrook residents could use one express bus service to travel all the way to the Sydney CBD.

Council is interested in a review to understand whether the project has met its transport objectives, and whether, from a transport planning point of view the metro has managed to get people to city in the way intended. Council observed that when station first opened, a lot of people were using it. But subsequent bus route changes meant that it took longer to travel by public transport to the station, so they may be driving instead, contributing to the high demand for commuter parking. Monitoring of bus patronage would be a useful analysis.

Ongoing actions

Coordination and collaboration

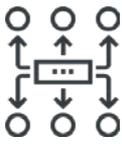


Different State Government teams were responsible for different components of the planning, for example, the up zoning of the area around the Cherrybrook Station was by one team in Transport for NSW, separate to the Sydney Metro team, and traffic modelling was prepared by Roads and Maritime Services.

On a number of project planning and funding elements, there has been varying degrees of collaboration and agreement with Local Government in the project development. While a steering committee was set up, it had a limited focus, coordinating with Council's Traffic Manager concentrated on the surrounding traffic and road safety related issues, and the structure plan for Cherrybrook Station precinct was reviewed by the Council's Manager for Strategic Planning. But Council wasn't engaged to contribute to plans for the station access arrangements, instead it was informed about what would be built, but felt that the design plans were focused only on the station box.

The bus route changes implemented alongside the opening of the metro lacked agreement on routes which has not been resolved. Council's view is that buses should be using County Drive and Castle Hill Road, but instead the routes are running along Robert Road and Franklin Road, which are lower order roads with less width for buses. As Franklin Road and Robert Road are local roads Council has responsibility for them, but they need to be widened to accommodate buses. This carriageway widening will require funding which Council has asked Transport for NSW to provide. Council also requested State Government funding for car parking restriction sign posting on surrounding streets to provide time restrictions.

Integration and alignment



While Sydney Metro was focused on delivering the station and rail service, and the Cherrybrook Station Precinct Structure Plan sets out the plans for future population growth, there doesn't appear to be much alignment between the plans, and Council are also still waiting to find out what will happen with development on their land. Additionally, issues raised by Council and the community acknowledged that the impact of the station was far wider than just the station box. For example, car parking issues extend into residential streets.

There was also a lack of integration between bus services and the metro station from the beginning. This appears to be a missed opportunity as once a person has driven to the metro station on day one, it is much harder to get them out of the car and back to the bus.

Participation and engagement

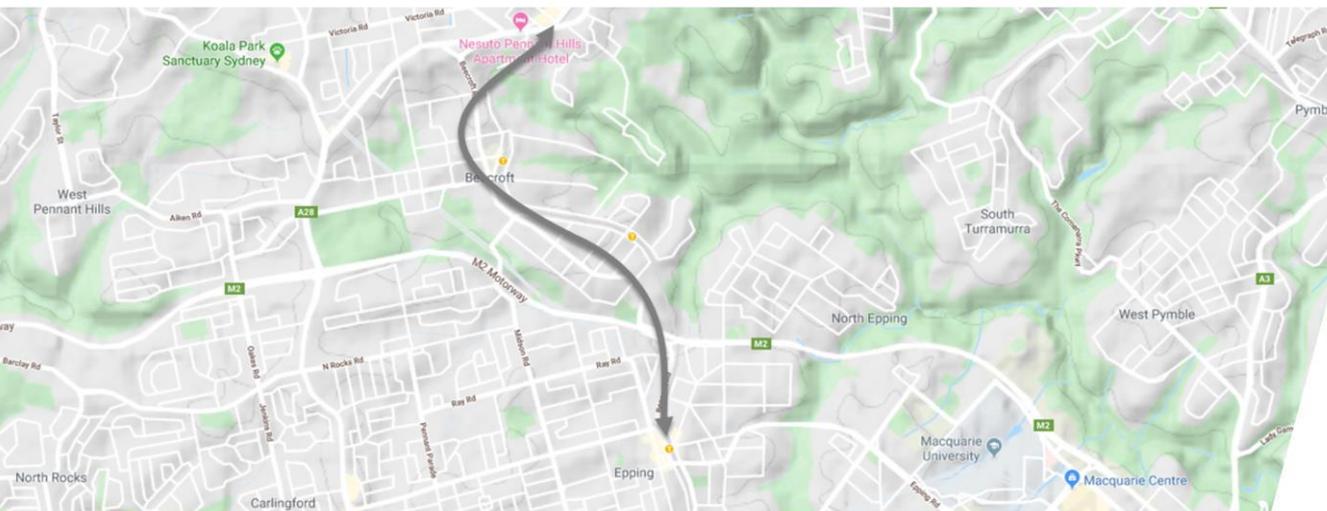


There has been a lack of information provided on the progress to update the Structure Plan, with Council following up on a regular basis via several channels. The changes to the precinct boundary to now only apply to State Government-owned land, were made without Council's knowledge, and changed the agreed project scope and operation. Council found out by visiting the Department's website for Cherrybrook Station in August 2019 and had to confirm over the phone that this was the case.

Consultation on the bus network changes was not well articulated to stakeholders. Council only found out about what would occur in the public exhibition of the Environmental Impact Statement (EIS), and there was also a lack of consultation with the community on the bus route changes that would impact their commutes. Council is aware that with community consultation on major projects like the metro, people don't necessarily pay attention at the time of an EIS, while the project is still in planning stages, and may assume the same services will continue. The time that the transport service change commences is when people realise how it will affect them. If the EIS consultation process had clearly pointed out bus services would be changing, the community might have raised their concerns earlier.

Pennant Hills to Epping Cycleway

Project planning case study



Location:
Hornsby Shire, Sydney

Project type:
Cycleway

Project value:
\$5million +TBC

Project owner:
Hornsby Shire Council

Project stakeholders:
NSW Government, City of Parramatta, community, schools, emergency services, schools, Sydney Trains.

The Pennant Hills to Epping Cycleway will be a five to six kilometre cycleway linking the two centres via Beecroft and Cheltenham, and connecting to train stations, schools, and shops along the route.

The community-initiated project received a NSW Government funding commitment, and Council is working with Roads and Maritime Services to assess route options, determine staging and further funding needs, and progress a design for the preferred alignment.

Project planning stage

Identify and Assess Options

Key challenges

- > Project funding was committed before investigations and design occurred;
- > Topography is hilly;
- > Constrained corridor, alongside the railway line; and
- > Lack of early engagement with Council.

Resources

While the project was not initially in Hornsby Shire Council's plans and programs, Council has committed resources, including personnel and support services, to overseeing the project planning and development. Roads and Maritime Services is working with Council, also providing personnel and effort to progress the project.

Project planning to date



Council's strategic planning emphasises providing connectivity between centres, and a new Walking and Cycling Strategy will focus on linking communities. While the Pennant Hills to Epping route was not included in Council's original Bike Plan, it will be added in an updated version. The NSW Government has identified this as a Tier 1 preferred network, noted as visionary in Future Transport 2056. The project objectives address:

- > **Dedicated shared path:** To achieve high quality amenity for the local community;
- > **Safety:** Increased pedestrian and cyclist safety by diverting them from busy main roads to a dedicated path;
- > **Relieve congestion:** Decreased congestion on main roads by providing a high quality facility with a direct link between busy stations. This link will remove cyclists and cars from busy roads;
- > **Community health and wellbeing:** A high quality facility which encourages active lifestyles for residents;
- > **Travel times:** Decreased travel times by creating a direct route between busy stations;
- > **Noise:** Decreased noise within the local area by removing cars from the roads;
- > **Vehicle operating costs:** Lower vehicle operating costs for local residents by providing them a direct route to public transport; and
- > **CO2 emissions:** Decreased CO2 emissions by removing cars from the roads and increasing the use of public transport and bicycles to commute to and from work and places of interest.



The route will fill a missing link in the region's cycling network; there are existing cycleways and this will link two of them together, which don't have good connectivity at the moment. There is limited amount of current travel behaviour known at this point, but it is assumed the route's users will include commuters who are accessing train stations.

The route's topography is hilly, and includes narrow bridges. The flattest grades are along the rail corridor but to use this land involves negotiation and agreement from Sydney Trains.



Council engaged a consultant to prepare a route option report, with a focus on reviewing and addressing constraints, such as topography, and environmental and services impacts. The options assessment used a multi-criteria analysis (MCA) to apply a weighted score to criteria such as land use, environmental impact, functionality and safety.

A preferred route and typology option was identified, preliminary designs were developed, and cost estimates prepared. The preferred option is considered the best outcome, taking into account all constraints. It has three sections:

- > A. Pennant Hills to Beecroft Station;
- > B. Beecroft Station to Cheltenham Station; and
- > C. Cheltenham Station to Epping.

Roads and Maritime Services is in agreement on the preferred route but the preliminary design is not yet released to the public for comment.



To secure funding, a business case is required. It has been drafted and is with Transport for NSW for review. The next step will be a design review and update ahead of community consultation.

The project needs to be delivered in stages. While \$5.1 million in funding was initially committed by the NSW Government for the project, in advance of the route planning and investigations, this will only fund part of the route; it is not enough for the whole cycleway. Section B, Beecroft Station to Cheltenham Station, is the most easily achievable section within the available funding. Additional funding is not yet confirmed but Roads and Maritime Services has identified some other funding options to pursue. When more funding becomes available, the other sections can be further developed.



A deadline for delivery was initially announced by the NSW Government as 2020, but that will not be achieved. Early reporting on the new funding stated that the receipt of the funding was linked to meeting this deadline.



Council is interested in benchmarking delivery for the project. Surveys will be undertaken once it is built, and sources of data for monitoring could include feedback from users via a questionnaire survey, and pedestrian and cyclist counts.

Ongoing actions

Coordination and collaboration



This project was initially a community-led proposal. Community groups, the Beecroft and Cheltenham District Civic Trust and Bike North, submitted a proposal directly to the local member of parliament for a cycleway between Pennant Hills Station and Epping Station.

The NSW Government (Roads and Maritime Services) then approached Council about this project, with \$5.1 million confirmed in funding to support the design and construction. There was no consultation with Council before the decision to fund the project, which is to be designed and delivered by Council, with support from Roads and Maritime Services.

Council is working closely with counterparts at Roads and Maritime Services to coordinate project planning, assessment, business case development, and approvals.

Integration and alignment



The proposed cycleway was not included in Council's existing plans such as the Bike Plan, but a link is shown in Future Transport 2056 on the visionary principle bicycle network.

There had been no technical investigations or wider community or Council engagement on the proposal at the time of the funding announcement, so there was a significant amount of information that Council needed to understand as it took on the project planning.

Participation and engagement

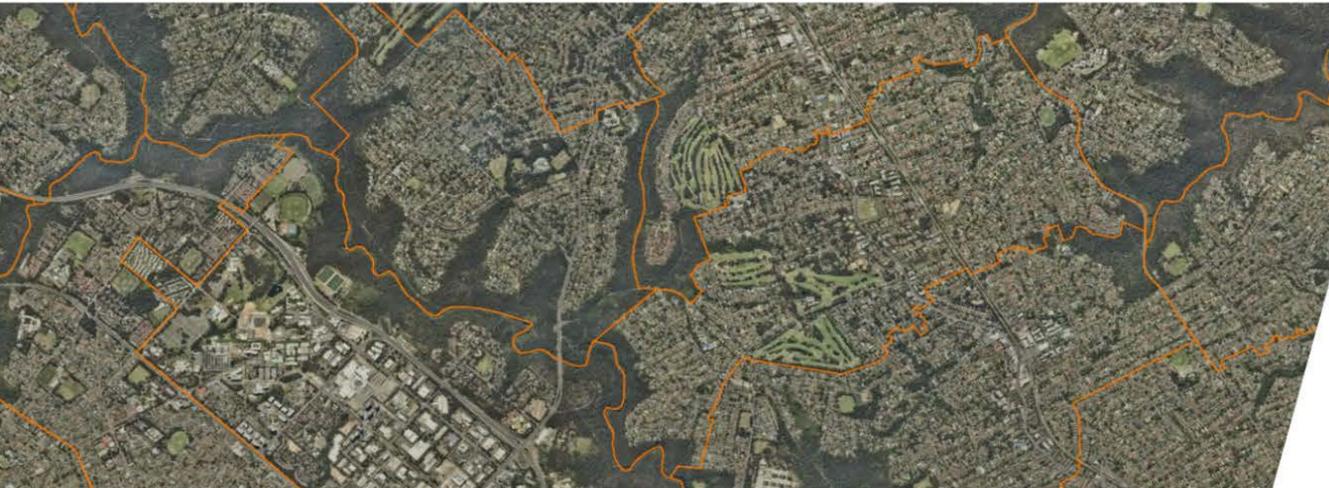


Stakeholders, and the broader community, have been identified but generally not engaged yet in the project development. They include local residents, environmental groups, public and private utilities, City of Parramatta Council (as the end of the route will be in their local government area), and Sydney Trains. Roads and Maritime Services is already engaging with Sydney Trains on the potential rail corridor impacts.

There are plans for community consultation on the preferred route alignment, and an improved design, which is currently being prepared. The project is dependent on this feedback from Bike North, the Pennant Hills District Civic Trust, and the broader community, and the final alignment will need to consider the community feedback and preferred design inclusions. Community expectations for the route alignment may be different to the assessed preferred option. Initially community groups and Roads and Maritime Services had suggested that it should be a dedicated off road path, with a preference for along the rail corridor, but that is difficult to achieve and doesn't necessarily meet the assessment criteria along the length of the route.

East-west public transport corridor: Mona Vale – Macquarie Park – Rhodes

Project planning case study



Location:

North shore – Ryde, Ku-ring-gai, Northern Beaches, Sydney

Project type:

Public transport

Project value:

Unknown

Project owner:

NSW Government

Project stakeholders:

Councils, community, land owners, government agencies

Future Transport 2056 identifies an east-west public transport corridor, between Mona Vale and Macquarie Park, and another south to Rhodes and Hurstville.

Early project planning could align the corridor with the significant land use and transport infrastructure investment already underway.

Project planning stage

Problem Identification and Understanding

Key challenges and opportunities

- > Macquarie Park suffers from congestion, caused by both through traffic and destination traffic.
- > The centre is currently car dependent; many people need to or choose to drive, and there is significant parking available.
- > Scope to increase density in the centre based on current land zoning; an estimated one million square metres of undeveloped floor space.
- > Organisations have limited capacity to engage in long term investigation projects as shorter term projects receive the effort and attention.
- > The Northwest Metro improves Macquarie Park's connectivity to and from areas to the north-west and south-east, but continued investment in the surrounding network will create wider benefits.

Resources

No organisations (State or Council) are working on investigations for the Mona Vale to Macquarie Park corridor at the moment, because the personnel capacity is limited by existing workloads on immediate projects, but City of Ryde has plans to investigate opportunities to help realise this project as its transport planning team is established.

Project planning to date



Future Transport 2056 identifies two public transport corridors:

- > An east-west public transport connection from Mona Vale to Macquarie Park along the A3 corridor, with the aim of supporting efficiency and reliability between the Northern Beaches and key employment centres, with rapid buses, facilitating the 30-minute city concept; and
- > A train or mass transit link between Macquarie Park and Hurstville, via Rhodes. This project would provide an additional north-south connection through Macquarie Park and support interchange with east-west public transport corridors.

The east-west Mona Vale to Macquarie Park project is set for investigation in the 0 to 10-year timeframe, while the train or mass transit to Hurstville is nominated as a 20+ year visionary project.

While the City of Ryde wasn't involved in the identification of this project ahead of its inclusion in Future Transport 2056, Council is focused on an active role advocating for, and helping to realise, the mass transit links that are needed as the city grows. Rather than waiting for investigations to commence in 20+ years, Council has included reference to the corridor in the draft Local Strategic Planning Statement, acknowledging that while it is currently an unfunded project, it is important that strategic plans identify future movement corridors, and potential drivers of growth. Land use change and intensification, and transport investment in Macquarie Park is significant, and needs to be considered along with the project aims.

Ku-ring-gai Council's draft Local Strategic Planning Statement also addressed the corridor; the productivity section includes an action around the 30-minute city, with the intent to advocate to increase priority and acceleration on the delivery of infrastructure improvements identified in Future Transport 2056 that connects Ku-ring-gai internally and with nearby centres, including the improvements to bus connections from Mona Vale to Macquarie Park, and Dee Why to Chatswood. Both Ku-ring-gai Council and the City of Ryde intend to update their Integrated Transport Strategies (ITS) to align with Future Transport 2056 and their Local Strategic Planning Statements. The ITS could help guide the best vision for the public transport corridor and identify important integration elements. Ku-ring-gai has also drafted a Housing Strategy, but there can't be a major increase in development along the corridor (e.g. St Ives and potentially some neighbourhood centres) until the transport capacity is improved.



While the project objectives are not yet known, they could include higher road network efficiency, and mode share shift to address increasing travel demand. Sydney's transport network is historically radial, but this project has the potential to provide an arc on the radius for better cross-city connectivity.

To date, there has been no cross-jurisdiction discussions on the key transport issues to be addressed, or necessary project inclusions, but City of Ryde is aware of a sizable proportion of workers who travel to Macquarie Park from the northern suburbs. A few employers have also moved from northern suburbs such as

Lindfield to Macquarie Park recently, so their workers now make this trip. Areas like St Ives need better public transport in terms of reliability, capacity, and frequency.

Travel demand and potential patronage for the service are not known yet. Analysis may show that the longer term project, the link to the south of Macquarie Park, might need to be delivered earlier than is stated, as there are likely to be higher demands that will come from the population to the south east, as well as from areas like Sydney Olympic Park and intensified areas within the Ryde local government area. Elements of the problem not yet defined include the extent to which the public transport corridor would serve as Macquarie Park as a destination or support people from the Northern Beaches to travel through to Greater Parramatta. This is an important distinction and has a role in how the project is developed.

There are many fine-grain issues in Macquarie Park; planning for this project would benefit from stepping back to understand what this particular corridor would entail, and how it would align with existing networks, plans and growth.

Currently the east-west corridor along the A3 doesn't function efficiently and there is no separation for public transport; buses are caught in the congestion of the general traffic. Roads and Maritime Services and Transport for NSW have been preparing Road Network Plans (RNP) for arterial roads, and have prepared one for the Ryde Road and Lane Cove Road Corridor. Workshops held in the development of the RNP with a number of Councils articulated the need for more efficient transport along the route.

The RNPs identified opportunities for corridor development and improvement, and there has been some efforts to start addressing the 'low hanging fruit' already, but public transport accessibility improvements for north-south through Rhodes, and Ryde to Macquarie Park and beyond, was not clearly addressed.



It is expected that the Mona Vale to Macquarie Park corridor will be a form of bus priority, but it is not clear what this would entail, and there is potential for higher capacity vehicles. New infrastructure, such as right of way, stops, stations, and access arrangements will be needed along the length of the corridor. Grades are difficult in places.

Councils recognises the need for the investigation work to start now, to understand what the project would be, such as its actual form, integration, technology type, and alignment. Even if detailed investigations are not possible at this stage, there needs to be enough for other planning decisions to consider, and accommodate the future corridor.

It is not clear whether the technology appropriate for the Mona Vale to Macquarie Park corridor (a lower density segment) would be the same for the Macquarie Park to Rhodes corridor. Potentially a lighter form of transport could be suitable to the north. Staged technologies could also be considered, as it may be that the southern link wouldn't be a metro line initially, but could be ramped up over time as demand grows.

In terms of the alignment, the northern nominated route is the A3 road corridor to Macquarie Park. But other options could be considered, such as railway extension from Olympic Park to Macquarie Park, and then north to a T1 train station such as Pymble. A connection to Olympic Park would provide connectivity to the growing commercial, residential, and sporting hub, to the Parramatta Light Rail (Stage 2), and to West Metro.

In that option, there would be a bus service between Mona Vale and Pymble, then a metro from Pymble to Macquarie Park, Rhodes, Olympic Park, and Hurstville.



Defining the project early on means that developers are clear on future transport improvements, and there is potential for higher floor space provisions around Macquarie Park stops, which could create financial opportunities in the area. Some of the project costs could be recouped in value capture, if addressed early on, before development occurs. Initial planning would help to start making some general assumptions, land use decisions, and to confirm the big picture.

While value capture will cover some of the project cost, State Government investment will also be needed. If there are going to be new corridors required, for example across the national park, it is likely to be at a high cost. Investigations need to articulate the benefits for all involved, including Federal and State Government, and the wider economic value. If planning isn't progressed on the corridor, the danger is that land development will occur, but the true future value won't be attributed to the corridor, creating a missed funding opportunity. City of Ryde is open to working with some of the land owners to try and develop a good business case for the corridor.



Still in early project planning stages. The Future Transport 2056 timeframe of 0 to 10 years is for the investigation of the Mona Vale to Macquarie Park public transport corridor, but not necessarily the implementation. Recommended actions for progressing the project are detailed in the accompanying Findings Paper.



Still in early project planning stages. Recommended actions for progressing the project are detailed in the accompanying Findings Paper.

Ongoing actions

Coordination and collaboration



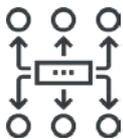
There is an inter-agency group restarting now, the Macquarie Park Strategic Investigation Steering Committee. Driven by the Department of Planning, Industry, and Environment, it also includes the Greater Sydney Commission, Government Architects, Council and Transport for NSW. The purpose of the steering committee is to facilitate coordinated planning, and to have early cross-sector and cross-jurisdiction discussions on land use and transport infrastructure projects.

To date however, the east-west public transport corridor has not been addressed between State and Local Governments. On other projects, the cross-jurisdictional discussions are already happening and the NSW Government has been engaging regularly with Council, including on the design of a bus interchange at Macquarie Park, and bus priority through the centre. Other opportunities for collaboration with State Government include the Ryde Coordination Committee.

In the development of their Local Strategic Planning Statements, Councils found opportunities for informal or unscheduled catch-ups with colleagues from neighbouring Councils (Ku-ring-gai Council, Northern Beaches Council, City of Ryde, Hornsby Shire Council, Lane Cove Council), which helped to develop the approach for presenting transport planning content, including a common inclusion on the need for the corridor's improvement.

Continuing to work together could produce a consistent Local Government vision for the corridor, reflecting Councils' acknowledged and aligned need for better connectivity. This collaboration could help to identify the details, specifications, and funding opportunities. There is also a need to work together to generate a business case for the project and advocate strongly with the State Government and businesses along the corridor that this project is required sooner than the 20+ year investigation timeframe in Future Transport 2056. Part of this process will involve developing a strong evidence base to justify the need.

Integration and alignment



Alignment with current projects, such as the Northwest Metro, will ensure the east-west public transport corridor builds value on top of what has already been delivered or committed to. Decisions on land use changes and infrastructure investment in Macquarie Park are being made now, so understanding and accounting for this project is important so that corridors can be reserved and current and future land use proposals can align with it, such as the new Macquarie University Station Bus Interchange. Planning for it now means that the future funding required will be considered and value from the infrastructure investment can be captured as land use changes and development proposals are formed. If the project presents a significantly improved public transport experience, there could be the opportunity for increasing development along the corridor. This will help to support the regional economy and contribute to achieving the Greater Sydney Commission's employment and population targets. It also reduces the need for people to travel further to Parramatta, Sydney CBD and Western Sydney Aerotropolis for work opportunities.

Sometimes long term planning can be obstructed by short term focus on the immediate projects under consideration. In Macquarie Park this includes the new bus interchange, the Ivanhoe residential precinct, and the AMP shopping centre upgrade. But in the planning of these short-term projects, it is pragmatic to ensure they are future proof. Ivanhoe could potentially benefit from support of a connecting public transport corridor. The planning of the precinct requires coordination across many sectors including social housing and education. Timing is important here, the project already has concept approval and would likely not be willing to hold up plans to wait for more information on other projects, as it has its own deadlines to meet.

Similarly, another project which will need alignment with the public transport corridor is the creation of an active transport link along the old Macquarie Park to Eastwood County Road Corridor. There are also plans to investigate use of this corridor for public transport as the need increases, to be supported by complimentary land uses along the old corridor. Development of this link should be integrated with decisions on how to connect the Mona Vale to Macquarie Park public transport corridor to the south of the centre, but the link is being progressed now and there are no details on the future public transport corridor to inform integrated decision making. The project won't be able to occur in isolation, it will need integration, possibly similar to the Northern Beaches B-line, and this could involve a need for parking and active transport connectivity.

Participation and engagement



The Ku-ring-gai community perceives a lot of development happening, but not enough infrastructure being provided at the same time. The community want improved public transport, as there is a lack of frequent and reliable services in key parts of the local government area. In particular, St Ives is a community that is not on rail corridor; and so development without supporting infrastructure is not supported.

The Ryde community is very concerned about traffic impacts, particularly as road congestion could worsen with forecast growth in population and the economy if not addressed. Ahead of new housing development and increasing densities, community members want to see investment in new transport connections and infrastructure to link residential areas to local and employment centres, and support neighbourhood travel.

Draft Findings Paper

1B Northern Sydney Transport
Infrastructure Strategy Project

80019107

Prepared for
Northern Sydney Regional Organisation of
Councils

18 December 2019



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1 Introduction

1.1 The Northern Sydney Transport Infrastructure Strategy Project

The Northern Sydney Regional Organisation of Councils (NSROC) is developing a Northern Sydney Transport Infrastructure Strategy (NSTIS) to guide approaches to transport infrastructure planning as the region grows over the next 20 years and beyond. An efficient, safe and reliable transport network will support the region's productivity, quality of life and sustainability. NSROC recognises the importance of planning transport infrastructure that will achieve: better community outcomes, support local economies and centres, and connect people to each other and to places.

1.2 Northern Sydney Regional Organisation of Councils

Northern Sydney Regional Organisation of Councils (NSROC) is a voluntary organisation comprised of eight Councils in northern Sydney, the purpose of which is to cooperatively address regional issues and advocate on agreed regional positions and priorities. The eight member Councils are:

- > City of Ryde Council;
- > Hornsby Shire Council;
- > Hunters Hill Council;
- > Ku-ring-gai Council;
- > Lane Cove Council;
- > Mosman Council;
- > North Sydney Council; and
- > Willoughby City Council.

Northern Sydney and the local government area (LGA) boundaries are shown on **Figure 1-1**.

1.3 Project objectives

With a focus on improving the regional transport planning processes and decision-making to reflect both Council and State Government priorities, the NSTIS aims to set the strategic transport direction for Northern Sydney and enable:

- > Development of a local government framework to measure success in improving intra- and inter-regional transport connectivity, keeping in view NSW Government adopted performance benchmarks;
- > Identification of strategies that ensure long-term transport connectivity in the context of anticipated projections in demand for journeys, the impact of technology on transport, trends in work and economic participation and leisure activities arising from demographic change; and
- > Recommendation of actions that improve on infrastructure delivery outcomes and include identification of issues that are urgent and need to be addressed in the short term.

The NSTIS will:

- > Set NSROC's integrated vision and objectives for planning transport as Northern Sydney grows;
- > Align transport infrastructure planning processes with broader Council and State Government strategy;
- > Address the region's diverse and complex transport challenges and opportunities and transport customer and community needs;
- > Develop a Measures of Success Framework for transport planning that addresses the Northern Sydney context, sets relevant success measures, and builds on lessons learned from past major projects;
- > Encourage efficient use of the existing transport networks and the infrastructure that is planned;
- > Plan for innovation and change, as technology, customer expectations and travel choices evolve; and
- > Identify methods for better project integration and involvement between Local and State Government.

1.4 Measures of Success Framework

The Measures of Success Framework aims to provide guidance for planning transport infrastructure projects in Northern Sydney. The framework reflects the NSROC member Councils' preferences for transport project outcomes, and draw on the recommendations from a literature review of transport planning frameworks and processes from around Australia and internationally. It demonstrates how multiple factors interact to influence transport project outcomes, and addresses:

- > Alignment with Northern Sydney's strategic transport directions;
- > Setting the desirable outcomes and targets;
- > Articulating and understanding the transport problems and challenges;
- > Identifying and evaluating options;
- > Prioritisation and funding;
- > Project delivery considerations; and
- > Performance measurement and review.

It also proposes coordination and collaboration, integration, community and stakeholder engagement, future flexibility and measurement and review as continuous activities that should be considered throughout the planning process.

The Measures of Success Framework is broad enough to apply to a wide range of transport problems and projects, assessing the efficacy, community value and economic impact, regardless of the transport mode, or land use change. It is also scalable – from a site or link, to a route, corridor, precinct, network or region. While the Framework represents the combined strategic transport direction of NSROC member Councils, it is flexible enough for individual member Councils to apply their own desirable outcomes and targets for their local context.

For use by NSROC member Councils, the Measures of Success Framework has a particular focus on addressing and promoting the local government perspective in transport infrastructure planning. It is a tool to guide transport project planning, and identifying the improvement options to address local and regional transport problems as they relate to the Northern Sydney transport vision and objectives.

The Measures of Success Framework is represented visually, with supporting guidance on its application at each step and activity. It is not intended to be onerous; for example, on smaller planning tasks, it may only be required to trigger conversations with stakeholders, integration and coordination considerations, or better options evaluation.

The six key steps in the framework are:



1.5 Transport planning case studies

Four past and current Northern Sydney transport projects were reviewed as case studies, to consider how the transport planning processes and outcomes from these projects relate to the Measures of Success Framework.

To inform the case studies, a series of phone interviews were held with representatives from relevant member Councils to understand the development process of the projects, and the extent to which local government needs, priorities and preferences were considered.

Each case study presents the transport project details, objectives, consultation process, delivery, and outcomes, in the context of the Measures of Success Framework. They identify project planning gaps, and process or system elements that could have been enhanced through use of the Measures of Success

Framework. Outcomes from the case studies have informed the findings and recommendations set out in this paper.

The complete case studies are attached in **Appendix B**, with short summaries presented in **Table 1-1**.

Table 1-1 Summary of Northern Sydney transport planning case studies

Case study details	Details	Key challenges and benefits
B-Line through North Sydney and Mosman		
<p>Project planning stage: Monitoring and Review (some Project Delivery activities still continuing)</p> <p>Project owner: Transport for NSW</p> <p>Project stakeholders: Council, community, businesses, bus passengers, other road users.</p>	<p>The B-Line program provides a limited stop bus service between Mona Vale and the Sydney CBD, and includes two stops in each direction on Military Road through Sydney's lower North Shore.</p> <p>The new yellow double decker buses are clearly recognisable, and were accompanied by active transport network upgrades. Since operations commenced a number of bus priority measures have continued to be implemented.</p>	<p>Challenges:</p> <ul style="list-style-type: none"> > Unclear project objectives; > Significant project cost, in part attributable to multi-storey car parks; > Few Bus Rapid Transit (BRT) characteristics included; and > A lack of transparency in decision making and project additions. <p>Benefits:</p> <ul style="list-style-type: none"> > Strong branding resonates with bus customers; and > Investment in walking and cycling access to upgraded bus stops.
Cherrybrook Station		
<p>Project planning stage: Monitoring and Review</p> <p>Project owner: Sydney Metro</p> <p>Project stakeholders: Council, community, bus operators, road users (pedestrians, cyclists, cars, freight), Hills Shire Council (boundary neighbour), local businesses, schools, emergency services, DPIE, GSC, schools.</p>	<p>Cherrybrook Station opened in May 2019; one of 13 Northwest Metro stations. It provides a high capacity and frequent mass transit service for a well-established residential area that previously relied on buses for public transport.</p> <p>The NSW Government has identified opportunities for major residential population increases in the precinct surrounding the station, but there has been little planning for the transport infrastructure to support such growth, and a lack of station accessibility.</p>	<p>Challenges:</p> <ul style="list-style-type: none"> > A lack of transport and land use integration planning; > Unpopular changes to the bus network, including poor station access from some areas, and a lack of Sydney CBD express services in the off peak; > Limited provisions for walking and cycling access to the station; > Fully-utilised commuter car parking; > Limited Local Government and community engagement in project planning; > Lack of communication and clarity regarding project status, key milestones and decisions and expected Council involvement; and > Key agreed responsibilities and milestones under the MOU not met, this changed the scope and nature of the planning for the precinct. <p>Benefits:</p> <ul style="list-style-type: none"> > High quality and frequent public transport service for an area that previously relied on buses.
Pennant Hills to Epping Cycleway		
<p>Project planning stage: Identify and Assess Options</p> <p>Project owner: Hornsby Shire Council</p>	<p>The Pennant Hills to Epping Cycleway will be a five to six kilometre cycleway linking the two centres via Beecroft and Cheltenham, and connecting to train stations, schools, and shops along the route.</p>	<p>Challenges:</p> <ul style="list-style-type: none"> > Project funding was committed before investigations and design occurred; > Topography is hilly; > Constrained corridor, alongside the railway line; and

Case study details	Details	Key challenges and benefits
<p>Project stakeholders: NSW Government, City of Parramatta, community, schools, emergency services, Sydney Trains.</p>	<p>The community-initiated project received a NSW Government funding commitment, and Council is working with Roads and Maritime Services to assess route options, determine staging and funding needs, and progress a design for the preferred alignment.</p>	<p>> Lack of early engagement with Council.</p> <p>Benefits:</p> <p>> Major State Government investment in active transport infrastructure.</p>
<p>Mona Vale to Rhodes public transport corridor</p>		
<p>Project planning stage: Problem Identification and Understanding</p> <p>Project owner: NSW Government</p> <p>Project stakeholders: Councils, community, land owners, government agencies</p>	<p>Future Transport 2056 identifies an east-west public transport corridor, between Mona Vale and Macquarie Park, and another south to Rhodes and Hurstville.</p> <p>Early project planning could align the corridor with the significant land use and transport infrastructure investment already underway.</p>	<p>Challenges:</p> <ul style="list-style-type: none"> > Macquarie Park suffers from congestion, caused by both through traffic and destination traffic; > The centre is currently car dependent; many people need to or choose to drive, and there is significant parking available; > There is scope to increase density in the centre; an estimated one million square metres of undeveloped floor space; > Organisations have limited capacity to engage in long term investigation projects as shorter term projects receive the effort and attention; and > The Northwest Metro improves Macquarie Park's connectivity along a different axis, but continued investment in the surrounding network will create wider benefits. <p>Benefit:</p> <ul style="list-style-type: none"> > Enhanced public transport corridor to connect to Macquarie Park.

1.6 Next steps

Outcomes from the case studies and the findings and recommendations set out in this paper will be reviewed with the project steering committee. A project steering committee meeting on 15 January 2020 will review the findings, and agree on key strategies for inclusion in the Northern Sydney Transport Infrastructure Strategy.

2 Summary of findings and lessons learned

Each case study reviewed the transport project against the six steps, and the relevant ongoing activities from the Measures of Success Framework. The themes and findings that emerged from the case studies are presented in the context of the Measures of Success Framework, by transport planning step, and supported by examples from the case studies.

2.1 Step A – Strategic transport directions

The key themes and findings from Step A – Strategic transport directions are detailed with examples in **Table 2-1**.

Table 2-1 Step A – key themes and findings

Theme / finding	Detail	Case study examples
Alignment with the strategic context	Projects should help to deliver on the agreed transport vision, goals and objectives for an area, demonstrating alignment with existing plans and strategies. Transport also supports, and is affected by other areas of public policy, helping to delivery on land development, health, education, and social inclusion.	Cherrybrook Station: The Northwest Metro has been part of the NSW Government’s long-term plans for better public transport. Pennant Hills to Epping Cycleway: The route was not a component of Council’s original Bike Plan and network, but it will be added in an updated version. The NSW Government has identified this as a Tier 1 preferred network, noted as visionary in Future Transport 2056. Mona Vale to Rhodes - public transport corridor (public transport corridor): The corridor was proposed in Future Transport 2056, and acknowledged in relevant draft Local Strategic Planning Statements.
Importance of long term planning	Inclusion of key projects in long term plans provides direction, certainty, and facilitates integration of transport and land use planning.	Cherrybrook Station: The Department of Planning, Industry, and Environment’s (DPIE) aimed to co-locate new housing and higher population densities with the high quality public transport service along the Northwest Metro corridor. Public transport corridor: Inclusion in key strategic documents means that planning for the areas along the corridor will consider the future project’s interaction with land use.

2.2 Step B - Problem identification and understanding

The key themes and findings from Step B – Problem identification and understanding are detailed with examples in **Table 2-2**.

Table 2-2 Step B – key themes and findings

Theme / finding	Detail	Case study example
Communicate and agree the project’s desirable outcomes	Explaining a project’s purpose and objectives, and demonstrating how these align with the broader strategic aims for an area, to stakeholders and the community supports early understanding and meaningful engagement from the beginning. Giving stakeholders an opportunity to review and comment on the project’s desirable outcomes will encourage integration with their plans, and buy-in for the project, so that it can support their aims for the area or corridor.	B-Line: Some stakeholders were not clear on what the project was trying to achieve, especially when there was a move away from the original intent of a BRT service. Pennant Hills to Epping Cycleway: Engaging and agreeing with the community and stakeholders on the project objectives would have identified the priorities for the link, ahead of options selection and assessment. Public transport corridor: The Mona Vale to Macquarie Park corridor objectives are not yet known and agreed. To date, there has been no cross-jurisdiction discussions on the key transport issues to be addressed, or necessary project inclusions.

Theme / finding	Detail	Case study example
Specify and communicate the project boundary	<p>A defined project boundary gives stakeholders and the community understanding on what is included in the project and what isn't.</p> <p>An agreed boundary can protect sites and corridors for future project investments, provides certainty to stakeholders, and facilitates integration with land use plans.</p>	<p>B-Line: The Spit Junction stop's project boundary was clear, but there were different scope elements that changed the project extent that were added later, such as clearways, bus stop bays, and closing of side streets.</p> <p>Cherrybrook Station: Planning for two different boundaries the station itself, and the surrounding precinct, was not aligned. The metro has commenced operation, but opened with a scope focused on the station site only, with limited access arrangements planned for walking and cycling, and the potential for commuter car parking to spill over into residential streets. The precinct boundary for re-zoning has recently been reduced, to focus only on State-owned land.</p>
Broadly assess the problem, across space, time, and sectors	<p>Focusing on a very specific definition of the project problem will risk missing opportunities for broader integration and alignment.</p> <p>Contributing factors and influences such as other transport modes, sectors, priorities, and desirable outcomes, are important considerations, and have a role in how the project is developed.</p> <p>The analysis should consider growth forecasts, travel behaviour trends, emergence of new technology, developments in other sectors, market and regulatory changes, and demographic change. This will influence the technology selection, and the timing for delivery.</p>	<p>Public transport corridor: There are many fine-grain issues in Macquarie Park; planning for this project would benefit from stepping back to understand what this particular corridor needs to achieve, and how it would align with existing networks, plans and growth.</p> <p>Analysis may show that the longer term project, the link to the south of Macquarie Park, might need to be delivered earlier than is stated, as there are likely to be higher demands that will come from the population to the south east. Elements of the problem not yet defined include the extent to which the public transport corridor would serve as Macquarie Park as a destination or support people from the Northern Beaches to travel through to Greater Parramatta.</p>
Clearly define, and communicate, the transport problem	<p>Understanding and articulating the problem, or the shortfall in achievement of desirable outcomes, is essential in development of project options focused on addressing the right need or gap.</p> <p>The problem definition should include a review of current conditions and future scenarios, and the degree of achievement against the desirable outcomes.</p> <p>The transport problem should be articulated for public understanding, with reference to the desirable outcomes.</p>	<p>B-Line: It is not known what analysis was prepared on future employment locations, and the origin and destination travel for Northern Beaches workers.</p> <p>The Pennant Hills to Epping Cycleway: The cycleway will fill a missing link in the region's cycling network but there is limited amount of current travel behaviour known at this point. Council was not engaged in the review of the community proposal to review and confirm the problem to be addressed.</p> <p>Public transport corridor: Travel demand and potential patronage for the service are not known yet. A Road Network Plan developed for part of the corridor articulated the need for more efficient transport along the route, but without clear commitment for public transport.</p>

2.3 Step C – Options identification and assessment

The key themes and findings from Step C – Options identification and assessment are detailed with examples in **Table 2-3**.

Table 2-3 Step C – Options identification and assessment

Theme / finding	Detail	Case study example
Early options identification may be needed for integration	Options identification and assessment may be needed to tie into other projects and sites, providing certainty about	Public transport corridor: Investigation work needs to start now to understand what the project would involve, such as its coverage, corridor alignment, land use integration needs, and transport network connectivity. Even if detailed investigations are not possible at this stage, there needs to

Theme / finding	Detail	Case study example
	the integration elements to account for.	be enough information for other planning decisions to consider, and accommodate the future corridor.
Early options should not be limited by technology	Initial options identification should consider a range of technology, travel demand management, and pricing and regulatory options, not limited to a specific technology solution.	<p>B-Line: All of the project options were pre-defined as bus options, it doesn't appear that other technologies (such as light rail) were considered in early options identification.</p> <p>Public transport corridor: Staged technologies could be considered, as the project's southern link may not justify a rail line initially, but it could be needed later as demand grows.</p>
Options assessment should relate back to the project's stated desirable outcomes and identified problems	Identified options should be assessed for how they address the desirable outcomes and the stated transport problem.	<p>B-Line: Project objectives around better travel time reliability and bus travel times were addressed through options that targeted overall improvements to the major road traffic flows, rather than through bus priority measures.</p> <p>Pennant Hills to Epping Cycleway: The route options report, applied multi-criteria analysis (MCA) to give weighted scores to criteria such as land use, environmental impact, functionality and safety, but not all of the project objectives appear to have translated through to the assessment criteria. A stronger focus on how options addressed the project objectives would have helped guide options assessment.</p>
Options identification and assessment should include works for interchanging modes, integration with land use, and public domain improvements	<p>Mutually supportive measures will enhance a project's efficacy, acceptance, integration, and accessibility.</p> <p>Planning for land use integration and walkability from the start of a public transport project, rather than delivering it after service commencement, will facilitate easier access, and contribute to the attractiveness of trialling and using the new service.</p> <p>These project elements should be considered essential inclusions all project options to be reviewed.</p>	<p>B-Line: Active transport funding was provided as part of the project to improve access to bus stops along the route. This had a positive impact on pedestrian and cycle networks, and benefited people going to and from both the stops and also the centres where bus stops were located. It made for a more holistic and integrated project and demonstrated consideration of how people would travel to and from the service. A North Sydney CBD stop may have been an opportunity for integration with Sydney Metro, with the potential for broader connectivity benefits. The B-Line route does not have a clear interchange with the train network on the northern side of the harbour.</p> <p>Cherrybrook Station: The new metro was accompanied by major changes to the northwest bus network services, including removal of off-peak express services to the Sydney CBD, and a reduced number of services in peak. The new bus network appeared to lack integration with the metro service, and feedback suggested it didn't meet the area's travel needs. The Interchange Access Plan for Cherrybrook Station identifies several planned cycleways and shared paths to access the station, but these were not delivered in time for the station opening. The new commuter car park reaches capacity early in the morning.</p>
Involve stakeholders in options development	Key stakeholders may contribute a clearer understanding of how different options will be received by the community and how the project can best integrate with existing networks, land uses, and planned projects.	<p>B-Line: Councils were involved in the identification of, and prioritisation of funding for, preferred active transport routes, and demonstrated the local knowledge needed to ensure upgrades met community needs. The project included public domain works in the North Sydney area as well, such as renewal of footpaths, and the Young Street closure. Other local road closures were opposed based on Council's knowledge of the area, such as the proposed left turn ban at Ben Boyd Road which would have affected local traffic movements.</p>
Engage stakeholders and the community in options review and assessment	Community and stakeholder review of the options and input into their assessment and selection will give an indication of what will be preferred and accepted, will improve the options, and reduce the potential for opposition further	<p>B-Line: Councils attended workshops to review and discuss options for the stop locations, and the assessment of their pros and cons. North Sydney Council proposed a North Sydney CBD stop, understanding that one in four journeys along the corridor were destined for there, but was not progressed.</p> <p>Pennant Hills to Epping Cycleway: A preferred route and preliminary design has been identified, without community involvement.</p>

Theme / finding	Detail	Case study example
	along the project development process.	
Provide public justification for options selection	Give stakeholders and the community the information needed to understand why some options are rated better than others and the decision making behind infrastructure option selection. Describe the criteria, weightings, assessment method, and economic analysis, including the inclusions in the Benefit-Cost Ratio.	<p>B-Line: A median BRT option along the route was advised as feasible, but the project moved away from the BRT system, towards kerbside bus lanes, and removed BRT references, without an explanation. The double decker buses take longer to load and unload than a normal bus, but the decision to use them was also not explained. By the REF stage, the only two options examined were a do nothing option, and an 'upgrade on road infrastructure' option.</p> <p>Pennant Hills to Epping Cycleway: There are high community expectations, for a shared path in rail corridor, which are difficult to achieve. Constraints will need to be clearly communicated to the community, to manage expectation and build understanding of the trade-offs considered.</p>

2.4 Step D – Funding and prioritisation

The key themes and findings from Step D – Funding and prioritisation are detailed with examples in **Table 2-4**.

Table 2-4 Step D – Key themes and findings

Theme / finding	Detail	Case study example
Ensure the project funding is focused on the desirable outcomes	Project funding should be aimed at achieving the desirable outcomes, rather than general movement benefits. But sometimes there are general opportunities that can be leveraged, if not at the expense of the project aims. Seeking funding from other sources will likely require demonstrating how the project aligns with the funding program.	B-Line: A proportion of the project cost was allocated to land purchase and development of multi-deck car parks, as well as improvements to active transport networks to access the stops. Other works benefited all traffic along the route, rather than a focus on bus journey times.
Include important project elements in the core project budget	The project budget should include, or identify, funding sources for the ancillary and integration works needed to successfully achieve the project's desirable outcomes. In particular, if there is an expectation that stakeholders will need to cover the costs of some project elements, this should be communicated and discussed early in project development.	<p>Cherrybrook Station: While the metro line and stations were funded by the NSW Government, the expectation is that Hornsby Shire Council needs to apply for the grant funding to provide appropriate walking and cycling access to the station, and manage the project development and delivery process.</p> <p>Pennant Hills to Epping Cycleway: The initial funding provided does not cover delivery of the whole route, reducing the efficacy of the link until the whole project is complete and the two centres are linked.</p>
Don't announce project cost and commit funding until detailed analysis is completed	Project announcements should follow business case assessment, demonstrating the rigorous analysis of the project's achievement against desired outcomes,	Pennant Hills to Epping Cycleway: Funding was announced before costs were known. While \$5.1 million in funding was initially committed by the NSW Government for the project, in advance of the route planning and investigations, this will only fund part of the route; it is not enough for the whole cycleway. Section B, Beecroft Station to Cheltenham Station, is the most easily achievable section within the available funding. Additional funding is not yet

Theme / finding	Detail	Case study example
	and demonstrating how it solves the identified problem.	confirmed but Roads and Maritime Services has identified some other funding options to pursue. When more funding becomes available, the other sections can be further developed.
Early project definition allows for value capture	<p>Defining the project early on means that stakeholders including Councils, land owners and developers are clear on future transport improvements, and there is potential for value capture through a mechanism to recover some of the project's flow on financial benefits, to help fund the project and its integration with potential land use uplift.</p> <p>Initial planning would help to start making some general assumptions, land use decisions, and to confirm the big picture.</p>	Public transport corridor: Some of the project costs could be recouped in value capture, if addressed early on, before development occurs. If planning isn't progressed on the corridor, the danger is that land development will occur, but the true future value won't be attributed to the corridor, creating a missed funding opportunity.

2.5 Step E – Project delivery

The key themes and findings from Step E – Project delivery are detailed with examples in **Table 2-5**.

Table 2-5 Step E – Key themes and findings

Theme / finding	Detail	Case study example
If projects evolve from original plans, keep stakeholders up to date	<p>Changes to project aims, boundaries, infrastructure inclusions, timing, and funding should be communicated to stakeholders, clearly explaining:</p> <ul style="list-style-type: none"> > What has changed; > Why it changed; and > What the impact of the change is. 	B-Line: The creation of bus lanes along Military Road was not included in the original project Review of Environmental Factors (REF), but there have been subsequent decisions made since then to provide bus lanes by converting the T3 lane to buses only. The decision making around this change, and its costs and benefits are not known.
Clear project marketing and communication will have high impact with travellers and the wider community	Well planned and targeted messaging, branding, and communication activities will give customers and stakeholders the information needed ahead of the project opening. It will help them prepare to use the service or facility, guide them in trip planning, and present a clear and intentional image of the improvement to the public transport system.	B-Line: The new service, with a distinctive brand and bright yellow buses, has been clearly communicated. Bus passengers recognise and like the service because of the branding, and because they understand where the service starts, where it goes to, and where it stops at.
Deliver all aspects of the project in time for opening	A project commencement that includes all works which will contribute to a customer benefit will be a stronger launch, and encourage trial and use from the beginning. This is particularly important with integration elements; between the project and other transport modes, and integration with surrounding land uses.	<p>B-Line: Project works, such as indented bays for local bus services and tidal flow management, continue to improve travel times for B-Line buses. If these had been included at project commencement the first B-Line services would have experienced the faster travel times that are now in delivery.</p> <p>Cherrybrook Station: There are some unresolved elements and a list of things still to be delivered, such as completion of footpaths, some of which will need to wait for grant funding. The land redevelopment around the station has also been delayed, and undergone scope changes.</p>

		Pennant Hills to Epping Cycleway: The first section to be built will be the middle section, not connecting to either of major centres (Pennant Hills or Epping) that the route was meant to connect.
Delivery timeframes should be reviewed and agreed with the delivery organisation before public announcement	Committed timeframes should be reviewed, and agreed with key stakeholders, before announcement. In particular, the organisation responsible for delivery of the project should be involved in the decisions around timeframes.	Pennant Hills to Epping Cycleway: A deadline for delivery was initially announced by the NSW Government as 2020, but that will not be achieved.

2.6 Step F – Monitoring and Review

The key themes and findings from Step E – Project delivery are detailed with examples in **Table 2-6**.

Table 2-6 Step F – Key themes and findings

Theme / finding	Detail	Case study example
Report on monitoring and review outcomes	Monitoring and review of project performance against the desirable outcomes is an important component of every project. It is also important to share this information with the community and stakeholders, to demonstrate the project benefits, and acknowledge any residual performance gaps. Reporting on performance provides accountability, and improves the understanding and knowledge other project teams, stakeholders, and decision makers, to the benefit of future project performance.	B-Line: There has been a review of patronage and mode shift, but the details were confidential at the time and have not been reported. Councils have enquired about improvements in travel times since B-Line commenced operations but has not yet received this information. Cherrybrook Station: Council is interested in a review of whether the project has met its transport objectives. Council observed that when station first opened, a lot of people were using it. But the bus network changes meant that it took a long time to travel by public transport to the station, so they may be driving instead, contributing to the high demand for commuter parking. Monitoring of bus patronage would be a useful analysis. Pennant Hills to Epping Cycleway: The project objectives include a number of aims around reduced congestion, CO emissions, vehicle operating costs and noise reduction. These can be measured in before and after studies to understand the project impacts.
Where issues are identified, provide remedies	If performance gaps are identified, return to Step 2 (problem identification and understanding), to determine the cause and the extent of the issues. If new issues arise, as a result of the new project, these should be treated in the same way.	Cherrybrook Station: Transport for NSW is undertaking a monitoring program of traffic and car parking, with results provided to Council. The park and ride demand for the new station appears to have been underestimated; by 6:30am the commuter car park is full. A car parking management strategy was developed after the station was opened, with time restricted parking (4P) being implemented on one side of the road because of the surrounding community's reaction to commuter parking on nearby residential streets.
Review both quantitative and qualitative elements of the desirable outcomes	Project reviews often include quantitative performance measurement, to understand to degree of change, and any performance gaps. They should also include a lessons learned review, to consider and document the project development challenges encountered, the degree of alignment achieved with other projects and plans, any missed opportunities for a better project, and the success of methods for stakeholder and community engagement.	Pennant Hills to Epping Cycleway: Council is interested in benchmarking delivery for the project. Surveys will be undertaken once it is built, and sources of data for monitoring could include feedback from users via a questionnaire survey, and pedestrian and cyclist counts.

2.7 Ongoing actions

2.7.1 Coordination and collaboration

The key coordination and collaboration themes and findings associated are detailed with examples in **Table 2-7**.

Table 2-7 Coordination and collaboration – Key themes and findings

Theme / finding	Detail	Case study example
Set-up structured processes for project coordination	<p>Structured and cooperative processes for project coordination will ensure a channel for information sharing, receipt of feedback, following up on issues. These processes should involve key stakeholders, require commitment from all parties, and adhere to principles of genuine cooperation and coordination.</p> <p>They could be in the form of committees, roundtables, or working or advisory groups. Meetings should be regular, minuted, aim for building consensus and balancing interest, and include a live action register.</p>	<p>B-Line: Councils were engaged in consultation early in project planning through regular working group meetings for their area. Mosman Council considered this to be a fairly good and open process, as it kept Council informed on project progress; a better outcome than on past projects. North Sydney Council used the meetings as opportunities to raise issues and concerns, but found that their suggestions and information was always not acted on.</p> <p>Public transport corridor: There is an inter-agency group restarting now, the Macquarie Park Strategic Investigation Steering Committee. Driven by the Department of Planning, Industry, and Environment, it also includes the Greater Sydney Commission, Government Architects, Council and Transport for NSW. The purpose of the steering committee is to facilitate coordinated planning, and to have early cross-sector and cross-jurisdiction discussions on land use and transport infrastructure projects.</p>
Early, cross-discipline and jurisdiction integration is essential for a cohesive project	<p>Early and ongoing integration across disciplines, sectors, and jurisdictions will reduce the likelihood of conflicts later in the planning process. Even if all information is not yet known, each party sharing what they do know, and taking on board the plans, proposals and needs of others in the area will help to identify opportunities for integration and alignment, and avoid incompatibilities.</p>	<p>Cherrybrook Station: Separate State Government teams were responsible for different components of the planning, for example, the up zoning of the area around the station was by one team in Transport for NSW, separate to the Sydney Metro team, and traffic modelling was prepared by Roads and Maritime Services.</p> <p>Hornsby Council is seeking clarity from the State Government on the status of the project for the future planning of Cherrybrook precinct. Council was not kept informed of changes to the precinct planning approach.</p> <p>Public transport corridor: While the east-west public transport corridor has not yet been jointly addressed between State and Local Governments, in the development of their Local Strategic Planning Statements, Councils found opportunities for informal collaboration with colleagues from neighbouring Councils, which helped to develop the approach for presenting transport planning content, including a common inclusion on the need for the corridor's improvement.</p>
Aim for open, frank and transparent collaboration and participatory stakeholder engagement	<p>A project's stakeholders will have a range of perspectives and valid agendas. Demonstrating commitment from the top of organisations for true participatory engagement will enhance opportunities for compromise, better project outcomes, and reduce the potential for conflict.</p> <p>Engagement processes should be critically evaluated for their effectiveness.</p>	<p>B-Line: During project delivery there were changes to the project plans and it was unclear how some elements were to be delivered. Some components were still being consulted on after the project works started. Mosman Council only got a certain view into the project, and was not involved in the complete project picture. It was unclear to North Sydney Council how decision making was occurring, and some of the justifications.</p> <p>Cherrybrook Station: On a number of project planning and funding elements, there has been varying degrees of collaboration and agreement with Local Government in the project development. While a steering committee was set up, it had a limited focus; coordination with Council's Traffic Manager concentrated on the surrounding traffic and road safety related issues, and the original structure plan for Cherrybrook Station precinct was reviewed by the Council's</p>

Theme / finding	Detail	Case study example
		Manager for Strategic Planning. But there has been a lack of information provided on the progress to update the Structure Plan, with Council following up on a regular basis via several channels. Council also wasn't engaged to contribute to plans for the station access arrangements, and the bus route changes implemented alongside the opening of the metro lacked agreement on routes which has not been resolved.
Delivery organisations should be involved in project decisions from the very beginning	<p>If the delivery organisation is not the planning organisation they should be considered a key stakeholder and given capacity to contribute to decision making. Otherwise, decisions made on their behalf may turn out to be difficult or impossible to deliver.</p> <p>If and when plans change, this should be communicated and agreed with affected stakeholders.</p>	<p>Cherrybrook Station: The changes to the precinct boundary to now only apply to State Government-owned land were made without Council's knowledge (which fundamentally changes the project scope and operation). Council found out by visiting the Department's website for Cherrybrook Station in August 2019 and had to confirm over the phone that this was the case. Council notes that key agreed responsibilities and milestones under the MOU not met.</p> <p>Pennant Hills to Epping Cycleway: This project was initially a community-led proposal, direct to the NSW Government. Roads and Maritime Services then approached Council about this project, with \$5.1 million confirmed in funding to support the design and construction (to be managed by Council). There was no consultation with Council before the announced decision to fund the project, and a statement on project timeframes.</p>
Regular communications and a contact person work well	<p>Providing a key contact person as part of the project delivery gives stakeholders direct access to the project team, a source of information, and someone to channel feedback through. Developing a good working relationship through this role will help to foster goodwill and reassure stakeholders that they will be heard and responded to by the project team.</p> <p>Regular information updates will also be appreciated by the public and stakeholders.</p>	<p>B-Line: The project had a Communication Officer who provided weekly updates to Councils during the works.</p> <p>Pennant Hills to Epping Cycleway: Council is working closely with counterparts at Roads and Maritime Services to coordinate project planning, assessment, business case development, and approvals.</p>

2.7.2 Integration and alignment

The key integration and alignment themes and findings associated are detailed with examples in **Table 2-8**.

Table 2-8 Integration and alignment – Key themes and findings

Theme / finding	Detail	Case study example
Land use and transport plans need alignment from the beginning	<p>Transport projects contribute to, and are affected by the plans and projects of other sectors. Different sectors plan projects in different ways, with the timings, resources, decisions, and consultation and funding arrangements based on requirements from their planning systems.</p>	<p>Cherrybrook Station: While Sydney Metro was focused on delivering the station and rail service, and the Cherrybrook Station Precinct Structure Plan sets out the plans for future population growth, there doesn't appear to be much alignment between the plans, and Council are still waiting to find out what the final land development plans and associated infrastructure will be.</p> <p>Public transport corridor: Decisions on land use changes and infrastructure investment in Macquarie Park are being made now, so understanding and accounting for this project is important. If the project presents a significantly improved public transport experience, there could be the opportunity for increasing development along the corridor.</p>

	Cross sectoral planning requires an openness to different planning approaches and should aim to build common understanding on the timing and impacts of all projects affecting an area, and identify the integration opportunities and issues.	
Align with new and planned transport projects for network benefits	Projects can't be planned in isolation, their integration with existing networks, future proposals, and concurrent projects is essential for cumulative network benefits.	Public transport corridor: Alignment with current projects, such as the Northwest Metro, will ensure the east-west public transport corridor builds value on top of what has already been delivered or committed to. The potential benefits from integrating the two projects need to be investigated.
Make time for, and allocate resources to, addressing long term plans and projects	Long term planning can sometimes be obstructed by short term focus on the immediate projects under consideration.	Public transport corridor: A number of current projects are being addressed in Macquarie Park, including the bus interchange, the Ivanhoe residential precinct, and the Macquarie Centre upgrade. But in the planning of these short-term projects, it is pragmatic to ensure they are future proof. Ivanhoe could potentially benefit from support of a connecting public transport corridor.

2.7.3 Participation and engagement

The key participation and engagement themes and findings associated are detailed with examples in **Table 2-9**.

Table 2-9 Participation and engagement – Key themes and findings

Theme / finding	Detail	Case study example
Meaningful and participatory stakeholder and community engagement throughout the project	Seeking early and ongoing feedback from stakeholders and the community will strengthen each stage of the transport project planning process and build understanding and support. Participatory processes can help to define the desirable outcomes and the transport problem, identify options, and increase understanding of how the project is interlinked to other issues in society. They can also improve implementation, increase public trust, and gain support by working through the challenges with stakeholders.	<p>B-Line: Community consultation was delivered at different points across the project, including some public workshops and a public meeting held in response to REF submissions. The North Sydney community was interested in the project impacts. The Save Cremorne Group gathered 10,000s of signatures on a petition against the movement of bus stops further south along Military Road in Cremorne, concerned about how it would affect the Cremorne town centre.</p> <p>Cherrybrook Station: Consultation on the bus network changes was not well articulated to stakeholders. Council only found out about what would occur in the public exhibition of the Environmental Impact Statement (EIS), and there was also a lack of consultation with the community on the bus route changes that would impact their commutes. Council is aware that with community consultation on major projects like the metro, people don't necessarily pay attention at the time of an EIS, while the project is still in planning stages, and may assume the same services will continue. There was a general lack of communication and clarity from State Government regarding project status, key milestones and decisions and Council involvement.</p> <p>Pennant Hills to Epping Cycleway: There are plans for community consultation on the preferred route alignment, and an improved design, which is currently being prepared. The project is dependent on this feedback from Bike North, the Pennant Hills District Civic Trust, and the broader community, and the final alignment will need to consider the community feedback and preferred design inclusions. Community expectations for the route alignment may be different to the assessed preferred option. Initially community groups had suggested that it should be a dedicated off road</p>

		<p>path, with a preference for along the rail corridor, but that is difficult to achieve and doesn't necessarily meet the selected assessment criteria along the length of the route.</p>
<p>Build relationships between stakeholders for the long term</p>	<p>Participation activities should contribute to building long lasting, and trust based relationships between stakeholders. Building trust through mutual understanding and information sharing, to achieve better acceptance of the project's governance and decision making processes, not just for the current project but for future initiatives as well. Openness to other points of view increases the credibility of the final project decisions (Richards 2003).</p>	<p>Public transport corridor: The Macquarie Park Strategic Investigation Steering Committee is a good example of a framework for building long term working relationships between stakeholders, to coordinate plans and projects as they arise.</p>

3 Actions, responsibilities and timings

The review of the case studies resulted in identification of a number of potential actions to progress each project, dependent on its planning stage, gaps in the planning activities to date, and potential for better integration. These actions, along with suggested responsibilities and timings are presented for each case study in the following sections.

The actions don't cover the full range of activities represented under the Measure of Success Framework, rather the immediate activities to help direct short term planning progress. Ongoing reference to the Measures of Success Framework as the projects develop (in particular those that are still early planning stages) is recommended.

3.1 B-Line

The suggested actions, responsibilities and timings for the B-Line are set out in **Table 3-1**.

Table 3-1 B-Line - actions

Step	Action	Purpose	Responsibility	Timing
Step A – Strategic Transport Directions	Review how project helps to achieve strategic transport directions and update strategic transport directions if required	Information gained through develop	Councils	2020
Step B – Problem identification and understanding	Investigate need for a regular and reliable service along the corridor to the North Sydney CBD, with improved branding.	To understand and quantify if there is an unmet need for a better quality public transport service from the corridor to the North Sydney CBD / connection to the new City and Southwest Metro	Transport for NSW North Sydney Council	TBC
Step C – Identify and assess options	TBC if required following Step B			
Step D – Funding and prioritisation	Confirm final project cost and BCR	For transparency on the projects costs and benefits, and all inclusions.	Transport for NSW	Early 2020
Step E – Project delivery	Communicate any further supporting works, and their purpose, to community and stakeholders.	To keep stakeholders and the community up to date on further project activities.	Transport for NSW	Ongoing
Step F – Monitoring and review	Review and share bus patronage and mode share before and after B-Line service commencement	To understand how the new service performs against the project objectives.	Transport for NSW	Early 2020
	Review and share bus travel times – before and after service commencement	To understand how the new service performs against the project objectives.	Transport for NSW	Early 2020
	Conduct a lessons learned session and document outcomes	To identify and document strategies for better transport project planning for future projects.	Transport for NSW and Councils	Early 2020

3.2 Cherrybrook Station

The suggested actions, responsibilities and timings for Cherrybrook Station are set out in **Table 3-2**.

Table 3-2 Cherrybrook Station - actions

Step	Action	Purpose	Responsibility	Timing
Step A – Strategic Transport Directions	Revisit the vision and objectives of the Cherrybrook Station Structure Plan and communicate how they have changed.	Confirm their relevance, and alignment with current strategic plans such as the Local Strategic Planning Statement.	Department of Planning, Environment, Industry (DPIE)	Early 2020
Step B – Problem identification and understanding	Define and document how the new precinct boundary, and how it interacts with the surrounding area	To get certainty on the boundary, inclusions, access points, and areas where integration is needed.	DPIE	Early 2020
	Determine new desirable outcomes for the precinct surrounding the station and set related targets.	Ensure that key stakeholders agree on the new aims for the precinct and how the precinct's success will be measured.	DPIE	Early 2020
	Prepare a model for the surrounding transport network	To understand the impacts of different development scenarios, and identify performance gaps and issues	Transport for NSW	2020
Step C – Identify and assess options	TBC based on outcomes of Step B			
Step D – Funding and prioritisation	TBC based on outcomes of Step B and C			
Step E – Project delivery	TBC based on outcomes of Step B, C and D			
Step F – Monitoring and review	Review bus patronage before and after metro opening	To understand how bus travel has changed, and how people are accessing the metro station	Transport for NSW	Early 2020 and ongoing
Coordination and collaboration	Communication plans for the State-led rezoning for the NSW Government owned site adjacent to the station	To inform stakeholders and the community of the revised rezoning and population uplift plans	DPIE	Ongoing
Integration and alignment	Integrate plans for the NSW Government owned site and any other rezoning to occur around the station	To ensure development is planned in a cohesive way, and considers the cumulative impacts to the transport network.	DPIE	Ongoing

3.3 Pennant Hills to Epping Cycleway

The suggested actions, responsibilities and timings for the Pennant Hills to Epping Cycleway are set out in **Table 3-3**.

Table 3-3 Pennant Hills to Epping Cycleway - actions

Step	Action	Purpose	Responsibility	Timing
Step A – Strategic Transport Directions	Update Bike Plan and Walking and Cycling Strategy with the cycleway	Transport plans include all major projects, addressing desirable outcomes and network connectivity.	Hornsby Shire Council	Already underway
	Review project objectives for achievability through this project	The objectives should be achievable and measurable.	Hornsby Shire Council and Transport for NSW	Early 2020
	Set at least one performance measure for each of the final project objectives	To understand project performance, and achievement against agreed objectives.	Hornsby Shire Council and Transport for NSW	Early 2020
Step B – Problem identification and understanding	Assess current conditions against the performance measures	Understand the base case and current situation	Hornsby Shire Council and Transport for NSW	Early 2020
Step C – Identify and assess options	Engage community and stakeholders in options review and selection	Receipt of feedback on the options assessment will reduce risk of delays or misalignment with community expectations.	Hornsby Shire Council and Transport for NSW	Early 2020
Step D – Funding and prioritisation	Identify additional funding to complete the cycleway	Planning for completion of the three cycleway sections	Transport for NSW	2020
Step E – Project delivery	Communicate project funding, stages and timings to community and stakeholders	Keeping community and stakeholders informed of plans and progress will help to set expectations.	Hornsby Shire Council and Transport for NSW	Ongoing
	Communicate project opening, benefits, to community and stakeholders	Encourage use of the facility, and awareness of the wider benefits and network improvements	Hornsby Shire Council and Transport for NSW	Pre-opening of each stage
Step F – Monitoring and review	Assess conditions before and after opening against the project objectives and performance measures	To understand project performance, and achievement against agreed objectives.	Hornsby Shire Council and Transport for NSW	2020, and after opening of each section
	Conduct a lessons learned session and document outcomes	To identify and document strategies for better transport project planning for future projects.	Hornsby Shire Council and Transport for NSW	At completion
	Consider regular cycling surveys and commissioning the National Cycling Participation Survey	To track general bicycle volumes and to understand the effects of improving the local cycling network on participation levels.	Hornsby Shire Council	Every year

3.4 East-west public transport corridor Mona Vale to Macquarie Park

The suggested actions, responsibilities and timings for the public transport corridor through Macquarie Park are set out in **Table 3-4**.

Table 3-4 Public transport corridor to Macquarie Park

Step	Action	Purpose	Responsibility	Timing
Step A – Strategic Transport Directions	Update Integrated Transport Strategies (Ku-ring-gai and Ryde) to establish the transport vision, objectives and targets for each LGA, and identity the need and commitment to this corridor.	Alignment with LSPS Establish strategic transport directions that the future public transport corridor should align with.	City of Ryde Ku-ring-gai Council	2020-21
Step B – Problem identification and understanding	Identify, consult on, and confirm the desirable outcomes and project objectives, and demonstrate alignment with state and local strategic planning aims	Having a transport vision for the corridor is important identifying the transport challenges, and determining the options needed.	Transport for NSW Councils	Early 2020
	Set at least one performance measure for each of the desirable outcomes / project objectives	To understand project performance, and achievement against agreed objectives.	Transport for NSW Councils	Early 2020
	Confirm timings for investigations, project development, and delivery.	An agreed program for investigations will provide certainty, and actions to be taken now, and in the future for the project planning.	Transport for NSW Councils	Early 2020
	Investigate the transport task / problem and define	Understand, document and agree on the need for the project, and what it needs to achieve. Part of this process will involve developing a strong evidence base to justify the need.	Transport for NSW Councils	2020
Step C – Identify and assess options	Identify potential corridors that will need to be reserved	Future proof the corridor and the project integration. Understanding where the alignment has to go, and what is needed for the corridor to operate. This will give some numbers to support it, and can be a discussion point with State Government.	Transport for NSW Councils	2020
	Determine the integration elements needed with existing and future projects.	For wider network benefits, the project needs to be planned for integration with the Northwest Metro, the Macquarie University / Macquarie Park Bus Interchange, and any current land use or infrastructure proposals.	Transport for NSW Councils	2020
Step D – Funding and prioritisation	Advocate for the project, including with State and Federal Government	Early engagement on the project need and benefits will help to include it in funding programs.	Councils	TBC

Step	Action	Purpose	Responsibility	Timing
	Develop a value capture mechanism for potential uplift in land value along the corridor.	An increase in land value along the corridor should in part contribute to the project cost.	Councils	TBC
Step E – Project delivery	NA – to be determined after Steps A - D			
Step F – Monitoring and review	Assess conditions before and after opening against the project objectives and performance measures	To understand project performance, and achievement against agreed objectives.	TBC	2020. and after opening
	Conduct a lessons learned session and document outcomes	To identify and document strategies for better transport project planning for future projects.	Transport for NSW Councils	At completion
Coordination and collaboration	Form a transport working group, either dedicated to the transport corridor, or preferably for coordinating regional transport in Northern Sydney	To engage all key stakeholders in the early planning and decision making for transport project such as the public transport corridor. NSROC member Councils need to work together to demonstrate the need for, and early planning on, regional transport projects.	Transport for NSW NSROC Councils	2020
	Investigate opportunities to help progress the project through City of Ryde's transport planning team	Council wants to be on the front foot in advocating for and helping to realise mass transit links that are needed as the city grows.	City of Ryde	2020
	Investigate opportunities to working with land owners to develop a business case for the public transport corridor.	Working together to generate a business case for the project and advocating with the State Government that this project is required sooner than the 20+ year investigation timeframe.	Councils	2020

4 Recommendations for the Measures of Success Framework

From the review of the transport projects against the Measures of Success Framework, a number of improvements for the framework are identified, listed below. These will be discussed with the project steering committee for confirmation and action in the upcoming workshop. A number of these align with, or build on, the suggested amendments from the Councils' original review of the draft Measures of Success Framework.

Recommended changes to the Measures of Success Framework:

General

Ongoing actions:

- > Remove: Technology / Future flexibility and Measurement and Review from ongoing actions (and incorporate into activities within the steps).

Incorporate the following as key mechanisms / additions:

- > Governance.
- > Resources.
- > Success criteria.

Step A Strategic transport directions

- > Emphasis importance of long term planning.

Step B - Problem identification and understanding

- > Acknowledge contributing factors and influences to the transport problem e.g. other transport modes, sectors, priorities, and desirable outcomes.
- > The transport problem should be articulated for public understanding, with reference to the desirable outcomes.

Step C – Options identification and assessment

- > Account for early options identification.
- > Reference the need for corridor preservation and future proofing
- > State the aim of public justification for options selection.

Step D- Funding and prioritisation

- > Reference the need for all project elements to be accounted for in the project budget.
- > Identify aim to value capture where appropriate.

Step E – Project delivery

- > Iterate the need to keep stakeholders and the community informed about changes to the project plans that occur during delivery.
- > Emphasise important of marketing and communications.
- > Note the aim to deliver all important aspects of the project ahead of opening.

Step F – Monitoring and review

- > Emphasise the importance of a lessons learned review to address the project planning and development (not just data and performance measurement)