



NORTHERN SYDNEY REGIONAL ORGANISATION OF COUNCILS

Infrastructure Priority Statement

2025-2028



Acknowledgement of Country

Northern Sydney Regional Organisation of Councils (NSROC) recognises the Traditional Custodians of the land on which we operate.

We pay our respects to Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples.

Images courtesy of NSROC member councils.

About our region NSROC

Northern Sydney Regional Organisation of Councils (NSROC) is an association of Hornsby, Hunter's Hill, Ku-ring-gai, Lane Cove, Mosman, North Sydney, Ryde and Willoughby local councils.

NSROC's role is to advocate for, manage regional projects, undertake research and gather information on behalf of member councils.

THE INFRASTRUCTURE CHALLENGE

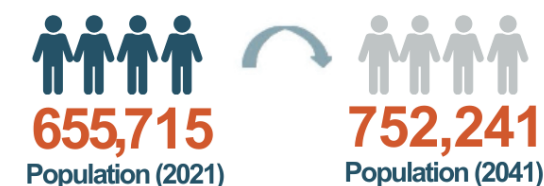
The region we represent has been subject to a substantial increase in population. We're seeing housing densification, demographic changes, more environmental challenges and greater pressure on our services. These factors drive growth in infrastructure demand.

Concurrently, delivery challenges and construction costs are increasing.

We need innovation and leadership in all aspects of infrastructure delivery, from shaping demand to optimising assets and collaborative delivery as we respond to past infrastructure deficits and new demand arising from ongoing trends in our community.



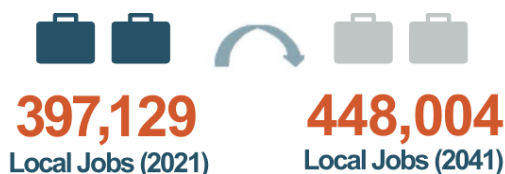
REGIONAL SNAPSHOT



14% increase in 20 years



188% increase from previous 5 year housing completions



13% increase in 20 years

Figure 1. Regional snapshot - www.profile.id.com.au/nsroc; NSW Common Planning Assumptions 2022, NSW Government Greater Sydney Urban Development Program, housing completions to 2022 (Sept 2024); DPHI housing targets www.planning.nsw.gov.au/housing-targets; Economy.id; planningportal.nsw.gov.au/job-insights#)

Regional growth and change

SYDNEY METRO

Sydney Metro City and South West will transform the region's four largest employment centres – North Sydney, Macquarie Park, St Leonards and Chatswood. With travel times between Macquarie Park and Central station in the Sydney CBD reduced to under 25 minutes, people can move to and from these centres efficiently.

Enhanced transport options implemented alongside recent State Government reforms will stimulate housing and employment growth at station locations. Significant planning is already underway to leverage the full benefits of the new metro stations.

REVISED HOUSING TARGETS

The NSW Government has set NSROC councils a target of 38,300 completed homes by 2029. This brings NSROC's housing supply requirements forward by five years (see Figure 3).

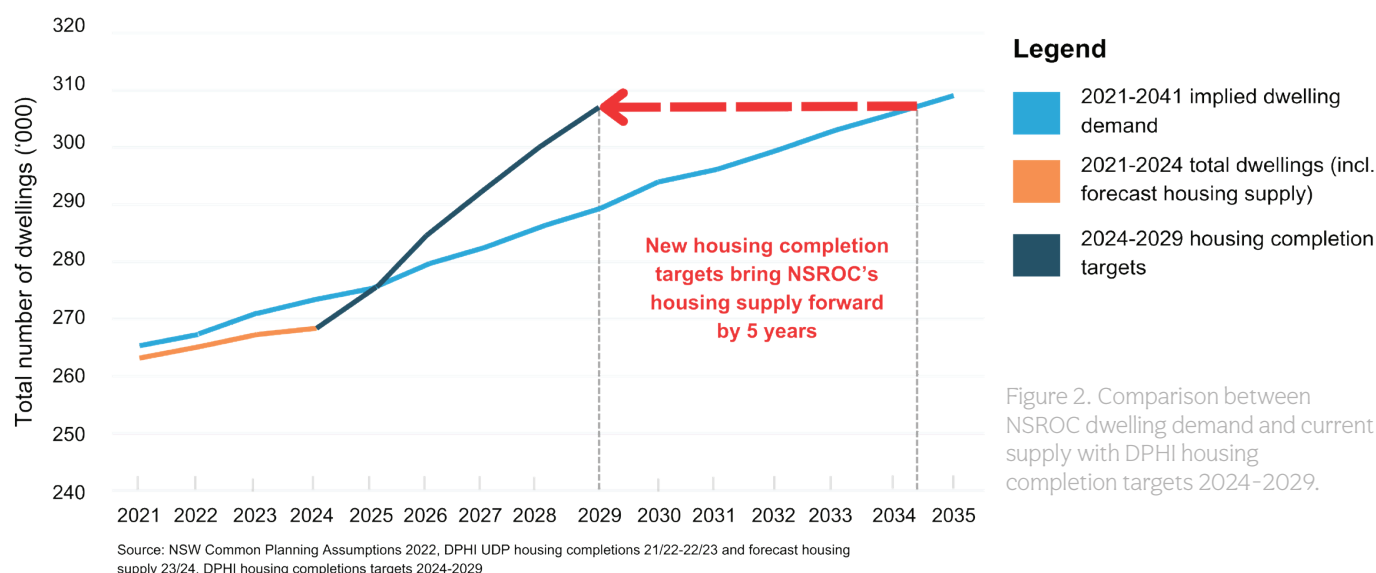
Opportunities to meet the target include the NSW Government's Transport Oriented Development program, which includes Macquarie Park, Crows Nest and Hornsby as accelerated precincts.

In addition, new low and mid-rise housing reforms will see an increase in multi-unit developments in locations near rail stations, as well as key employment and town centres. We also expect to see an increase in the turnover of single dwellings to lower-scale multi-unit housing.

MANAGING MULTIPLE GROWTH LOCATIONS

We need to manage these various growth fronts while also meeting additional community demands on infrastructure and services. Managing growth presents opportunities to:

- transform requirements for waste reduction
- respond to climate change and net zero targets
- protect valued environmental assets such as tree canopy
- support community wellbeing and health
- nurture all aspects of the region's diversity
- retain the region's great quality of life.



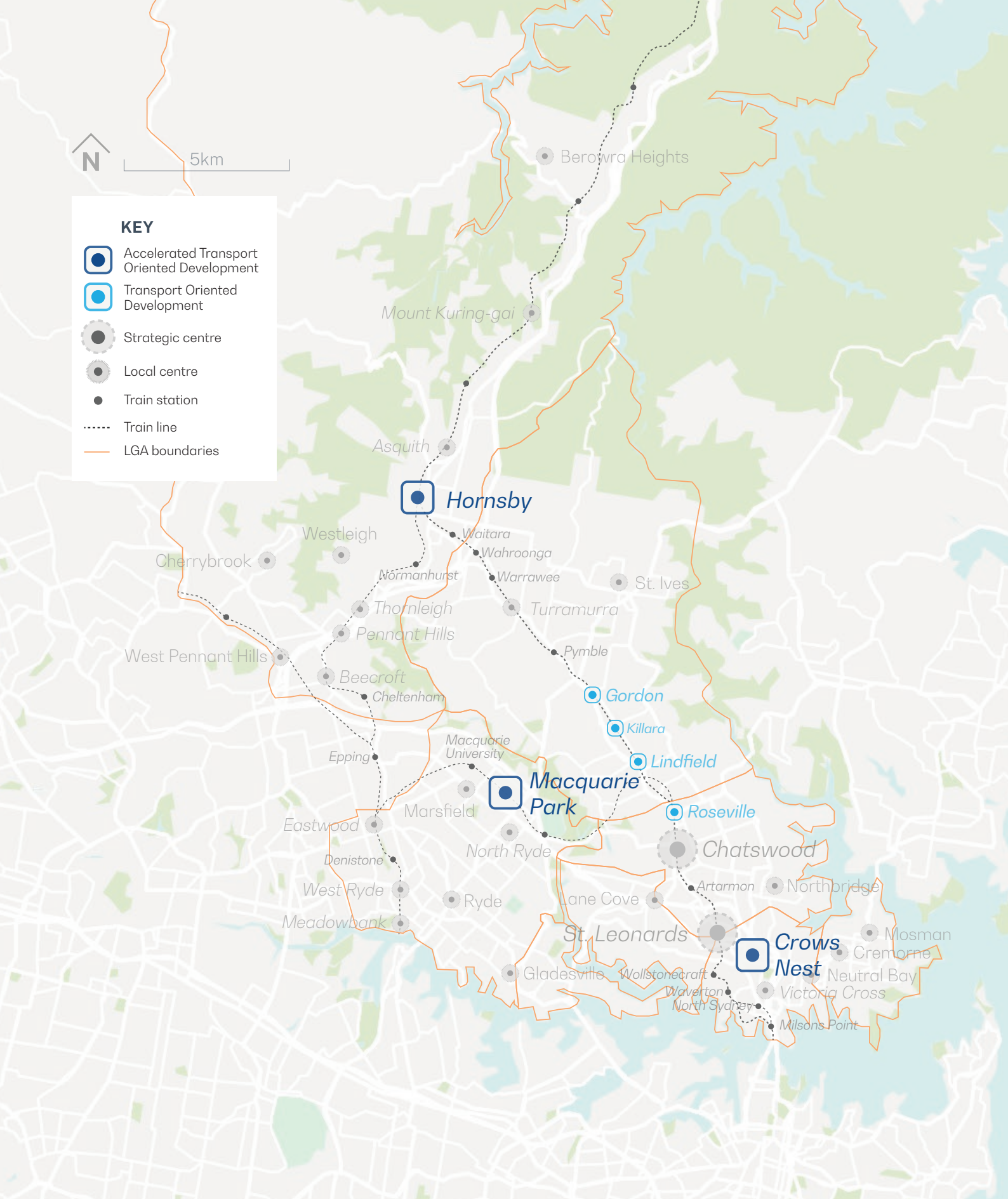


Figure 3. NSROC locations for Accelerated Transit Oriented Development (Hornsby, Macquarie Park, Crows Nest) and Transit Oriented Development (Gordon, Killara, Lindfield, Roseville)

Infrastructure prioritisation

Our sound understanding of the region's infrastructure needs and challenges is informed by data and our previous work on the region's infrastructure needs, including sportsgrounds, social and cultural, transport and waste services infrastructure.

PERSISTENT CHALLENGES

Across all infrastructure types, we face persistent delivery challenges that will become acute as the pace of change and growth intensifies.

Existing assets need upgrading

Existing infrastructure assets need investment to maximise usage. This includes capacity upgrades and ensuring facilities are fit for future purposes.

Limited land availability for new infrastructure

The constrained availability of suitable land as well as high land acquisition costs hinder councils' ability to build the new infrastructure needed to service growth. Limited access to suitable land also increases project delivery costs.

Funding is increasingly uncertain

Member councils are increasingly dependent on State and Australian Government grants, as well as specialised funding, for infrastructure projects. This reliance results in uncertainty, inconsistency and a lack of continuity in project financing, which is particularly challenging for large, complex projects with longer planning and delivery timelines. Further, capped infrastructure contributions and a rate peg methodology that does not adequately account for the impacts of growth severely constrains councils' capacity to raise funds.

Cost transfer to local government

With rising infrastructure costs, the NSW Government is focused on infrastructure deemed 'critical' to the state. This transfers a significant financial burden to councils to provide remaining forms of social and community infrastructure such as sporting facilities and parks.

Further, other essential infrastructure needs, such as regional waste infrastructure, is not planned or funded effectively.

The absence of alternative revenue options severely undermines councils' financial stability. This hinders their ability to sustain community services and provide infrastructure.

PARTNERSHIP OPPORTUNITIES

To address these challenges and to achieve common infrastructure goals, we need the support of partners at all levels of government, other infrastructure providers, community entities and the private sector. Support may take the form of co-contribution grants, timely development of precinct infrastructure and funding plans as well as voluntary planning agreements.

Successful partnerships require leadership, innovation, commitment and trust. Our councils are ready to work with partners to deliver infrastructure that maintains and grows the liveability, productivity and sustainability of our region.

Successful partnerships require leadership, innovation, commitment and trust.

REGIONAL PRIORITISATION

Our regional infrastructure priorities recognise that we value the diverse needs of our many communities.

We have identified priorities across five key infrastructure types:

- social and cultural
- waste
- sports and recreation
- transport
- education and health.

Under each of these infrastructure types, we have identified:

- current projects NSROC councils are delivering
- priority projects to 2028
- projects in the infrastructure pipeline beyond 2028
- NSW Government projects required to support our infrastructure needs.



Social and cultural infrastructure priorities

Social and cultural infrastructure includes the spaces where communities come together. These meeting spaces, such as community halls, libraries, multipurpose community centres and performance spaces make a significant contribution to the liveability of our region.

These are the places where people feel part of the community, where they can express themselves or find opportunities for education and learning. They help us to address some of the challenges that come with societal shifts such as higher density living, smaller sized households, cultural diversity and an older population.

Cost shifting of funding responsibility for social infrastructure to councils undermines our capacity to provide, maintain and improve these facilities.

To strengthen social cohesion and community resilience we need to ensure our residents and their families have access to social and cultural infrastructure that meets their needs now and into the future.

WE ARE DELIVERING

- Community performance facility – Lane Cove Council
- Creative arts centre at Crows Nest – North Sydney Council
- Early childhood centre and community space, St Leonards – Lane Cove Council
- Cultural and environmental education centre at the St Ives Showground – Ku-ring-gai Council
- Arts and cultural centre - Hornsby Shire Council



PRIORITY PROJECTS REQUIRING SUPPORT

- **Multipurpose community centre consisting of the Central Library and multipurpose community space – Hornsby Council**
Part of the Hornsby Town Centre development, requires finalisation of the town centre plan, including the infrastructure funding plan, by the State Government
- **Multipurpose community centre – City of Ryde**
Part funded by contribution plan, financial assistance by partners will enable early delivery
- **Lindfield Village Hub, featuring a new library and community centre – Ku-ring-gai Council**
Part funded by contributions plan, financial assistance by partners will enable early delivery
- **Marian St Theatre (249-seat theatre) renovation – Ku-ring-gai Council**
Development application approved. Delivery requires funding from partners
- **Henley Community Centre, Henley Precinct – Hunter's Hill Council**
Project scope and precinct plan developed. Delivery requires funding from partners
- **Library and learning centre – City of Ryde**
Part funded by contributions plan, delivery requires additional funding from partners.
- **Barry O'Keefe Library renewal – Mosman Council**
Part funded from savings and contribution plans, financial support from partners will enable early delivery
- **Multipurpose Community and Sporting facility in Chatswood CBD – Willoughby City Council**
Master Planning stage. Delivery requires financial support from partners
- **Arts and Cultural hubs in branch libraries – Willoughby City Council**
Planning stage – the project will expand cultural services offered to the community. Delivery requires financial support from partners.

INFRASTRUCTURE PIPELINE

Beyond 2028, the social and cultural infrastructure that needs to be delivered are:

- Cherrybrook library and community space – Hornsby Council
- Multipurpose community hub – City of Ryde
- Turramurra Community Hub – Ku-ring-gai Council
- Gordon Cultural and Civic Hub – Ku-ring-gai Council
- Community performance facility in St Leonards/Crows Nest – North Sydney Council
- Community performance facility – Hornsby Council
- St Ives Cultural and Environmental Centre

Waste infrastructure priorities

Population growth and higher density living directly influence domestic waste generation and increase demand for waste collection and disposal services.

We expect waste generation in the region to rise by 14% from 2020 to 2041.

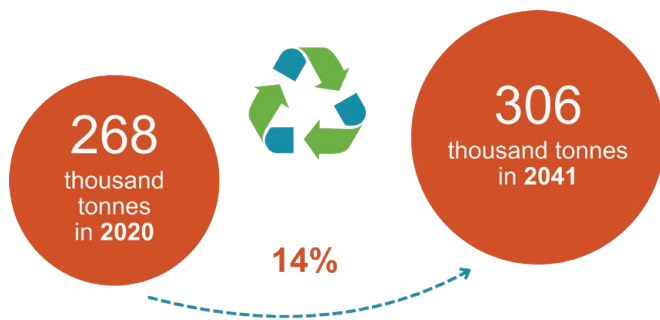


Figure 4. Predicted increase in waste in the NSROC region [Northern Sydney Regional Waste Strategy]

The *Northern Sydney Regional Waste Strategy* has been developed to support councils in managing waste services. It is the regional response to the NSW Government's *Waste and Sustainable Materials Strategy 2041*.

The regional strategy includes actions to:

- avoid and reduce waste generation
- recover resources from waste for re-use or processing
- protect the environment from the impacts of waste
- strategically collaborate with partners in and outside NSROC region.

We have established two regional community recycling centres for household problem waste in Hornsby and North Sydney.

Significant challenges remain.

NSROC councils do not own, manage or control waste transfer, processing, or disposal sites for municipal solid waste. Instead, we must rely on privately-owned waste service providers. The oligopolistic nature of the waste industry leads to a lack of competition and makes it difficult for our councils to deliver the waste services that our communities expect and that are mandated by the State Government.

OUR INITIATIVES

Our efforts to address waste in the region:

- identifying a potential site for a regional waste transfer station and/or organics processing facility
- undertaking research to inform the future roll out of food organic and garden organics (FOGO) collection in line with the Government mandate for councils to provide food and garden waste collections by 2030, which is expected to reduce waste volumes going to landfill
- education programs to divert waste from landfill and reduce per capita waste generation.

PRIORITY PROJECTS REQUIRING SUPPORT

- **EPA to develop a strategic waste infrastructure plan for Greater Sydney.**

This Plan should address priority waste streams, such as residual and organic waste, and include a suitably located transfer station serving the Northern Sydney region.

- **Identifying a long-term site for community recycling centres in the region's south – All NSROC councils (ex Hornsby)**

We are looking to work with the NSW Government to secure a third community recycling centre. Potential partners include NSW Government (NSW EPA).

Sports and recreation infrastructure priorities

People across the region love playing sport and being able to spend time in parks and recreation space. More and more people have a greater appreciation of the health benefits of physical exercise.

The continued demand for sports facilities is reflected in high participation rates in organised sports and in increasing demand for exercise and recreational infrastructure such as walking and cycling paths and indoor sports facilities.

The changing demand for sporting infrastructure is being shaped by our increasingly culturally diverse and aging communities.

Our *2023 Review of Supply and Demand for Sports Facilities in the NSROC Region* highlighted:

- substantial shortfall in indoor and outdoor sporting facilities to meet current and forecast demand by our communities
- increased demand for indoor court facilities supporting multiple year-round activities reflecting changing sports participation patterns in our communities
- the need to optimise the capacity of sports facilities through contemporary design, supporting amenities, maintenance and management arrangements.

WE ARE DELIVERING

Our regional investment covers new and upgraded facilities. Some key initiatives include:

- Gore Hill Indoor Sports Centre – Willoughby City Council
- Gladesville Reserve Sports and Community Facility – Hunter’s Hill Council (in partnership with the NSW Government)
- Bedlam Bay swim site – Hunter’s Hill Council (in partnership with the NSW Government)
- Ryde Aquatic Leisure Centre - asset renewal works – City of Ryde
- Gannan Park upgrade – City of Ryde
- Meadowbank Park upgrade – City of Ryde
- St Ives High School Indoor Courts Complex – Ku-ring-gai Council (in partnership with the NSW Government)
- Sport and Recreation Centre – Lane Cove Council
- Newlands Park expansion, St Leonards South – Lane Cove Council
- Bob Campbell Oval upgrade – Lane Cove Council

PRIORITY PROJECTS REQUIRING SUPPORT

- **Hornsby Park, including Old Mans Valley playground and sportsground – Hornsby Council**
Part of the Hornsby Town Centre development, requires finalisation of town centre plans, including the infrastructure funding plan, by the State Government
- **Westleigh Park recreational facility featuring a major all-weather purpose-built athletic facility for the Northern Sydney region – Hornsby Council**
\$21 million spent on acquisition of land and \$4 million spent on development of detailed design package and development application. Additional funding required for the project to proceed.
- **Mills Park sports surface – Hornsby Council**
Additional funding required to complete the project
- **Cammeray Park: Open space to be provided to council by Transport for NSW to compensate for loss of land to Western Harbour Tunnel – North Sydney Council**
Part of master plan for Cammeray Park, council needs certainty of land to be transferred to council, timing and funding for this project to enable project delivery.
- **Middle Head Oval – Mosman Council**
Supported by Mosman Football Club, the project upgrades the facilities at Middle Head Oval including a new pavilion and amenities block. Require consent from Sydney Harbour Foreshore Trust
- **Primrose Park upgrade of facilities with three playing fields – North Sydney Council**
The project will deliver an additional playing field and an amenities block. Delivery requires funding from partners.
- **Chatswood High School renewal of playing surface and ancillary improvements – Willoughby City Council**
Planning in 2025/26 and delivery in 2026/27. Part funded by developer contributions, requires additional funding from partners.

INFRASTRUCTURE PIPELINE

Beyond 2028, the sports and recreation infrastructure that needs to be prioritised are:

- Burns Bay Reserve covering the waterfront area, sports fields, parking, playground, entry into the bushland and facilities of the reserve – Lane Cove Council
- Ryde Aquatic Leisure Centre – City of Ryde
- Holtermann Street Park – North Sydney Council.

Transport infrastructure priorities

Regional and local interventions are important to ensure connectivity, capacity, safety and address access challenges across the transport network. We are also aiming to increase the viability of, and people's access to, sustainable transport choices such as walking and cycling, public transport and electric vehicles.

While Sydney Metro will boost public transport use and accessibility in the region, there are still gaps in public transport access in other parts of the region. We need investment in better regional east/west connections via rapid buses to reduce congestion and maximise the benefits of the Sydney Metro network.

Continued investment in transport hubs and transport oriented development areas is essential to allow for the efficient and coordinated interchange between different transport modes.

Effective partnership with the NSW Government on shared transport priorities will help both levels of government to maximise the benefit of investments in transport.

We are also developing policy and planning controls to support the transition to electric vehicles. We want regulation to evolve and support new technology through a robust and transparent planning framework.

CURRENT INITIATIVES

- Constitution Road and Bowden Street intersection upgrade (funded by NSW Government grant and a developer contribution) – City of Ryde
- Edward and Penshurst Street South Streetscape Improvement Program (funded by NSW Government) – Willoughby City Council
- Willoughby South Missing Links Active travel link from Edward St/ Artarmon Rd through or around the NINE site to the Gore Hill Cycleway
- Artarmon to Middle Harbour Greenway Active travel paths from surrounding areas to the Gore Hill Cycleway and Flat Rock Creek tracks



PRIORITY PROJECTS REQUIRING SUPPORT

- **Contiguous active transport network addressing missing links, Northern Sydney region (see over: Active Transport priorities)**
Delivery of the missing links requires funding support from the State and the Australian Government.
- **Hornsby Town Centre road network improvements – Hornsby Council**
Hornsby Council has identified transport improvements required in the Hornsby Town Centre Transport Plan. Local network to be funded by s7-11 contributions and State roads to be funded by the State Government under the Infrastructure Plan being developed for Hornsby Town Centre
- **Development of Miller Place – North Sydney Council**
Implementation of Miller Place with Transport for NSW. This project is in the conditions of consent for the Warringah Freeway Upgrade
- **Transport network upgrades around Lindfield town centre – Ku-ring-gai Council**
Part funded by developer contributions. Delivery linked to the Transport Oriented development SEPP for Lindfield.

INFRASTRUCTURE PIPELINE

Beyond 2028, key transport infrastructure priorities for delivery are:

- Bus rapid transit link between Chatswood interchange and the Northern Beaches (Dee Why, Frenchs Forest) – Willoughby City Council and Ku-ring-gai Council
- Chatswood bus interchange upgrade – Willoughby City Council
- Hornsby station transport hub – Hornsby Council
- Mona Vale to Macquarie Park bus rapid transit corridor - Ku-ring-gai Council and City of Ryde.

Investing in an active transport network

We are developing an active transport strategy that identifies 58 critical segments that need upgrades or completion within the cycle network. We have prioritised these links based on continuity of connection, strategic alignment with TfNSW active corridors, desirability (linking points of interest), safety and council and community support.

ACTIVE TRANSPORT PRIORITIES

Epping road shared user path ‘missing link’ <ul style="list-style-type: none"> from Paul Street, Epping to intersection of Lane Cove Road/ Epping Road 	A
Pennant Hills Road <ul style="list-style-type: none"> between Dartford Road and Edwards Road between Duffy Avenue and Railway Street between Yarrara Road and Castle Hills Road 	B
River Road, Longueville <ul style="list-style-type: none"> Burns Bay Road to St Leonards (upgrade) 	C
Macquarie Park to West Ryde <ul style="list-style-type: none"> intersection of Fontenoy Road/Lane Cove Road, Macquarie Park to intersection of Wattle Street / Ryedale Road, West Ryde (features on-street and off-street paths) 	D
Pacific Highway <ul style="list-style-type: none"> between Lady Street and Amor Street 	E
Pacific Highway Shared Path <ul style="list-style-type: none"> connecting Ku-ring-gai LGA to Mowbray Road/Pacific Highway intersection Mowbray Road/Pacific Highway intersection to North Sydney LGA 	F
Sydney Harbour Bridge to Cammeray <ul style="list-style-type: none"> West Street, between Amherst and Ridge Street Pacific Highway, between Arthur and West Street 	G
Roseville to Pymble missing link <ul style="list-style-type: none"> via Hill Street, Strickland Avenue, Lindfield Avenue, Werona Avenue, Pacific Highway 	H
Rangers Avenue <ul style="list-style-type: none"> Yeo Street to Spofforth Street extends the link to North Sydney to Cremorne 	I
Centennial Avenue - Burns Bay Road <ul style="list-style-type: none"> between Epping Road and Gladesville Bridge 	J



*Cycleway data sourced from Cycleways NSW

Figure 5. NSROC active transport priorities.
Missing links/segments and final routes will be subject to community consultation and viability assessment

Education and health infrastructure

Investment in education, health and other social infrastructure, including fire and rescue, needs to keep pace with our growing and changing population.

As these types of infrastructure is funded and delivered by the NSW Government, we will continue to work in partnership to facilitate delivery of this committed investments.

NORTHERN SYDNEY EDUCATION, HEALTH AND OTHER PROJECTS*

PROJECT	LGA	DELIVERY AGENCY
Eastwood Public School Upgrade	Ryde	School Infrastructure NSW
Midtown Macquarie Park (new primary school) - part of Ivanhoe Estate	Ryde	School Infrastructure NSW
Ryde Building A Upgrade	Ryde	School Infrastructure NSW
Macquarie Park Education Campus	Ryde	School Infrastructure NSW
Schools and Meadowbank Education and Employment Precinct	Ryde	School Infrastructure NSW
Neutral Bay Public School Upgrade	North Sydney	School Infrastructure NSW
North Sydney Public School Upgrade	North Sydney	School Infrastructure NSW
Cammeray Public School Upgrade	North Sydney	School Infrastructure NSW
Chatswood (new primary school)	Willoughby	School Infrastructure NSW
St Leonards (new primary school)	Willoughby	School Infrastructure NSW
Middle Head Environment Education Centre	Mosman	School Infrastructure NSW
Northbridge Public School Upgrade	Willoughby	School Infrastructure NSW
New school in St Leonards	Lane Cove	School Infrastructure NSW
Institute of Applied Technology for Digital Technology	Ryde	School Infrastructure NSW
Ryde Hospital redevelopment	Ryde	School Infrastructure NSW
Royal North Shore Hospital cyclical maintenance	Willoughby	Health Infrastructure NSW
Land and a new station	Ryde	Fire and Rescue NSW

*(NSW Budget 2024-2025) Budget Paper 3

Implementation challenges

We know that the challenges associated with infrastructure planning and delivery affect all infrastructure providers. With escalating costs and limited land availability, we need to achieve more with fewer resources.

Delivering our infrastructure priorities will require a willingness of all tiers of government, community organisations and industry to work collaboratively for the benefit of our communities.

WHAT WE ARE DOING

In addition to delivering our current programs, we will continue to:

- proactively respond to the needs of our communities
- identify opportunities for collaboration
- provide leadership and share knowledge with local, NSW and Australian government partners.

SUPPORT REQUIRED

Ongoing certainty and commitment

- **NSW Government** to commit to all previous and current infrastructure commitments, including reinstating funding for Westleigh Park, Lindfield hub and to a transparent future funding program.
- **Potential partners** to support funding and work with us to build priority projects.
- **NSW and Australian governments** to consider funding models beyond grants to allow for certainty and continuity of infrastructure funding.

Utilising assets for shared purposes

- **All potential partner organisations** to work with us to optimise existing infrastructure assets.

Planning for growth

- **NSW Government** to coordinate place-based partnerships across State agencies, councils, the community and private/business sectors, and create roadmaps for the implementation that support infrastructure delivery.
- **NSW Government** to investigate innovative ways for the early acquisition of land, including a more proactive use of acquisition powers to acquire land early on behalf of councils.



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Organisation of Councils**

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