

DRAFT

Willoughby Growth and Infrastructure Framework

2026

WILLOUGHBY CITY COUNCIL
City of Diversity



Acknowledgement of Country

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



Willoughby City Council would like to thank the following organisations for their input and advice in preparing this document:

- SGS Economics & Planning
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Mayoral foreword

As we welcome more people and businesses to Willoughby, we want to make sure our city continues to grow in a way that protects what makes it special and creates opportunities for everyone.

The Willoughby Growth and Infrastructure Framework will help us plan for the infrastructure our growing population needs, while ensuring our community's priorities are at the heart of these decisions.

Much of the change taking place across our city is being driven by NSW Government planning processes. The framework gives us an opportunity to work within these processes to help shape Willoughby's future and build on what we've already achieved.

Places like The Concourse in Chatswood, along with sporting facilities, parks and improvements to public spaces across Willoughby, show how funding secured through the development process can help create vibrant places for our community to enjoy.

We'll continue to work with the NSW Government, neighbouring councils and the development industry to encourage new development in suitable locations, while making the most of existing infrastructure and future investment.

Most importantly, we'll continue listening to and working with our community to ensure that, as Willoughby grows, the benefits are shared as widely as possible.

Tanya Taylor
Mayor, Willoughby City Council



At a glance

The Willoughby Growth and Infrastructure Framework looks at the growth we're expecting in the area over the next 15 years. It considers how we can leverage that growth to create even better places, services and facilities across Willoughby Local Government Area.

The framework sends a signal to all involved in the area– those of you who live, work and visit here, those of you who run your business here or are looking to invest or develop in the area, and the partners across government that we work with every day to make Willoughby a better place.

It clarifies the infrastructure that we need to continue to maintain Willoughby as a safe, sustainable and enriching place to live.

The framework includes a new Local Infrastructure Contributions Plan, specifically designed to leverage NSW Government-led growth in Chatswood CBD. The plan means contributions are higher for more significant development, given these developments will have a greater impact on local infrastructure.

We've also established an infrastructure works list that sets out propose local infrastructure requirements.

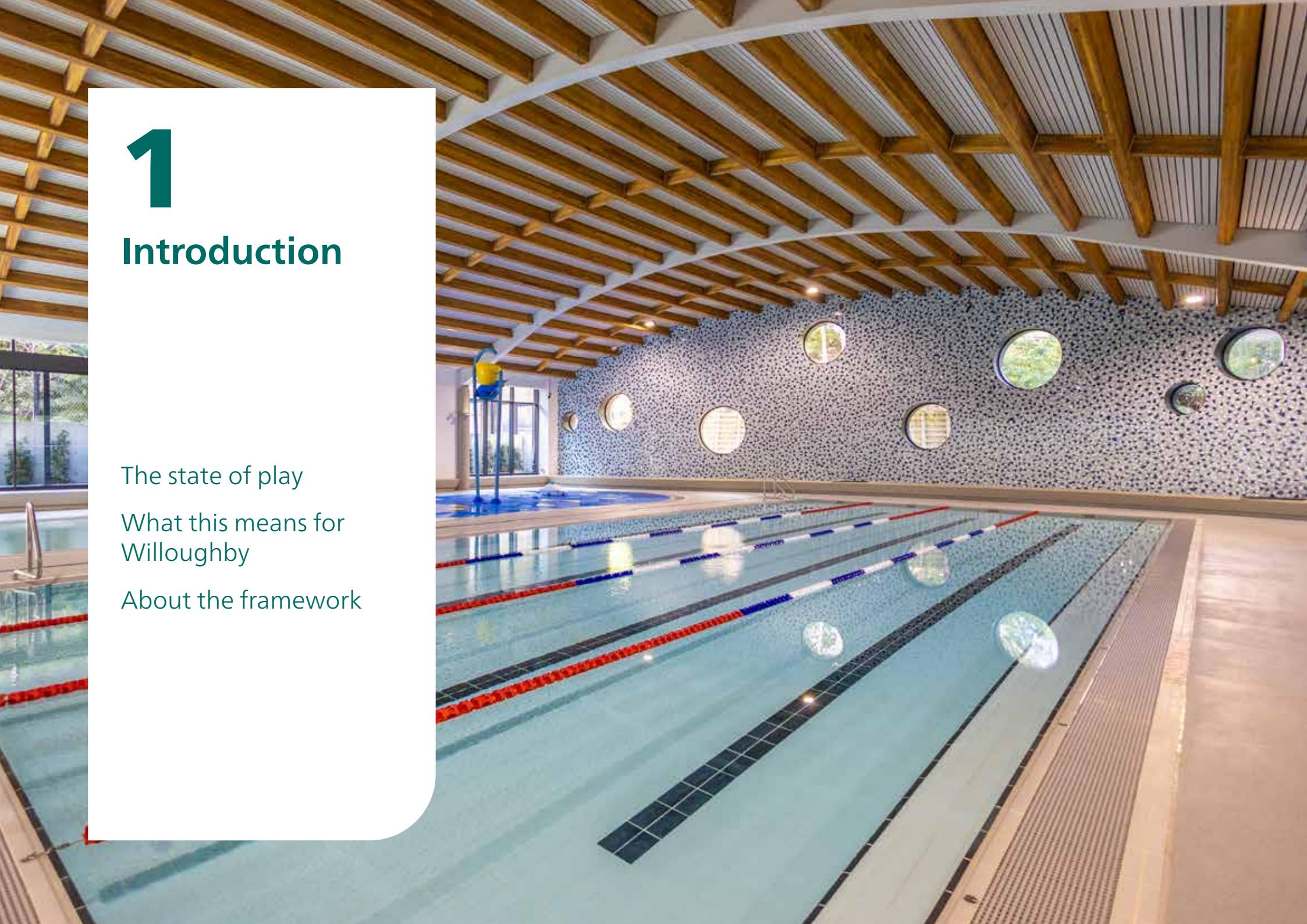
Infrastructure type and potential cost	Example projects
 **Community facilities** $131,500,000	Universal community hub at Chatswood, library and community centre upgrades
 **Traffic and transport** $59,000,000	Major pedestrian and cycling upgrades, road intersection upgrades
 **Public areas** $220,500,000	Extending Victoria Avenue mall and major improvements around Chatswood CBD and other growing areas like Artarmon, St Leonards-Naremburn, Northbridge and Roseville
 **Open space and recreation areas** $288,000,000	Upgrading parks and sporting facilities, including pavilions, across the LGA, with specific investment in places like Gore Hill Recreation Centre, Chatswood Rotary War Memorial Athletics Field, Northbridge baths, and, in the longer term, major new indoor sports and aquatic centre and racquet sports centre
 **Local environment** $43,000,000	Major stormwater upgrades, water-sensitive urban design and improvements for waste collection and recycling.



We've also established the potential state infrastructure (built in partnership with the NSW Government) required to meet the demands of population growth in Willoughby LGA, including major road improvements, a transformation of Chatswood bus interchange and a potential new primary school in Chatswood CBD.

The framework sets out the different types of planning pathways and funding streams that we'll draw from, including:

- local infrastructure contributions
- our Community Infrastructure Contribution scheme
- partnerships with the NSW Government.



1

Introduction

The state of play

What this means for Willoughby

About the framework

Willoughby is a brilliant place to live – it's in a perfect location in one of the greatest cities in the world. Those of you who live and work here love the convenience of the Metro, the experience of discovering new cuisines, going shopping, catching a show at the Concourse or relaxing on the beautiful waterfront and walking trails.

The Willoughby Growth and Infrastructure Framework is a way for us to retain and enhance everything you love, while planning the investments that will improve what we have and create new assets.

The framework will help you to understand how we plan for infrastructure and the changes you should expect. It will help developers to see what needs they should address in their proposals. And it will help the NSW Government and Council to see the infrastructure context – what is needed, what is planned, where there are capacity issues – when assessing proposals for new housing or commercial development.

This is essential in light of a growing, changing Willoughby. Between now and 2041, we're anticipating:

- more than **27,000** new residents and an additional **10,000** new homes
- commercial development that will create workplaces for **3,000** new employees.

While growth can be a challenge, we believe that with a rich foundation such as the Willoughby Growth and Infrastructure Framework, growth can be **a real opportunity to secure huge benefits for the community.**

This document summarises what the framework will mean for you. We've shaped the framework around a new Local Infrastructure Contributions Plan, and you can read that and the entire suite of documents that form the framework on our website.



The state of play

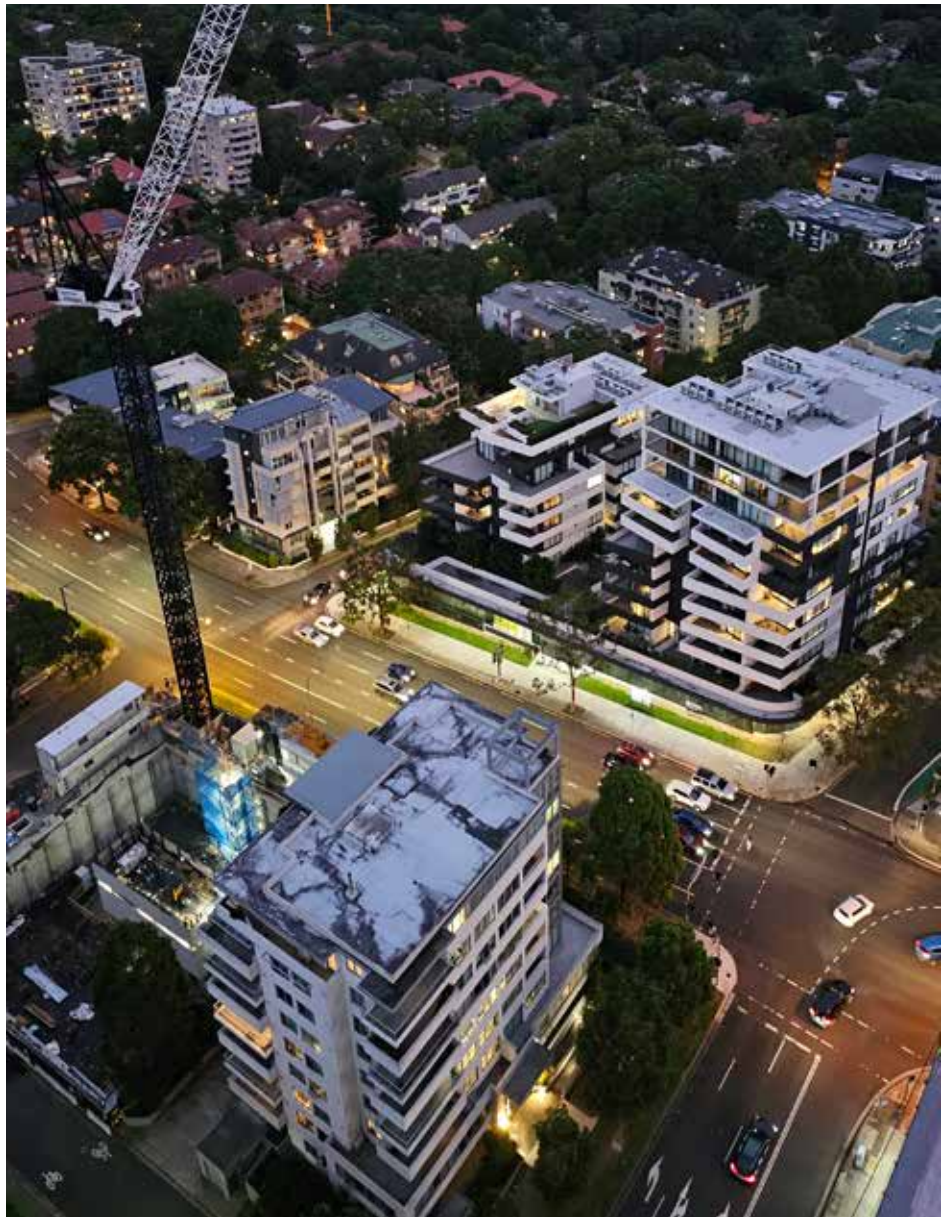
There's activity at every level of government, and right across Sydney, to get plans in place for new housing. In Willoughby, we're planning for a greater mix of homes to meet people's different preferences and needs over the course of their lives.

Our aim here is to give more of you a choice in where to live, whether your household is a family with kids, or if you're an older resident who wants to downsize or a household that wants a smaller home near lots of activity.

Clearly, this is not just a challenge for Willoughby. When we plan for new housing, we're doing so within the parameters set by other levels of government:

- The Australian Government's National Housing Accord sets an aspirational target to build **1.2 million new homes over 5 years from mid-2024**.
- To meet this ambition, the NSW Government has a target of **377,000 new homes across NSW from 2025 to 2029**.
- Of that, the NSW Government has set a target of **3,400 new homes by 2029** across Willoughby Local Government Area (LGA). This forms part of our overall planning for **10,000 new homes by 2041**.

Governments base these targets on the number of homes already approved and proposed, or where land is already rezoned. They then factor in projected population changes and any planned infrastructure capacity, investments or constraints.



What this means for Willoughby

To give you an idea of what the next 5 years of the National Housing Accord targets mean for Willoughby, let's look at the last 5 years.

- The number of residents increased from **76,000 to more than 81,000**.
- The number of homes increased from **31,000 to more than 32,000**.
- The number of jobs in Willoughby increased from **72,000 to almost 80,000.**

The increase in the number of new homes and new residents, then, isn't necessarily new; what has changed in recent years is the broader societal impacts of the housing crisis and new NSW Government-led responses in terms of new housing.

And of course, growth will continue – beyond the 5-year target, and beyond our current planning horizon of 2041. Our role is to get the plans in place now so that we're in the right position to serve your needs, and the next generation's needs, in the long term.

The process of getting these new homes to market – which we refer to as planning pathways – is changing in some areas. It may be led by the NSW Government, rather than by Council directly.

We're seeing these planning pathways in action in Chatswood CBD, where developers are pursuing residential and mixed-use developments via state significant developments and rezonings. These are assessed and determined by the NSW Government. If approved, this level of development – and the influx of new residents, workers and activity – will compound infrastructure challenges.

The Willoughby Growth and Infrastructure Framework will help us to embrace the change that's coming and leverage it to provide new infrastructure and services. Ultimately, it will help us to use growth to create even better places, services and facilities across the LGA.

And we have proof of success – we funded and built The Concourse and Willoughby Leisure Centre, as just 2 examples, thanks to the opportunity and the funding provided by growth.



About the framework

The Willoughby Growth and Infrastructure Framework sets out how we will leverage the development contributions we collect through the planning system to fund new or upgraded local infrastructure. It:

- articulates how Council, the NSW Government and the development industry will fund and construct infrastructure projects that support the next 15 years of housing and employment growth to create thriving places
- identifies what the growing population will mean for the different types of local infrastructure that we as a council must provide
- helps our partners and decision-makers in the NSW Government and industry to understand what they need to plan for at every stage – from early planning, through to development assessment and approvals.

The framework considers the many different and changing elements that will affect Willoughby LGA:

- **Housing a growing and evolving community:** Giving everyone the opportunity to access the right places to live and the infrastructure they need.
- **Opportunities and trends:** Drawing on opportunities like Metro stations to create hubs of activity or looking at how places function now that more people work from home.
- **Policy changes:** Understanding new NSW Government planning pathways and adapting our infrastructure funding and planning efforts to keep pace.
- **Funding constraints:** Working within limits such as rate pegging, infrastructure contribution caps and other legislated restrictions to maximise income from rates and contributions to provide or upgrade local infrastructure.

The framework means we can continue to plan for Willoughby's future with confidence, knowing that as the area's population increases, we can improve your experience of living here.

It addresses current challenges and provides an adaptable foundation for us to update our strategic planning regime, including our Local Strategic Planning Statement, master planning and visioning for centres, and our responses to NSW Government-led reforms.



2

Funding infrastructure

Funding sources





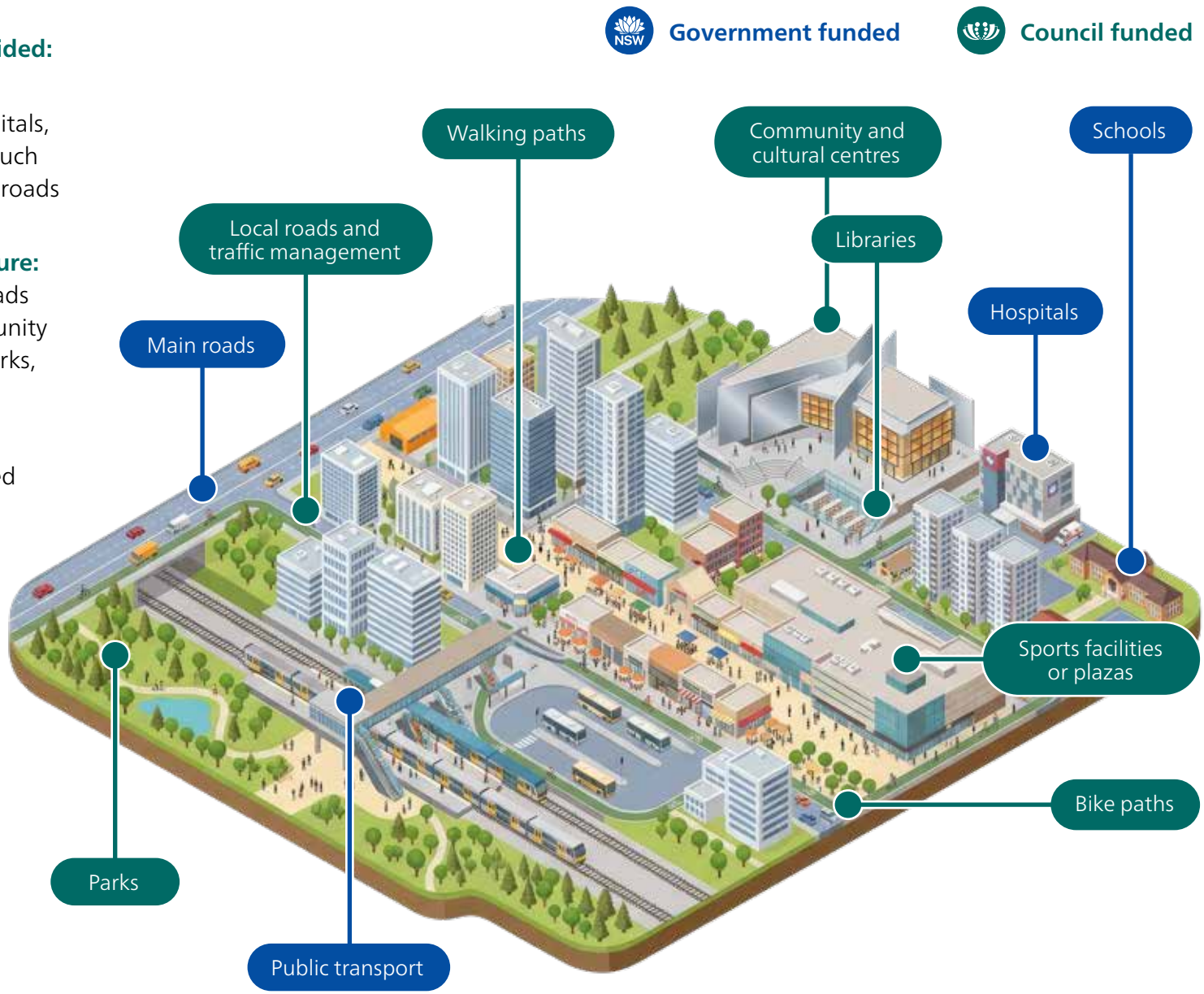
The development you see across the LGA and beyond comes to fruition through multiple planning pathways and approval processes.

- In **suburban areas**, you're likely to see new homes approved either through a complying development process (where a private certifier approves more straightforward developments) or, more often, by Council through a development application (DA).
- In **larger centres, particularly Chatswood CBD**, you'll see higher density development like apartment buildings or commercial development. These might be approved by Council through a DA or by one of the NSW Government-led planning pathways.

There's also differences in how infrastructure is funded and provided:

- **The NSW Government funds state-level infrastructure:** hospitals, schools, major public transport such as Metro lines or works on main roads such as the Pacific Highway.
- **Council funds local infrastructure:** walking and bike paths, local roads and traffic management, community and cultural centres, libraries, parks, sports facilities and plazas, or stormwater facilities.

A new development may be required to make a contribution to both the state and local infrastructure required to support growth.



To give you an idea of the challenge ahead, our Long Term Financial Plan 2024-2034 notes that:

- We spend around **$49.3 million** on infrastructure each year.
- **Of this, around 70%** goes towards renewing or maintaining the infrastructure we already have.
- We spend the **remaining 30%** on the new infrastructure required to support the new residents, workers and visitors arising from new development.

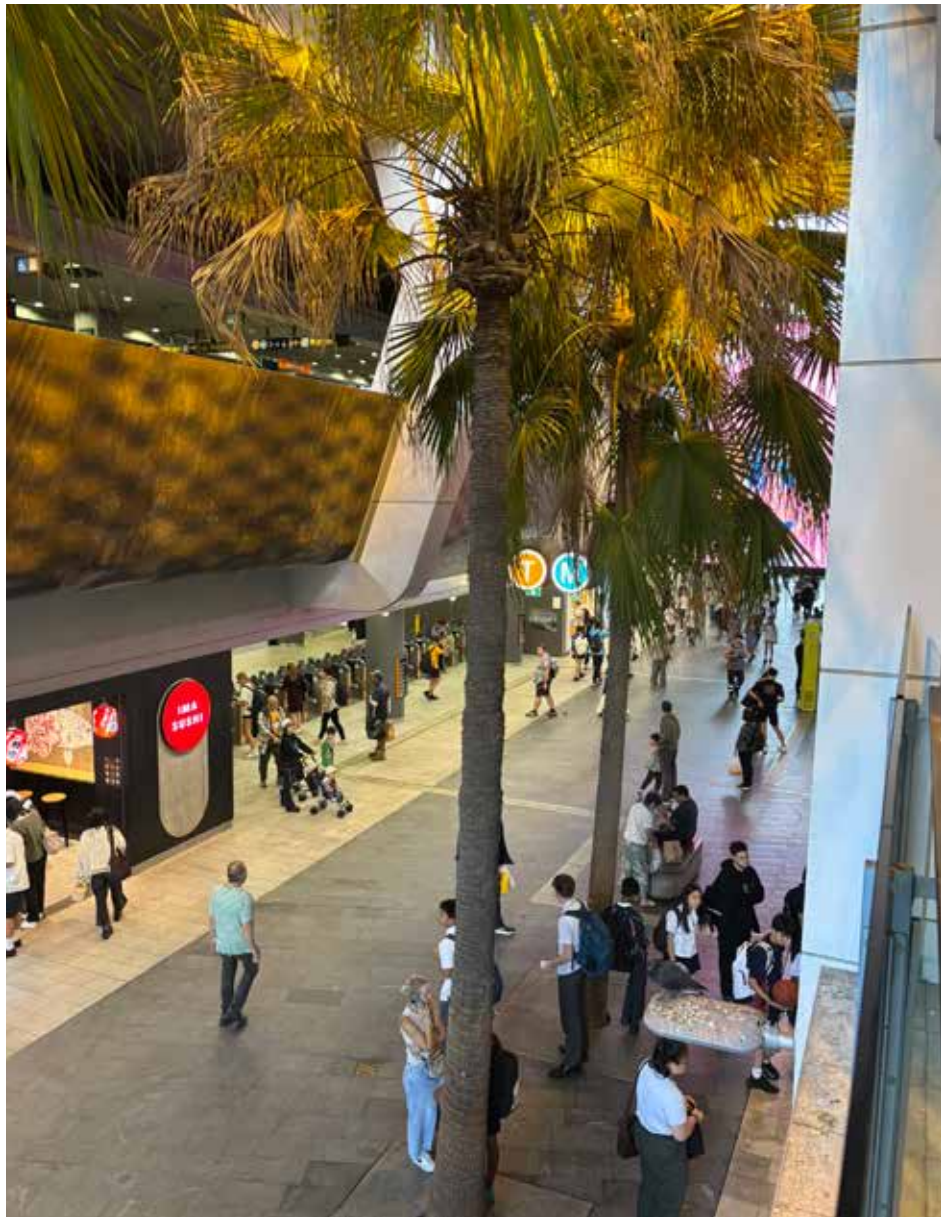
The Willoughby Growth and Infrastructure Framework helps us to prioritise activities in a way that will achieve the most benefits across the community while also being fiscally responsible.

While legislation requires us to only spend local infrastructure contributions on new infrastructure rather than maintenance, the framework is a way for us to establish not just what we need, but also how we'll account for the ongoing costs of new infrastructure.

The framework considers our capacity to maintain and operate the infrastructure, noting that:

- The additional rate revenue generated by growth can help to fund these activities.
- Some new infrastructure will replace lower capacity, higher maintenance infrastructure.
- Our expanding rate revenue and more efficient infrastructure will allow us to sustainably maintain the existing and the new assets.

You can find out more about how we manage our finances with an eye on future challenges and risks by reading the Long Term Financial Plan 2024-2034 on our website.



Funding sources

The Willoughby Growth and Infrastructure Framework is all about how we fund and provide **local infrastructure** from several sources.

But first, there's some nuance. Development that welcomes new residents or workers will have an impact on local infrastructure. When we make decisions around zoning or planning controls – that is, the type of development that we'll allow in certain places – we do so by factoring in the demand that potential development will generate on local infrastructure.

This is why we collect **local infrastructure contributions** – to meet the demand generated by new development. Our updated Local Infrastructure Contributions Plan, which forms part of the framework, details how we charge contributions when a development application is approved.

There are, however, times when the increase in residents or workers is above and beyond what we accounted for through zoning and planning controls. This might occur, for example, when a development is approved through a NSW Government-led planning pathway, or when there's a larger scale, more opportunistic development.

Voluntary planning agreements (VPAs) or public-private partnerships mean a developer can provide local infrastructure by paying money, building (or improving) the infrastructure or dedicating land for the infrastructure. This can unlock how a site will be able to accommodate more residents or workers than we've previously planned.

To guide these agreements or partnerships, we use our **Community Infrastructure Contribution** scheme to make sure any proposed development that brings forward growth will also bring forward the right supporting community infrastructure to service that growth in areas such as Chatswood CBD.

In addition to local infrastructure contributions and the Community Infrastructure Contribution, the framework will also inform **grant applications** and direct **partnerships** with NSW and Australian government partners – you can read more about these and more detail on funding sources in the **Infrastructure delivery plan** chapter.



3

Need and opportunities

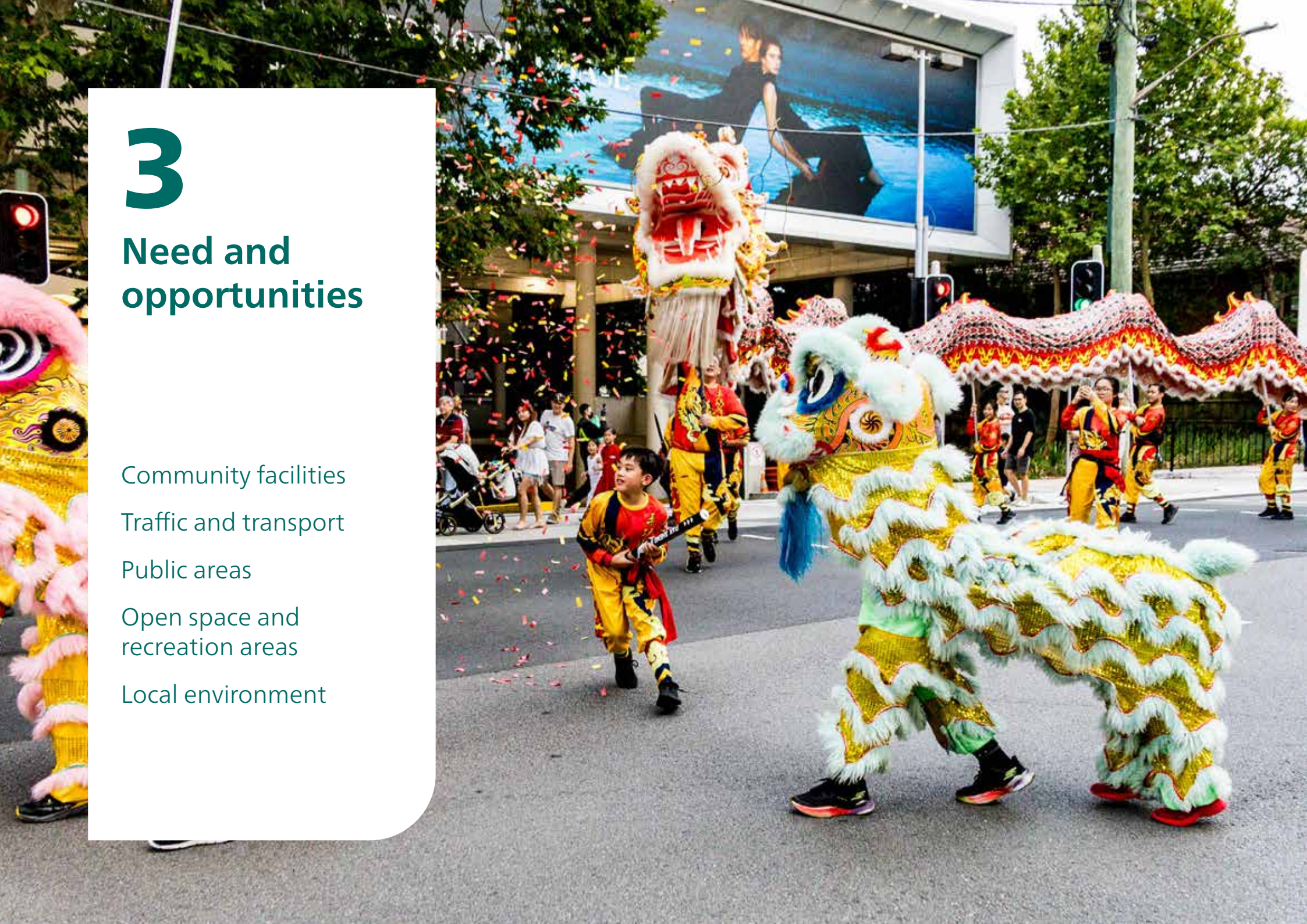
Community facilities

Traffic and transport

Public areas

Open space and recreation areas

Local environment



People bring activity, culture, interaction and buzz to a place; infrastructure is the foundation of what makes these local centres, suburbs, LGAs or cities work for you. It brings opportunity, supports a diversity of places and helps businesses to thrive.

When we can match growth with quality infrastructure, we can create better places – places that are more sustainable, productive, connected and activated – at the same time as they become more populous.

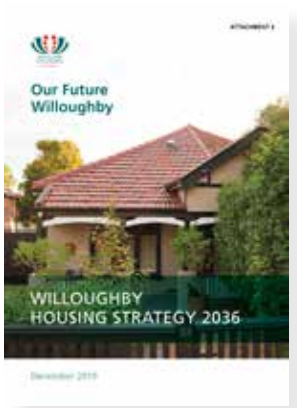
We list below the many plans and strategies we use to understand and plan for Willoughby's needs and opportunities:

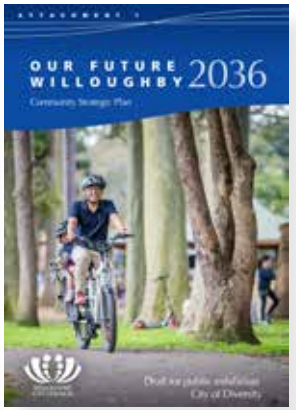
- Our Future Willoughby Community Strategic Plan 2036 (2025)
- Long-term Financial Plan 2026-36 and other integrated planning and reporting documents
- Willoughby City Local Strategic Planning Statement (2020)
- Willoughby Integrated Transport Strategy 2036 (2020)
- Willoughby City Council Cycling Strategy and Action Plan 2036 (*2026*)
- Willoughby Public Spaces and Recreation Strategy (2024)
- Chatswood CBD Planning and Urban Design Strategy 2036 (2020)
- Land use mix in the Chatswood CBD Discussion Paper (2024)
- Chatswood CBD Implementation Strategy (2025)
- NSROC Infrastructure Priority Statement 2025-2028 (2025)
- NSROC Review of Supply and Demand for Sports Facilities in the NSROC Region (2023)
- Willoughby Housing Strategy 2036 (2019)
- Willoughby Local Centres Strategy 2036 (2020)
- Economic Development Strategy (2022)

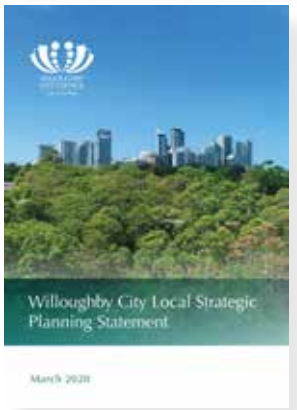
You can find these on our website.

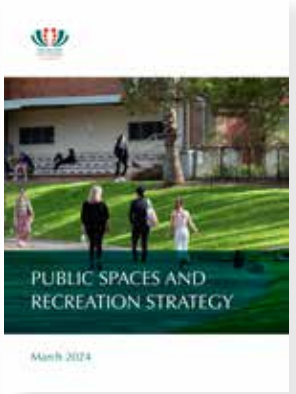
We use these documents to:

- influence where growth will occur
- articulate anticipated infrastructure needs
- consider how we can most efficiently and effectively meet these needs.











For example, Willoughby Housing Strategy 2036 identifies 3 focus areas that will accommodate 6,700 new homes:

- the mixed-use zone around Chatswood CBD, accounting for **3,800 of those new homes**
- local centres, such as **Artarmon, Northbridge, Naremburn** and **Penshurst Street**
- capacity within existing zoning across the LGA.

This approach focuses growth and investment in centres and along transport corridors to make better use of the assets we have. It also allows us to focus most new infrastructure in centres where more people can take advantage of it.

We released the housing strategy in 2020 – a lot has changed since then. And while we'll need to update our strategies to account for how and where growth has occurred, and to account for NSW Government policy changes, we'll retain the principle of focusing growth and infrastructure around centres and transport corridors.



The Willoughby Growth and Infrastructure Framework considers 5 infrastructure types that influence the type of lives people will live in the areas that are changing and growing the most. We describe and give some examples of these infrastructure types on the following pages and detail specific projects under each infrastructure type in the **infrastructure works list**.



Community facilities



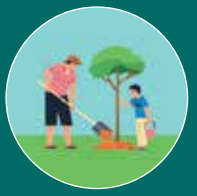
Traffic and transport



Public areas



Open space and recreation areas



Local environment



Community facilities



Community facilities are the social and community infrastructure you use as part of your daily life in Willoughby LGA: places like libraries, community centres, youth centres and arts and cultural facilities.

These are the places for you to come together with others and where you seek education and support services. These are places to meet, collaborate and engage with your community.



Willoughby's growing population is highly diverse in terms of age, ethnicity and occupation. Infrastructure needs to meet different service needs and recreational preferences so that everyone can feel a part of Willoughby's community.

We face a number of challenges:

- Many residents use centrally located facilities such as Chatswood Library and The Concourse, as do people from outside the LGA, which means they're already getting close to capacity.
- There's a pressing need for more art studios, workshops and meeting spaces as well as places for young people or people from diverse cultural and linguistic backgrounds.

The Local Infrastructure Contributions Plan can help us to:

- start the works for a $125 million, universal community hub in Chatswood CBD offering youth spaces, digital technology hub, art spaces, rehearsal spaces and new community meeting areas, co-located with recreation facilities
- refurbish Chatswood Library and expand services, including later opening hours
- adapt Dougherty Community Centre to provide more hireable multipurpose meeting space and improve connections with Chatswood Youth Centre
- plan for the adaptation of existing local library branches such as Northbridge and Artarmon.

Alongside these works, we'll continue to manage and renew our existing assets, guided by our Asset Management Plan, Long Term Financial Plan 2024-2034 and various income sources.



Using contributions to fund The Concourse

The Concourse is one of Sydney's pre-eminent community facilities.

It includes:

- indoor and outdoor performance spaces
- chatswood Library
- green spaces
- hospitality and retail outlets.

Redeveloped between 2007 and 2011, it replaced Willoughby Civic Centre, which no longer met the needs of a growing population.

Local infrastructure contributions provided the $200 million required to build The Concourse. This is a profound example of how contributions can facilitate the development of a nationally significant and much-loved space. It has genuinely transformed how people enjoy Chatswood CBD.





Funding a universal community hub through future contributions

The framework will allow us to fund a major new community facility centrally located in Chatswood CBD that will operate 7 days a week.

It could include:

- flexible community spaces for all ages, with a focus on young people
- digital technology hub
- art studios
- rehearsal spaces
- indoor courts.

Like The Concourse, a facility of this scope will be a multi-year project – we'll collaborate with the community and other partners throughout its planning and development.



Bringing more capacity to Chatswood Library

The framework also incorporates a major refurbishment of Chatswood Library. This will increase capacity, services and operating hours to meet community needs and maintain the library's high levels of community use.

Traffic and transport



To get around your local area and the rest of Sydney you need efficient, safe and reliable transport infrastructure.

This is the infrastructure that gets the goods you need to local shops and services or to your door. It's the infrastructure that influences how long you take to get to and from work and the kind of choices you might make about how you'll travel.

There's a direct connection between the capacity and efficiency of these systems and:

- how the LGA functions
- whether people or the environment suffer from poor air quality or noise
- where we need to plan for new housing and commercial growth.

Vibrant cities are unavoidably congested in parts, but well-planned transport infrastructure will give you access to reliable transport options to get around the city and suburbs.



Contributions funding pedestrian safety

Local infrastructure contributions funded substantial works to make the streets around Artarmon Village and Artarmon Station safer for pedestrians.

We wanted to make it easier for people to get to community places like Artarmon Oval, Artarmon Reserve, Artarmon Parklands and popular running, walking and cycling tracks.

To do this, we:

- established a 40km/h high pedestrian activity area along Hampden Road and Elizabeth Street
- planted raised garden beds in kerbside traffic islands to lower driving speeds and help guide pedestrians to safer crossing points
- introduced no stopping zones at intersections to make it easier for drivers to see oncoming pedestrians, which required us to remove some kerbside parking
- built traffic islands with rain gardens and garden beds to narrow the road and provide a more welcoming arrival to Artarmon Village.

We also used contributions to fund improvements around Royal North Shore Hospital. This is a busy hub of activity, with pedestrians moving between the hospital itself and St Leonards transport interchange, nearby apartments, Gore Hill Oval and St Leonards TAFE.

Again, we put 40km/h zones in place on:

- Herbert Street (between Pacific Highway and just north of Frederick Street)
- Frederick Street (between Herbert Street and 2 Frederick Street)
- Reserve Road (from Pacific Highway to the hospital)
- Westbourne Street (from Pacific Highway to the hospital)
- all private roads within the hospital grounds.



When you live in Willoughby, you have pretty good connections thanks to Metro and heavy rail lines. However, cross-regional connections channel cars and other vehicles onto a relatively small number of major roads that converge around Chatswood CBD.

Because there's little room for extensive road upgrades in and around Chatswood, we need to improve your ability to use public transport and make targeted changes to maximise the efficiency of the roads we have.



Our infrastructure priorities in and around Chatswood CBD are to:

- reconfigure Chatswood Interchange so that it works better as a genuine multi-modal hub where passengers can easily find their service, transfer or destination
- improve bus facilities, connections and services
- expand or improve walking and cycling links such as Victoria Avenue, Anderson Street, Albert Avenue, Pacific Highway and Centennial Avenue, which all need sections of new and upgraded paths, better finishes and line marking
- invest in local road improvements where we can, such as intersection upgrades to improve traffic flow, and cyclist and pedestrian safety, particularly at the CBD's entries and exits
- improve signage and navigation – known as wayfinding – through landscaping, pedestrian crossings, continuous footpaths and scramble intersections (where all vehicles stop at the same time to allow pedestrians to walk across intersections).

We can fund these activities through a mix of contributions, grants and partnerships with the NSW Government and major developers.



The opportunities of Sydney Metro

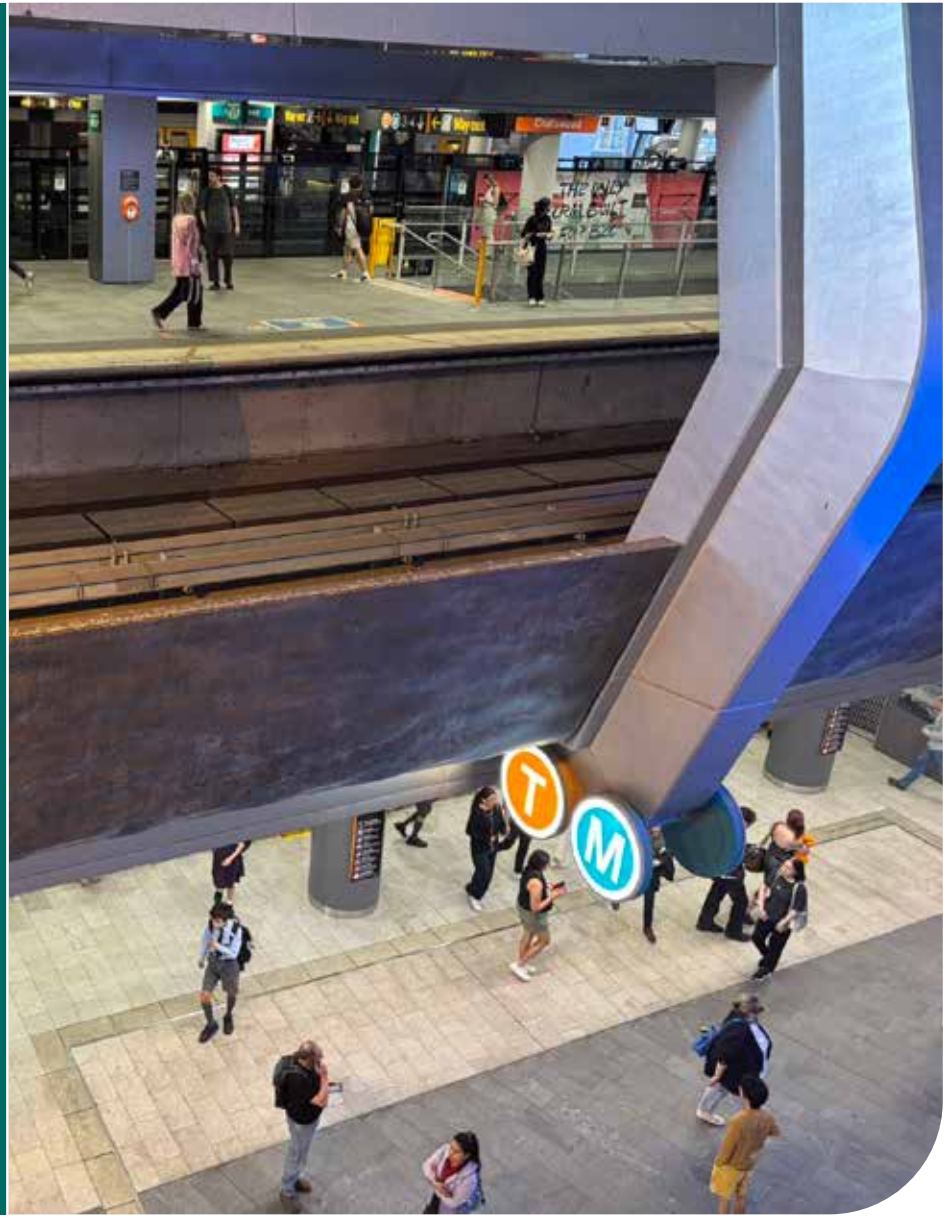
Sydney Metro services transformed how people travel to and from Chatswood. The network can now move up to 40,000 passengers in both directions every hour. Trips from Chatswood range from just 11 minutes to Barangaroo to 17 minutes to Central.

Chatswood is now one of the network's busiest interchange stations, making it a perfect place to accommodate employment and population growth while also reducing people's reliance on private vehicles.

Using the framework to invest in walking and cycling infrastructure will help us to capitalise on this situation. Already, our investments in the Chatswood Greenway and upgrades to Frank Channon Walk have created safer, more direct connections between neighbourhoods, schools, the station and Chatswood CBD.

More kids can walk safely to school, commuters find it easier to get between their homes and workplaces, and more people walk or cycle for local trips, like a 10-minute walk – rather than a drive – to the shops.

Together, these investments make it easier for people to access a healthier travel option, extending the benefits of the Metro beyond the station itself.



Priority cycling routes

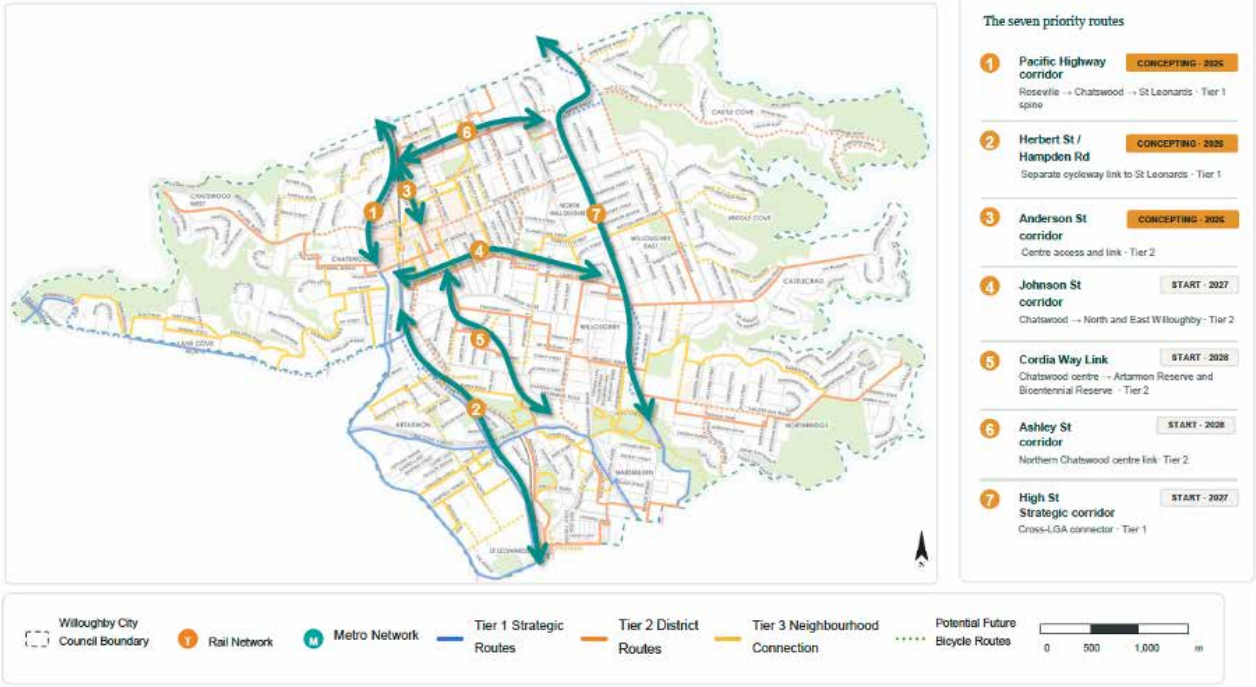
The framework identifies 7 priority cycling routes. Each is at a different stage of planning and design; we'll build them to achieve continuous routes over time.

This work will support people wanting to cycle to and from Chatswood CBD, St Leonards, Royal North Shore Hospital, employment areas and local centres.

We'll use a combination of separated cycleways and shared paths at:

- Pacific Highway shared path along the western edge of Chatswood CBD
- Herbert Street/Hampden Road
- Anderson Street
- Johnson Street
- Cordia Way Link
- Ashley Street
- High Street.

All will include signage, line marking, landscaping and cycle lanterns.



Getting around Chatswood CBD

Improvements to Victoria Avenue will include a 2-way cycleway, continuous footpaths and scramble crossings at Anderson Street and Archer Street.

We'll upgrade other key CBD streets to make it easier and safer for pedestrians, with lower car speeds and safer interactions between pedestrians and vehicles. We'll use our Local Area Traffic Management program to create a pleasant streetscape that's easier to walk around.

You'll see new crossings, intersection treatments, walking and cycling infrastructure, street lighting, traffic calming, parking control management and wider or shared paths on:

- Anderson Street
- Centennial Avenue
- Johnson Street
- Archer Street.

We can also intervene at key sites to remove the risk of conflicts between vehicles and people.

This will also improve efficiencies at:

- Victor Street/Albert Avenue
- Mowbray Road/Devonshire Street
- Archer Street/Albert Street.

We'll continue to work with the NSW Government to improve traffic flow and how long people have to wait in their cars at choke points entering and exiting the Chatswood CBD, especially along the Pacific Highway.

We'll also continue to advocate to the NSW Government for upgrades to Chatswood bus interchange.

Source: Chatswood CBD Public Realm Framework



Public areas



We might often take public areas for granted, but the design of streets, plazas, public seating, bins, lighting, paving, tree plantings, public art or landscaping can really change how you feel about a local place.

As more people come to live and work in Willoughby, we'll need more attractive public places for you to meet, eat and socialise. We'll also have a larger customer base for local businesses, allowing more services, cafes, dining and other opportunities that bring life to public areas.

The framework will guide our decisions and our approaches in terms of investing local infrastructure contributions or entering into VPAs or partnerships to improve public areas.

By working with developers, we can make sure that any major development brings major new public areas that might otherwise not be created or improved without that development.



Artarmon and Naremburn streetscape upgrades

Between 2023 and 2024 local infrastructure contributions funded works around Artarmon and Naremburn, illustrating how growth and development coexist with the creation of a more attractive, accessible and functional place.

As more people used Artarmon station, and local resident numbers grew, we introduced drop-off and pick-up zones and invested in new plantings, water-sensitive urban design, public toilets and space for outdoor dining to improve Hampden Road, adjacent to the station.

At Naremburn we made the area safer for pedestrians and cyclists, planted new trees and improved streetscapes with shaded seating, landscaping and Willoughby's first library locker.





As we welcome more residents, workers and visitors to Chatswood CBD, we'll need to:

- improve and expand the pedestrian mall
- improve other routes that take people into the CBD, such as Anderson Street, Albert Avenue and Archer Street, which will effectively expand the reach of the CBD
- improve unloved areas such as Ferguson Lane
- improve Frank Channon Walk
- provide or update public toilets, street furniture and other amenities in public spaces
- consider new public routes such as a mid-block link between Mowbray Road and Albert Avenue, aligned with the Chatswood Croquet Club.

Not all focus needs to be on Chatswood CBD – places like St Leonards, Artarmon and Northbridge are changing due to NSW Government reforms, and we can use the expected increase in residents and workers to improve public areas across Willoughby.

Willoughby's larger community will also create opportunities to improve public spaces in local centres, such as:

- Edinburgh Road at Castlecrag
- Naremburn
- Frenchs Road and Willoughby Road at Willoughby and through to Penshurst Street at Mowbray Road.

We've either seen, or are anticipating, new development in all of these places. This will bring more people, jobs, activity and mobility to these areas, as well as additional development-related revenue that we can use to beautify local streets.

Frank Channon Walk

Frank Channon Walk connects people from the commercial area of Chatswood CBD and the station to the growing areas in the CBD's south.

We'll invest in a shared path, signage and line marking, cycle lanterns, drinking water, shade structures and planting between Mowbray Road and Albert Avenue.

Source: Chatswood CBD Public Realm Framework



Using growth to improve centres

Chatswood CBD will be an even busier and vibrant place as more people live and work in the area, making it a major retail, hospitality and employment destination for the wider region. We can use contributions to invest in attractive, accessible and activated streets, paths and public spaces.

We'll also manage a rolling program of public works such as new tree planting and hard and soft landscaping in centres like Artarmon, Naremburn, Northbridge, Castle Cove and North Willoughby.

Source: Chatswood CBD Planning and Urban Design Strategy



Visionary project: Transforming Chatswood Station

We have an ambition to transform the precinct around Chatswood Station by interlinking several projects. This can improve how you'll move between areas on foot, get to bus services and use public areas.

Through partnerships with the NSW Government and developers we can pursue major opportunities such as:

- an urban plaza at Railway Square
- a major transformation of the bus interchange
- a better connection to the south of Chatswood interchange.

Source: Chatswood CBD Planning and Urban Design Strategy

Other connections around Chatswood Station could include:

- around Chatswood Croquet Club and the former Chatswood Lawn Courts, where new mid-block links or a shared zone between Mowbray Road and Albert Avenue could encompass Crispe Lane, Hammond Lane and nearby streets to create an attractive, green corridor
- north east of the rail line, connecting Anderson Street to the Pacific Highway via Help Street and Cambridge Lane, improving your connections and supporting activity such as footpath dining
- Spring Street, where proposed development could create a pedestrian plaza between Albert Avenue and Victoria Avenue, with quality finishes, furniture, dining, retail, clear signage and public art.



Open space and recreation areas



Open spaces and recreation areas help you to connect with your community – they collectively build up community resilience, health and wellbeing.

Open space and recreation areas include parks, sportsgrounds, waterfronts and bushland, as well as facilities for sport, recreation and play such as outdoor fitness equipment, playgrounds, skate parks, outdoor and indoor courts, and swimming pools.



Willoughby is characterised by deep valleys, creeks, bushland corridors and foreshore environments. While this influences where we can locate open space and recreation areas it also means these spaces can help us to manage climate change impacts such as urban heat and flooding.

Land is expensive and difficult to acquire; we can make better use of rates and contributions if we expand how you can access recreation spaces and improve the spaces you already value to create better and more diverse recreational experiences. This includes making it easier for people to access the LGA's peninsulas and bushland and foreshore areas by foot or bike.

We also need to:

- collect and save funds to acquire and expand recreation land where possible
- reflect people's different cultural backgrounds, ages and needs, so that as many people as possible feel they can connect with nature, walk the dog, be creative, play sport, and socialise with friends and family.

We can improve the quality of open space by:

- planting new trees
- adding lighting, furniture, outdoor courts or play and exercise equipment
- making it easier for people of all ages and abilities to get to open space.

You will see improvements right across the LGA, as population growth will place pressure on all existing green spaces. We're planning upgrades at Chatswood Oval, Northbridge Oval, Naremburn Park, Castle Cove Park and Bales Park to name a few. We will improve change rooms and the way that all users can access recreational spaces.

We will also upgrade Gore Hill Park into a major indoor sports facility with indoor courts and facilities for a variety of different sports and users.



Willoughby Leisure Centre

The expanded, upgraded, beautified Willoughby Leisure Centre offers a transformed experience for the community of Willoughby.

Its recent major refurbishment includes:

- 4 pools
- children's splash zone
- new spa, sauna and café facilities
- upgraded design and technology to reduce the environmental and financial operating costs.

This work could not have occurred without local infrastructure contributions – contributions accounted for more than $6 million in funding for works in 2024-25 alone.







Case study:
The value of partnerships

The $84 million Concord Oval Community and Sports Precinct is City of Canada Bay's largest ever infrastructure project. Developed between 2020 and 2023, Council funded the project in partnership with the NSW and Australian governments and Wests Tigers NRL club.

The precinct leveraged the construction of WestConnex by utilising a nearby dive site, and the NSW Government's agenda for the revitalisation of the Parramatta Road corridor.

The new centre includes:

- a redeveloped, professional standard outdoor sports field, grandstand and gym
- new surrounding fields for professional and semi-professional clubs
- landscaped parkland and outdoor courts.

The project illustrates how councils can capture value from redevelopment and transport investment for commercial, recreational and community uses that would otherwise be difficult to deliver.

Source: City of Canada Bay





Improving your ovals and parks

Using infrastructure contributions to upgrade ovals and parks does more than just cater for the increase in population; it also saves us money on upkeep and maintenance in the long run.

Works will range from surface, drainage and irrigation upgrades to new and improved lighting, furniture, pathways, playgrounds, plantings, access, exercise equipment and courts.

You'll see these changes across the LGA, including at:

- Thomson Park Oval
- Naremburn Park Chatswood Oval
- Castle Cove Park
- Chatswood Rotary War Memorial Athletics Field
- Northbridge Park
- Bales Park
- Beauchamp Park
- Gore Hill Park.

We will also expand the number of off-leash areas for dog owners.



A new indoor recreation centre for the region

We're planning on adding 5 indoor sports courts and youth facilities at Gore Hill Park to create indoor recreation facilities for Willoughby and the broader region.

This will build on the recent upgrades, funded by local infrastructure contributions, that reoriented Gore Hill Park Oval east-west (to allow for the new indoor facility), re-laid the oval with synthetic turf and upgraded the clubhouse and playground.



Transforming pavilions

We'll use a mix of local infrastructure contributions and agreements through the Community Infrastructure Contribution scheme to fund major refurbishments or rebuilds that will unlock the potential of sportsground pavilions across the LGA.

These can become multi-functional facilities with new and upgraded toilets, storage and change rooms, as well as meeting rooms, kiosks and other amenities in larger pavilions.



Thinking smarter about public open space

We know we can't afford to purchase large parcels of land for open space – and often land of this size isn't available. But we do see the value in acquiring smaller parcels of land when the opportunity arises. We might expand existing parks or plazas, for example, or take ownership of redundant infrastructure land from another public authority, as we did with the purchase of surplus Transport for NSW-owned land on Butchers Lane at Artarmon.





A new vision to meet demand for aquatic and indoor sports

While growth brings opportunity, it has an impact beyond the boundaries of Willoughby LGA.

The wider region is already underserved in terms of aquatic and indoor sports facilities and the influx of new residents will only increase this demand.

By thinking differently and working in partnership with neighbouring councils, we can combine the funding base generated through growth to create a major aquatics facility in the LGA's north west. This could be used by residents from across different council areas.

We'll investigate the potential of a facility that includes learn-to-swim, water play and leisure spaces, as well as indoor court facilities.

Another way of thinking differently about sporting facilities is to look at rooftop facilities or facilities integrated into buildings.

We're seeing these more and more in higher density locations, where space may be unavailable at ground level. Facilities could include basketball courts, futsal courts, tennis courts or athletics tracks.

We can negotiate, through planning agreements, the potential of providing publicly available rooftop spaces in Chatswood CBD, built as part of the development process.



Ultimo Community Centre
Source: City of Sydney

Local environment

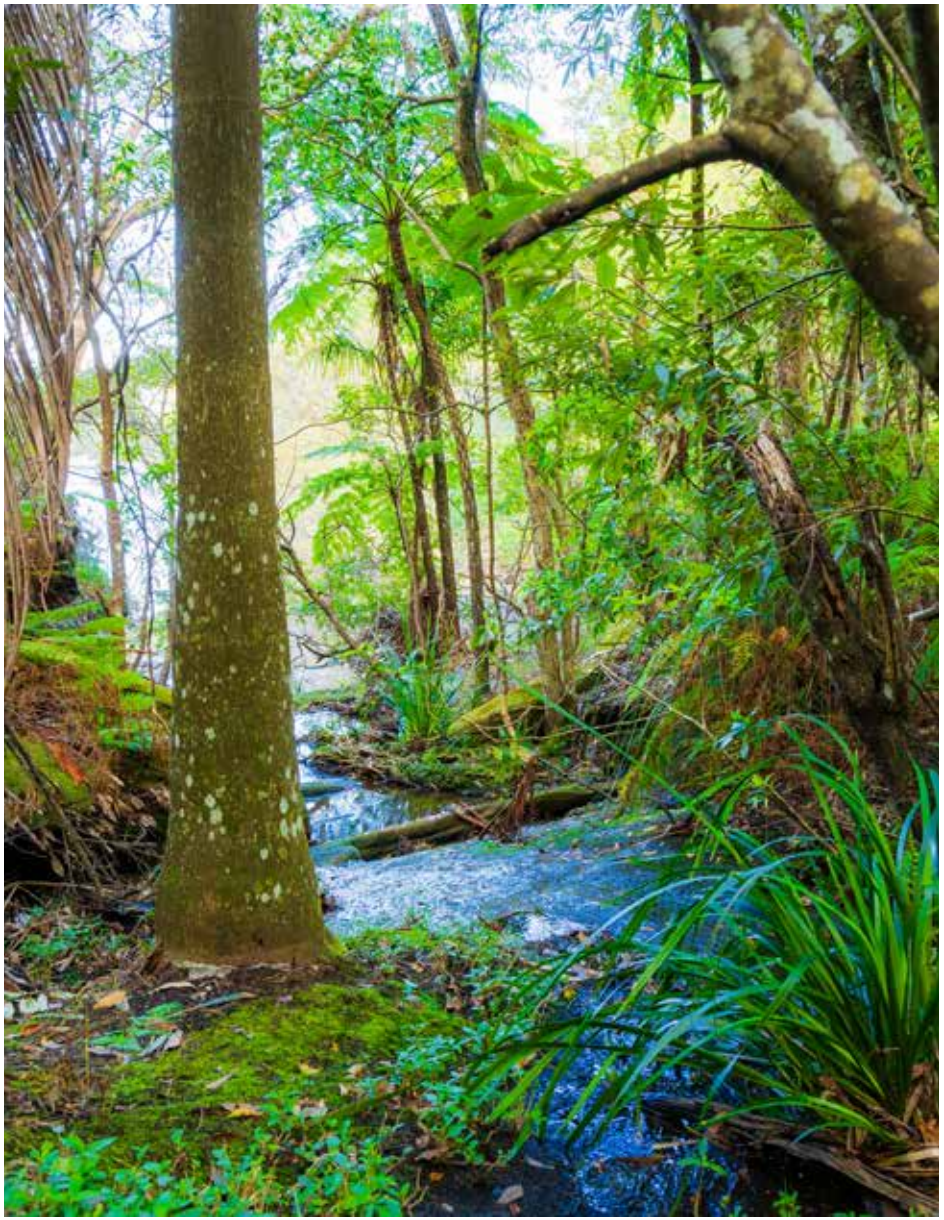


Willoughby is bordered by beautiful, though sensitive, environmental areas, from Middle Harbour to the east to Lane Cove River and National Park to the west.

Protecting the environment underpins everything we do; when we approve new development, we impose conditions to manage water, energy, flooding and stormwater, pollution and waste. By focusing growth in areas well serviced by transport we reduce impacts on more sensitive areas.

We also invest the funds generated through development into infrastructure that protects sensitive natural assets and into safe and sustainable ways that people can access and enjoy these areas.

This will become even more important as built-up areas become denser and hotter and the climate becomes more volatile.



Improving stormwater management

It's not something you think about every day, but the LGA's stormwater drainage network is essential to how Willoughby functions.

We manage more than 130 km of stormwater infrastructure, managing flows between dense urban and industrial centres and sensitive environmental areas including Middle Harbour and Lane Cove National Park. The network needs constant maintenance, refurbishment and expansion, funded from a range of sources including local infrastructure contributions.

Between 2023 and 2025, we relined, renewed or patched pipes at more than 50 separate sites and undertook significant works to several sites, including Hampden/ Broughton Roads, Flat Rock Gully Reserve, Evans Lane and Hotham Parade.







Protecting Flat Rock Gully

Flat Rock Gully, on the eastern edge of Willoughby LGA, drains to Sydney Harbour via Flat Rock Creek.

It's a fascinating place, featuring evidence of Aboriginal occupation, valuable native plants and animals, built and industrial heritage and well used walking tracks.

It's also a functional place. Its location downstream from an urbanised area, including the industrial precinct at Gore Hill, makes it a key stormwater outlet. This exposes the area to the risk of negative impacts from heavy run-off and urban pollution.

We started replacing stormwater outlets and culverts draining into the gully in 2023 as part of overall plans to upgrade the stormwater system managing flows through the gully.

We've been able to reduce erosion, as well as the impacts of pollution from stormwater run-off on the immediate area and the broader Middle Harbour catchment.

We'll continue this work alongside other works to improve walking tracks, biodiversity assets and other features.



Other stormwater upgrades

Our stormwater and flood mitigation works in the urbanised catchments of Flat Rock Creek and Sugarloaf Creek help to protect people and assets from flooding.

You can read the applicable floodplain risk management studies and plans on our website.

We'll undertake stormwater upgrades at locations like Willoughby Road and Small Street, to improve drainage capacity and reduce flooding risks.



Willoughby's topography and intersecting waterways make drainage a real challenge. Many built-up parts of the LGA are exposed to flooding, especially from creeks like Flat Rock and Scotts that run to Middle Harbour.

We'll use local and community infrastructure contributions to fund drainage infrastructure enhancements at key pressure points, so that our stormwater system can handle greater numbers of people and more frequent, intense storms.





Artists impression of Scotts Creek rehabilitation and greening, Source: Architectus

Scotts Creek stormwater works

Scotts Creek is a particular priority for drainage infrastructure improvements. It doesn't drain well and its catchment includes growing areas in Roseville and Chatswood East, major transport corridors such as Eastern Valley Way, and important community and sports facilities.

We can use revenue generated by growth to help fund early planning and minor stormwater works and reduce the risk and frequency of flooding.

In the longer term, we can integrate work to reduce flooding risks into work that meets other priorities, such as protecting natural history, ecology and Aboriginal cultural areas; wayfinding; bush regeneration works; or walking and cycling links.

Case study:
The GreenWay

The GreenWay criss-crosses Inner West LGA. It integrates public transport, walking and cycling with environmental restoration, arts and culture, open and recreational space and public domain improvements.

The GreenWay evolved over more than 2 decades from an overgrown, dysfunctional industrial goods line to a walking, biking and bushcare corridor maintained by local volunteers, to a 6 km green spine that serves multiple purposes for people living in busy inner suburbs.

The GreenWay shows us how we can combine funding from different sources to create an outstanding community asset. Funding of almost $60 million came from Council and the NSW and Australian governments, as well as contributions in kind from developers.

It also, in both its built form and function, and its length and incremental gestation and development, could be a template for how we can enhance greenways across the LGA, particularly Scotts Creek.

Scotts Creek could be a unifying ecological, historical and directional asset in the same way the early stages of the GreenWay followed the former Rozelle Goods Line and later Inner West Light Rail.

When we combine the potential of growth-generating revenue, funding partnerships and our detailed strategic planning and design for Willoughby's centres, we see real opportunities to replicate the GreenWay's success.

Source: Inner West Council







More people means more waste, and denser developments require us to change how we collect and process waste. We will look to increase our fleet of smaller trucks to service apartments. These will better suit denser urban areas as conventional trucks are designed to operate in more open suburban streets.

We will need to expand the Northern Sydney Community Recycling Centre at Artarmon to effectively serve the growing community.

Visionary project:
Expanding Northern Sydney Community Recycling Centre

We run the Northern Sydney Community Recycling Centre at Artarmon with Hunters Hill, Lane Cove, Mosman, North Sydney and Ryde councils and the NSW EPA.

Residents can drop off problem waste including paint, gas bottles, aerosols and oils, to keep these potentially hazardous items out of landfill. This improves recycling rates and conserves water, energy and other valuable resources that we'd otherwise use to process and replace these items.

The facility is already under pressure. We will work with our partners at other councils to expand and upgrade the facility.





4

Infrastructure delivery plan

Local Infrastructure Contributions Plan

Community Infrastructure Contribution scheme

Partnerships

Conditions of consent

Infrastructure works list

Beyond our efforts to invest in local infrastructure to address the opportunities and challenges growth, we'll continue to advocate for funding for major assets or transformations, particularly around Chatswood CBD.

The framework establishes the infrastructure works list – the projects needed to support growth over the next 15 years and beyond. Our strategic planning, such as detailed planning for Chatswood CBD, will further refine infrastructure projects and priorities over time.

We'll regularly review the framework as projects are completed and as new needs arise.

The infrastructure works lists establishes the funding source – local contributions, Community Infrastructure Contribution scheme or partnerships – as well as potential costs and timing. Some projects will require multi-year programs – for example, we will roll out public domain upgrades in centres over the next 15 years.

Table 1: Delivery timeframes

Short term	1-5 years	**2026-2030**
Medium term	5-10 years	**2031-2035**
Long term	10-15+ years	**2036-2041+**
Ongoing	Rolling program	**2026-2041+**

We'll review these timeframes every 4 years.



Local Infrastructure Contributions Plan

The framework includes a new Local Infrastructure Contributions Plan that replaces our 2019 Contributions Plan. It responds to NSW Government policy changes and what we know about development patterns and different land uses in Willoughby LGA, particularly Chatswood CBD.

The new plan allows us to capture more revenue that we can invest back into infrastructure solutions.



The plan:

- requires a monetary contribution equivalent to a percentage of the construction cost
- bases that percentage on the location, development type and cost of development (Table 2)
- expands the boundary of Chatswood CBD where the contribution applies to include land west of the Pacific Highway (Figure 1) to allow us to capture revenue from proposed developments in this area.

In practice, this means contributions are higher for more significant development, reflecting that larger developments will have a greater impact on local infrastructure.

As an example:

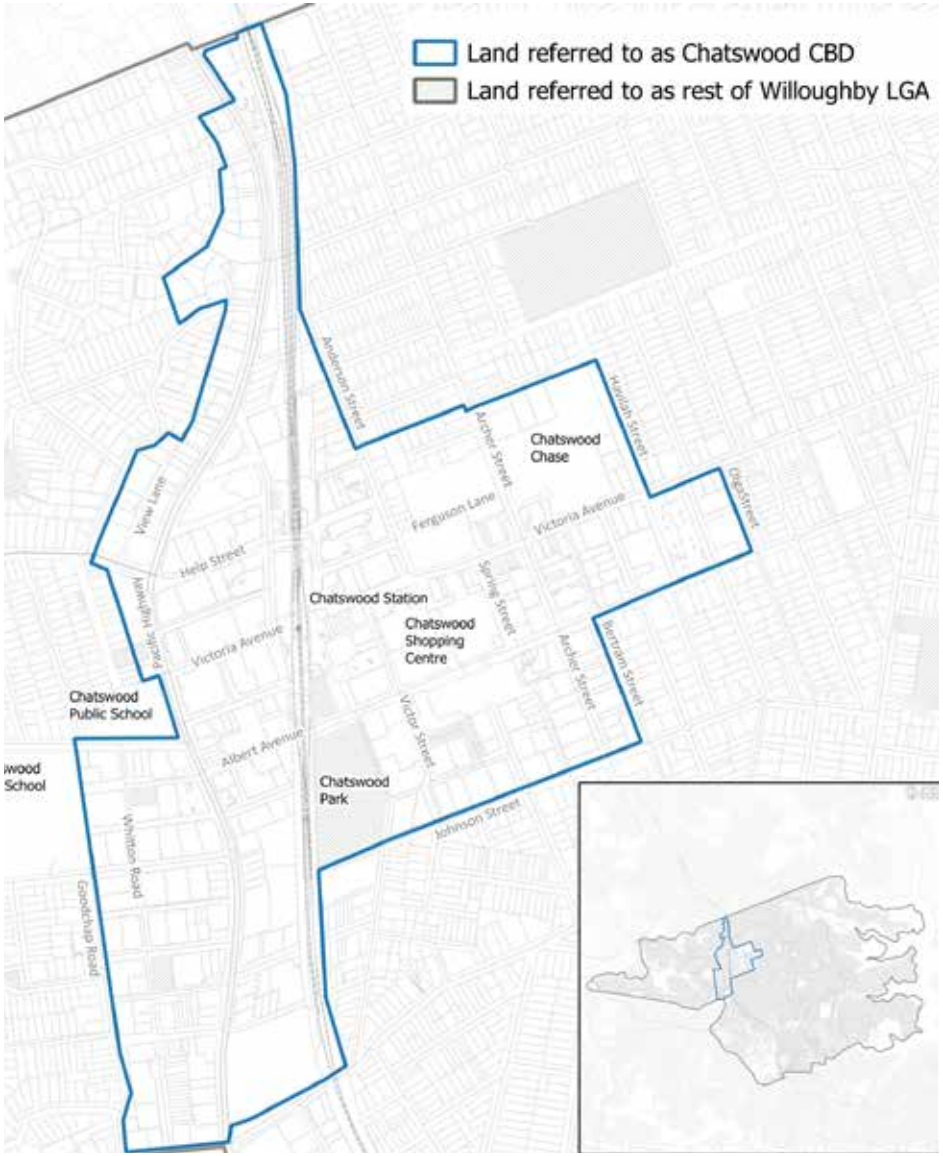
- typically multi-storey mixed-use developments or apartments in higher growth areas will be subject to an equivalent of 4% in the expanded Chatswood CBD and 3% for the rest of the LGA
- smaller developments, such as dual occupancies, will be subject to a lower 1% contribution.



Table 2: Local infrastructure contribution rates

Development type, cost and location	Contribution rate
Any development of **$200,000 or less**	**Nil**
Any development between **$200,001 and $1,000,000**	**1%**
Residential, mixed-use and build-to-rent development **above $1,000,000**	**3%**
Residential, mixed-use and build-to-rent development **above $1,000,000** in Chatswood CBD	**4%**
Dwelling alterations, additions or replacement **above $1,000,000**	**1%**
Any other development **above $1,000,000** elsewhere in Willoughby LGA	**1%**
Any other development **above $1,000,000** in Chatswood CBD	**3%**

Figure 1: Chatswood CBD contributions boundary



The plan is a solid foundation for infrastructure planning that promises a stronger, simpler and more predictable revenue stream from which to fund works.

It offers several benefits:

- **Fair:** Development with the greatest impact on infrastructure contributes more, with the benefits of development spread across the LGA.
- **Simple:** The approach is easy to interpret, administer and predict for Council and developers.
- **Effective:** We can maximise contributions while ensuring feasibility and encouraging good growth.
- **Efficient:** It's easy to update as infrastructure is in place and new needs arise.
- **Transparent:** Everyone has clarity on where we will invest infrastructure funding.
- **Place-based:** It better reflects our local needs and challenges.

We expect the plan will equate to around **$326 million in unindexed contributions income to 2041**, with much of this revenue raised through development in Chatswood CBD.

However, this revenue will only partially fund the infrastructure required to support growth. This is why we need to consider other funding sources.

Projected revenue will also change depending on actual future development patterns, as well as any unforeseen alterations to policy or strategic planning processes.



Community Infrastructure Contribution scheme

The Community Infrastructure Contribution scheme is the mechanism for developers proposing development that goes above and beyond the planning controls to provide an additional monetary contribution.

It allows us to negotiate VPAs that will underpin larger-scale, more transformative infrastructure investments.

These agreements are generally limited to instances when a proposed development:

- generates a unique or specific need or opportunity
- requires land to be dedicated to Council
- could help to fast-track an enabling piece of infrastructure such as road or intersection upgrade adjoining the site.

These types of developments would ordinarily require rezoning via a planning proposal process managed by Council; however, it may now be approved via NSW Government-led state significant rezoning and development process.

As a repository of the infrastructure projects we've identified as essential to support growth in Willoughby, the infrastructure works lists includes projects that may align with the strategic goals of the NSW or Australian governments, developers, major landowners or neighbouring councils. Compiling these known future needs allows us to collectively plan ahead and recognise or adopt the opportunities afforded on specific sites.

We expect developers who wish to provide additional residential units to review the list and assess what contribution they can make towards the infrastructure needed to accommodate the additional growth proposed. They may make a monetary contribution or build an item on the works list in full or in part.



An agreement in action: 641-643, 655A Pacific Highway, Chatswood

A planning proposal rezoned land from R3 Medium Density Residential to MU1 Mixed Use – this allowed for a major increase in density, including an increase in height from 12 m to 90 m.

Given the impact this would have on local infrastructure, the developer made a **$17.1 million** contribution under the Community Infrastructure Contribution scheme. This allowed us to fund some of the infrastructure identified in the infrastructure works list.



Artists impression of a landscaped pedestrian through-site connection

Partnerships

Partnerships are a collaborative approach with the NSW Government and/or developers when development involves NSW Government-owned land and assets to pool public and private investment

Working with the NSW Government is essential when the growth that occurs in our area is just one part of a bigger story in terms of growth and change across Sydney and NSW.

We can:

- partner with the NSW Government on major projects
- advocate for NSW Government funding
- apply for NSW Government grants to fund infrastructure
- look at opportunities for local infrastructure on state-owned land.

More generally, the new NSW Government-led planning pathways create opportunities for both collaboration and revenue. We've designed the framework to adapt to these conditions.

We can also look to opportunities for public-private partnerships with major landowners like Westfield or Chatswood Chase who are invested in Chatswood's ongoing success or combined partnerships with the NSW and Australian governments.

While we don't directly fund state-level infrastructure such as Metro systems or major roads, we can still support these investments by:

- participating in strategic planning processes to demonstrate the benefits of projects in Willoughby and inform state budgeting considerations
- investing in supporting infrastructure such as public areas or footpath improvements to encourage people to walk or cycle to public transport.

Working in partnership compounds the positive impact of major NSW Government investments such as Sydney Metro while helping us to prepare for additional transformative change.



Case study: Partnerships in action

The Canopy in Lane Cove is a multipurpose community hub incorporating retail, hospitality, indoor and outdoor recreation, green space and inclusive community facilities in the heart of Lane Cove village.

Developed between 2014 and 2020 at a cost of $75 million, The Canopy is located on the site of a Council-owned car park. Its development was part of an innovative funding arrangement between Council and developers that redeveloped the surrounding mixed-use precinct.

The Canopy's distinct design seamlessly integrates 4 levels of retail, underground car parking and landscaped space into a busy local centre. As the heart of community life in Lane Cove, it offers a diversity of uses and quality spaces.

Source: The Canopy Lane Cove



Conditions of consent

Conditions of consent require developers to improve areas around a development so that it sits attractively within its surrounding area.

Under planning legislation, we can set conditions that require developers to fund some improvements to surrounding areas as part of their approval to develop. This is a direct way that development can benefit neighbourhoods beyond just the building.

Conditions of consent may require developers to build or improve elements such as adjoining footpaths, stormwater connections, adjoining roads and public spaces, signage, public art, lighting, landscaping or through-site paths.

Documents such as our Development Control Plan inform these conditions and clarify the standards we expect works to meet.



Infrastructure works list

This section sets out estimated costs for potential projects, with costs likely to change due to inflationary pressures or changes to project scope as we understand more about community need.

We set out 3 potential delivery mechanisms:

Local

(for local infrastructure contribution)

Community

(for Community Infrastructure Contribution scheme)

Partnerships

(for partnerships with the NSW Government, noting that we will seek partnership opportunities for all items).

Community facilities

Item no.	Description	Delivery mechanism	Indicative timing	Estimated cost ($2026)
C1	**Chatswood universal community hub** Flexible community and youth spaces, digital technology hub, local art studios, district-level rehearsal space, indoor courts	Local	Medium term	$125,000,000
C2	**Chatswood Library upgrade** Capacity improvements to current space	Local	Short term	$1,000,000
C3	**Dougherty Community Centre upgrade** Expansion of venue hire space by adding larger multipurpose rooms	Local	Short term	$4,500,000
C4	**Branch library upgrade to district-level library investigation** Potential upgrading of Northbridge and Artarmon to district-level library	Community	Short term	$500,000
C5	**District-level rehearsal space investigation**	Community	Medium term	$500,000
Sub-total				**$131,500,000**

Traffic and transport

Item no.	Description	Delivery mechanism	Indicative timing	Estimated cost ($2026)
T1	**Pacific Highway shared path** With signage, line marking and cycle lanterns	Local	Short term	$3,000,000
T2	**Cycling Strategy and Action Plan 2036 works including:** - Herbert Street/Hampden Road cycleway (Chatswood to St Leonards) - Anderson Street cycleway (William Street to Albert Avenue) - Johnson Street cycleway (Frank Channon Walk to High Street) - Cordia Way cycleway (Johnson Street to Artarmon Reserve) - Ashley Street cycleway (Anderson Street to High Street) - High Street cycleway (Eastern Valley Way to Flat Rock Creek) - Victoria Avenue cycleway (bi-directional cycleway)	Local Community	Short to medium term	$20,000,000
T3	**Victoria Avenue upgrades, including:** - footpath improvements between Spring and Neridah Streets, and west of Railway Street - Anderson Street intersection pedestrian scramble crossing - Victoria Avenue and Railway Street "Bus Only" Upgrade - Archer Street intersection pedestrian scramble crossing - Spring Street intersection pedestrian crossing	Local	Medium term	$9,000,000
T4	**Anderson Street and Chatswood CBD north pedestrian access and safety improvements** Local area traffic management measures, traffic calming, intersection treatment, pedestrian crossing, street lighting, footpath upgrades	Local Community	Short term	$3,000,000

Item no.	Description	Delivery mechanism	Indicative timing	Estimated cost ($2026)
T5	**Archer Street upgrades** Including local traffic management measures, widened footpaths, one through traffic lane in each direction from Albert Avenue to Malvern Avenue, cycleway improvements and dedicated right turn at Albert Avenue intersection	Local	Medium term	$9,000,000
T6	**Centennial Avenue pedestrian crossing and cycleway improvements**	Local	Short term	$1,000,000
T7	**Johnson Street (Orchard Road to Bertram Street) footpath upgrade** Active transport improvements	Local	Short term	$2,000,000
T8	**Albert Avenue/Victor Street intersection upgrade** Diamond signal phase change to separate turning and through movements	Local	Short term	$3,000,000
T9	**Mowbray Road/Devonshire Street intersection improvements** Allow a right turn	Local	Short term	$3,000,000
T10	**Endeavour Street to bus interchange footpath improvements (east-west)**	Local	Short term	$1,000,000
T11	**Chatswood CBD bus shelter upgrades**	Local	Long term	$1,000,000
T12	**LGA-wide program to link up footpath networks**	Local	Ongoing	$4,000,000
Sub-total				**$59,000,000**

Public areas

Item no.	Description	Delivery mechanism	Indicative timing	Estimated cost ($2026)
P1	**Walter Street pedestrian connection to Gore Hill Freeway**	Local	Short term	$500,000
P2	**Growth areas (CBD fringe, Artarmon, St Leonards-Naremburn, Northbridge, Roseville) public domain improvements** Upgrades for high growth areas outside Chatswood CBD including footpath upgrades, tree planting, street furniture, cycle storage loops, smart poles, wayfinding and signage, pedestrian crossings, public art	Local	Ongoing	$15,000,000
P3	**Local centre public domain upgrade program** Rolling program of footpath upgrades, tree planting, street furniture, cycle storage loops, smart poles, wayfinding and signage, pedestrian crossings	Local	Ongoing	$10,000,000
P4	**Chatswood CBD public domain program** Rolling program of footpath upgrades, tree planting, outdoor event space, paving, public art, street furniture, cycle storage loops, smart poles, pedestrian crossings	Local Community	Ongoing	$70,000,000
P5	**Frank Channon Walk shared path (Mowbray Road to Albert Avenue)** Including signage and line marking, cycle lanterns, drinking water, shade structures, planting	Local	Medium term	$6,500,000
P6	**Ferguson Lane streetscape improvements**	Local	Long term	$1,500,000

Item no.	Description	Delivery mechanism	Indicative timing	Estimated cost ($2026)
P7	**Pedestrian and cycling wayfinding and signage program**	Local Community	Long term	$5,000,000
P8	**Albert Avenue urban greening, including car park greening investigation**	Local Community	Medium term	$7,000,000
P9	**Willoughby LGA and Chatswood CBD gateway signage** Branding and identity treatments at strategic entry points	Community	Short to medium term	$4,000,000
P10	**Public Toilets Strategy implementation**	Community	Medium term	$16,000,000
P11	**Victoria Avenue mall extension (east) and shared junction with Anderson Street** Shared junction restricted to public transport access only and increase the pedestrian area	Community	Medium term	$55,000,000
P26	**The Spring (Spring Street and Spring Place) plaza** Pedestrian focused plaza style mall, including open space	Community	Short to medium term	$30,000,000
Sub-total				**$220,500,000**

Open space and recreation areas

Item no.	Description	Delivery mechanism	Indicative timing	Estimated cost ($2026)
O1	**LGA-wide park improvements** Including new and improved surfaces, pathways and pedestrian connections, furniture, tree planting, lighting, and upgrades to courts and sporting equipment, to: - Northbridge Oval - Thomson Park Oval - Gore Hill Park Oval - Naremburn Park - Castle Cove Park - Northbridge Park - Bales Park - Beauchamp Park - Castlecrag Shops (Edinburgh Road) park - Willoughby Park - Thomson Park - OH Reid Reserve - Muston Park - Artarmon Reserve	Local	Ongoing	$20,000,000
O2	**Gore Hill Indoor Recreation Centre upgrade** Expansion to district-level centre, including youth centre and additional indoor courts	Local	Medium term	$25,000,000
O3	**Gore Hill Park upgrade** Playground expansion, lighting, expansion of exercise facilities, improved connections to the proposed Gore Hill Indoor Recreation Centre	Local	Medium term	$4,500,000

Item no.	Description	Delivery mechanism	Indicative timing	Estimated cost ($2026)
O4	**Land acquisition for public open space** Opportunistic purchase of small parcels across LGA	Local	Ongoing	$20,000,000
O5	**Chatswood Rotary War Memorial Athletics Field upgrade** All-weather track, jump pits, javelin throw area, fence extension, plus general improvements such as picnic facilities, bike racks, footpaths, exercise station	Local	Short term	$4,000,000
O6	**Croquet Greens (former tennis court) passive park upgrade and pedestrian link to Hammond Lane (north)**	Local	Medium term	$3,000,000
O7	**Chatswood Park playground upgrade**	Local	Medium term	$5,000,000
O8	**Northbridge Baths upgrade**	Local	Medium term	$3,000,000
O9	**Sportsgrounds (playing fields) improvements** Turf, irrigation and drainage system upgrades at 5 sportsgrounds	Local	Ongoing	$8,000,000
O10	**Sportsgrounds pavilions upgrades** Rolling program to refurbish and/or rebuild pavilions and park amenities	Local Community	Ongoing	$30,000,000
O11	**Sportsground lighting**	Local	Medium term	$2,000,000

Item no.	Description	Delivery mechanism	Indicative timing	Estimated cost ($2026)
O12	**Dog off-leash area infrastructure**	Local Community	Short term	$4,500,000
O13	**Watercraft recreation infrastructure** Storage racks, pontoons, signage and launch ramps at various locations	Community	Short term	$1,000,000
O14	**Multipurpose sport surfaces** Hardstand surfaces for pickleball, social basketball, futsal, dance and emerging sports at various locations	Community	Medium term	$2,000,000
O15	**Park place making strategy improvements** Improvements to maximise use such as fitness equipment, seating, book libraries and pathways	Community	Short term	$2,500,000
O16	**Local playground improvements** Equipment, softfall, picnic facilities, footpaths, landscaping and tree plantings	Community	Ongoing	$16,500,000
O17	**Youth recreation infrastructure** Skate park and supporting infrastructure for all genders with play elements and gathering spaces at 2 sites	Community	Medium term	$7,000,000
O18	**Neighbourhood park accessibility and inclusion improvements** Improvements such as signage, pathway connections, colour treatments, seating	Community	Ongoing	$4,000,000
O19	**Indoor sports and aquatic centre** New indoor sports (4-6 court) and aquatic (25m lap pool) centre	Community	Long term	$65,000,000

Item no.	Description	Delivery mechanism	Indicative timing	Estimated cost ($2026)
O20	**Racquet sports centre** New 12-court facility for indoor squash, pickleball, tennis, table tennis	Community	Long term	$45,000,000
O21	**Sportsgrounds on Council-owned land**	Community	Long term	$16,000,000
Sub-total				**$288,000,000**

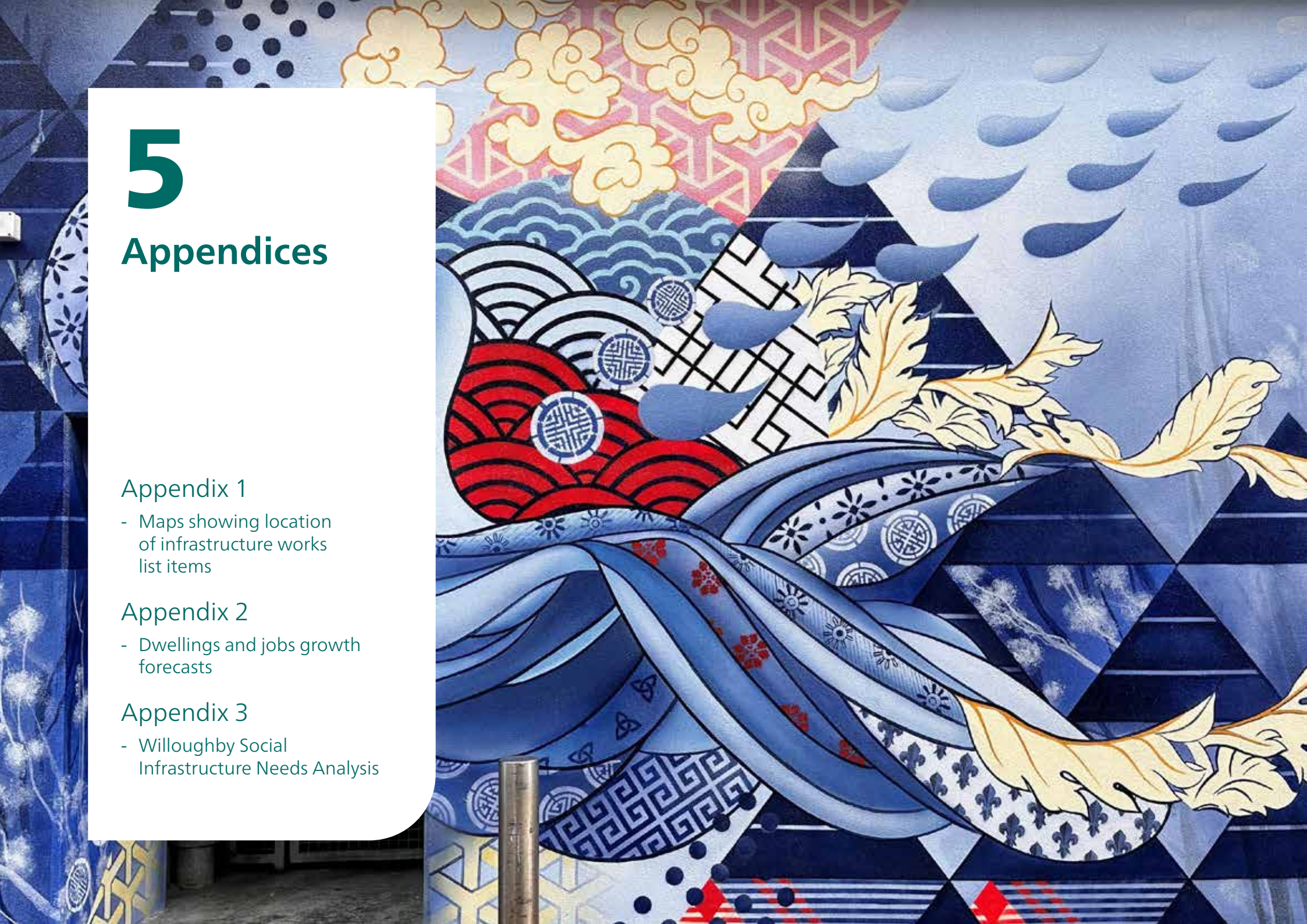
Local environment

Item no.	Description	Delivery mechanism	Indicative timing	Estimated cost ($2026)
E1	Willoughby Road and Small Street stormwater drainage upgrades	Local	Medium term	$9,000,000
E2	Small Street/Tulloh Street intersection stormwater drainage feeder pipe	Local	Medium term	$1,000,000
E3	Waltham Street (downstream of Taylor Lane) trunk stormwater drain upgrade	Local	Medium term	$8,000,000
E4	Eastern Valley Way flood mitigation works	Local	Medium term	$2,000,000
E5	Scotts Creek stormwater amplification and flood mitigation works	Local Community	Long term	$2,000,000
E6	Water-sensitive urban design on local streets	Community	Short term	$1,000,000
E7	Northern Sydney Community Recycling Centre capacity upgrades	Community	Medium term	$20,000,000
Sub-total				$43,000,000

State infrastructure opportunities

Item no.	Description	Delivery mechanism	Indicative timing	Estimated cost ($2026)
Traffic and transport				
T13	**Pacific Highway/Albert Avenue intersection improvements**	Partnerships	Medium term	$12,000,000
T14	**Pacific Highway/Help Street intersection improvements**	Partnerships	Medium term	$2,500,000
T15	**Pacific Highway/Mowbray Road intersection improvements**	Partnerships	Medium term	$1,500,000
T16	**Archer Street/Boundary Street intersection improvements**	Partnerships	Medium term	$5,000,000
T17	**Fullers Road pedestrian safety improvements** Traffic calming measures, including a pedestrian crossing	Partnerships	Medium term	$2,500,000
T18	**Victoria Avenue/Penshurst Street intersection traffic signal improvements**	Partnerships	Medium term	$2,500,000
Public areas				
P12	**Railway Square urban plaza (Victoria Avenue (west) and Railway Street) embellishment**	Partnerships	Long term	$7,000,000
P13	**Chatswood bus interchange transformation** Cap over the bus terminus to create a park deck and improve bus circulation at ground level	Partnerships	Long term	$50,000,000

Item no.	Description	Delivery mechanism	Indicative timing	Estimated cost ($2026)
Public areas				
P14	**Chatswood Metro Station southern interchange transformation** Connect the station entry, retail mall and the Remembrance Garden to create a civic space	Partnerships	Long term	$30,000,000
Open space and recreation				
O22	**Metro dive site park**	Partnerships	Short term	$16,000,000
Education				
S1	**Chatswood CBD public primary school**	Partnerships	Long term	Unknown



5

Appendices

Appendix 1

- Maps showing location of infrastructure works list items

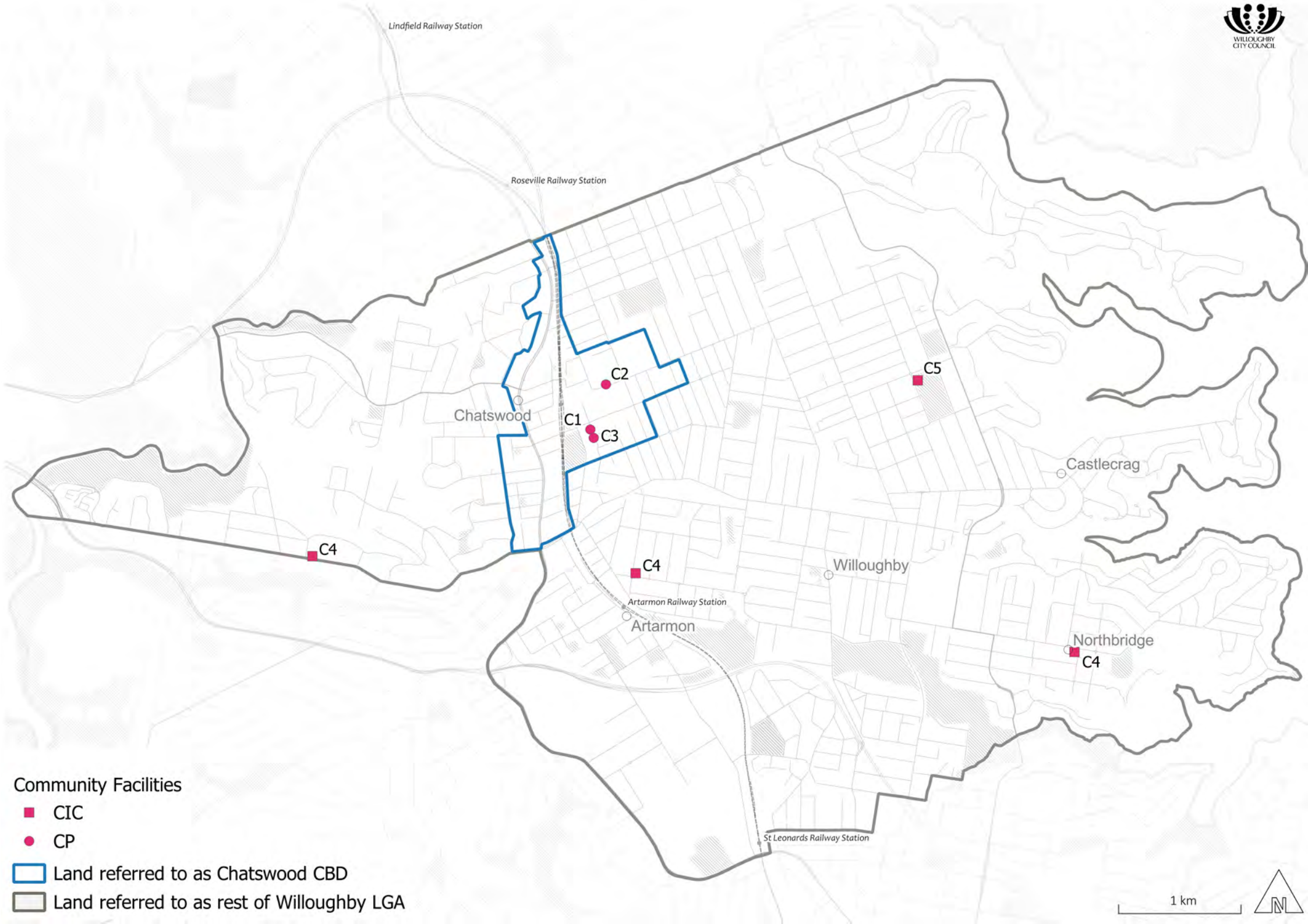
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- Dwellings and jobs growth forecasts

Appendix 3

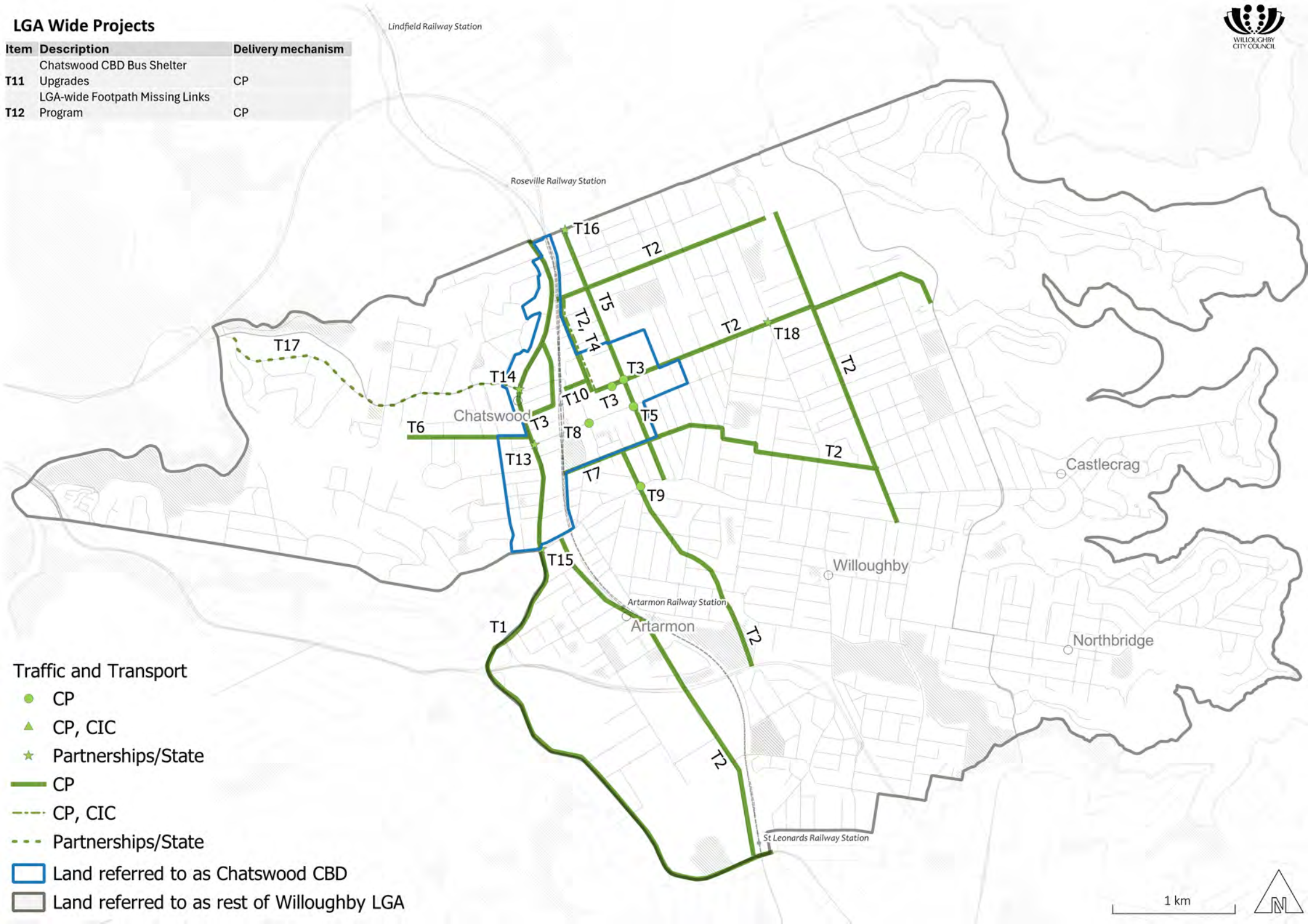
- Willoughby Social Infrastructure Needs Analysis

Appendix 1


Lindfield Railway Station
Roseville Railway Station
Chatswood
C1
C2
C3
C4
C4
C4
C5
Castlecrag
Willoughby
Artarmon Railway Station
Artarmon
Northbridge
C4
St Leonards Railway Station
Community Facilities
CIC
CP
Land referred to as Chatswood CBD
Land referred to as rest of Willoughby LGA
1 km
N

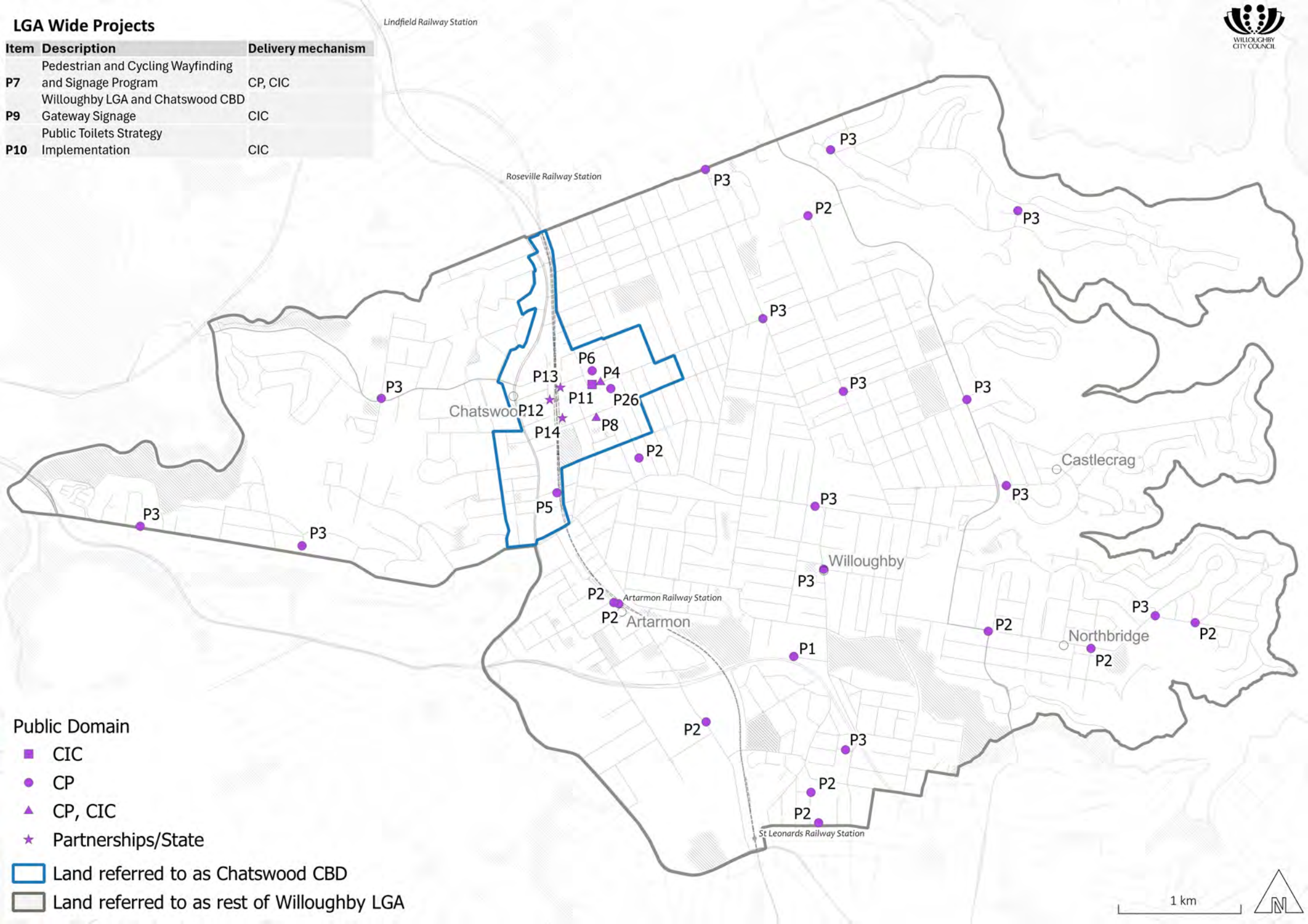
LGA Wide Projects

Item	Description	Delivery mechanism
T11	Chatswood CBD Bus Shelter Upgrades	CP
T12	LGA-wide Footpath Missing Links Program	CP



LGA Wide Projects

Item	Description	Delivery mechanism
P7	Pedestrian and Cycling Wayfinding and Signage Program	CP, CIC
P9	Willoughby LGA and Chatswood CBD Gateway Signage	CIC
P10	Public Toilets Strategy Implementation	CIC



Public Domain

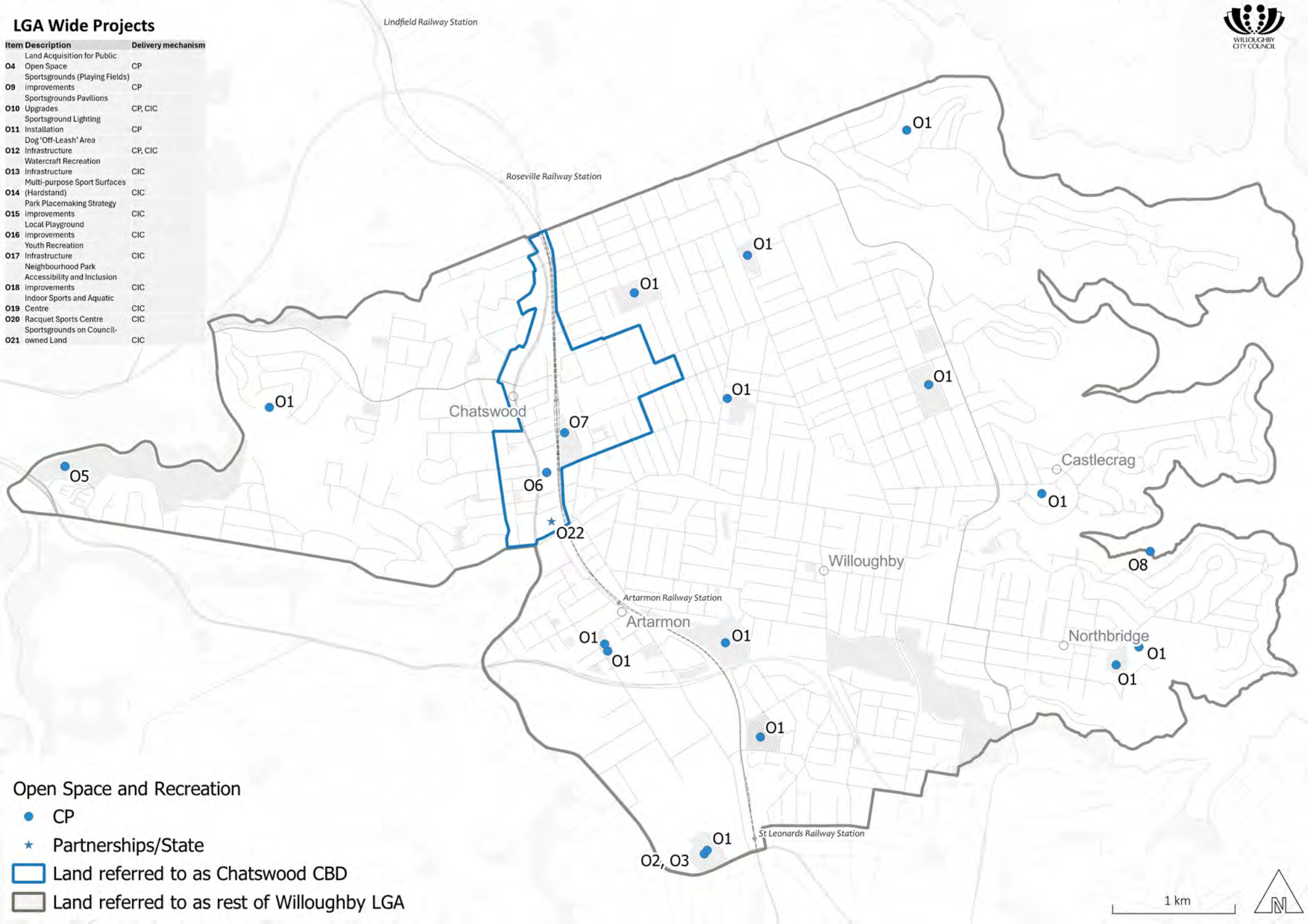
- CIC
- CP
- CP, CIC
- Partnerships/State

Land referred to as Chatswood CBD

Land referred to as rest of Willoughby LGA

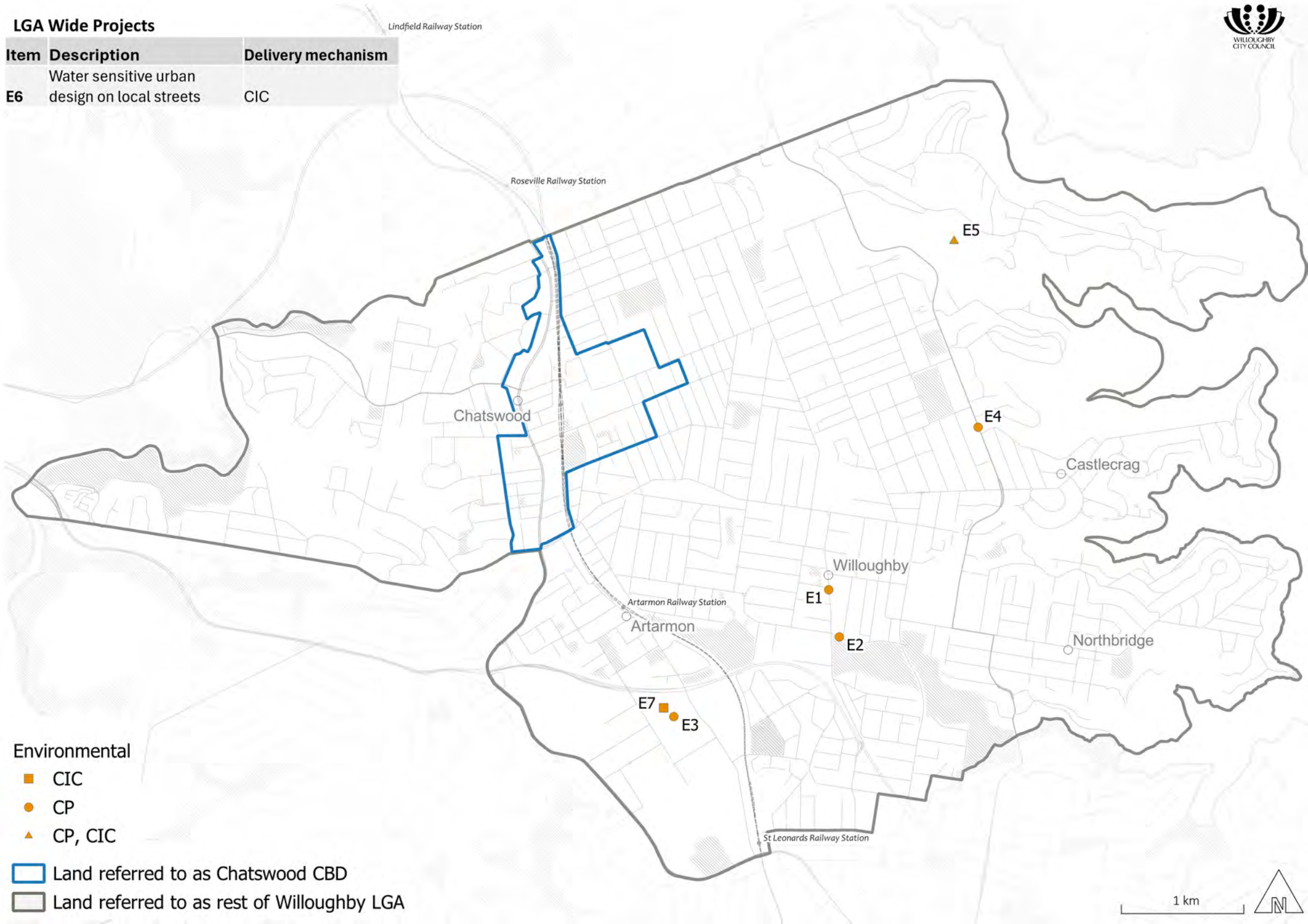
LGA Wide Projects

Item	Description	Delivery mechanism
O4	Land Acquisition for Public Open Space	CP
O9	Sportsgrounds (Playing Fields) improvements	CP
O10	Sportsgrounds Pavilions Upgrades	CP, CIC
O11	Sportsground Lighting Installation	CP
O12	Dog 'Off-Leash' Area Infrastructure	CP, CIC
O13	Watercraft Recreation Infrastructure	CIC
O14	Multi-purpose Sport Surfaces (Hardstand)	CIC
O15	Park Placemaking Strategy improvements	CIC
O16	Local Playground improvements	CIC
O17	Youth Recreation Infrastructure	CIC
O18	Neighbourhood Park Accessibility and Inclusion improvements	CIC
O19	Indoor Sports and Aquatic Centre	CIC
O20	Racquet Sports Centre	CIC
O21	Sportsgrounds on Council-owned Land	CIC



LGA Wide Projects

Item	Description	Delivery mechanism
E6	Water sensitive urban design on local streets	CIC



Appendix 2

Dwelling and jobs growth forecasts

Willoughby City Council

September | 2026

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1. Growth forecasts

'Low', 'medium' and 'high' scenarios for dwelling, population and jobs growth were forecast to give a range of potential trajectories based on change in underlying dwelling growth parameters. Forecasting several scenarios gives Council flexibility to determine the trajectory to which development, over time, is conforming, and adapt infrastructure planning as required. Table 1 below gives the specification of the scenarios. The scenarios are not limits or targets; they are estimates allowing for planning and prioritisation of infrastructure.

The 'high' scenario represents a step change in development compared to the lower growth scenarios. It is also the most likely, reflecting the most recent (December 2025) list of active development applications – including those utilising the SSD and HDA pathways – received by Council (Figure 1). For this reason, infrastructure needs and revenue analysis undertaken for this framework uses the 'high' scenario. As of August 2026, 75 per cent of the entire dwelling pipeline was being assessed as SSD or HDA. Also included are new dwellings outside the CBD in Castlecrag, Willoughby and St Leonards. It is important for strategic planning to account for these dwellings and population as well, as they will have implications for infrastructure that serves an LGA-wide catchment, though the bulk of expected development remains in Chatswood.

This is necessarily a point-in-time estimate. Actual development patterns over the coming 15 years will deviate from the amount forecast, depending on changes to feasibility, land use and broader strategic planning policy. It is important to continually assess actual dwelling, jobs and population growth against the estimate to ensure planning is responsive to community needs.

Willoughby population is taken from .ID Community's LGA-wide forecast (as of April 2025)[1], substituting numbers in areas where development is expected to occur with population suggested by above forecast of dwellings growth, assuming an average household size of 2.35 people per household. This adjusts overall LGA population in line with the expected increase in dwellings growth from the current development pipeline.

[1] https://forecast.id.com.au/willoughby/population-summary?WebID=200&mYear1=2025&mYear3=2035&themtype=ChangeY1Y3

Table 1: growth scenarios for Willoughby LGA – 2026-2041

Scenario	Additional dwellings	As % of dwellings in pipeline (December 2025)	Average annual dwelling growth
Low	2,264	22%	151
Medium	3,149	31%	210
High	10,237	100%	682

Source: SGS Economics and Planning 2025; Willoughby City Council 2025; ID 2025; ABS 2025

Table 2: new dwellings across Willoughby LGA – 2026-2041 (high growth scenario)

Area	New dwellings to 2040	Annual average dwellings	% of total pipeline
St Leonards	1900	127	18%
Willoughby	100	7	1%
Castlecrag	150	10	1%
Chatswood	8087	539	79%
Total	**10,237**	**682**	**100%**

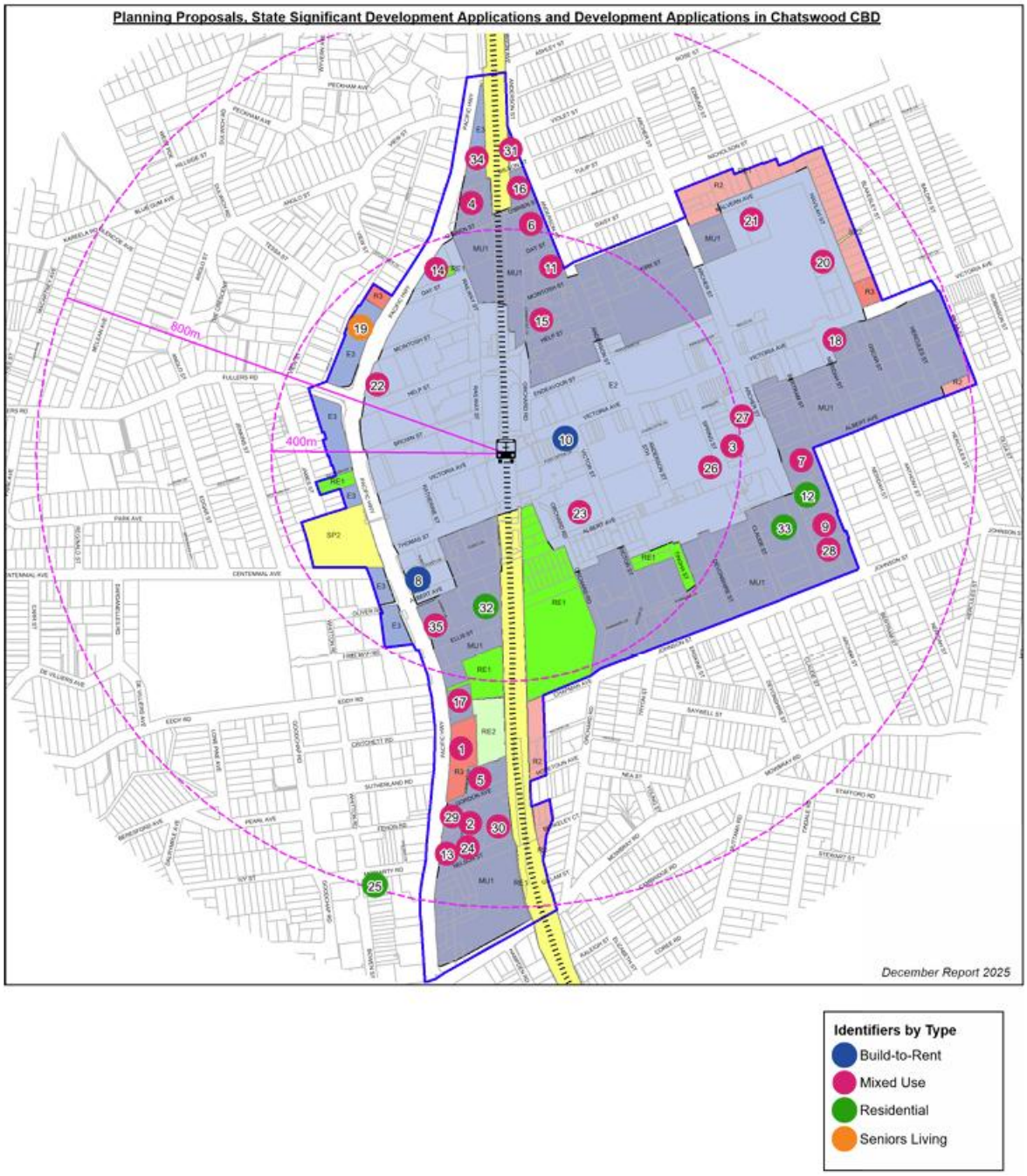
Source: SGS Economics and Planning 2025; Willoughby City Council 2025; ID 2025; ABS 2025

Table 3: population growth across Willoughby LGA – 2026-2041 (high growth scenario)

Area	2026	2041	Additional
Chatswood CBD	21,732	43,525	+ 21,793
Rest of LGA	59,280	65,073	+ 5,794
Total	**81,012**	**108,598**	**+ 27,586**

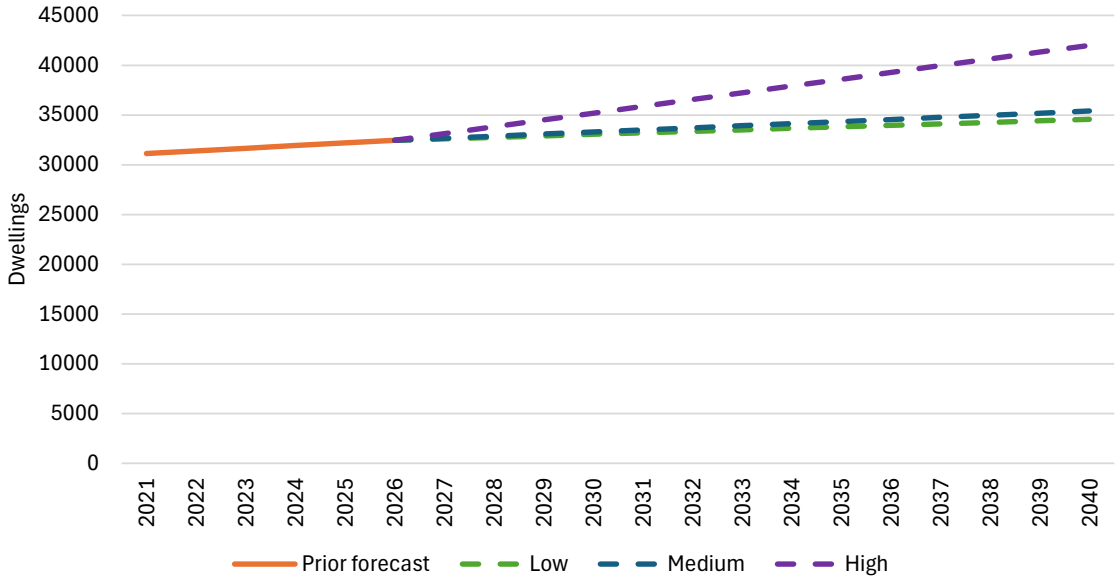
Source: SGS Economics and Planning 2025; Willoughby City Council 2025; ID 2025; ABS 2025

Figure 1: dwellings pipeline as of December 2025



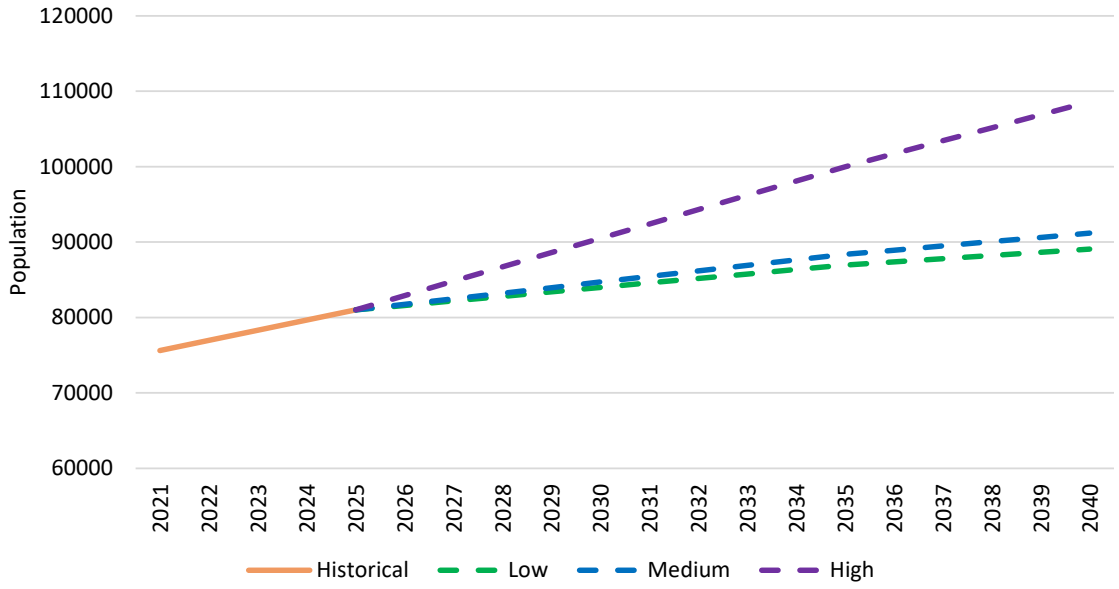
Source: Willoughby City Council 2025

Figure 2: dwellings growth scenarios for Willoughby LGA – 2026-2041



Source: SGS Economics and Planning 2025; Willoughby City Council 2025; ID 2025; ABS 2025

Figure 3: population growth scenarios for Willoughby LGA – 2026-2041

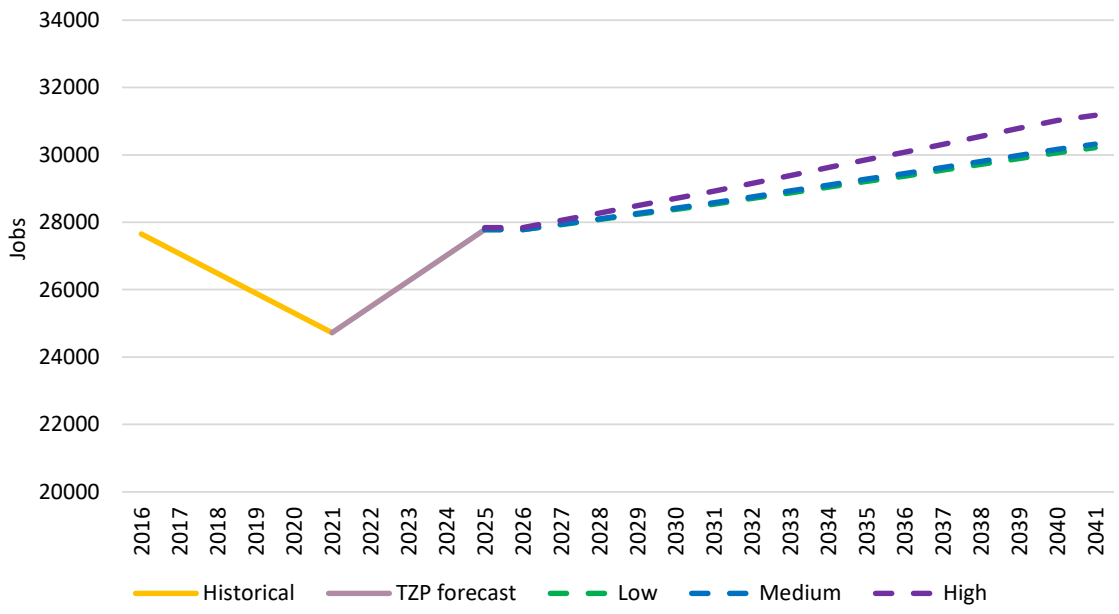


Source: SGS Economics and Planning 2025; Willoughby City Council 2025; ID 2025; ABS 2025

While other centres may experience increases in resident population, the vast majority of employment growth over the next 15 years is expected to occur in Chatswood CBD. Jobs growth in Chatswood CBD is taken from Transport for NSW's Travel Zone Projections for Chatswood-East SA2, which aligns closely with the CBD extent.[2]

The number of population-serving jobs – classified as jobs in retail trade, accommodation and food services, arts and recreation services and other services – is calculated separately, assuming a ratio of 0.05 new jobs for each additional resident in the catchment of visitors to Chatswood CBD. This ratio is informed by historical (2011-2021) residents and jobs in population-serving industries within the catchment, defined as Willoughby LGA plus the south-east portion of Ku-Ring-Gai LGA (roughly ending west of Pymble). This means that population-serving jobs differ between scenarios due to the influence of additional dwellings in Chatswood CBD, reflecting the area's likely future role as the hospitality, retail and services hub of the region.[3] All other jobs categories remain unchanged. An example breakdown of jobs by Broad Industry Category (BIC), for the high development and population growth scenario, showing the influence of population on growth in population-serving jobs, is given in Figure 5.

Figure 4: jobs growth scenarios for Chatswood CBD – 2026-2041

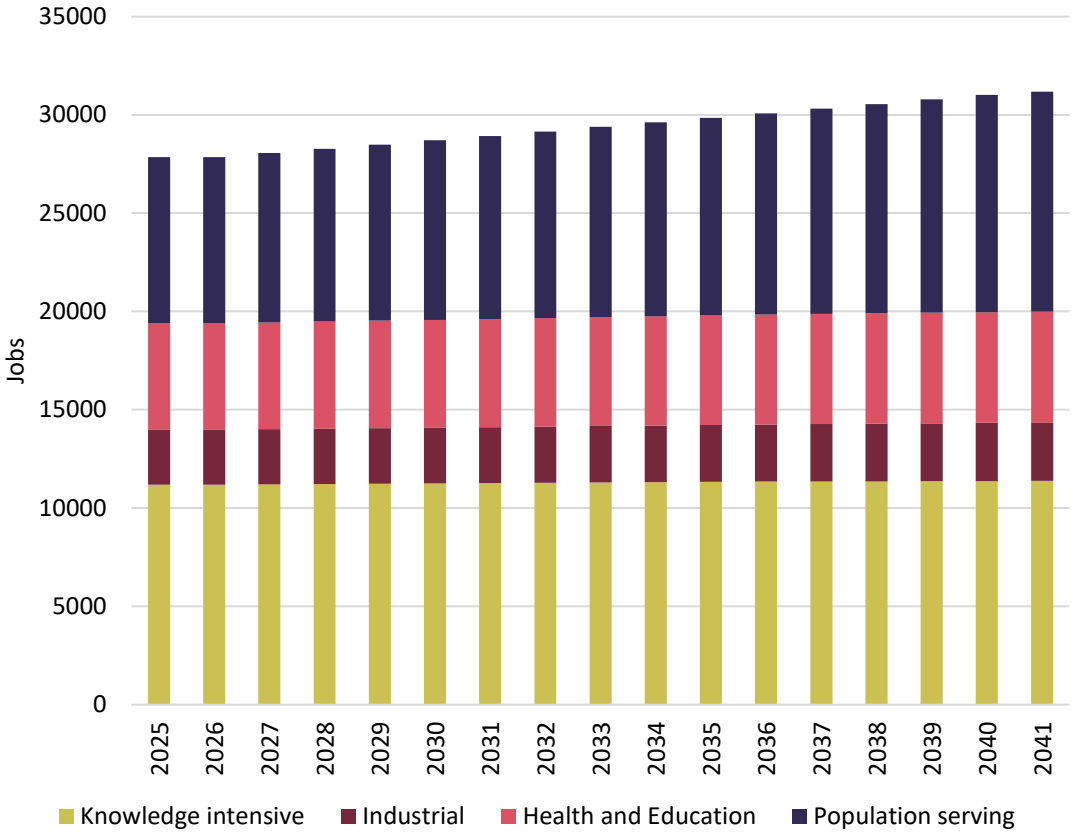


Source: SGS Economics and Planning 2025; Willoughby City Council 2025; ID 2025; ABS 2025

[2] https://www.transport.nsw.gov.au/data-and-research/reference-information/travel-zone-projections-2024

[3] This reflects a departure from past strategic planning for Chatswood CBD, which envisioned predominance of office-based employment. However, increased competition from locations such as Circular Quay, Parramatta Square, Barangaroo and Macquarie Park, resulting in low uptake of existing office space, suggests this is unlikely to occur. The CBD's economic role, therefore, is more likely to reflect intensified residential development and associated population-serving employment, augmented by improved transport links between the CBD and a wider regional population catchment.

Figure 5: employment growth breakdown for Chatswood CBD – 2026-2041



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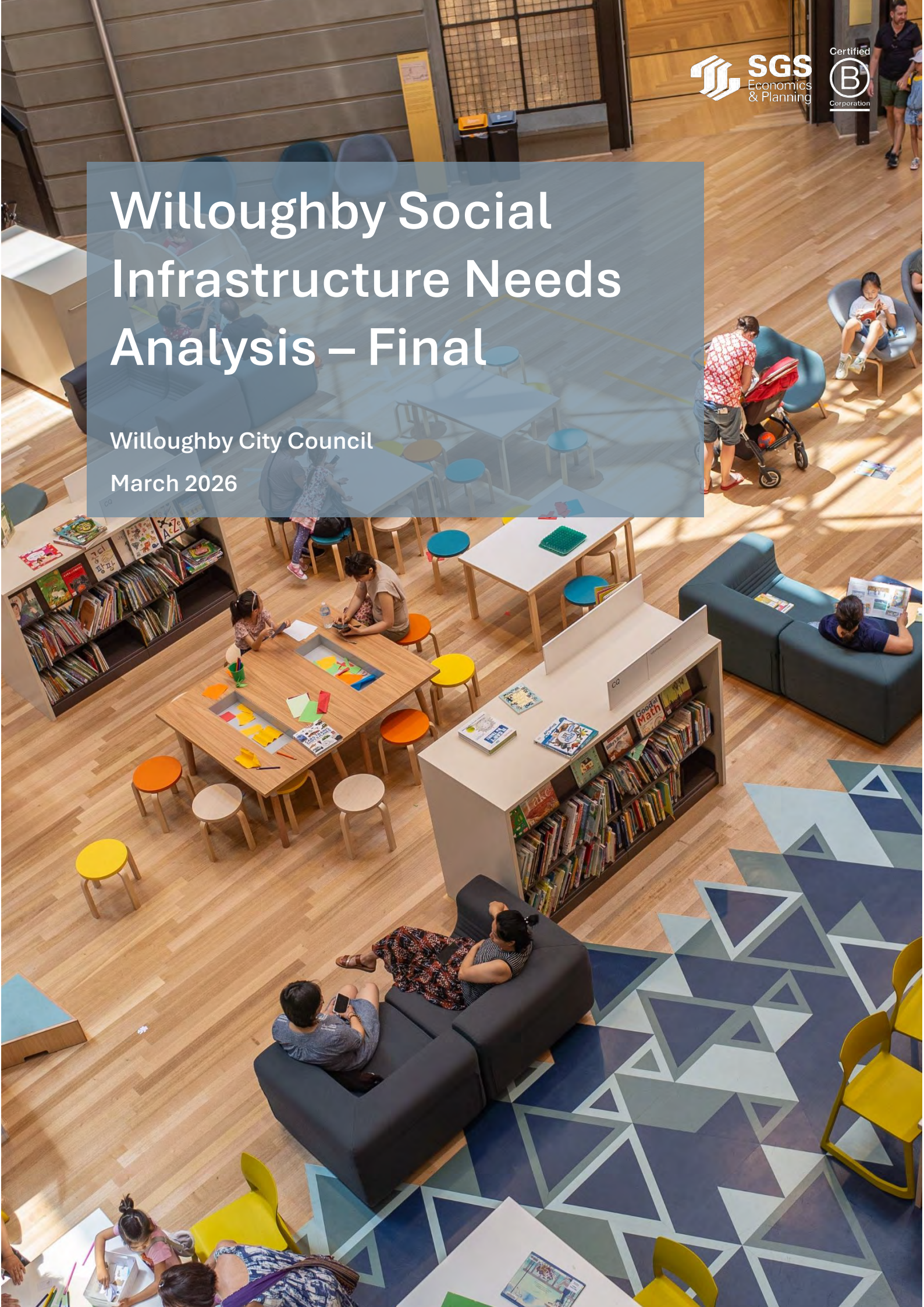
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Appendix 3



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Willoughby Social Infrastructure Needs Analysis – Final

Willoughby City Council

March 2026

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Executive summary

Willoughby Local Government Area (LGA) will experience significant population and residential growth over the next 20 years. The majority of this growth will be focused in the Chatswood CBD. Additional population growth will put pressure on existing social infrastructure and create demand for additional facilities across the LGA.

To understand the current and future needs of social infrastructure, Willoughby City Council (WCC) is conducting a needs assessment. The outcomes from this study will inform the strategic direction of social infrastructure across the LGA, and Council's growth and infrastructure framework.

Definition and study area

Social infrastructure can be broadly defined as the spaces and activities through which people socialise, learn, recreate, create, and celebrate culture. It is the sum of 'hard' infrastructure (buildings) and 'soft' infrastructure (services and programs).

This study considers the following Council-owned social infrastructure facilities:

- Libraries
- Community centres
- Youth centres
- Arts & culture facilities
- Aquatics facilities
- Indoor recreation
- Outdoor recreation
- Open space.

Population & wellbeing

In 2025, there were approximately 79,000 people living in the Willoughby LGA. By 2040, it is forecast that the resident population will increase to approximately 104,000 people under a high growth scenario, an increase of 25,000 residents from 2025. Growth is expected across all age cohorts, but in particular, by those aged 25-49 years old.

Most of the new population are expected to be located in Chatswood CBD with an additional 19,000 residents anticipated in the Chatswood CBD study area over the next 15 years.

The LGA is located in a highly advantaged region of Sydney. Within the LGA itself, there is one notable pocket of relative disadvantage in Artarmon. The harbour foreshore areas are the most advantaged suburbs relative to the rest of the LGA.

Community infrastructure and services need to be able to respond to the current and future community needs, along with changing demographics and areas of the LGA that are more vulnerable.

Existing social infrastructure

Willoughby LGA has a broad range of social infrastructure facilities that are located in Chatswood CBD but also the surrounding suburban areas. Most infrastructure is located through the centre of the LGA, and less so, in the foreshore areas.

The LGA has regionally significant infrastructure in Chatswood Library and the Concourse (performing arts facility) that services local residents and visitors to the LGA. At the other end of the spectrum, the LGA also has a large number of local level libraries and community centres, many of which are ageing, have low utilisation, and are no longer able to respond to best practice service delivery models.

The LGA has a fair distribution of outdoor courts across the LGA, however indoor courts and aquatics facilities are limited to the south of the LGA. The LGA has a number of open space and environmental conservation areas, meaning a good proportion of local residents are within a 400m walking catchment of open space.

Social infrastructure demand and community infrastructure recommendations

Based on social infrastructure benchmarks and forecast population, modelling suggests that there will be a gap across a range of social infrastructure services. Based on these gaps as well as a range of other considerations, infrastructure recommendations have been developed.

Council should consider these recommendations, as well as the broader findings in the report, to inform future strategic directions for social infrastructure and service delivery, and wider asset management planning and funding for the LGA and CBD.

Infrastructure recommendations	Location	Timeframe
Libraries		
Refurbish and expand Chatswood Library including opportunities to explore expanded access	Chatswood CBD	Short term
Explore opportunities to redevelop Artarmon Library and Barry Thompson Hall into a district library with flexible meeting space to support arts practices	Artarmon	Medium term
Consolidate local library services with the closure of Naremburn Local Library	Naremburn	Medium term
Community centres and hubs		
Expand the Dougherty Community Centre to create additional flexible meeting spaces	Chatswood CBD	Short term
Delivery of an integrated universal community hub which includes: ▪ Neighbourhood community centre ▪ Flexible youth friendly spaces and consulting rooms ▪ Digital/technology hub ▪ 4 x local art studio spaces ▪ District rehearsal space	Chatswood CBD	Long term

Infrastructure recommendations	Location	Timeframe
Arts & Culture		
Explore opportunities to provide a district level rehearsal space in the Willoughby Park Centre	North Willoughby	Medium term
Review Council's role in the delivery of local art studios	LGA wide	Short term
Continue to integrate public art with social infrastructure	LGA wide	Ongoing
Aquatics & Leisure Centre		
Monitor utilisation of Willoughby Leisure Centre. If there is demand, consider an additional district level facility towards the north of the LGA	LGA wide	Long term
Upgrade infrastructure at Northbridge Baths to increase site capacity and usability	Northbridge	Medium term
Indoor courts		
Work with schools to identify opportunities to deliver indoor and outdoor recreation courts that also enable public access	LGA wide	Ongoing
Continue to support private market development of indoor court facilities	LGA wide	Ongoing
Work with surrounding LGAs to explore the opportunity of a regional level indoor court facility that is co-located with a future aquatic facility	LGA wide	Long term
Delivery of 3 x indoor courts within the CBD either integrated or co-locate with the universal community hub	Chatswood CBD	Long term
Outdoor courts & outdoor speciality facilities		
Deliver 6 outdoor courts across the LGA with at least 4 within walking distance of the CBD	Chatswood CBD & surrounds/LGA	Medium- long term
Upgrade Chatswood Croquet site to increase public access and use, upgrade croquet greens to provide flexible use and increased recreation potential	Chatswood CBD	Medium term
Open space		
Develop an open space acquisition plan and identify future open space acquisition locations (active recreation, passive open space and private open space) across the LGA and CBD, actively work with developers to secure land	LGA wide	Short term
Improve green linkages and urban linkages (for example Concourse to Albert Ave precinct) across Chatswood CBD	Chatswood CBD	Medium-long term
Identify and create green linkages between public spaces and public open space across the LGA	LGA wide	Medium-long term
Upgrade Chatswood Park precinct to maximise use and improve connectivity through the south of the Chatswood CBD.	Chatswood CBD	Short term

1. Introduction

1.1 Purpose and background

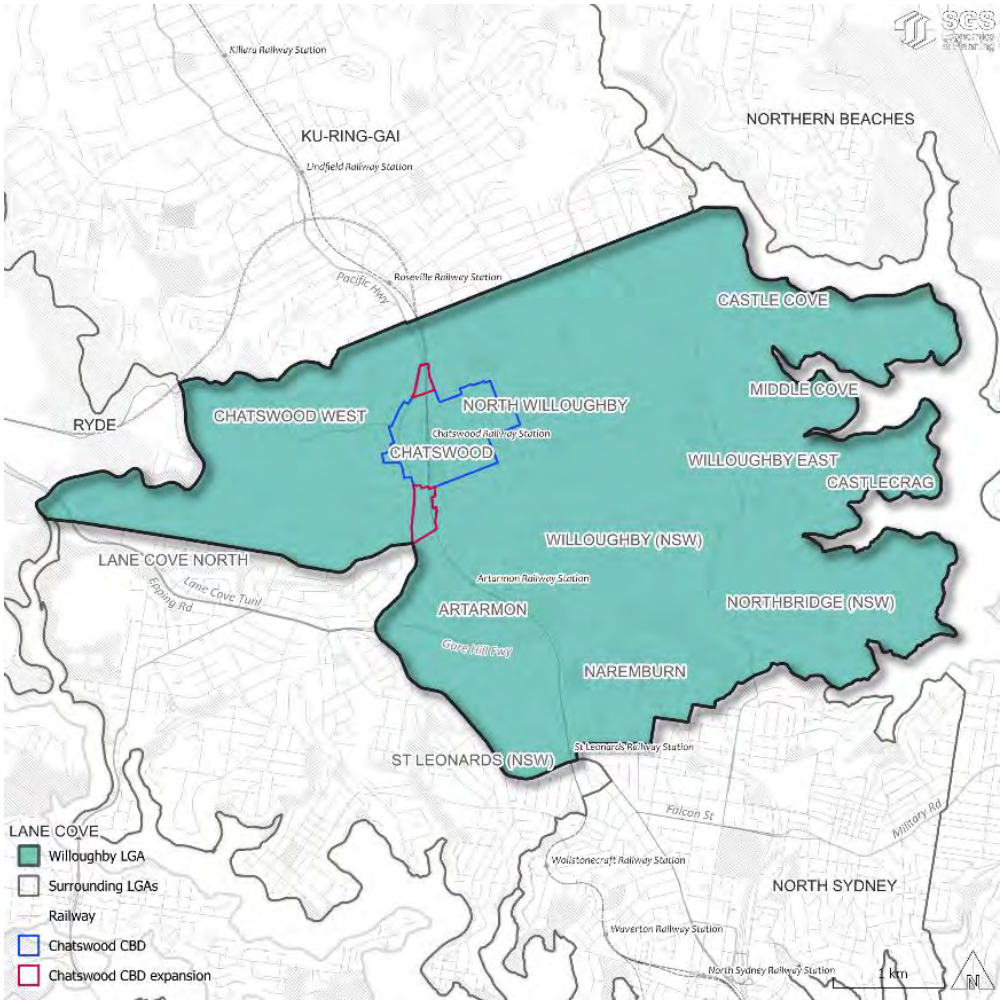
Located on the North Shore, Willoughby Local Government Area (LGA) is approximately 9kms from Sydney CBD. The central part of the LGA is well connected with the T1 North Shore and T9 Northern rail lines running through the western portion of the LGA with stations at Chatswood, Artarmon and St Leonards. Chatswood is also major transport interchange that includes the Metro rail services on the M1 North West & Bankstown line and a large bus interchange.

The LGA will experience significant growth over the next 20 years with majority of this growth focused in Chatswood CBD. This additional population growth will put pressure on existing social infrastructure and create demand for additional facilities across the LGA.

To understand the current and future needs of social infrastructure, Willoughby City Council (WCC) is conducting a needs assessment. The purpose of this report is to identify the existing network of social infrastructure, how the network of infrastructure will respond to forecast population growth, and identify opportunities to meet current and future community and service needs. Given the significant growth forecast for Chatswood CBD, this report considers the social infrastructure needs as an LGA, as well as the demand directly resulting from the Chatswood CBD.

The findings from this report will be used to inform future capital works programs, the Chatswood CBD development plan, and a long term Community Services Future Plan (CSFP).

Figure 1: Study area – Willoughby LGA



Source: SGS Economics & Planning, 2025

1.2 Social infrastructure scope

Social infrastructure in the Willoughby LGA services those who live, study, work and visit the area. Social infrastructure can be broadly defined as the:

> Spaces and activities through which people socialise, learn, recreate, create, and celebrate culture. It is the sum of 'hard' infrastructure (buildings) and 'soft' infrastructure (services and programs).

This social infrastructure assessment focusses on Council-owned facilities across the following categories:

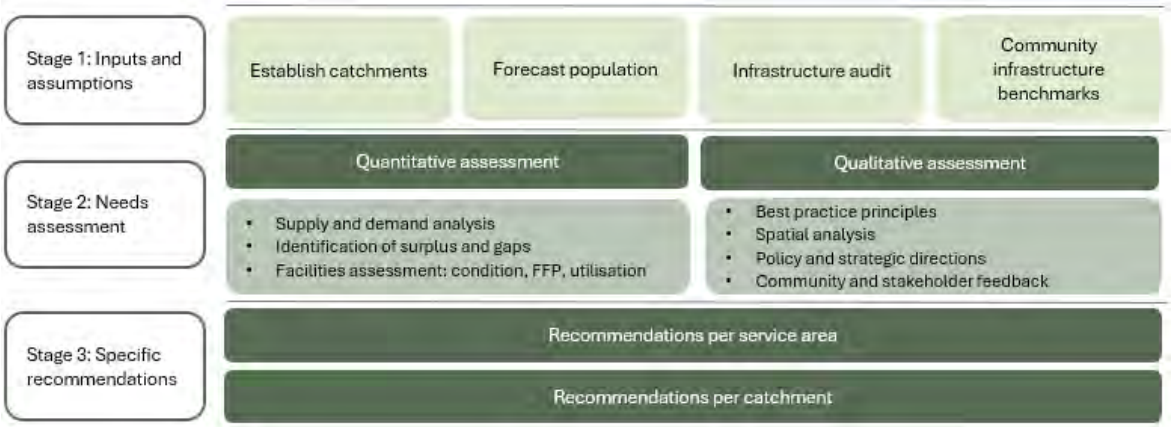
Libraries	Community centres	Arts and culture facilities	Youth centres
Aquatics facilities	Indoor recreation	Outdoor courts	Open space

1.3 Methodology

The assessment of the social infrastructure includes a range of inputs along with qualitative and quantitative assessments across 3 stages (Figure 2). This includes:

- Stage 1: Inputs and assumptions which consider catchments, population, existing and planned infrastructure, and infrastructure benchmarks
- Stage 2: Needs assessment which is based on a quantitative and qualitative assessment including feedback from community and stakeholders
- Stage 3: Recommendations per service area and catchment.

Figure 2: Social infrastructure needs assessment methodology



Source: SGS Economics & Planning, 2025

1.4 Guiding principles for social infrastructure provision

Once established, social infrastructure can be in place for 50-100 years. The delivery of social services and community needs will continue to change and evolve over this time. To deliver infrastructure that can best respond to current and future needs, the following principles as outlined in the table below have been considered.

Table 1: Guiding principles for the delivery of community services and infrastructure

Principles	Overview
Responds to the needs of the community	▪ Community infrastructure is service led, rather than asset led ▪ Hierarchy, infrastructure, and operation of services respond to local needs ▪ Community services and infrastructure considers the wider community infrastructure network providing complementary services and spaces

Principles	Overview
Integration and co-location	▪ Through the design and planning, community infrastructure should support and enable the co-location and integration of services ▪ Complementary services should be integrated and or co-located within the same facility or site to support sharing of services and resources, improve service efficiencies, and provide an improved user experience.
Accessibility and inclusivity	▪ Community services should be well located and accessible (where possible by car, public transport, and active transport). ▪ Community infrastructure should be safe and welcoming for all genders, cultures, ages, and abilities.
Flexible and adaptable	▪ Community infrastructure should be designed to respond and adapt to changing needs over time via the services and offering available.
Technology	▪ Technology should be integrated throughout community infrastructure to enable spaces to support a broad range of users and services (hybrid meetings, co-working spaces, WIFI, 24hr assess etc). ▪ The use of Smart Technology should be considered in buildings to monitor the asset performance and utilisation to improve service delivery and maintenance schedules.
Partnership	▪ Partnership with others to build, operate, and maintain community infrastructure should be considered. This could include joint use agreements with schools, leasing of spaces, use of air rights, state, federal government, or private/NFP market led infrastructure.
Sustainability	▪ Sustainable building design should be considered to reduce carbon emissions and operational costs throughout the life of the asset.

Source: SGS Economics & Planning, 2025

2. Policy context

The following section provides an overview of the current policy that informs the future directions of social services and infrastructure in the city. The full policy review is at Appendix A.

2.1 Local planning and strategic directions

The vision is for Willoughby residents to have improved access to social infrastructure in the longer term, however achieving this will be challenging given funding, land and resource constraints.

The *2020 Willoughby Local Strategic Planning Statement* (LSPS) supports improved access to social infrastructure for local residents. The vision for the LGA is for residents to have access to local centres, parks, schools and community facilities within 20 minutes by public or active transport. However, it is noted that challenges exists where there are limited opportunities to purchase land for new infrastructure, and that it is expensive to build. It is noted that many community facilities are exceeding or are approaching capacity.

The Willoughby Community Strategic Plan, *Our Future 2036*, similarly notes the pressure on green spaces and recreation facilities in the LGA, and that local government faces resourcing constraints. Priorities under this Plan include promoting accessibility of services, facilities and networks; anticipating changing community needs; and creating desirable places to support healthy lifestyles, promote recreation, and attract visitors.

The *Willoughby Public Spaces and Recreation Strategy* also notes the challenge of delivering new public spaces due to high land costs and limited land availability, and maintaining public spaces. Solutions included better utilising and activating existing spaces, reimagining spaces for recreational purposes, improving amenity, repurposing council buildings, and encouraging future development to provide ground floor accessible space.

In terms of housing, the local economy and business development, local policy outlines increased residential density and greater economic activity – therefore, delivery of social infrastructure would need to be commensurate.

The *Willoughby Housing Strategy* notes that there is a need for additional schools, public transport and open space to align with increases in residential density in the LGA. The *Willoughby Affordable Housing Policy* aims for an increase in affordable rental housing for moderate-income key and essential worker households, and that affordable housing is a vital element of social and economic infrastructure in helping to meet unmet needs.

Both the *Willoughby Economic Development Strategy*, and the *Night-Time Economy Strategy,* support growth of jobs, businesses and visitors to the local area. One of the key strategic outcomes of the *Economic Development Strategy* is to facilitate the development of all businesses across the LGA, noting that the LGA economy and a significant level of activity tend to centre around Chatswood CBD and the economic corridor that follows the railway line through Artarmon to St Leonards. The *Economic*

Development Strategy states there will be a continued plan to build the strong economic output and employment provision in the Chatswood CBD via new investment attraction and stimulating key development sites. Chatswood CBD is also noted as a strong focus for developing the night-time economy. Economic activity in Chatswood CBD is stronger than other local centres. An increase in business hours and visitors to the local area means there maybe be more pressure on local infrastructure and services, as well as greater demand for creative and cultural activities.

Improving inclusion and access are focal areas for the City, in particular for the youth, those with a disability, and First Nations people.

Council aims to create a more inclusive City. The *Willoughby Disability Inclusion Action Plan 2022-2026* supports improved access to parks, open spaces and community buildings.

The *Willoughby Youth Action Plan 2024-2027* aims to create an environment where young people feel supported and part of the community. It is noted that there is a need to increase programs for young people and increase awareness of them.

The *Reflect Reconciliation Action Plan* supports the identification of a suitable place to establish a Yarning Circle to build respectful relationships and to preserve and pass on cultural knowledge.

Libraries are highly valued by the local community but there are a number of associated challenges in providing effective services particularly with the branch libraries.

The *Willoughby City Library Strategy 2024-2028* highlights a need to deliver services effectively and to provide greater value to the community, particularly around high-density development areas like Chatswood and St Leonards. The 4-year strategy for libraries is to focus on the future, connections with the community, learning and local studies. Visitation is noted as increasing at local libraries in the LGA. But there are challenges. Chatswood Library can be overcrowded, while branch libraries are not efficient as some are remote in location, and they have high running costs, while

The *Branch Library Review Report 2019* highlighted similar challenges. It was recognised that Chatswood Library had greater visitation than all branch libraries combined (excluding the community library in Castlecrag); all branch libraries are undersized for their local populations, and have a lower number of opening hours than recommended; branch libraries (excluding Artarmon Library) are poorly serviced by public transport; and no branch library is within an identified priority local centre.

Community hubs were noted as potential ways to address gaps and unmet needs in the future, and that there may be scope for repurposing some of the branch libraries for other community uses or affordable housing.[1]

The *Libraries Survey 2024* highlighted the value the local community places in their local libraries and local librarians. Many respondents feel safe, relaxed and connected while spending time at the Willoughby libraries. Many respondents take their children to the libraries to use the services. Longer opening hours appeared to be a constant requested change for the future.

Public art is valued for its ability to enliven urban spaces and highlight cultural, social, heritage and economic values of the area.

[1] Example community hub at Appendix B

The *Willoughby Public Art Policy 2020* seeks to grow and promote public art in the LGA. Council has identified its role as promoting artistic expression, ensuring preservation and maintenance of works, ensuring development applications and information are provided and regulated, facilitating partnerships, advocating for, and celebrating local achievements in this space.

Chatswood CBD needs to have a balanced land use mix in the future of employment and mixed-use residential uses, and community facilities should support community health and wellbeing.

The *2024 Discussion Paper: Land Use Mix in the Chatswood CBD* covered future land use and supporting infrastructure for Chatswood CBD. It was noted that there is a need to balance employment and mixed-use residential uses in the CBD, with low demand for commercial office space and increased demand for housing. With additional housing in the CBD, investments and contributions from developers are needed. Opportunities were noted as the clustering of community facilities, and public benefits through mixed-use developments. Community facilities identified to support the growing population included green open space, skate parks, childcare services, schools, and facilities that promote community health and wellbeing.

2.2 Regional & State level directions

At the regional and State level, use of social infrastructure is largely focussed on shared spaces, and the development of facilities is centred on flexibility and multi-purpose spaces.

The Northern Sydney Regional Organisation of Councils (NSROC) *Social and Cultural Infrastructure Strategy* identified the co-location of facilities, multi-purpose spaces, and a network approach as key social infrastructure trends that may influence the development of social and cultural infrastructure in the region. Guiding principles under the *Strategy* reflected similar values where the delivery of social infrastructure in the NSROC region should involve multi-purpose facilities tailored to local demographics, new facilities in community hubs, facility network planning, and innovative partnerships.

The NSW Department of Planning, Infrastructure and Environment (DPIE)'s *NSW Public Spaces Charter,* like the NSROC *Infrastructure Strategy,* is supportive of multi-purpose facilities that are flexible and may be co-located. The *Charter* is built around 10 principles that highlight social infrastructure should be inclusive, bring people together, allow for creativity, be green and resilient, support health and activity, and be well-designed and safe.

There are concerns that the supply of social infrastructure may not meet demand in the Northern Sydney region.

In 2023, the Northern Sydney Regional Organisation of Councils (NSROC) conducted a *Review of Supply and Demand for Sports Facilities in the NSROC Region*. NSROC member councils had been concerned about the capacity of sports facilities to meet the needs of the growing population. The study indicates that by 2036, the LGA is likely to have a shortfall of approximately 1.33 hectares of indoor courts, 1.17 hectares of indoor speciality, 1.91 hectares of outdoor speciality, and 34.34 hectares of playing field. It is expected that there would be a surplus of outdoor courts at 6.29 hectares.

To help overcome demand for recreational facilities, in 2025, the NSW Government announced an expanded *Share Our Space* program. The expansion permits access to ovals, sports courts and

playgrounds for public recreational use beyond school hours. A trial of 11 public schools in NSW is underway.

Cultural policy recognises there is a need to develop physical infrastructure, but also there is a need for funding, partnerships and coordination to strengthen the arts and culture sector in NSW and Australia.

In terms of cultural policy, the NSW Government's *Creative Communities Cultural Policy 2024-2033* supports growth of creative industries. This is to be achieve through inclusive 'people' centred approaches (supporting local participation, sustainability and resilience in creative organisations), and 'infrastructure' centred approaches (unlocking underutilised spaces, increasing accessible and affordable spaces and removing red tape barriers).

At the Federal level, the *2023 REVIVE Federal Government Cultural Policy* recognised that there is a strong need for cultural infrastructure and that it must be restored, built and maintained. Collaboration through partnerships, coordination and funding distribution across all levels of government is required to develop the arts and culture sector in Australia.

3. Current and forecast population

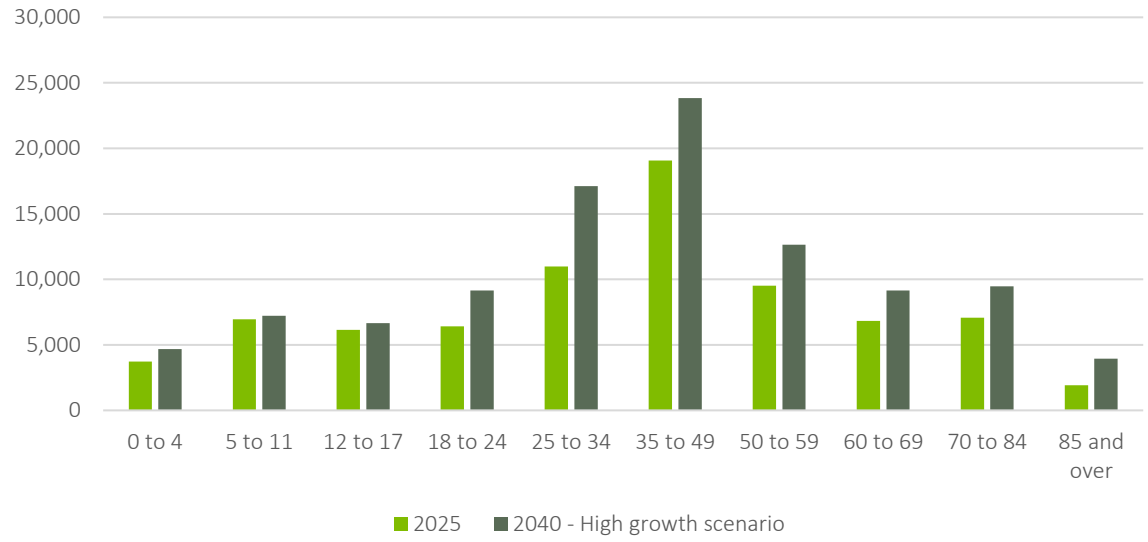
3.1 Willoughby LGA population projections

In 2025, there were approximately 79,000 people living in the Willoughby LGA. The largest cohort of people were in the 35-49 year old age group (19,000 people or 24.4%), followed by those in the 25-34 year old age group (11,000 people or 14.1%).[2]

By 2040, it is forecast that the resident population will increase to approximately 104,000 people under a high growth scenario[3], an increase of 25,000 persons from 2025.[4]

In alignment with trends seen elsewhere, over the next 15 years, there will continue to be an increase in the older age groups. For Willoughby LGA this is expected to be particularly prevalent for those aged 70-84, and those aged 85 and over. In addition, there will be an increase of residents of working age (18-49 years) and a slight increase in the number of school aged residents between the ages of 5-11 years (**Figure 3**).

Figure 3: Population projection to 2040 by age cohort – Willoughby LGA



Source: SGS Economics & Planning, 2025

[2] Forecast ID, 2025

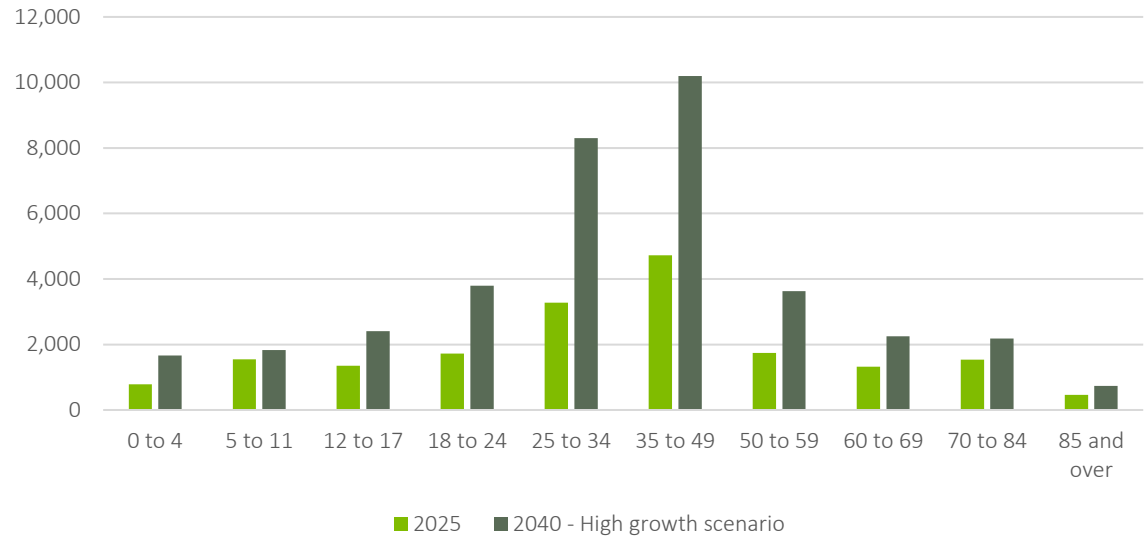
[3] SGS Economics & Planning worked with Willoughby Council to determine a population growth scenario for Chatswood CBD to 2040 (high growth scenario). This scenario is based on 100% completion of the existing pipeline of dwellings per current HDA, SSDA and DA applications lodged with Council. The scenario was also used to augment Transport for NSW Travel Zone Projection (TZP) forecasts of jobs in the LGA. The high growth scenario was applied to Chatswood CBD study area, and outside of the study area, .id forecast numbers were applied.

[4] SGS Economics & Planning, 2025.

3.2 Chatswood CBD population projections

Most of the new population are expected to be located in the Chatswood CBD[5] with an additional 19,000 residents anticipated in the Chatswood CBD study area resulting in a total population of 37,679 by 2040. Growth is anticipated across all age groups, with 25-49 year olds increasing the most by 2040 (Figure **4**).[6] The vast majority of new population in the Chatswood (Balance-East) geographies is to be located in new developments along the Pacific Highway.

Figure 4: Population projection to 2040 by age cohort – Chatswood CBD



Source: SGS Economics & Planning, 2025

3.3 Socio-economic index

The Socio-Economic Index for Areas (SEIFA) presents a measure of relative advantage and disadvantage across a geographic area. It shows areas that may be more advantaged, or disadvantaged, in relation to certain criteria such as education, occupation, and income.

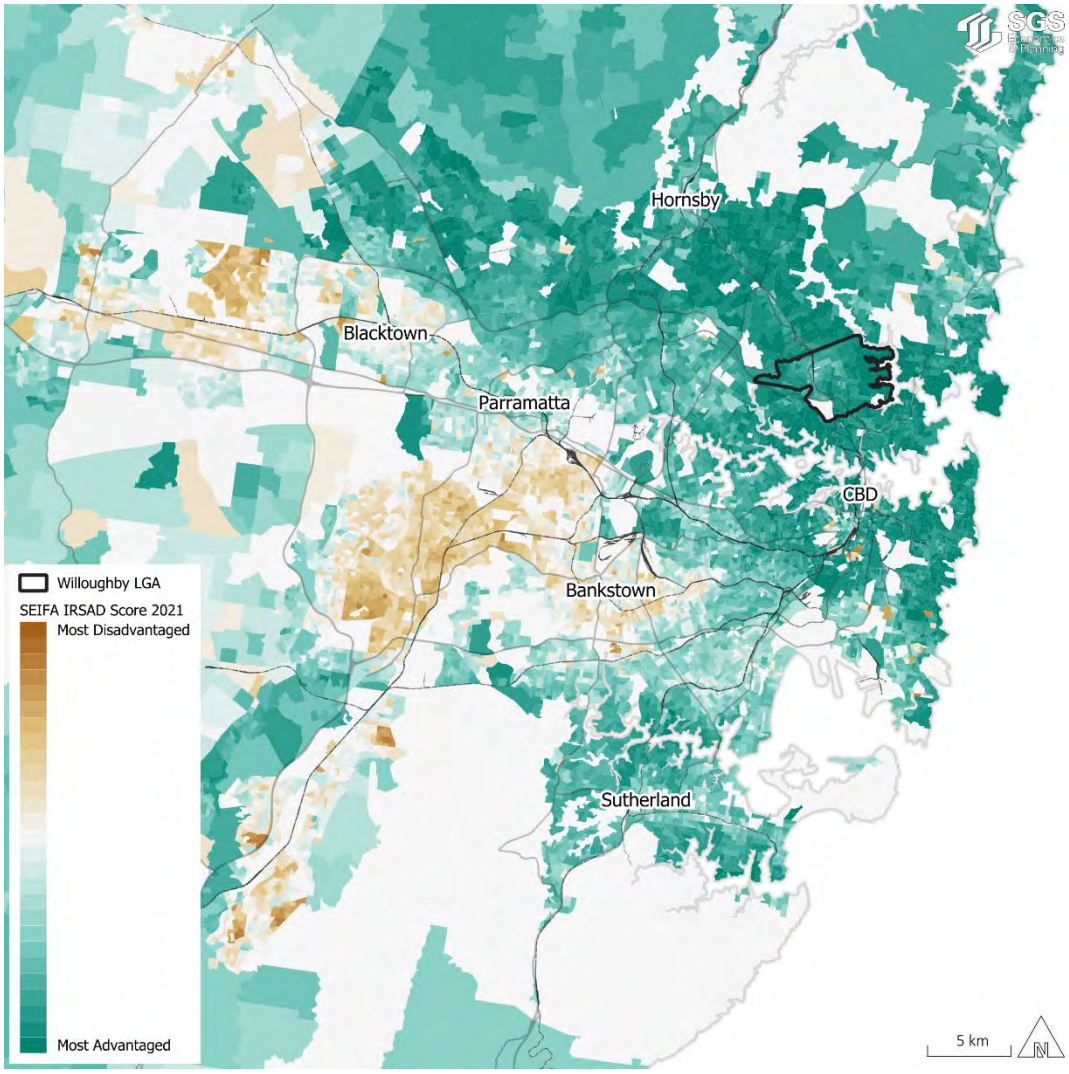
Figure 5 presents the SEIFA across Greater Sydney. Generally, the east, north and southern coastal areas of Greater Sydney, including Willoughby LGA, are more advantaged than areas in the west and south west.

Figure 6 focuses on the SEIFA of Willoughby LGA. The LGA is located in a highly advantaged region of Sydney. Within the LGA itself, there is one notable pocket of relative disadvantage in Artarmon. The central area of the LGA, in and around Chatswood CBD is slightly more disadvantaged relative to the rest of the LGA, in particular the foreshore suburbs that are the most advantaged.

[5] 'Chatswood CBD' comprises the Chatswood (CBD) and Chatswood (Balance – East) small area geographies for the purposes of the service demand assessment in Chapter 5.
[6] High growth scenario projection compiled by SGS Economics & Planning, 2025

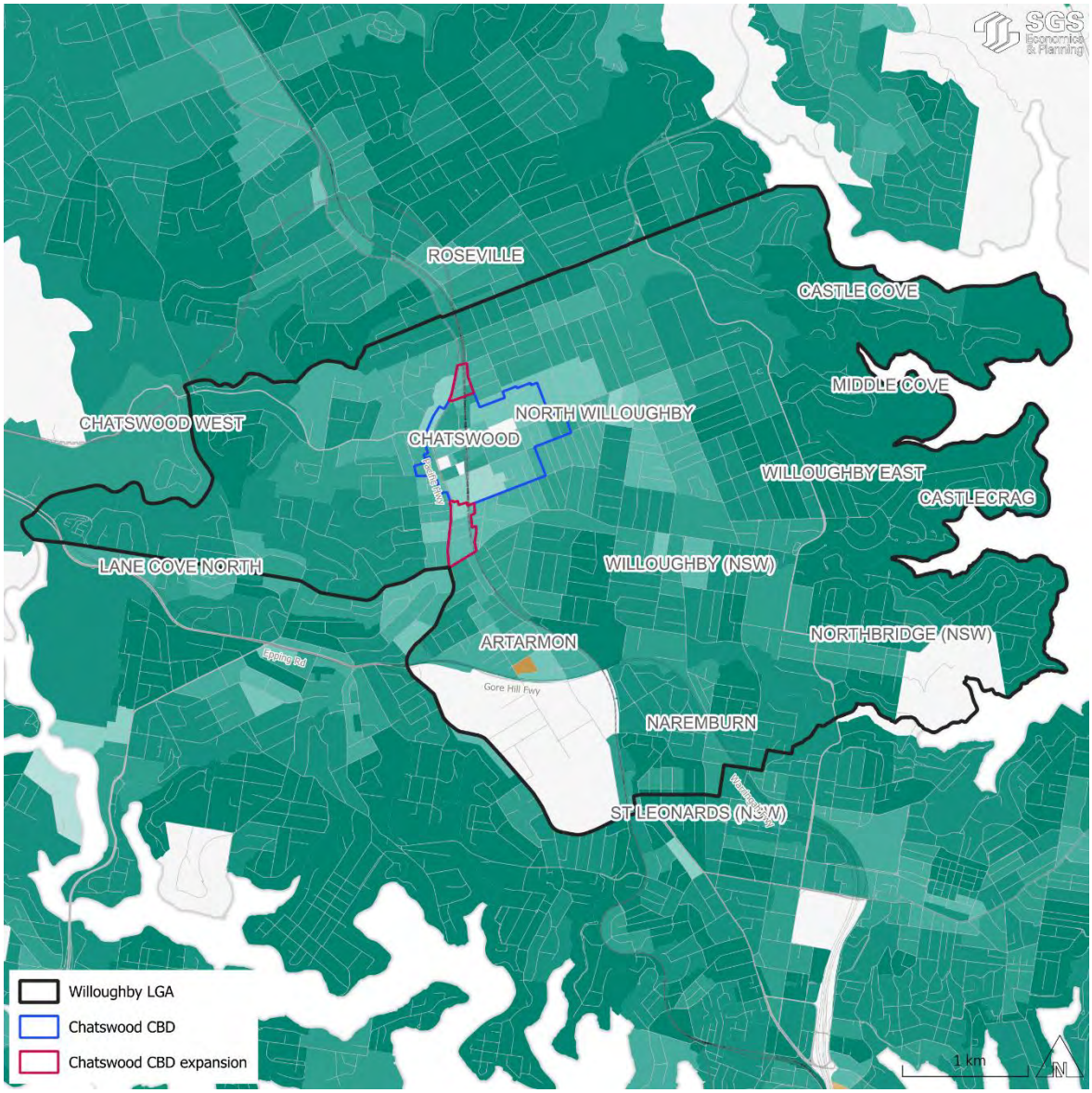
It should be noted that even within a relatively advantaged area there can still be vulnerable populations such as older people, people with a disability, people with limited English, and those managing chronic disease and other health and social issues such as loneliness. These indicators are further discussed in the following sections.

Figure 5: Socio-Economic Index for Areas across Greater Sydney, 2021



Source: ABS, SGS, 2025

Figure 6: Socio-Economic Index for Willoughby LGA*



Source: ABS, SGS, 2025

*The ABS has no data for the areas in white. For the study area this includes Gore Hill Industrial, parts of Chatswood CBD, and recreational land in Northbridge.

3.4 Social indicators

The following analysis compares Chatswood (CBD)[7], Willoughby LGA, and the Northern Sydney Regional Organisation of Councils[8] (NSROC) region against a number of social indicators based on 2021 data.

Diversity

Almost three quarters of the Chatswood (CBD) population were born overseas (73.1% in 2021), higher than Willoughby LGA and the NSROC region. Just under half of the Willoughby LGA population was born overseas (46.5% in 2021). This is a slightly higher proportion when compared to the NSROC region at 42.7% in 2021 (Table 2). The proportion of people born overseas has largely remained constant across the 3 geographies between 2016 and 2021.

Table 2: Population born overseas in Chatswood (CBD), Willoughby and NSROC, 2016-2021

Geography	2021	2016
Chatswood (CBD)	73.1	74.2
Willoughby (LGA)	46.5	45.4
NSROC	42.7	39.9

Source: ABS Census Population and Housing 2016 and 2021

Disability

All 3 geographies generally have the same proportion of people requiring assistance. Approximately 3.8% of the population require assistance in Chatswood (CBD), 3.9% in Willoughby LGA and 4% for the wider NSROC (4%) (Table 3). The proportion of people requiring assistance has increased slightly between 2016 and 2021 across all geographies.

Table 3: Population requiring assistance in Chatswood (CBD), Willoughby and NSROC, 2016-2021

Geography	2021	2016
Chatswood (CBD)	3.8	3.0
Willoughby (LGA)	3.9	3.4
NSROC	4.0	3.8

Source: ABS Census Population and Housing 2016 and 2021

[7] The .id Forecast Chatswood (CBD) geography aligns with the Chatswood CBD geography in this report (excluding the expansion areas).

[8] The Northern Sydney Regional Organisation of Councils (NSROC) consists of Hornsby, Hunters Hill, Ku-ring-gai, Lane Cove, Mosman, North Sydney, Ryde and Willoughby LGAs. NSROC was formed to facilitate collaboration and better address regional issues.

Employment

Chatswood (CBD) has a slightly higher proportion of the population unemployed at 6.2%. Willoughby LGA and NSROC are similar at 4.4% and 4.2% respectively (Table 4). The unemployment rate has improved, particularly for Chatswood (CBD), across all geographies between 2016 and 2021.

In the 2025 June quarter, the unemployment rate for Willoughby LGA was 5.0%, an increase since a low of 2.4% in March 2023.[9]

Table 4: Population unemployed in Chatswood (CBD), Willoughby and NSROC, 2016-2021

Geography	2021	2016
Chatswood (CBD)	6.2	8.1
Willoughby (LGA)	4.4	5.1
NSROC	4.2	4.9

Source: ABS Census Population and Housing 2016 and 2021

Education

In each of the 3 geographies, approximately half of the population hold a higher education qualification. This has increased across all geographies since 2016. In 2021, Chatswood (CBD) had a slightly higher percentage of population with a Bachelor or Higher degree (55.8%) compared to Willoughby LGA (53.1%) and the wider NSROC region (50.6%).

Each of the 3 geographies contain a lower proportion of persons with other tertiary qualifications (Advanced Diplomas, Diplomas and Vocational qualifications) between 9.2% and 9.6% in 2021. There is also a lower proportion of persons with vocational qualification, Chatswood (CBD) is the lowest at 4.9% (Table 5). The proportion of people with these qualifications did not change substantially since 2016.

Table 5: Level of education in Chatswood (CBD), Willoughby and NSROC, 2016 - 2021

	Bachelor or Higher degree (%)		Advanced Diploma or Diploma (%)		Vocational qualification	
Geography	2021	2016	2021	2016	2021	2016
Chatswood (CBD)	55.8	46.4	9.5	8.5	4.9	4.4
Willoughby (LGA)	53.1	47.8	9.2	9.2	7.4	7.6
NSROC	50.6	44.6	9.6	9.8	9.4	9.7

Source: ABS Census Population and Housing 2016 and 2021

[9] ABS Labour Force Survey Catalogue number 6202.0 and Department of Employment Small Area Labour Markets, 2025

The SGS Cities & Regions Wellbeing Index 2024 (CRWI) considers how place impacts community wellbeing.[10] Where people live greatly affects their wellbeing and overall quality of life. Despite Gross Domestic Product (GDP) being widely used, it does not fully capture the complexities of wellbeing. The CRWI tracks 7 dimensions and 24 indicators of objective wellbeing.

For the Willoughby LGA, the CRWI indicates an overall score of 6.3 out of 10 for wellbeing, a score that is similar to other LGAs on the North Shore, eastern Sydney, The Hills District and Sutherland Shire.

Compared to Greater Sydney, Willoughby LGA has a slightly higher level of wellbeing for employment, knowledge and skills; income and wealth; and health indicators where approximately 65% of the local population are employed; the weekly median household income is $2,669; and the average life expectancy at birth is 83 years. Wellbeing indicators that were ranked lower for Willoughby LGA were community, equality and work-life balance; and environment indicators (Figure 7).

Figure 7: SGS Cities & Regions Wellbeing Index – Willoughby LGA compared to Greater Sydney*



Source: SGS Economics and Planning, 2025, **https://sgsep.com.au/projects/sgs-wellbeing-index**
*Data only available at LGA level

[10] CRWI 2024 is based on the latest available data by indicator. Data sources can include the ABS Census, NEMA DFRA, National HealthDirect, SGS RAI, ABS National Accounts, ABS Personal Income data for years 2021-2024.

4. Service assessment inputs

4.1 Understanding the needs assessment

The social infrastructure assessment includes several inputs. This includes asset condition, utilisation, accessibility, and benchmarks of each facility. Each of these inputs help inform the understanding of current and future infrastructure needs.

Asset condition

Asset condition scores provide an understanding of the physical state of existing infrastructure. These scores are used to inform renewal and maintenance budgets to ensure that assets are managed to achieve an optimal asset life.

This assessment includes asset condition data collected by Council. The buildings components are individually assessed and an average asset scored from 1-5 was provided for each building, 1 being very good/excellent and 4 being very poor (Table 6).

Table 6: Asset condition scoring

Criteria	Scoring	
Average score of the condition of individual components: structure, roof/gutters, fit out and footings.	1 – 1.9	Very good/excellent
	2 – 2.9	Good
	3 - 3.9	Fair/ok
	4 – 4.9	Poor
	5	Very poor

Source: Willoughby City Council, 2025

Utilisation

Utilisation assesses how well facilities are being used. The utilisation of a facility considers capacity against the current level of use. The assessment indicates where existing infrastructure has capacity for more use and may be able to accommodate the increasing demands of population growth without the need to build new infrastructure.

For most facilities, this is informed by opening/operational hours, activity levels within facilities, room bookings, and unmet demand. The level of utilisation of a facility can be impacted by the asset condition of the building and or the Fitness for Purpose (FFP).

Currently Council does not collect utilisation data. Given this, the data provided in this report is based on individual service managers rating of utilisation based on their understanding of the facility and

usage. This was ranked either low, average or good. How one service manager has rated their facility compared to another is likely to be different therefore the comparison between facilities cannot be achieved. Overtime, Council should continue to build on this data, including how it can be collected and compared across facilities.

Table 7: Utilisation rating

Utilisation	Definition
Good	Highly utilised with limited additional capacity across opening hours.
Average	Has good utilisation at times and or average utilisation across all opening hours. Opportunity for additional usage.
Low	Poor utilisation. Opportunities for additional usage across most opening hours.

Travel Accessibility

Travel accessibility mapping has been included to understand how accessible community facilities are for residents. This helps identify where there might be a service gap based on access. This data, along with supply and demand, can aid in understanding what level of service and locational response might be required.

While people will access facilities by various modes of travel (walking, cycling, public transport, driving), in this assessment, travel times are calculated based on drive time to provide consistency.

Different levels and types of social infrastructure have been allocated different drive time benchmarks ranging from 5 minutes for local level facilities up to 35 minutes for regional level facilities.

Social infrastructure benchmarks

Council's social infrastructure has been categorised into different services which include social infrastructure benchmarks and hierarchy types such as local, district, neighbourhood, sub-regional, regional, or municipal.

Social infrastructure benchmarks are used as a starting point to understand demand for infrastructure based on population. They should be used alongside the infrastructure audit and the qualitative assessment to inform recommendations.

There are no state government adopted social infrastructure benchmarks. Given this, benchmarks applied in this project were derived from Willoughby Council documentation, NSROC strategies and SGS professional experience.

Each hierarchy level provides a different level of service, with local providing basic service and infrastructure to meet the local population (within a 5-minute drive time). In comparison, regional level infrastructure is the highest order of community infrastructure. This infrastructure provides a larger service mix and more significant infrastructure. In doing so, it services a broader population catchment (within a 20-minute drive time).

For example, 1 local library per 25,000 people which provides basic library services compared to 1 central library per 80,000 people which provides a full-service library plus specialised collections and increased programming.

An inner metropolitan local government area, such as Willoughby LGA, should provide a diversity of infrastructure types across the service network. The summary of benchmarks is provided in Table 8. The definition of each facility type is provided in Section 5.

Table 8: Social infrastructure service standards

Facility type	Hierarchy	Benchmark (facility: persons)	Travel accessibility (minutes)
Library			
Library	Central	1:80,000	20
	District	1:45,000	10
	Local	1:25,000	5
Community centres			
Community centre	District	1:40,000	10
	Neighbourhood	1:30,000	10
	Local	1:15,000	5
Youth			
Youth centre	Central	1:80,000	15-20
Arts & culture			
Performing Arts Centre	Regional	1:400,000	30-40
Gallery	Sub-regional	1:150,000	30-40
Theatre	Municipal	1:80,000	15-20
Rehearsal Space	District	1:30,000	10
Arts studio/workshop	Local	1: 25,000	5
Aquatics			
Aquatics	Regional	1:120,000	30-40
Aquatics	District	1:60,000	15
Aquatics	Local	-	5
Indoor recreation			
Indoor courts	Local	1: 10,000	10
Outdoor recreation			
Outdoor courts	Local	1: 3,500	10
Open space			
Public open space	-	30 sqm per capita	95% of dwellings within 400m of any open space

Source: SGS Economics & Planning, Willoughby Council, 2025

Nesting – supply and demand

Nesting of community infrastructure occurs in infrastructure what has multiple hierarchies of the same service type.

Nesting takes into account that higher order infrastructure also plays a lower order role. For example, in the case of libraries, the regional libraries also serve as a district and local library to those catchments, and district level libraries also serve as a local library for local residents. If nesting did not occur, there is a risk of overprovision of lower level infrastructure beyond what is required.

Nesting has been applied across the supply and demand analysis where required.

5. Service supply and demand

The following section provides an overview of each of the social infrastructure services provided in the city, the future demand across the city, and the future demand within with Chatswood CBD.

5.1 Libraries

Willoughby City Council delivers, maintains and operates libraries across the LGA. Libraries continue to be highly valued by residents however the role of public libraries has evolved significantly beyond simply being a place where people go to access books and other printed reading material. In addition to extended service offering, community are seeking longer opening hours and, in some instances, 24hr access.

The following table provides an overview of the service definition and service standards for libraries.

Table 9: Service definition and service standards - Libraries

Facility type – service definition hierarchy		Benchmark	Travel accessibility
Central	A major library facility that is used by the local community including those that live, work, learn and visit the LGA. The facility provides the full library offering along with key literary collections and learning/event spaces and can include specialises spaces such as maker spaces. These libraries should be integrated with other facilities and services such arts and culture, community centres, early learning, and cafes. A central library has longer operational hours than district and local facilities, including opportunities to deliver 24hr access. Size can range of 3,000-6,000sqm.	1 facility per 80,000 persons	20 minutes
District	District libraries provide the full library offering and service multiple suburbs via daily operating hours. These facilities provide a range of book and media collections along with access to computers, meeting spaces and quiet spaces. They should be collocated and integrated with other community services and facilities. Sizes can vary between 1,500-3,000sqm. Design of facilities should also consider opportunities to deliver 24hr access.	1 facility per 45,000 persons	10 minutes

Facility type – service definition hierarchy		Benchmark	Travel accessibility
Local	Local libraries are generally no longer provided in inner metropolitan areas due to service viability and good access to larger library facilities. They can be useful however where there are service accessibility gaps and a smaller service offer could be viable. They are generally a small facility that operates as a satellite library service point. Designed as 'self-service', these facilities provide space for people to browse and loan books and media collections and children specific collections. These facilities can be located within community centres or municipal buildings. Alternative local library options include library kiosks – used to drop off and pick up resources. Operating hours and size depend on the facility that the service is integrated into.	1 facility per 25,000 persons	5 minutes

Source: Willoughby Council, SGS Economics & Planning, Identification of Social and Cultural Infrastructure Needs in NSROC report (Table 4.1)

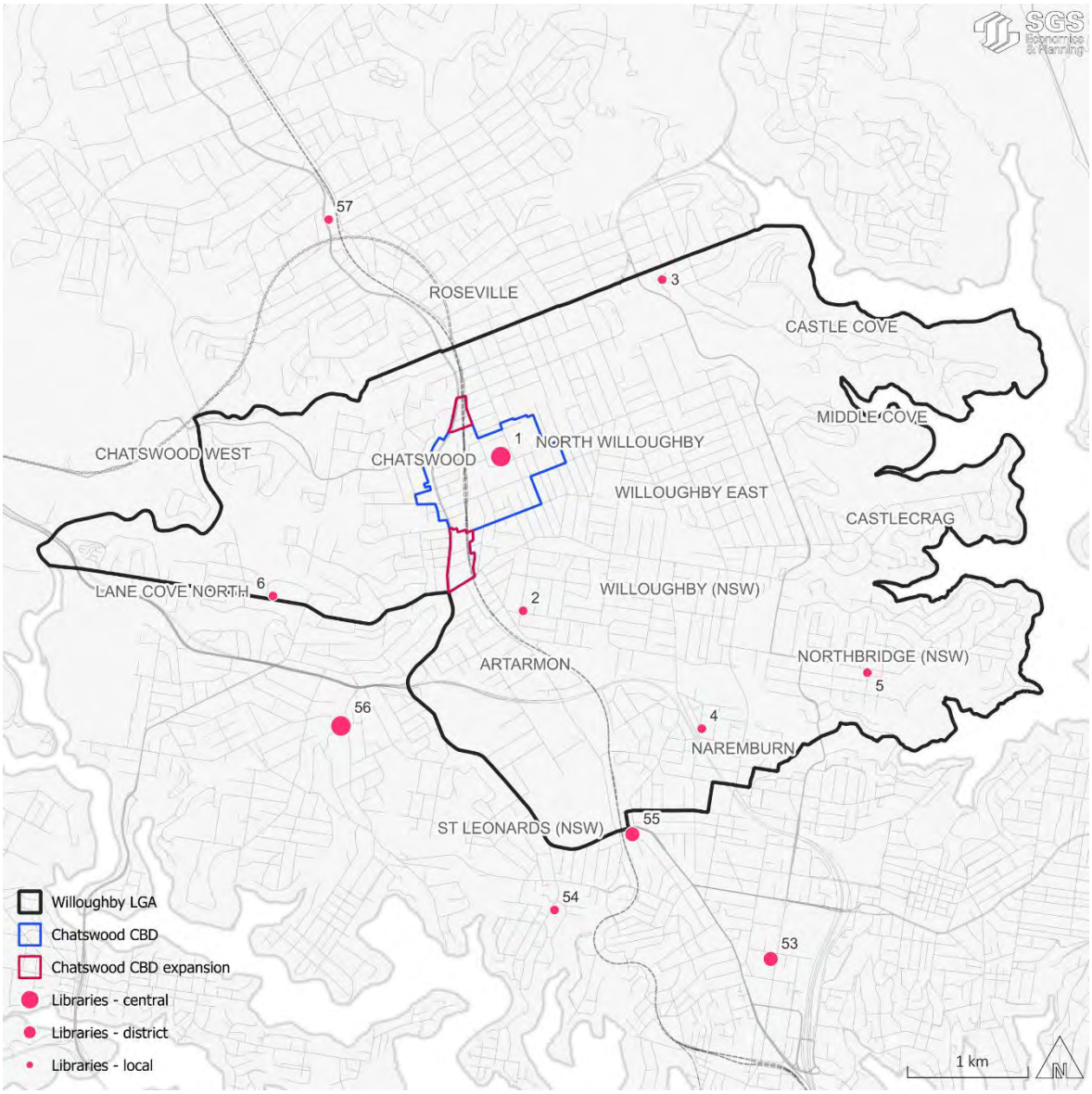
Existing infrastructure

There are 6 existing libraries distributed across the LGA (Figure 8). There is one central library (Chatswood Library) which services residents and visitors to the LGA. This facility is well located, in the heart of Chatswood and co-located with the Chatswood Concourse and supporting arts and cultural infrastructure. This facility is highly utilised, with peak periods hitting capacity. Council notes the library is particularly busy in the after school hours and is heavily utilised by visitors.

The other 5 libraries are local level facilities. Most of the local libraries have low utilisation scores. In addition, they have limited operating hours and many are no longer fit for purpose to deliver contemporary library services. The local libraries are well distributed across the LGA however the Castle Cove Library and West Chatswood Library are on the boundary of the LGA, decreasing accessibility to Willoughby LGA residents.

There is a further facility, the Castlecrag Community Library. This facility is small with limited services available. It is managed by volunteers, providing a unique local service. Given this facility does not meet the library definition, it has not been included in the supply and demand assessment.

Figure 8: Existing libraries



Source: SGS Economics & Planning, 2025

Table 10: Existing library facilities

#	Facility name	Hierarchy	Location	Asset condition	Utilisation
1	Chatswood Library	Central	409 Victoria Ave, Chatswood	N/A	Good
2	Artarmon Library	Local	139 Artarmon Rd, Artarmon	2.02	Average
3	Castle Cove Library	Local	8B Deepwater Rd, Castle Cove	1.65	Low
4	Naremburn Library	Local	7 Central St, Naremburn	2.3[11]	Low
5	Northbridge Library	Local	258 Sailors Bay Rd, Northbridge	3.5	Low
6	West Chatswood Library	Local	565 Mowbray Rd W, Lane Cove North	1.01	Low
Library facilities in surrounding LGAs					
53	Stanton Library	District	234 Miller St, North Sydney		
54	Greenwich Library	Local	48 Greenwich Rd, Greenwich		
55	St Leonards Library	District	88 Christie St, St Leonards		
56	Lane Cove Library	Central	Library Walk, Lane Cove		
57	Lindfield Library	Local	265 Pacific Hwy, Lindfield		

Source: SGS Economics & Planning, 2025

Travel accessibility catchment

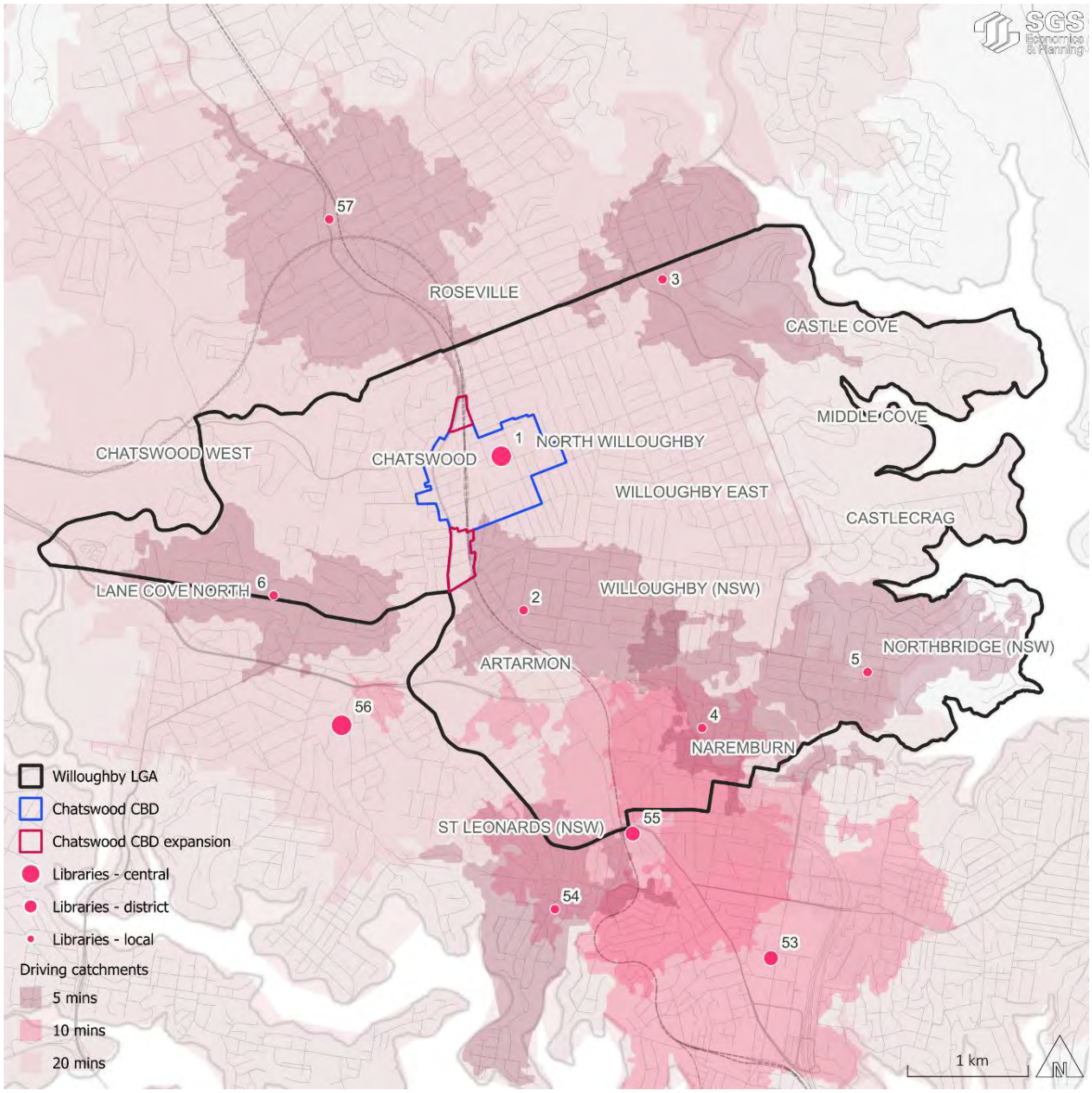
In relation to accessibility, most residents are within the 20min drive catchment to the Chatswood Library (Figure 9). The drive catchment for local libraries highlights a large gap through the centre of the LGA from Chatswood West to Castlecrag in the east. Gore Hill also has poor access, although this area is largely made up of Royal Northshore Hospital, St Leonards Station precinct and an industrial zone.

Residents in the southern section of the LGA are also able to access the St Leonards Library.

Results from the online community survey indicated that, for local LGA residents, approximately 41% drive a private car, 40% walk or cycle, and 20% take public transport, taxi or on-demand car services.

[11] Asset report graded facility as 1.59. Asset condition feedback graded the facility as 3. Therefore, 2.3 taken as the average.

Figure 9: Travel accessibility for libraries



Source: SGS Economics & Planning, 2025

Supply and demand assessment

LGA wide

Based on the existing supply and forecast population, it is expected that by 2040 Willoughby LGA will have a gap of 2 district level library facilities, however with nesting (noting that the central library can also act as a district library) only 1 additional district library is required. In addition, there is a surplus of a local level library.

Table 11: Supply and demand assessment for libraries across LGA

Hierarchy	Existing supply	Demand (2040)	Gap or surplus (2040)
Central	1	1.3	-0.3
District	0	2.3	-2.3
Local	5	4.2	0.8

Source: SGS Economics & Planning, 2025

Chatswood CBD

When considering the demand directly from Chatswood CBD, by 2040, the population within Chatswood CBD alone will have a gap of 1 district library. This can largely be accommodated by the existing central library however this additional population will put further pressure on the Chatswood Library which is already at capacity during peak times.

Table 12: Supply and demand assessment for libraries within Chatswood CBD

Hierarchy	Existing supply	Demand (2040)	Gap or surplus (2040)
Central	1	0.5	0.5
District	0	0.8	-0.8
Local	0	1.5	-1.5

Source: SGS Economics & Planning, 2025

Summary of service needs:

- 1 x district library
- Consolidate 1 x local library
- Expand service delivery at Chatswood Central Library
- Review opportunities to increase fitness for purpose and operating hours of local libraries.

5.2 Community centres

Willoughby LGA contains district, neighbourhood and local level community centres. These facilities offer a range of spaces such as meeting rooms, multi-purpose function areas, and halls that can be hired for meetings, classes, workshops, exhibitions, social functions, parties, conferences. Regular health, fitness, education and arts programs are run at some of the facilities. Council has several roles in the delivery, maintenance and operation of these facilities.

The following table provides an overview of the service definition and service standards for community centres for Willoughby LGA.

Table 13: Service definition – Community Centres

Facility type – service definition hierarchy		Benchmark	Travel accessibility
District	A community space that supports a diverse range of services and programs. It supports medium to large social and cultural events, educational, recreational and art activities. It is a multi-functional facility that may include dedicated, or specialised spaces, for early years, youth, arts, or older people's activities.	1 facility per 40,000 persons*	10 minutes
Neighbourhood	A community space that supports medium sized social and cultural events, educational, recreational and art activities. A multi-functional facility with potential to host a greater variety of activities.	1 facility per 30,000^	10 minutes
Local	A community space that supports small to medium sized social and cultural events, educational, recreational and art activities at a low cost. These facilities are usually not staffed and are generally used on a casual hire basis. These facilities often include meeting or activity spaces and small kitchens. Ideally, they also include an integrated outdoor area for children play or other activities.	1 facility per 15,000 persons^	5 minutes

Source: Willoughby Council, SGS Economics & Planning, Identification of Social and Cultural Infrastructure Needs in NSROC report (Table 4.1)

*Provision ratio differs slightly from those identified in the NSROC Identification of Social and Cultural Infrastructure Needs report.
^Facility and provision ratio not included in NSROC Identification of Social and Cultural Infrastructure Needs report

Existing infrastructure

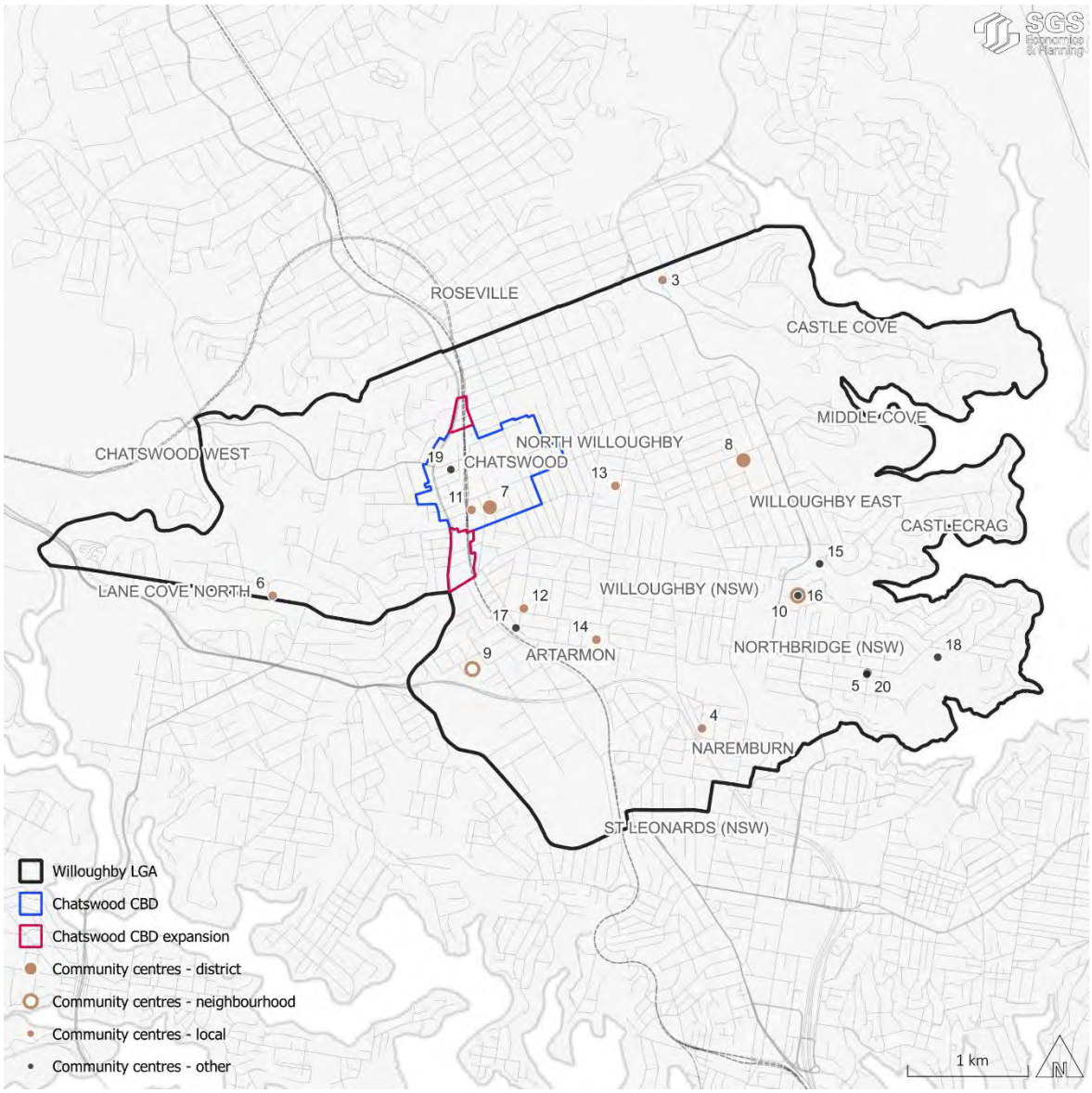
Community centres are located across the LGA. The 2 district level facilities, the Dougherty Community Centre and the Willoughby Park Centre are located in Chatswood and Willoughby respectively. There are 2 neighbourhood centres located in Artarmon and Northbridge, and there are 8 local facilities that are a mixture of pavilions, halls and community centres/spaces (Figure 10).

Six facilities have been categorised as 'Other'. These sites are owned by Council but have not been included in the needs assessment as they do not meet the service definition. These facilities are being used for specific uses such as the Men's Shed, or KU pre-school, or are currently closed. They are

included in the existing infrastructure to ensure they are considered for any potential future opportunity sites.

Based on the asset condition and utilisation scores for community centres, the findings suggest that the condition of community centres overall is mixed. Most facilities were rated as having a good asset condition, with Naremburn and Northbridge rated as average. These 2 facilities also have lower utilisation alongside Barry Thompson, Castle Cove and West Chatswood. This aligns with consultation outcomes that suggested some community centres are not always fit for purpose. These centres, however, are valued by the community, with the those who participated in the community survey noting that community centres were the third most used facilities (25%) behind libraries (88%) and theatre/cultural facilities (31%).

Figure 10: Existing community centres



Source: SGS Economics & Planning, 2025

Table 14: Existing community centre facilities

#	Facility name	Hierarchy	Location	Asset condition	Utilisation
7	Dougherty Community Centre[12]	District	7 Victor St, Chatswood	2.5	Good
8	Willoughby Park Centre[13]	District	15 Warrane Rd, Willoughby	2	Average
9	Artarmon Kids Cottage Community Centre	Neighbourhood	18 Broughton Rd, Artarmon	1.27	Good
10	Warners Park Community Centre	Neighbourhood	Warners Park, The Outpost, Northbridge	1.15	Average
11	Trumper Pavilion Hall	Local	Albert Ave & Orchard Rd, Chatswood	2	Good
12	Barry Thompson Community Hall (139 Artarmon)	Local	139 Artarmon Rd, Artarmon	2	Low
13	Bales Park Pavilion	Local	122 Sydney St, North Willoughby	2.22	Average
14	Artarmon Parklands Pavilion	Local	1 Burra Rd, Artarmon	-	-
3	Castle Cove Community Facility[14]	Local	8B Deepwater Rd, Castle Cove	1.5*	Low*
4	Naremburn Community Centre[15]	Local	7 Central St, Naremburn	2.3	Low
5	Northbridge Community Space[16]	Local	258 Sailors Bay Rd, Northbridge	3.5	Low
6	West Chatswood Community Facility[17]	Local	565 Mowbray Rd W, Lane Cove North	-	Low
15	Castlecrag Community Centre[18]	Other	10 The Postern, Castlecrag	2	-
16	Willoughby Men's Shed	Other	Warners Park, The Outpost, Northbridge	-	-
17	Old Artarmon Library	Other	2 Elizabeth St, Artarmon	-	-
18	Northbridge RSL Memorial Hall Northbridge[19]	Other	296E Sailors Bay Rd, Northbridge	-	-
19	Old MOSAIC building	Other	12 Brown St, Chatswood	-	-
20	Hall behind Northbridge Library	Other	258 Sailors Bay Rd, Northbridge	-	-

[12] Includes several meeting spaces of different sizes, a café
[13] Includes small to medium and large meeting spaces, an arts and culture facility
[14] Inside Castle Cove Library. The library rated as 'Low' utilisation and 'Very good' asset condition.
[15] Inside Naremburn Library, small and small to medium meeting spaces; Asset report graded facility as 1.59. Asset condition feedback graded the facility as 3. Therefore, 2.3 taken as the average.
[16] Inside Northbridge Library
[17] Inside West Chatswood Library
[18] Used as early childhood education and care, and community library
[19] Licenced to Willoughby Theatre Company for storage

Source: SGS Economics & Planning, 2025; Willoughby Council 2025

Travel accessibility catchment

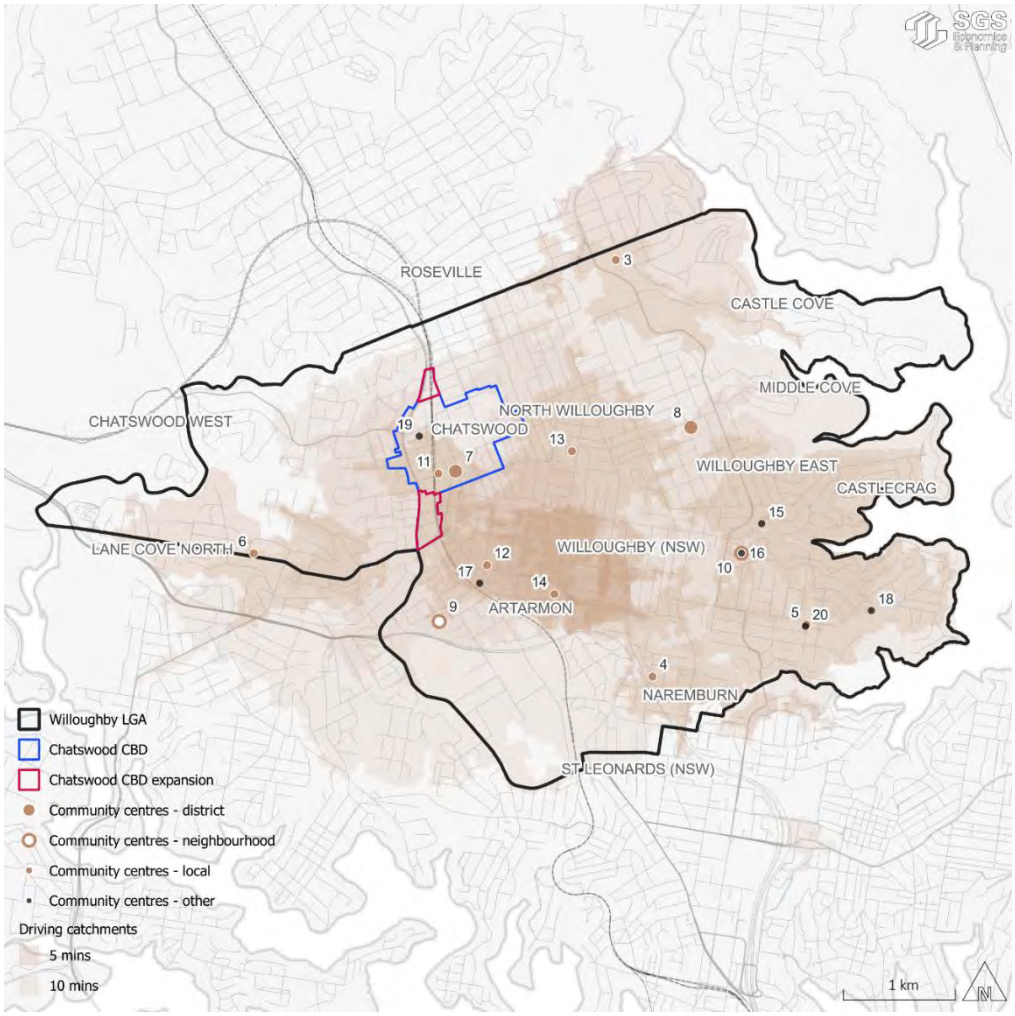
Accessibility has been assessed for the community centres using the benchmark of 10 minute drive time for district and neighbourhood facilities, and a 5 minute drive time for the local level facilities (Figure 11).

The drive catchment for the 2 district and 2 neighbourhood facilities extends across most of the LGA, excluding the Castle Cove peninsula, and parts of Chatswood West.

The drive catchment for local level community centres tends to be more concentrated in the centre of the LGA, towards the south east of the LGA, and north centred around Roseville Chase. Areas of the LGA that are not captured within the 5 minute catchment include the Castle Cove peninsula, Gore Hill, and some parts of Roseville, Chatswood West, Lane Cove North, Willoughby, and St Leonards.

Overall, accessibility to the variety of the community centres offered in the LGA tends to be better for residents living in the central parts of the LGA. Results from the online community survey indicated that, for local LGA residents, approximately 41% drive private car, 40% walk or cycle, and 20% take public transport, taxi or on-demand car services.

Figure 11: Travel accessibility for community centres



Source: SGS Economics & Planning, 2025

Supply and demand assessment

LGA wide

Based on the existing supply and forecast population, it is expected that by 2040 Willoughby LGA will have a gap of 1.5 neighbourhood level community centres, a gap of 0.6 district level community centres and a surplus local level community centre and a surplus of 1.1 local centre.

Table 15: Supply and demand assessment for community centres across LGA

Hierarchy	Existing supply	Demand (2040)	Gap or surplus (2040)
District	2	2.6	-0.6
Neighbourhood	2	3.5	-1.5
Local	8	6.9	1.1

Source: SGS Economics & Planning, 2025

Chatswood CBD

When considering the demand directly from Chatswood CBD, by 2040, the population within Chatswood CBD alone will have a gap of 1 neighbourhood community centre. This population will also demand a full district level facility, putting further pressuring on the current Dougherty Community Centre.

Table 16: Supply and demand assessment for community centres within Chatswood CBD

Hierarchy	Existing supply	Demand (2040)	Gap or surplus (2040)
District	1	0.9	0.1
Neighbourhood	0	1.3	-1.3
Local	1	2.5	-1.5

Source: SGS Economics & Planning, 2025

Summary of service needs:

- 1 x neighbourhood community centre
- Expand service delivery of 1 x district community centre
- Consider the consolidation of 1 x local community centre.

5.3 Youth centres

Youth centres are dedicated spaces for younger people to spend time and access services. The following table provides a service definition and service standard for youth centres in the Willoughby LGA.

Table 17: Service definition – Youth Centres

Facility type – service definition hierarchy		Benchmark	Travel accessibility
Central	A dedicated centre for young people to access services, recreational programs, opportunities that promote wellbeing and personal development. It is a safe, inclusive space for young people to socialise, seek respite, participate in the community and connect. This centre can include a range of service providers (beyond Council). The centre can be standalone or integrated with other services and facilities. Size can vary between 300-1,000sqm depending on service and community needs. It generally includes a range of flexible meeting rooms, a large meeting room, kitchen, and specific spaces such as arts space/music/podcast space.	1 facility per 80,000 persons^	15-20 minutes

Source: Willoughby Council, SGS Economics & Planning, Identification of Social and Cultural Infrastructure Needs in NSROC report (Table 4.1)

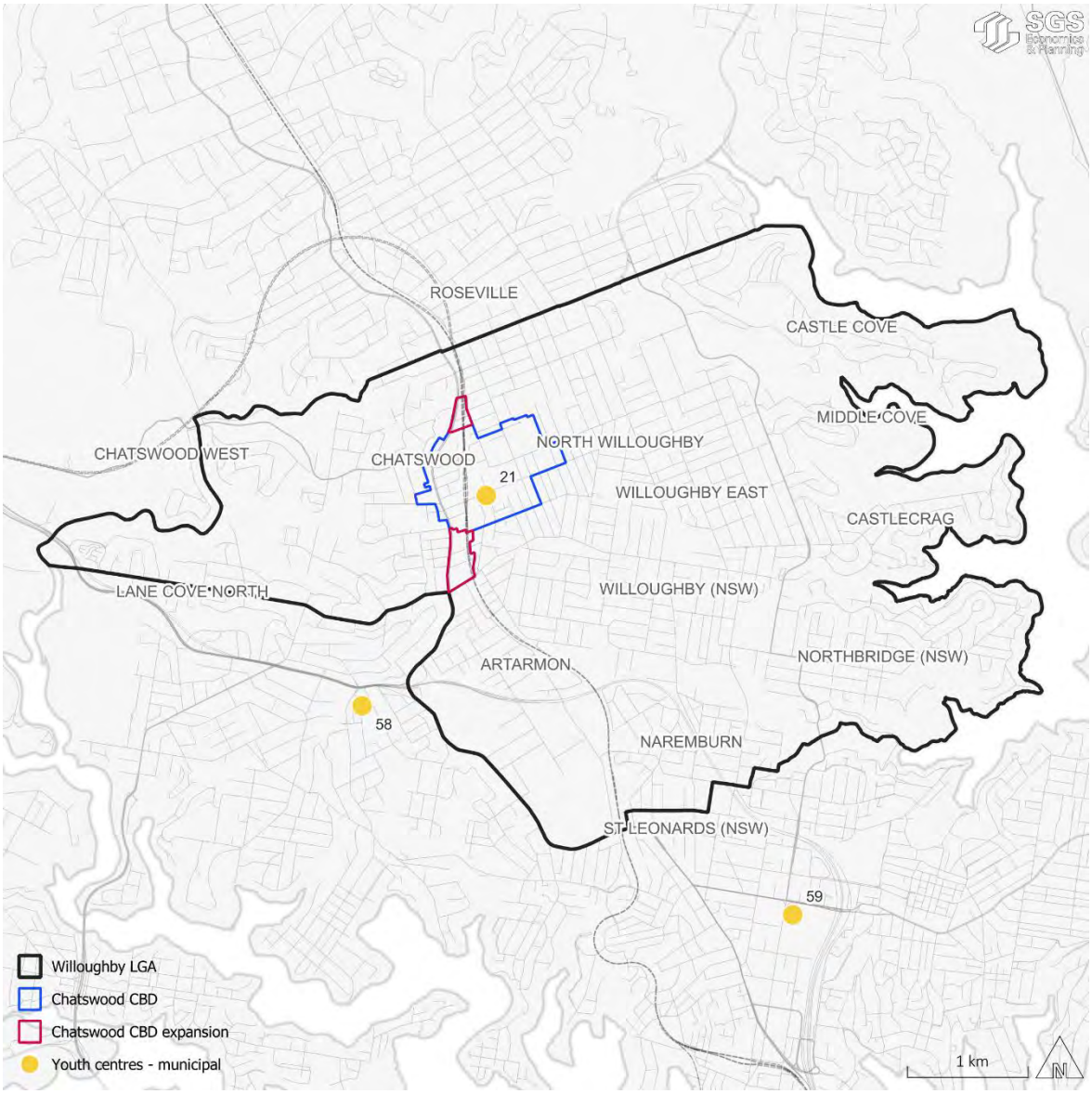
*Provision ratio differs slightly from those identified in the NSROC Identification of Social and Cultural Infrastructure Needs report.
^Facility and provision ratio not included in NSROC Identification of Social and Cultural Infrastructure Needs report

Existing infrastructure

There is 1 youth centre located in the Willoughby LGA. The Chatswood Youth Centre is located in Chatswood CBD, between the Mandarin Shopping Centre and the Dougherty Community Centre, in close proximity to Chatswood Station and the retail precinct (Figure 12). The centre includes a rooftop basketball court and a fully equipped music studio. While this facility is a dedicated centre for young people, the space is only staffed for young people (aged 12-18yrs) between 3-6pm Wednesday to Friday. Outside of these hours the space is available for general community use.

The asset condition and utilisation of the youth centre has been rated as good. In contrast, some participants during consultation felt the youth centre was not fit for purpose and may be underutilised during certain times of the day.

Figure 12: Existing youth centre



Source: SGS Economics & Planning, 2025

Table 18: Existing youth centres – corresponding to map

#	Facility name	Hierarchy	Location	Asset condition	Utilisation
21	Chatswood Youth Centre[20]	Municipal	64 Albert Ave, Chatswood	2.19	Good
Youth centres in surrounding LGAs					
58	Synergy Youth Centre	Municipal	8 Little St, Lane Cove	-	-
59	Planet X Youth Centre	Municipal	St Leonards Park, Miller St & Falcon Street, North Sydney	-	-

Source: SGS Economics & Planning, 2025

Travel accessibility catchment

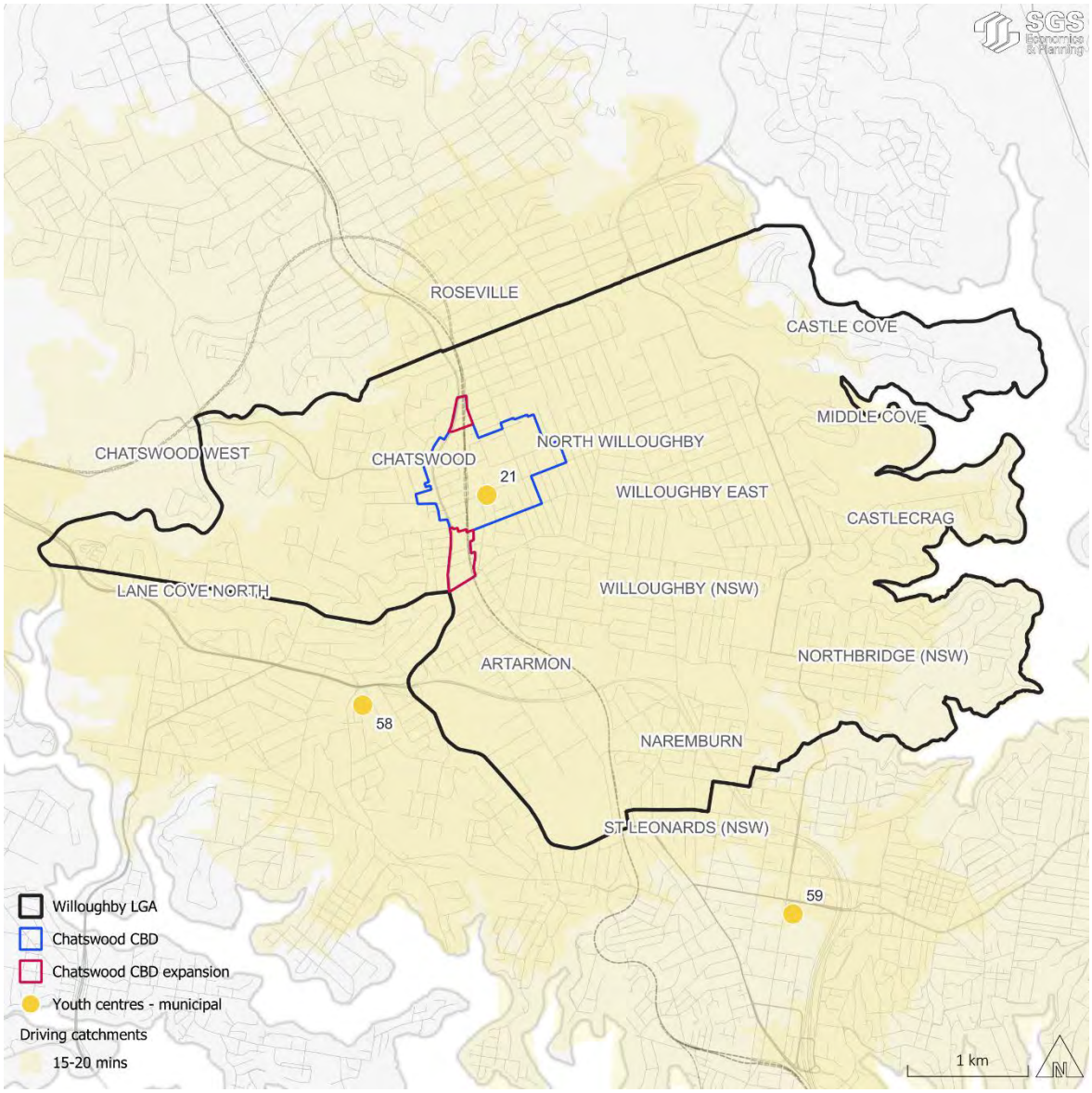
Accessibility has been assessed for the youth centre using the benchmark of 15-20 minute drive time (Figure 13). The drive catchment for the youth centre is extensive and covers most of the LGA. Areas with poor access include the Castle Cove peninsula and the foreshore area of Northbridge. Residents in Northbridge can access the youth centre in North Sydney within a 15-20 minute drive.

The drive catchment also extends beyond the LGA boundaries taking in Roseville and parts of East and West Lindfield in the north; most of Lane Cove West, Riverview, Longueville, Northwood in the south; and parts of Crows Nest, Cammeray and Neutral Bay following the Gore Hill and Bradfield Freeways that connect to the Sydney Harbour Bridge.

The existing youth centre is in close proximity to bus, train, and metro transport options. Results from the online community survey indicated that, for local LGA residents, approximately 41% drive private car, 40% walk or cycle, and 20% take public transport, taxi or on-demand car services. It should be noted however that many young people are reliant on others driving them to social infrastructure, given this it is important that youth centres are located in areas that are accessible to public transport.

[20] Includes Chatswood Youth Centre Music Studio

Figure 13: Travel accessibility for youth centres



Source: SGS Economics & Planning, 2025

Supply and demand assessment

LGA wide

Based on the existing supply and forecast population, by 2040, no additional youth centres will be required.

Feedback from those that participated in the community survey, when asked what additional community facilities are needed in the LGA however, youth centres were the third most popular response (26%) after libraries (33%) and art studios (28%).

Table 19: Supply and demand assessment for youth centres across LGA

Hierarchy	Existing supply	Demand (2040)	Gap or surplus (2040)
Municipal	1	1.3	-0.3

Source: SGS Economics & Planning, 2025

Chatswood CBD

When considering the demand directly from Chatswood CBD, by 2040, the population within Chatswood CBD alone requires a 0.5 youth centre. This will mean that this population will be heavily reliant on the Chatswood Youth Centre.

Table 20: Supply and demand assessment for youth centres within Chatswood CBD

Hierarchy	Existing supply	Demand (2040)	Gap or surplus (2040)
Municipal	1	0.5	0.5

Source: SGS Economics & Planning, 2025

Summary of service needs:

- Review fitness for purpose and service delivery within the existing Youth Centre

5.4 Arts and culture facilities

Arts and culture facilities can support a wide variety of activities including large and small scale theatre, music and artistic performances; arts studios that allow artists to practice digital or wet/messy art; performance studios; and dance school spaces for example.

The following table provides an overview of the service definition and service standards for public arts and cultural facilities for Willoughby LGA. It is noted that beyond public infrastructure, private providers can also play a key role in providing arts infrastructure.

Table 21: Service definition – Arts and culture facilities

Facility type – service definition hierarchy		Benchmark	Travel accessibility
Regional Performing Arts Centre	A regional performing arts centre is a dedicated, managed facility that can host major performing arts activities for LGA and beyond. The facility should support a diverse mix of arts and cultural activities. The facility may include a large concert hall or theatre space with seating, foyer area, stage areas, backstage areas and sound/lighting systems. Performing arts centres can be integrated and collocated with other community infrastructure and arts facilities.	1 facility per 400,000 persons*	30 – 40 minutes
Sub-regional Gallery	A gallery space that features curated shows, as well as exhibitions from the wider arts and cultural sector.	1 facility per 150,000 persons*	30 – 40 minutes
Municipal Theatre	A creative arts facility can support a broad variety of community productions and events like music, theatre and dance performances. They can be integrated into school sites or collocated with other community infrastructure.	1 facility per 80,000 persons*	15 – 20 minutes
District Rehearsal Space	A large, dedicated arts space that is used for dance, theatre, and music rehearsals and potential small local performances. These spaces can be integrated into other community facilities such as community centres. The venues may be sparsely furnished and fitted with quality sound systems, sprung floors, mirrors, and large storage.	1 facility per 30,000 persons^	10 minutes
Local Arts Studio	A space used by a community groups, an artist, designer, or small creative business to create and produce digital and/or physical artwork. Can be a 'clean' studio (e.g. digital, printing, laser-cutting, model-making, drawing, sketching, fabric and fashion forms) or a 'wet' studio (screen printing, fabric dyeing, painting, resin work, and other forms that may require specific liquid waste management solutions).	1 facility per 25,000 persons^	5 minutes

Source: Willoughby Council, SGS Economics & Planning, Identification of Social and Cultural Infrastructure Needs in NSROC report (Table 4.1)
*Provision ratio differs slightly from those identified in the NSROC Identification of Social and Cultural Infrastructure Needs report.
^Facility and provision ratio not included in NSROC Identification of Social and Cultural Infrastructure Needs report

Existing infrastructure

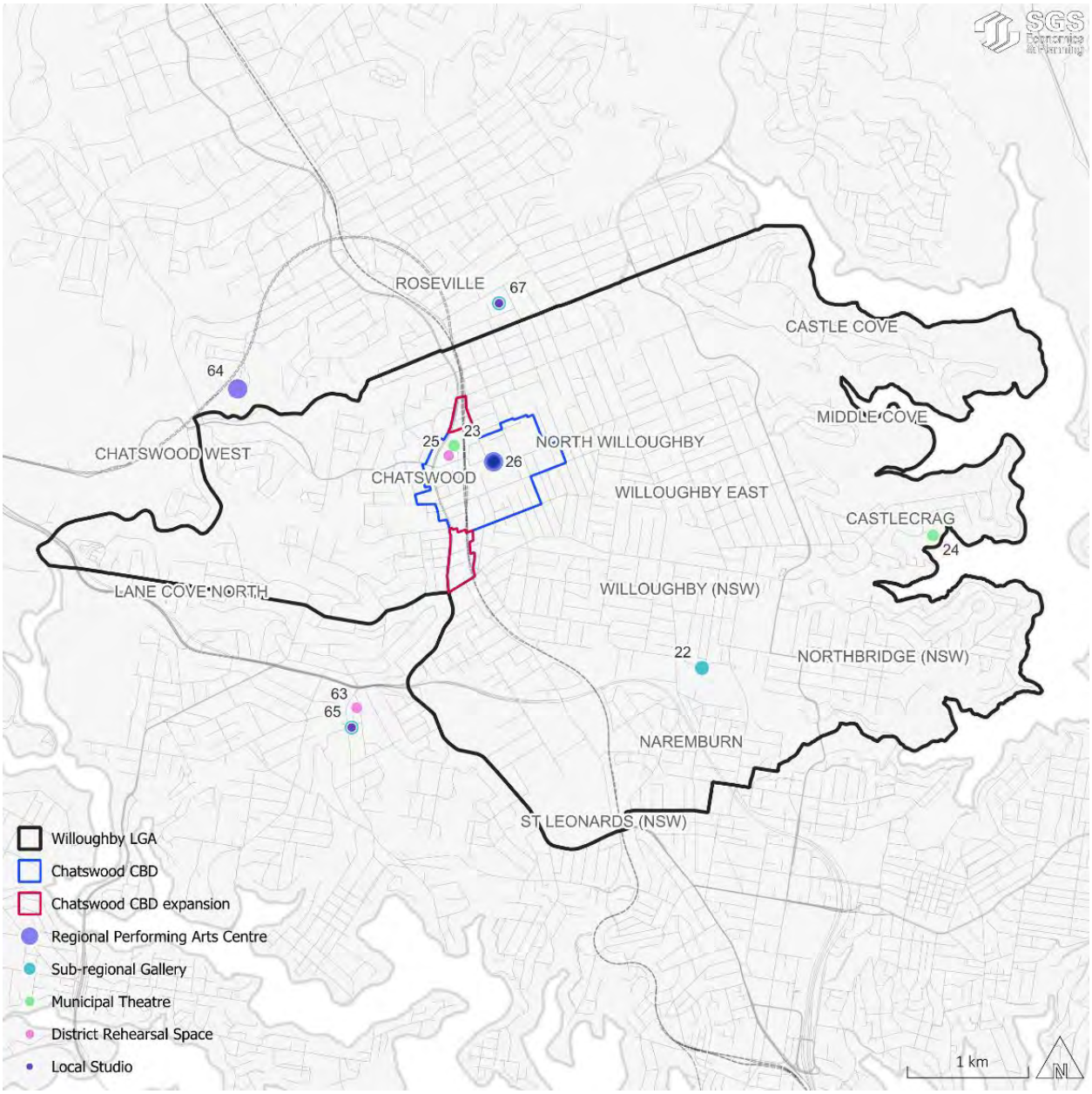
Willoughby LGA has one regional arts facility, The Concourse, located in the Chatswood CBD. There are 2 sub-regional gallery spaces, however the Incinerator Art Space is currently closed. There are 2 theatre spaces with the Haven Amphitheatre providing a unique outdoor theatre setting. There are no publicly provided local arts studio spaces within the LGA (Figure 14).

There is a music studio located in the Youth Centre, however this is not fit for purpose as an arts studio. The provision of art studios/workshops is a relatively new social infrastructure for local governments. Prior to delivering this type of infrastructure Council should consider its role and target user group.

For Council owned arts and culture facilities, asset condition and utilisation is generally good. However, the asset condition of the Zenith Theatre and Haven Amphitheatre were noted as average, while utilisation of the Joe Ciantar Studio was also average. As noted earlier, the Incinerator Art Space is currently closed due to renewal works required.

Feedback from participants in the online survey noted that for residents, theatre and cultural facilities were the second highest facility type to be accessed (31%). For those respondents living outside of the LGA, theatre and cultural facilities were also the second highest facility type to be accessed by survey respondents at 45%.

Figure 14: Existing arts and culture facilities



Source: SGS Economics & Planning, 2025

Table 22: Existing arts and culture facilities

#	Facility name	Hierarchy	Location	Asset condition	Utilisation
Regional Performing Arts Centre					
26	The Concourse[21]	Regional Performing Arts Centre	409 Victoria Ave, Chatswood	2	Good
Sub-regional Gallery					
22	Incinerator Art Space (temporarily closed)	Sub-regional Gallery	2 Small St, Willoughby	2.05	-
26	Art Space on the Concourse[22]	Sub-regional Gallery	409 Victoria Ave, Chatswood	2	Good
Municipal Theatre					
23	Zenith Theatre and Convention Centre	Municipal Theatre	Mcintosh St &, Railway St, Chatswood	3	Good
24	The Haven Amphitheatre	Municipal Theatre	The Barricade, Castlecrag	3	-
District Rehearsal Space					
25	Joe Ciantar Rehearsal Studio	District Rehearsal Space	8 Mcintosh St, Chatswood	2.22	Average
26	The Concourse	District Rehearsal Space	409 Victoria Ave, Chatswood	2	Good
Arts and cultural facilities in surrounding LGAs					
64	Greenhalgh Theatre[23]	Regional Performing Arts Centre	100 Eton Rd, Lindfield	-	-
65	Gallery Lane Cove + Creative Studios[24]	Sub-regional Gallery	164 Longueville Rd, Lane Cove	-	-
67	Ku-ring-gai Art Centre	Sub-regional Gallery	3 Recreation Ave, Roseville NSW 2069	-	-
63	Pottery Lane Performance Space[25]	District Rehearsal Space	1 Pottery Ln, Lane Cove	-	-
65	Gallery Lane Cove + Creative Studios[26]	Local Arts Studio	164 Longueville Rd, Lane Cove	-	-
67	Ku-ring-gai Art Centre[27]	Local Arts Studio	3 Recreation Ave, Roseville NSW 2069	-	-

Source: SGS Economics & Planning, 2025; Willoughby Council 2025

[21] Includes theatres, district rehearsal spaces, outdoor spaces, foyers, Art Space on the Concourse
[22] Inside The Concourse
[23] 685 seat venue
[24] Partly funded by Lane Cove Council; Lane Cove Council facility managed by Centrehouse Inc
[25] Multi-functional space, tiered seating for 135; Lane Cove Council
[26] Includes 4 studios (Elizabeth Rooney Print Studio, Joy Warren Pottery Studio, Guy Warren Studio, Bernina Textiles Studio). Lane Cove Council facility managed by Centrehouse Inc.
[27] Includes ceramic studio, sculpture studio, print making studio, and several teaching studios, Ku-ring-gai Council

Travel accessibility catchment

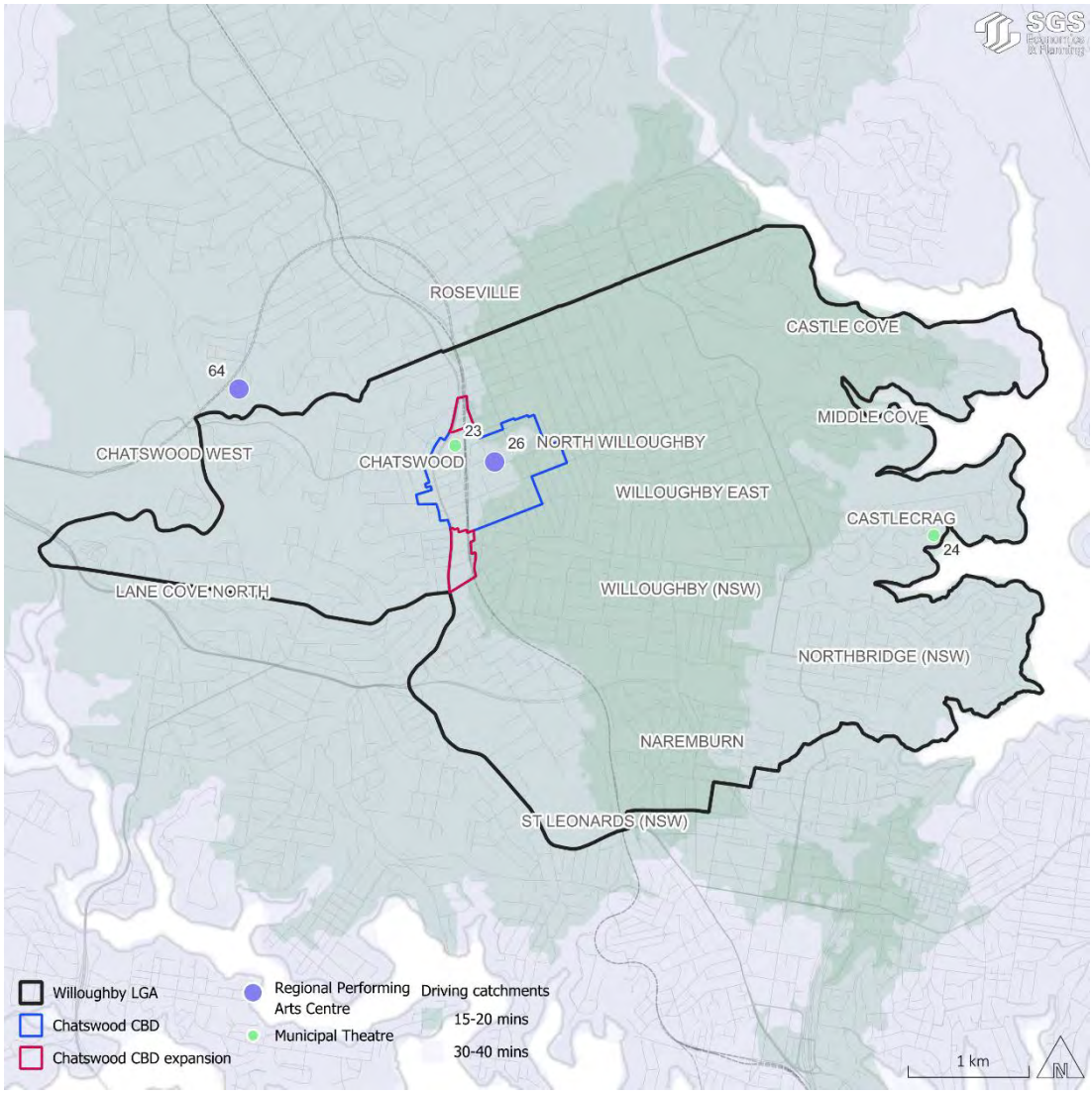
Accessibility has been assessed for the different arts and cultural facilities.

Performing arts

The drive catchment for regional performing arts facilities is 30-40 minutes, covering the entire LGA and extending into surrounding LGAs. The drive catchment for municipal theatre is 15-20 minute. Access to these 2 facilities in the Willoughby LGA extends across the LGA and to around outside the LGA. It should be noted that the Haven Amphitheatre and the Zenith Theatre and Convention Centre provide very different theatre offers (Figure 15).

Results from the online community survey indicated that, for local LGA residents, approximately 41% drive private car, 40% walk or cycle, and 20% take public transport, taxi or on-demand car services.

Figure 15: Travel accessibility for arts and culture facilities – performing arts and rehearsal space

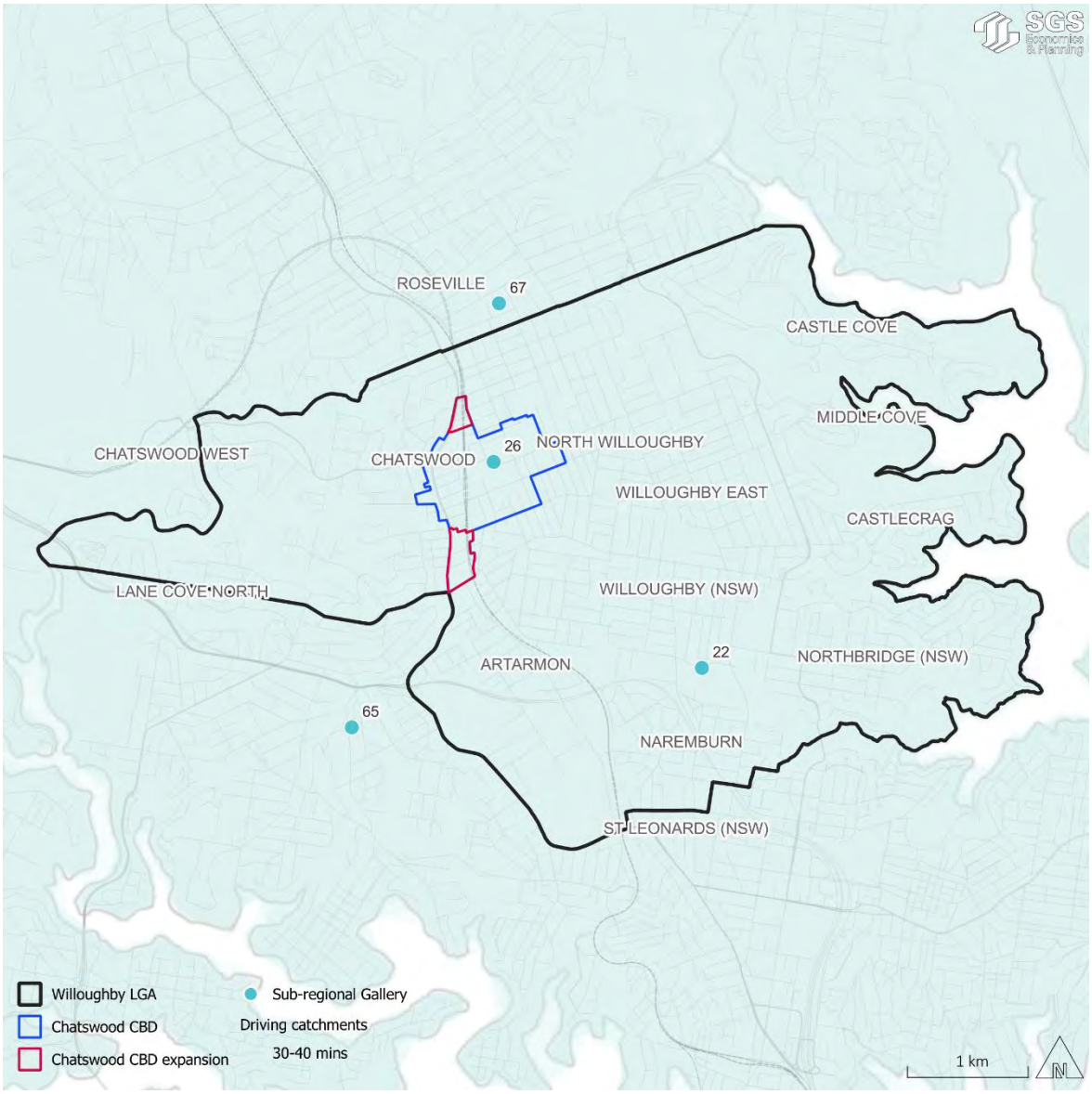


Source: SGS Economics & Planning, 2025

Galleries

Access to the galleries in Willoughby LGA by car is good. The 30-40 minute drive catchment covers the LGA and extends well beyond the LGA boundaries into neighbouring areas (Figure 16).

Figure 16: Accessibility for arts and culture facilities – Galleries

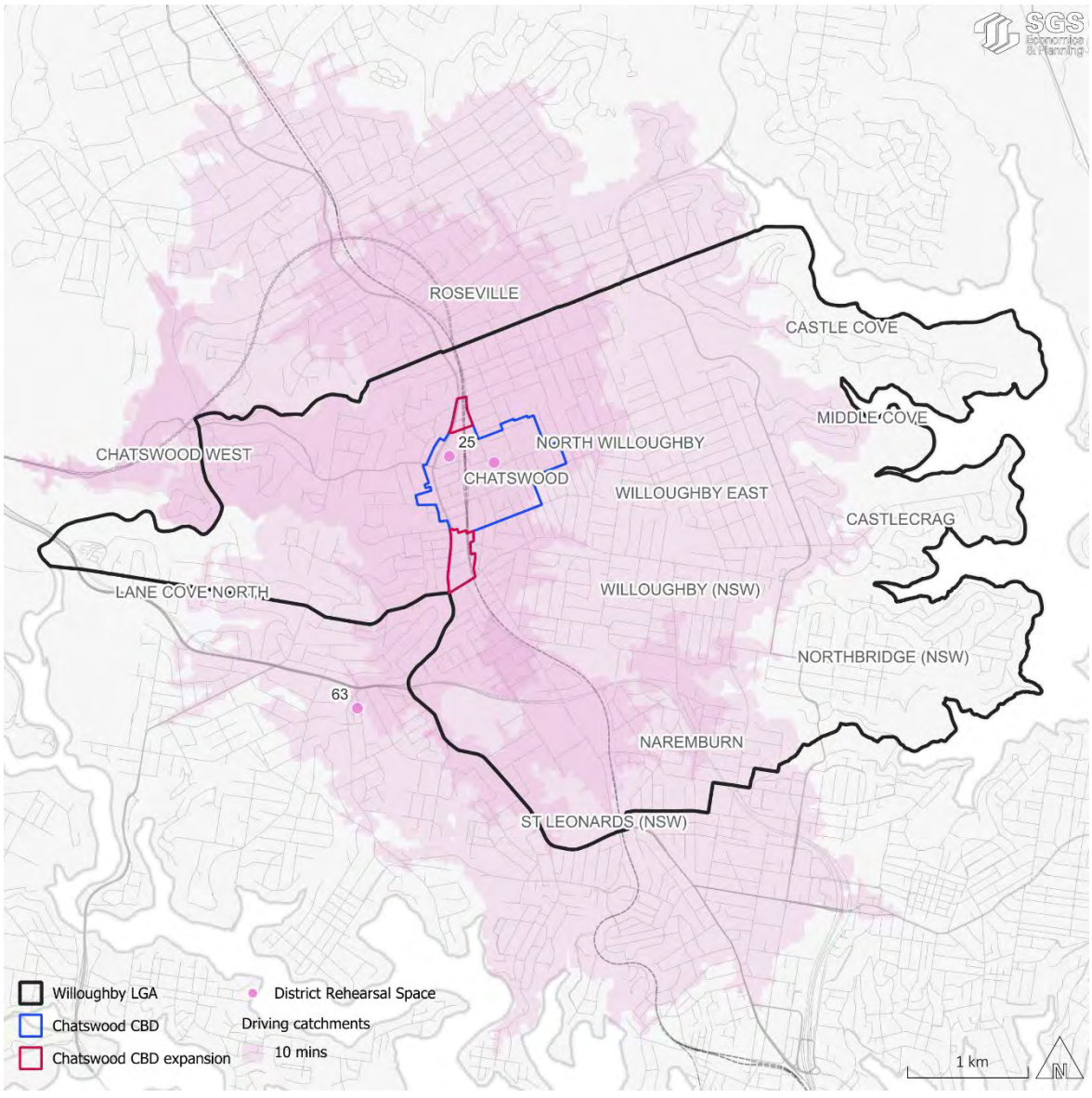


Source: SGS Economics & Planning, 2025

Rehearsal spaces

The drive catchment for district rehearsal space covers most of the LGA. Based on a 10 minute drive time catchment, only residents in the east would not have access (Figure 17). Residents in the LGA's south and south-west also have access to rehearsal spaces in surrounding LGAs.

Figure 17: Accessibility for arts and culture facilities – District rehearsal spaces

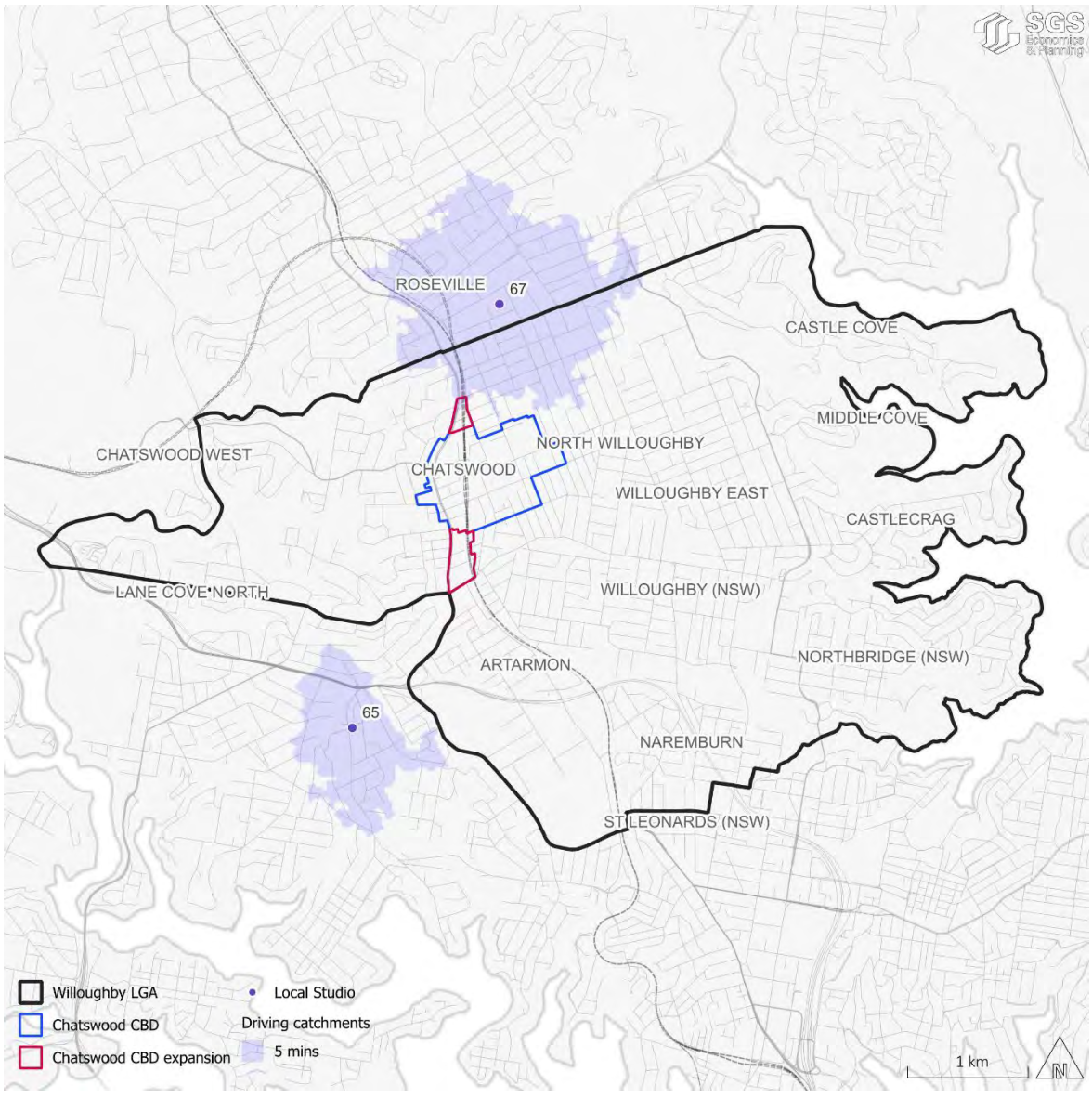


Source: SGS Economics & Planning, 2025

Artist studio/workshops

While there are no art studios/workshops in Chatswood, some residents have access to access art studios in Roseville within a 5 minute drive (Figure 18). There are also a range of private art studios within and around the LGA.

Figure 18: Accessibility for arts and culture facilities – Local studios



Source: SGS Economics & Planning, 2025

Supply and demand assessment

LGA wide

Based on the existing supply and forecast population, it is expected that by 2040, Willoughby LGA will have a gap for 4 local arts studios and 1 district level rehearsal space.

There is an oversupply of regional galleries, however the Incinerator Art Space is currently closed. These facilities also provide for residents and visitors outside of the LGA. There is also a slight oversupply of performing arts facilities, however The Concord is a regional facility providing for residents and visitors outside of the LGA.

Table 23: Supply and demand assessment for arts and cultural facilities across LGA

Infrastructure	Existing supply	Demand (2040)	Gap or surplus (2040)
Regional Performing Arts Centre	1	0.3	0.7
Sub-regional Gallery	2	0.7	1.3
Municipal Theatre	2	1.3	0.7
District Rehearsal Space	2	3.5	-1.5
Local Arts Studio	0	4.2	-4.2

Source: SGS Economics & Planning, 2025

Chatswood CBD

When considering the demand directly from Chatswood CBD, by 2040, the population within Chatswood CBD alone will have a gap of 1-2 local arts studios. All other arts and cultural facilities are likely to meet demand, however the additional population in Chatswood will put further pressure on existing infrastructure.

Table 24: Supply and demand assessment for arts and cultural facilities within Chatswood CBD

Infrastructure	Existing supply	Demand (2040)	Gap or surplus (2040)
Regional Performing Arts Centre	1	0.1	0.9
Sub-regional Gallery	1	0.3	0.7
Municipal Theatre	1	0.5	0.5
District Rehearsal Space	2	1.3	0.7
Local Arts Studio	0	1.5	-1.5

Source: SGS Economics & Planning, 2025

Summary of service needs:

- 4 x local arts studios
- 1 district rehearsal space
- Council to consider its future role in the delivery of local arts studios

5.5 Aquatics

Council has a role in providing infrastructure and service delivery for aquatic and leisure facilities. The following table provides a service definition and services standard for aquatics in Willoughby LGA. Were possible, aquatic facilities are generally provided alongside indoor recreation facilities to increase viability.

Table 25: Service definition – Aquatics

Facility type – service definition hierarchy		Benchmark	Travel accessibility
Regional	Indoor and or outdoor competition grade facilities (50 metre pool/s) and other complementary aquatic spaces for use in major events and for hire/booking for community events and competition pathway programs. Typically integrated with other elements such as learn to swim, hydrotherapy, fitness centre, indoor sport, and flexible meeting spaces for services such as allied health.	1 facility per 120,000 persons	30-40 minutes
District	Smaller scale indoor and or outdoor community facility generally inclusive of 50 metre lap pool, learn to swim/ water play/ leisure space. Able to facilitate community scale events.	1 facility per 60,000 persons	15 mins
Local	25 metre lap pool (indoor or outdoor) with limiting supporting infrastructure. These facilities are generally not provided in inner metropolitan areas due to viability.	-	5 minutes

Source: SGS Economics & Planning, 2025, adapted from PLAWA Community Infrastructure Guidelines 2020 and industry standards

Existing infrastructure

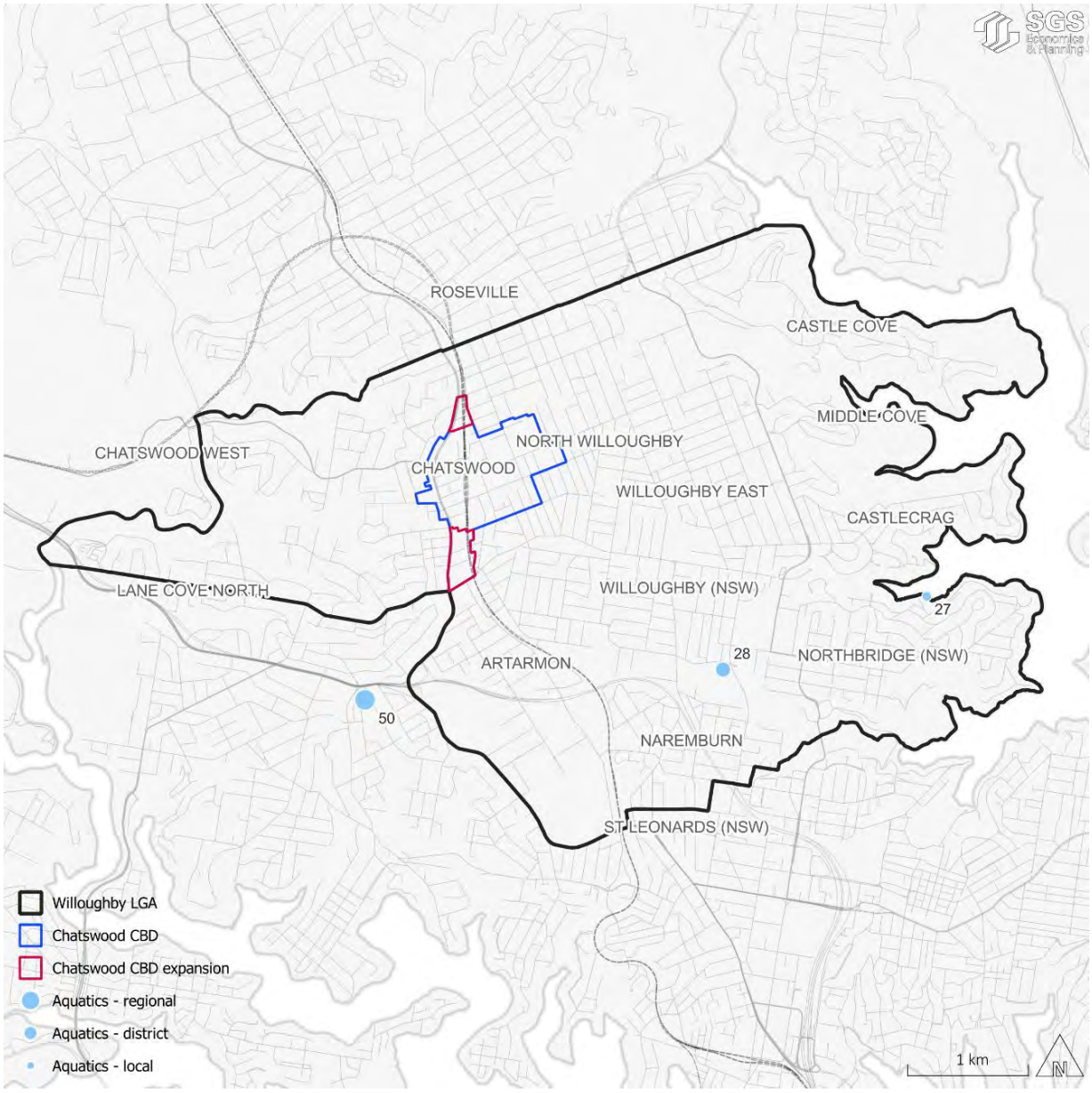
Willoughby LGA has access to 2 aquatic facilities. There is a district level aquatic facility in Willoughby (Willoughby Leisure Centre), and at the local level, there are the Northbridge Baths located on the foreshore. Beyond Willoughby LGA, Lane Cove Aquatic Leisure Centre, a regional facility, is located in Lane Cove (Figure 19).

Willoughby Leisure Centre is currently undergoing upgrades, and is expected to reopen August/September 2026. The redevelopment includes:

- 25-metre lap pool with access ramp
- Warmer pool for programs such as warm water exercise
- Learn to swim pool
- Toddler pool
- Play pools
- New spa and sauna.

The Northbridge Baths had repair works done in 2023. However, as a tidal bath, it is faced with ongoing water quality issues. Council officers have also noted that additional condition improvements are required.

Figure 19: Existing aquatics



Source: SGS Economics & Planning, 2025

Table 26: Existing aquatics

#	Facility name	Hierarchy	Location	Asset condition	Utilisation
27	Northbridge Baths Aquatic Fitness Centre[28]	Local	2 Widgiewa Rd, Northbridge	-	-
28	Willoughby Leisure Centre[29]	District	2 Small St, Willoughby	-	-
Aquatics facilities in surrounding LGAs					
50	Lane Cove Aquatic Leisure Centre[30]	Regional	2 Little St, Lane Cove	-	-

Source: SGS Economics & Planning, 2025

Travel accessibility catchment

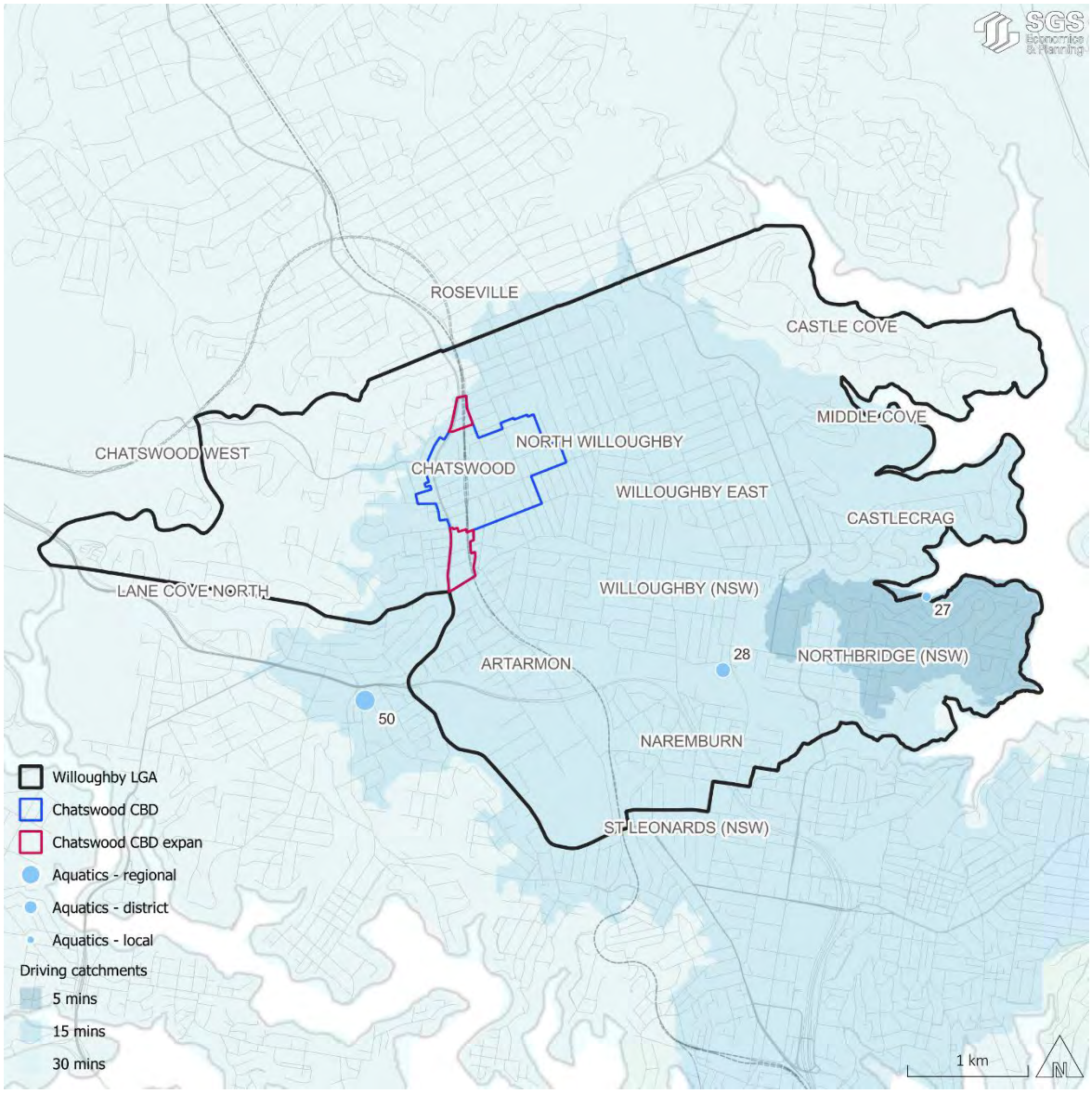
Accessibility has been assessed for aquatic facilities using the benchmark of 30 minutes drive time for regional level facilities, 15 minute drive time for district level facilities, and 5 minute drive time for local facilities (Figure 20).

Most residents have access to the aquatic facilities in Willoughby LGA within a 15 minute drive, aside from residents in Castle Cove and towards Chatswood West.

Lane Cove Aquatic Leisure Centre in Lane Cove LGA is a regional level facility and is likely providing additional access for some Willougby LGA residents.

[28] Tidal baths
[29] Includes courts
[30] Includes 50m pool

Figure 20: Travel accessibility for aquatics



Source: SGS Economics & Planning, 2025

Supply and demand assessment

LGA wide

Based on the existing supply and forecast population, it is expected that Willoughby LGA will have a gap of 1 aquatic facility at the regional level or 1 aquatic facility at the district level (based on nested both are not required).

Table 27: Supply and demand assessment for aquatics across LGA

Hierarchy	Existing supply	Demand (2040)	Gap or surplus (2040)
Regional	0	0.9	-0.9
District	1	1.7	-0.7
Local	1	-	-

Source: SGS Economics & Planning, 2025

Chatswood CBD

When considering the demand directly from Chatswood CBD, by 2040, the population within Chatswood CBD alone will require 1 district aquatics facility. While these residents are within accessibility requires to the Willoughby Leisure Centre, they are on the outer regions of the catchment.

Table 28: Supply and demand assessment for aquatics within Chatswood CBD

Hierarchy	Existing supply	Demand (2040)	Gap or surplus (2040)
Regional	0	0.3	-0.3
District	0	0.6	-0.6
Local	0	-	-

Source: SGS Economics & Planning, 2025

Summary of service needs:

- Monitor utilisation of Willoughby Leisure Centre.
- Consider viability of an additional district or regional level aquatics facility in the north to north-west region of the LGA.

5.6 Indoor recreation

Council has a role in providing infrastructure and service delivery for indoor recreation. The following table provides a service definition and services standard for indoor recreation in Willoughby LGA. Indoor courts should be co-located, providing 4-6 multi-purpose courts per facility. Where possible, to increase viability and utilisation, indoor courts should also be integrated with active recreation reserves, aquatics facilities, or community centres.

Table 29: Service definition – Indoor recreation

Facility type – service definition hierarchy		Benchmark	Travel accessibility
Court	A multi-purpose indoor playing surface (timber, vinyl, or acrylic with line marking) accommodating a range of court-based sports and competitions.	1 court per 10,000 persons	5 minutes

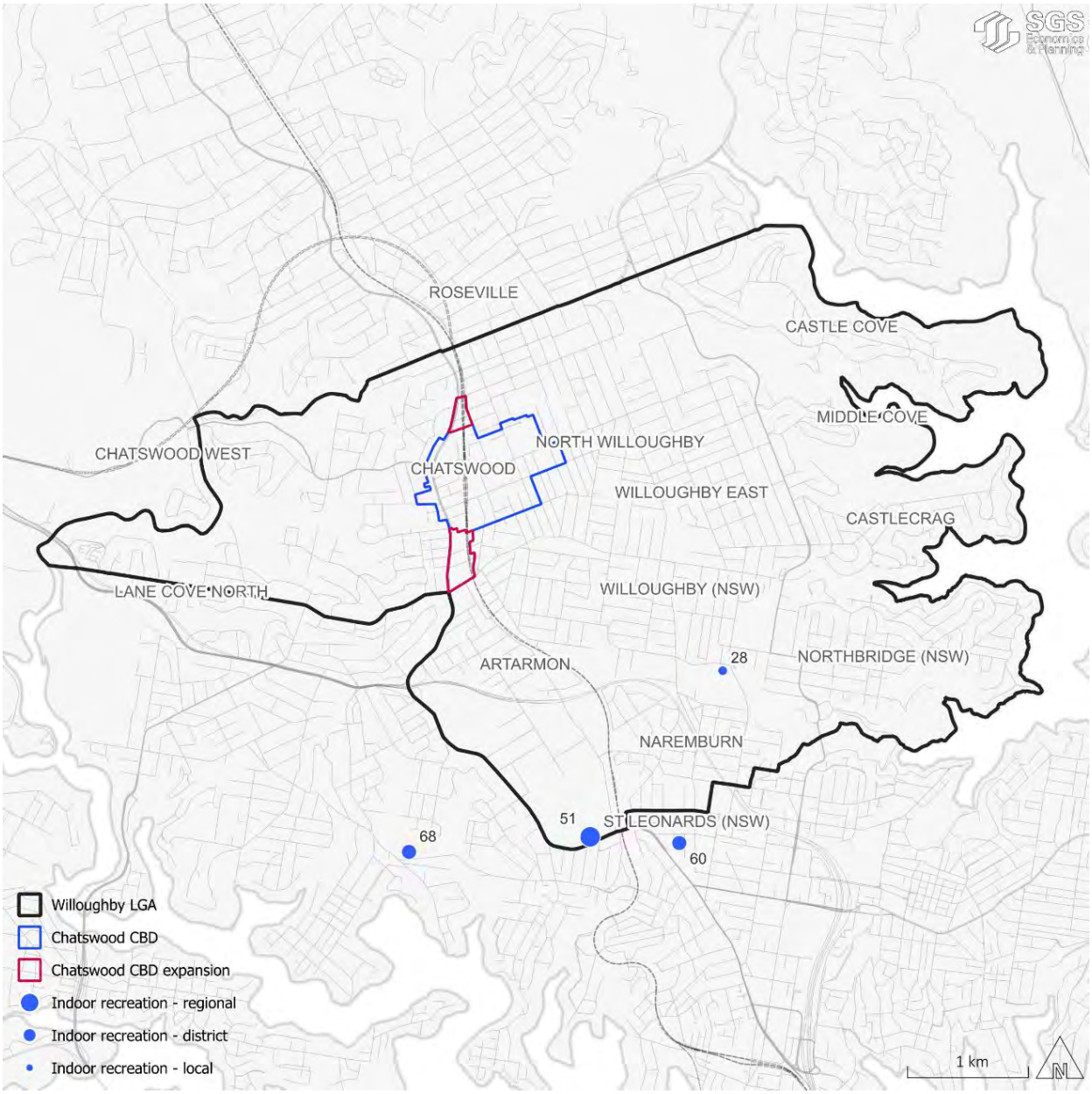
Source: SGS Economics & Planning, 2025, adapted from PLAWA Community Infrastructure Guidelines 2020

Existing infrastructure

There is 1 indoor recreation centre in the LGA, Willoughby Leisure Centre, which has 2 courts (Figure 21). The online booking facility indicates the courts in the Willoughby Leisure Centre appear well utilised with a large number of bookings through to the longer term.

Council is currently planning the delivery of Gore Hill Indoor Sports Centre, a regional level facility, which will provide 5 new multi-purpose courts upon completion.

Figure 21: Existing indoor recreation



Source: SGS Economics & Planning, 2025

Table 30: Existing indoor recreation

#	Facility name	Number of courts	Location	Asset condition	Utilisation
28	Willoughby Leisure Centre[31]	2	2 Small St, Willoughby	-	Good
51	Gore Hill Indoor Sports Centre (planned)[32]	5	Pacific Hwy and Reserve Road	NA	NA
Indoor recreation facilities in surrounding LGAs					
60	North Sydney Indoor Sports Centre	4	Level 5/36 Hume St, Crows Nest	-	-
68	Galuwa Recreation Centre	4	180 River Rd, Lane Cove NSW 2066	-	-

Source: SGS Economics & Planning, 2025

Travel accessibility catchment

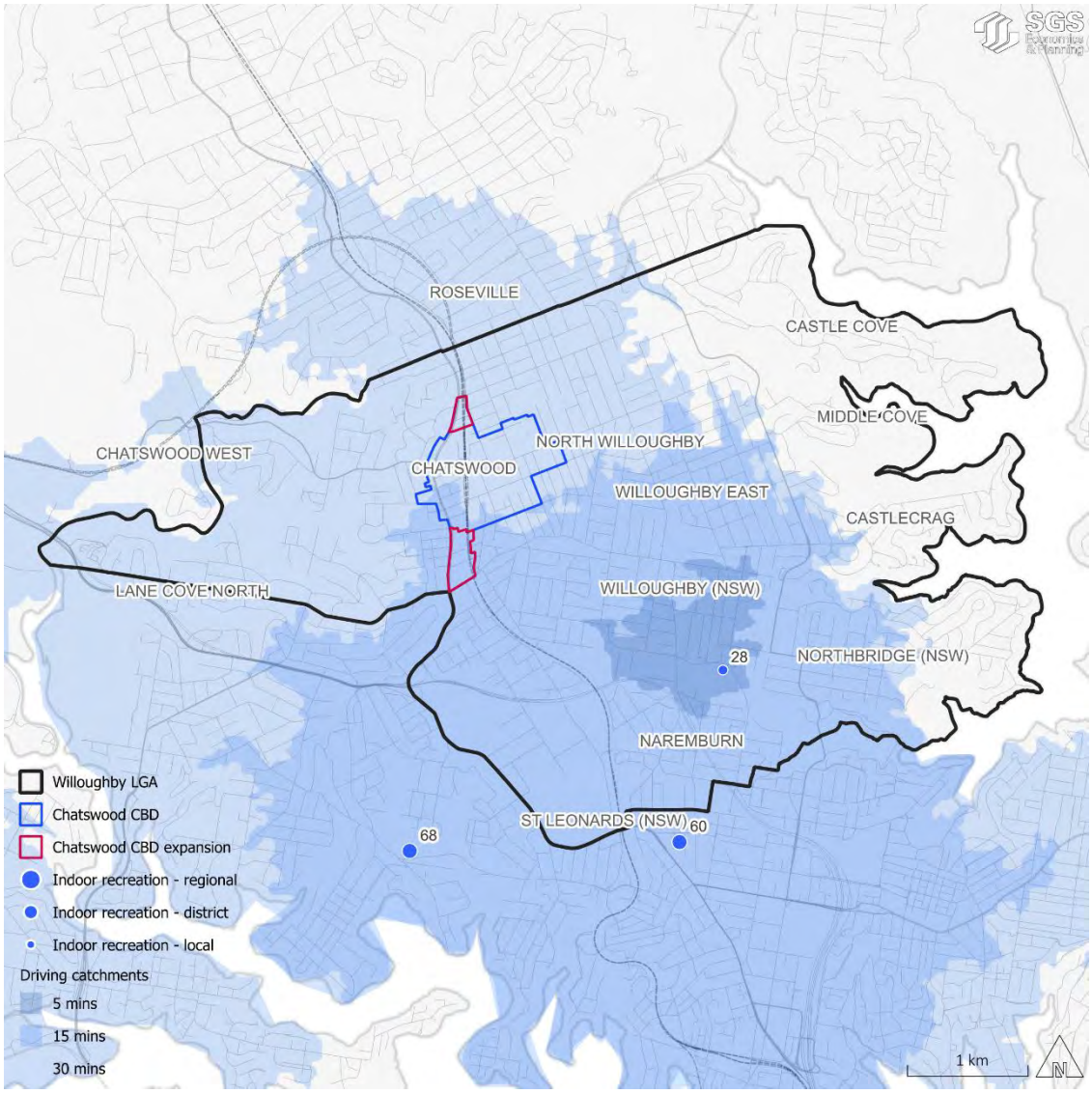
Travel accessibility has been assessed for indoor recreation facilities (Figure 22). Only residents in Willoughby and Naremburn are able to access the Willoughby Leisure Centre within 5 minutes. For the rest of the LGA, accessibility is poor, given there is only one facility across the LGA. Once the Gore Hill Indoor Sports Centre is constructed, access will be significantly improved, however this facility is located in the far south of the LGA.

The North Sydney Indoor Sports Centre, is also likely providing a service to some residents south of North Willoughby and to the west of Northbridge.

[31] 2 courts co-located with aquatics facility

[32] Willoughby Council: On Monday 28 April 2025, Council resolved to prepare a development application for a new five-court indoor sport centre facility at Gore Hill Park. February 2026: Project management services, cost planner, and town planning have commenced working, principal lead consultant and specialist engagement consultant procurement is in progress. Stage 1: Oval to be re-oriented to accommodate new indoor sports facility; Stage 2: construction of the indoor sports facility, underground parking and integration with oval (5 indoor courts, sports hall, gym, multi-purpose area) (18/02/2026)

Figure 22: Travel accessibility for indoor recreation



Source: SGS Economics & Planning, 2025

Supply and demand assessment

Based on the existing supply and forecast population, it is expected that by 2040 Willoughby LGA will have a gap of 8 indoor courts. This gap will reduce significantly with the development of Gore Hill Indoor Sports Centre, reducing the overall gap to 3 indoor courts.

Table 31: Supply and demand assessment for indoor recreation across LGA

Infrastructure	Existing supply	Demand (2040)	Gap or surplus (2040)
Courts	2*	10.4	-8.4

Source: SGS Economics & Planning, 2025
*Excludes 5 courts to be delivered as part of the Gore Hill Indoor Sports development

Chatswood CBD

When considering the demand directly from Chatswood CBD, by 2040, the population within Chatswood CBD alone will have a gap of 4 indoor recreation courts. Given the distance to the planned Gore Hill Indoor Sports development, access will still be a challenge for these residents.

Table 32: Supply and demand assessment for indoor recreation within Chatswood CBD

Infrastructure	Existing supply	Demand (2040)	Gap or surplus (2040)
Courts	0	3.8	-3.8

Source: SGS Economics & Planning, 2025

NSROC completed a *Review of Supply and Demand for Sports Facilities in the NSROC Region* in November 2023. This report notes that for the Willoughby LGA, by 2036:

- an additional 1.33ha is required for indoor courts
- an additional 1.17ha is required for indoor speciality courts[33]

This report used a different method, study area, population numbers, projection years and assumptions. When considering future planning Council should consider the findings from both reports.

Summary of service needs:

- 3 x indoor courts

[33] NSROC, 2023, Review of supply and demand for sports facilities in the NSROC region, November, p. 60

5.7 Outdoor courts

In addition to indoor recreation, Council also has a role in providing infrastructure for outdoor courts. The following table provides a service definition and services standard for outdoor courts, specialist outdoor courts, and lawn bowls facilities in Willoughby LGA.

Where possible outdoor courts should be co-located, providing 2-6 courts per site and up to 12 for regional level facilities. Where possible, to increase viability and utilisation, outdoor courts should be integrated with active recreation reserves or other community infrastructure.

Table 33: Service definition – Outdoor courts

Facility type – service definition hierarchy		Benchmark	Travel accessibility
Outdoor courts	A hard-surface outdoor court (asphalt, concrete or acrylic surfacing) that provides space for casual play, training and organised sport across a range of court-based activities such as netball, basketball, volleyball, futsal, and tennis. It may incorporate basketball hoops, netball posts, removable net systems, futsal goals, seating, fencing, shelters and sports lighting. It can be scaled to suit informal recreation, community sport training or competition-standard environments.	1 court per 3,500 persons	5 minutes
Specialist courts	A fine-surface court (clay, crushed granite, sand or hybrid systems with boundary marking) supporting accuracy-based play.	1 court per 16,500 persons	10 minutes
Lawn bowls	A dedicated facility with 1-3 greens (surface for lawn bowls participation and competition).	1 facility per 40,000 persons	10 minutes

Source: SGS Economics & Planning, 2025

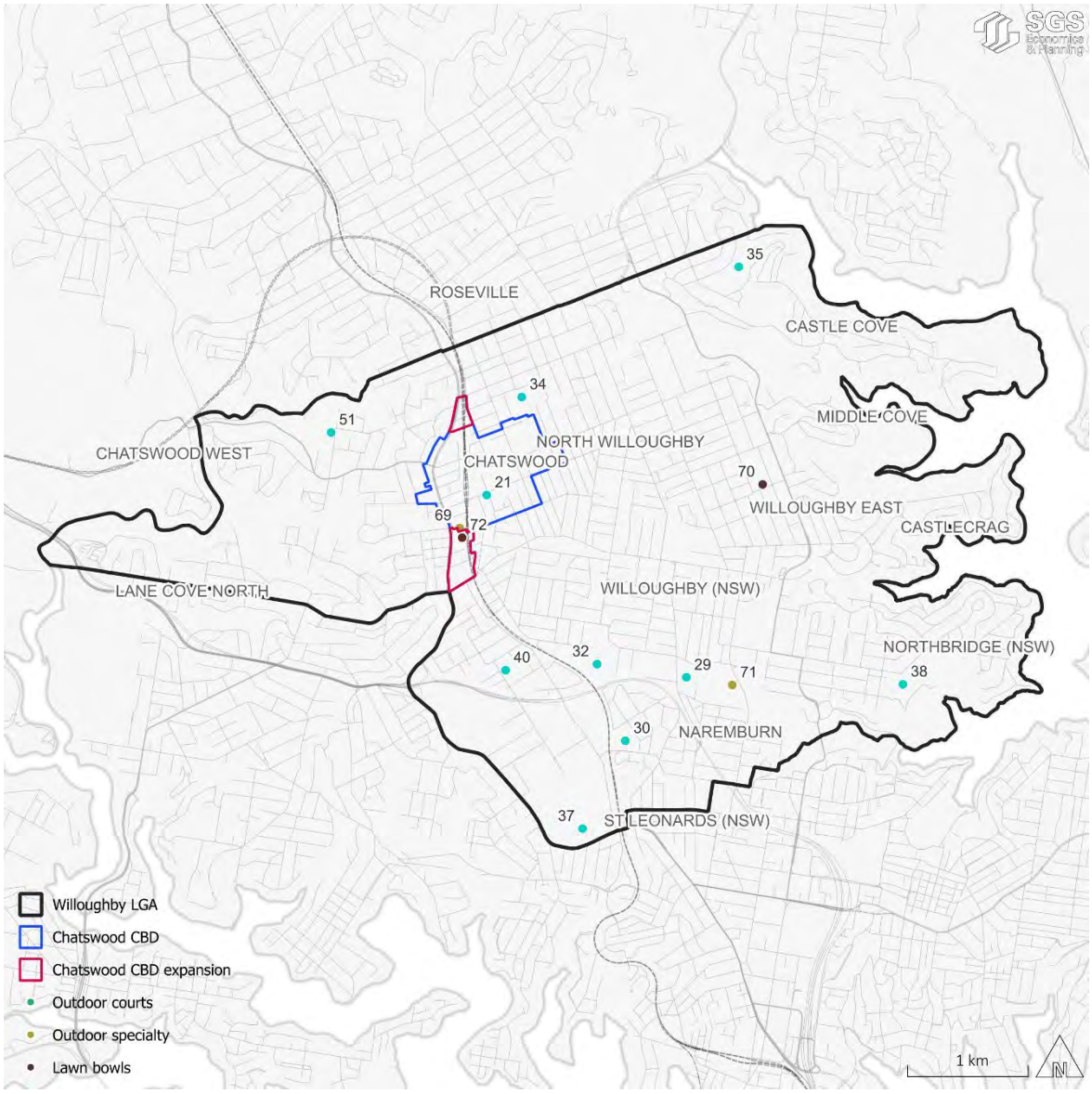
Existing infrastructure

There are a number of outdoor courts distributed throughout the LGA, with many co-located on active recreation reserves. Some of these facilities only include half courts. Half courts have been noted in the existing infrastructure however, as they do not meet the service definition, they have not been included in the supply and demand assessment. Majority of courts are located in the south of the LGA with only 1 court located within the Chatswood CBD.

There are several specialist courts across the LGA, including croquet and baseball, along with 2 lawn bowls facilities (Figure 23).

Asset condition, fitness for purpose and utilisation of courts was unknown at the time of writing this report.

Figure 23: Existing outdoor courts



Source: SGS Economics & Planning, 2025

Table 34: Existing outdoor courts

#	Facility name	Number of courts	Location	Asset condition	Utilisation
Outdoor courts					
21	Chatswood Youth Centre	1 basketball court	64 Albert Ave, Chatswood	-	-
29	Bicentennial Reserve Oval	13 netball courts, 4 netball-basketball courts	313/441 Willoughby Rd, Willoughby	-	-
30	Naremburn Park	2 netball-basketball courts	Station St, Naremburn	-	-
32	Artarmon Reserve Oval	1 half basketball court	Burra Rd, Artarmon	-	-
34	Beauchamp Park Oval	1 netball-basketball court	Nicholson St, Chatswood	-	-
35	Castle Cove Oval	1 half basketball court	36 Holly St, Castle Cove	-	-
37	Gore Hill Oval	1 half basketball court	209 Pacific Hwy, St Leonards	-	-
38	War Memorial Multi-purpose Courts	1 tennis court 1 netball-basketball court	Bonds Corner, Sailors Bay Road	-	-
40	Thomson Park Oval	1 basketball court	Reserve Road, Artarmon	-	-
51	Greville Street Reserve Sportsground	1 half basketball court	Greville St, Chatswood	-	-
Specialist courts					
69	Chatswood Croquet Greens	3 croquet greens	699A Pacific Hwy, Chatswood	-	-
71	Bicentennial Reserve Oval – Baseball Diamond	1 baseball diamond	2 Small St, Willoughby	-	-
Lawn bowls					
70	Willoughby Park Bowling Club	3 bowling greens	13 Robert St, Willoughby East	-	-
72	Chatswood Bowling Club	2 bowling greens	655 Pacific Hwy, Chatswood	-	-

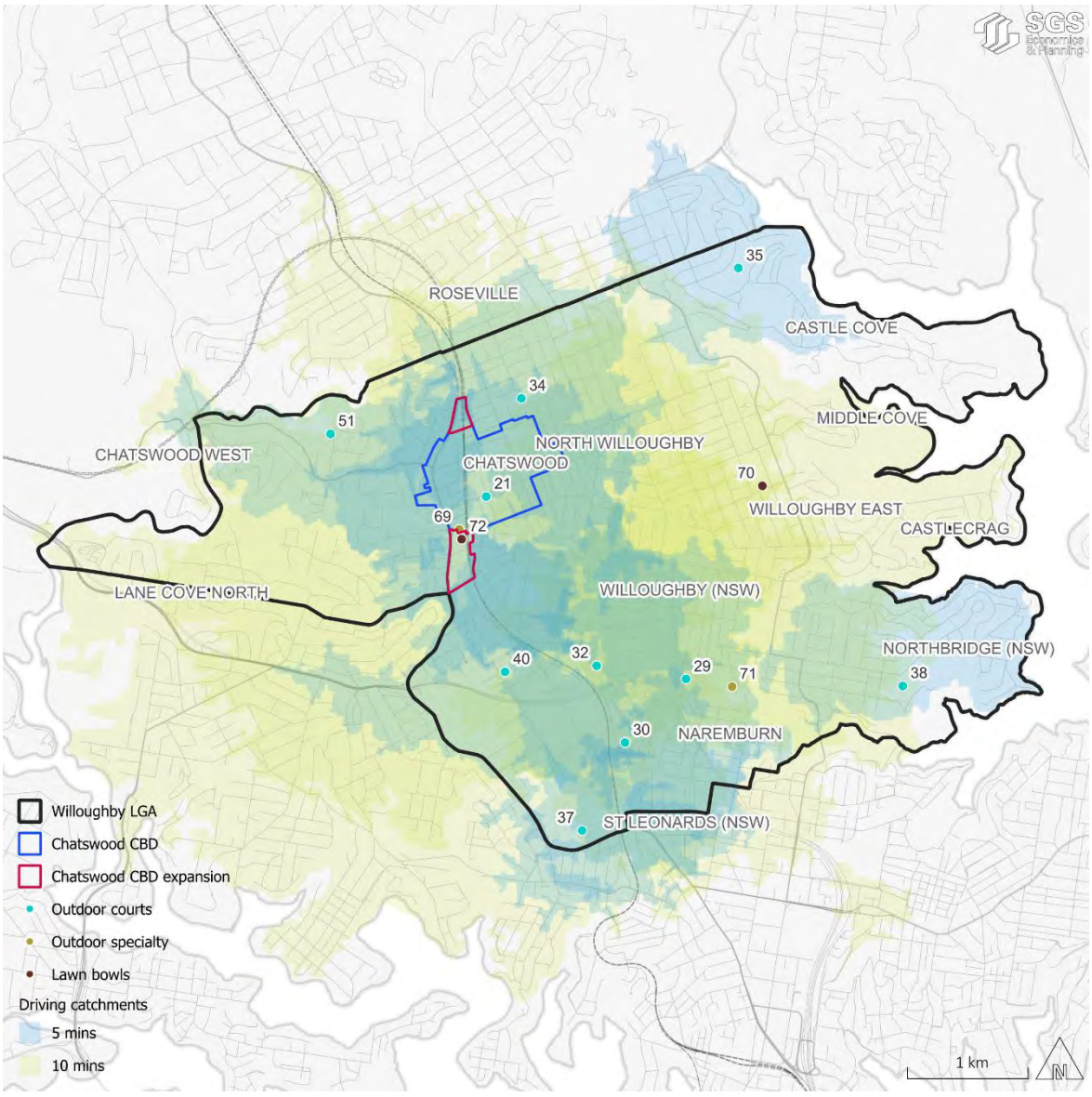
Source: SGS Economics & Planning, 2025

Travel accessibility catchment

Accessibility has been assessed for outdoor courts using the benchmark of a 5 minute drive time (Figure 24). Many residents have access to outdoor courts within this timeframe, aside from people in Lane Cove North, Willoughby East, Castlecrag, and along the foreshore areas.

Most of the population can access outdoor specialty courts within a 10 minute drive, with the exception of Castle Cove.

Figure 24: Travel accessibility for outdoor courts



Source: SGS Economics & Planning, 2025

Supply and demand assessment

LGA wide

Based on the existing supply and forecast population, it is expected that by 2040 Willoughby LGA will have a gap of 6 outdoor courts, 2 specialty courts and 1 lawn bowls facility. Prior to delivering additional speciality courts and lawn bowls facilities, Council should further assess the capacity of the existing facilities as well as community demand.

Table 35: Supply and demand assessment for outdoor courts across LGA

Infrastructure	Existing supply	Demand (2040)	Gap or surplus (2040)
Outdoor court	24	29.7	-5.7
Speciality court	4	6.3	-2.3
Lawn bowls facilities	2	2.6	-0.6

Source: SGS Economics & Planning, 2025

Chatswood CBD

When considering the demand directly from Chatswood CBD, by 2040, the population within Chatswood CBD alone will require an additional 10 outdoor courts. In addition, they will have a surplus of 1 specialty court.

Table 36: Supply and demand assessment for outdoor courts within Chatswood CBD

Infrastructure	Existing supply	Demand (2040)	Gap or surplus (2040)
Outdoor court	1	10.8	-9.8
Speciality court	3	2.3	0.7
Lawn bowls facilities	1	0.9	0.1

Source: SGS Economics & Planning, 2025

NSROC completed a *Review of Supply and Demand for Sports Facilities in the NSROC Region* in November 2023. This report notes that for the Willoughby LGA, by 2036:

- there will be an **oversupply** of 6.29ha of outdoor courts
- an additional 1.91ha for outdoor speciality courts [34]

This report used a different method, study area, population numbers, projection years and assumptions. When considering future planning Council should consider the findings from both reports.

[34] NSROC, 2023, Review of supply and demand for sports facilities in the NSROC region, November, p. 60

Summary of service needs:

- 6 x outdoor courts
- 2 x specialty courts
- 1 x lawn bowls facility

5.8 Open space

Open space is dedicated public space where the primary purpose is open space. Open space supports a range of functions including sport, recreation, social, linkage, and events. The following table provides a service definition and services standard for open space in Willoughby LGA.

Table 37: Service definition – Open space

Facility type – service definition		Benchmark	Travel accessibility
Public open space	Open space is dedicated public space where the primary purpose is open space. It can support a range of functions including sport, recreation, social, linkage, and events.	30 sqm per capita	95% of dwellings within 400m of any open space

Existing infrastructure

Willoughby LGA has several parks and reserves located throughout the LGA. The largest spaces are found around Chatswood West, Castle Cove, Artarmon and Northbridge. The LGA also includes a number of environmental conservation areas, particular found along the Harbour foreshore (Figure 25).

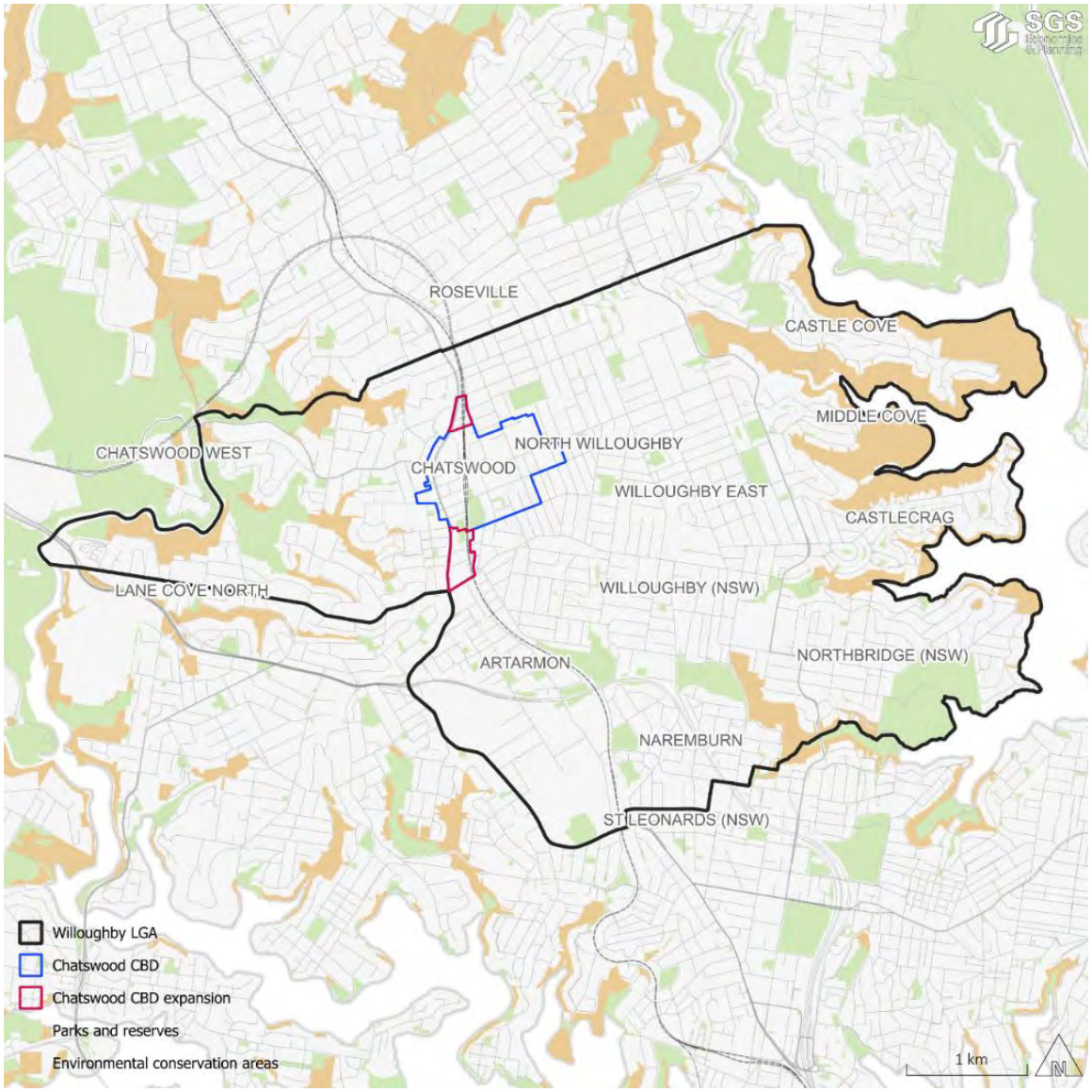
Willoughby LGA has a total of approximately 462.82ha of zoned open space[35] comprised of:

- Public recreation space: 161.05ha
- Environmental conservation areas: 265.83ha
- National parks and nature reserves: 8.14ha
- Private recreation space: 27.8ha[36]

[35] This is derived from calculating the area of C1, C2, RE1, RE2 zones from the NSW EPI - Land Zoning layer using GIS

[36] This includes Tyneside Tennis Courts, St Aloysius' College Oval, Club Willoughby, Chatswood Bowling Club (lawn bowls), Newgreens Chatswood (golf course), Willoughby Squash Club, and Northbridge Tennis Club. Note that not all this land is, or will be used, for recreation purposes. Suitable alternative land uses under this zoning including childcare and seniors housing.

Figure 25: Existing open space in Willoughby LGA and surrounding areas



Source: SGS Economics & Planning, 2025

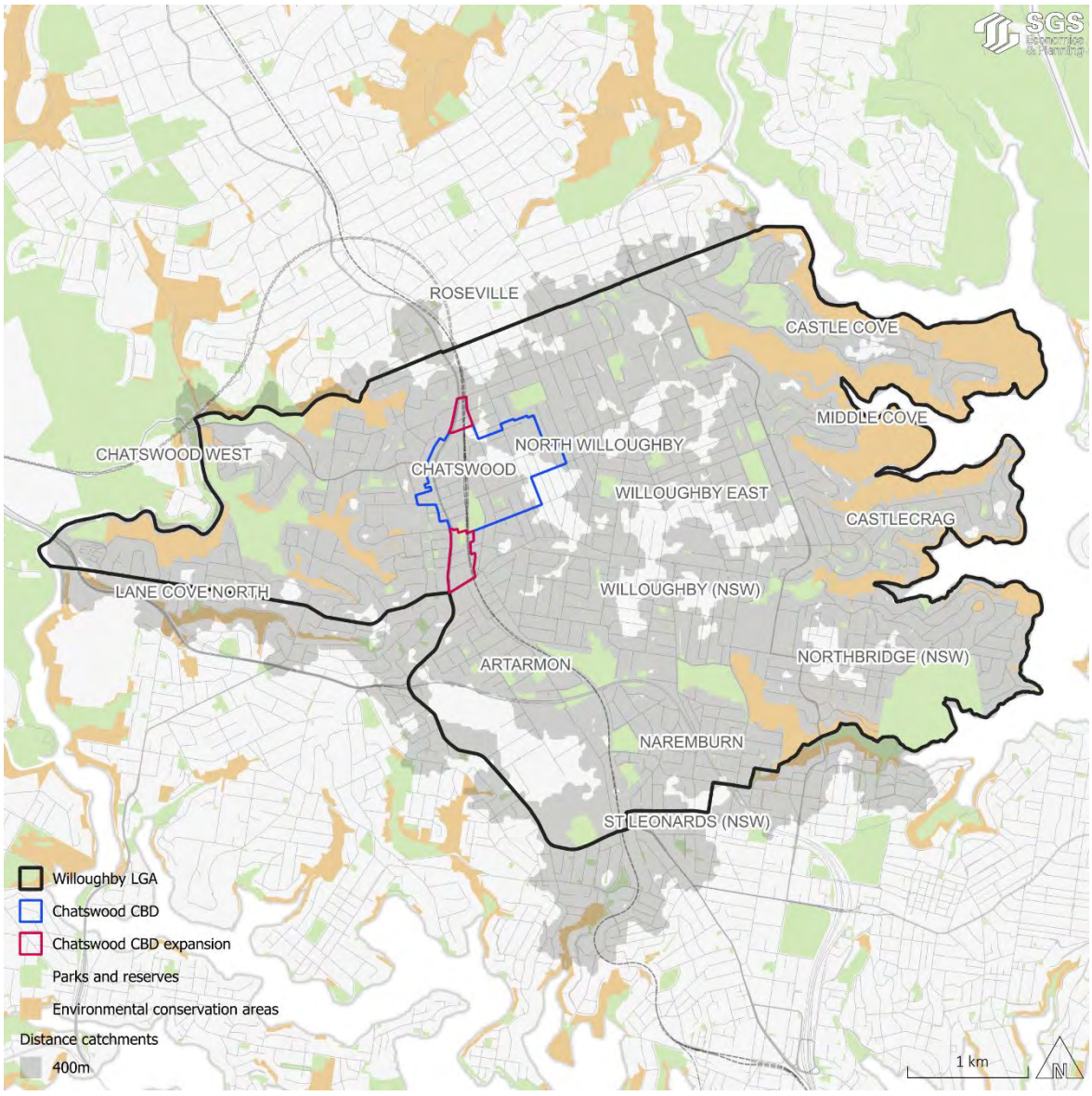
Travel accessibility catchment

Accessibility has been assessed for open space (both parks and reserves and environmental conservation areas) using the benchmark of a 400m walkability (Figure 26). While conservation land is not public open space, it can provide some access to open space functions through such as linkage connections, vistas, and connection with nature.

Approximately 90% of dwellings in Willoughby LGA can access some open space within 400m. There are gaps around Chatswood, North Willoughby and Willoughby, as well as Roseville, and around Artarmon/St Leonards, where the Artarmon industrial precinct is.

The quality and the diversity of this open space was not included in this assessment.

Figure 26: Travel accessibility for open space (400m walking catchment)



Source: SGS Economics & Planning, 2025

Supply and demand assessment

LGA wide

Based on the existing supply and forecast population an additional 150.95ha of public open space is required across the LGA. This is almost double what is currently available. It is not viable to be able to deliver this quantity of public open space given land constraints. This will mean however that open space that is available will be heavily utilised as the population grows. Where possible, additional land, green infrastructure, linkages to open space, and increasing the capacity of existing open space should be prioritised.

Table 38: Supply and demand assessment for open space across LGA.

Facility type	Existing supply	Demand (2040)	Gap or surplus (2040)
Open space	161.05ha	312ha	150.95ha

Source: SGS Economics and Planning

Chatswood CBD

When considering the demand directly from Chatswood CBD, by 2040, the population within Chatswood CBD alone will have a gap of 59.05ha of public open space. This will put significant demand on existing green space and public realm. Similar to the LGA wide demand, the delivery of this amount of open space is not viable due to land constraints. Where possible, additional land, green infrastructure, linkages to open space, and increasing the capacity of existing open space should be prioritised.

Table 39: Supply and demand assessment for open space within Chatswood CBD

Facility type	Existing supply	Demand (2040)	Gap or surplus (2040)
Open space	54.02ha	113.04ha	59.02ha

Source: SGS Economics and Planning

Summary of service needs:

- Additional land, green infrastructure, linkages to open space, and increasing the capacity of existing open space

6. Summary of service needs

Based on the supply and demand analysis for social infrastructure, modelling indicates there would be a gap for some social infrastructure services in the future. LGA wide service needs are outlined in the below table.

Table 40: Service need by asset type – Willoughby LGA

Asset type	Service need
Libraries	▪ 1 x district library ▪ Consolidate 1 x local library ▪ Expand service delivery at Chatswood Central Library ▪ Review opportunities to increase fitness for purpose and operating hours of local libraries
Community centres	▪ 1 x neighbourhood community centre ▪ Expand service delivery of 1 x district community centre ▪ Consider the consolidation of 1 x local community centre
Youth centre	▪ Review fitness for purpose and service delivery within the existing Youth Centre
Arts and culture	▪ 4 x local arts studio ▪ 1 district rehearsal spaces ▪ Council to consider its future role in the delivery of local arts studios
Aquatics	▪ Monitor utilisation of Willoughby Leisure Centre ▪ Consider viability of an additional district or regional level aquatics facility in the north to north-west region of the LGA.
Indoor recreation	▪ 3 x indoor courts
Outdoor courts	▪ 6 x outdoor courts ▪ 2 x specialty courts ▪ 1 x lawn bowls facility
Open space	▪ Additional land, green infrastructure, linkages to open space, and increasing the capacity of existing open space
General	▪ Continue to improve social infrastructure data collection to understand utilisation and capacity. ▪ Continue to review pricing structures to ensure facilities are accessible for all community groups

Source: SGS Economics & Planning, 2026

7. Infrastructure recommendations

The following infrastructure and operational recommendations have been developed based on:

- A review of the current and future policy and demographic context
- Social infrastructure principles
- Service supply and demand needs assessment
- Travel accessibility of the service network across the LGA, and infrastructure in close proximity outside the LGA
- Stakeholder engagement
- The role of local government, and acknowledgement that the private market, schools and non-government service providers also have a role in the delivery of social infrastructure.

The delivery of projects should be phased over short (1-5yrs), medium (5-10yrs), long (10-15yrs). This is based on project readiness, forward planning required, and timing of future demand.

Council should consider these recommendations, as well as the broader findings in the report, to inform future strategic directions for social infrastructure and service delivery, and wider asset management planning and funding for the LGA and CBD.

A review of these projects and the supply and demand assessment should be undertaken every 4 years to ensure they continue to be in alignment with community needs, opportunities, and best practice.

Table 41: Infrastructure recommendations

Infrastructure recommendations	Location	Timeframe
Libraries		
Refurbish and expand Chatswood Library including opportunities to explore expanded access	Chatswood CBD	Short term
Explore opportunities to redevelop Artarmon Library and Barry Thompson Hall into a district library with flexible meeting space to support arts practices	Artarmon	Medium term
Consolidate local library services with the closure of Naremburn Local Library	Naremburn	Medium term
Community centres and hubs		
Expand the Dougherty Community Centre to create additional flexible meeting spaces	Chatswood CBD	Short term

Infrastructure recommendations	Location	Timeframe
Delivery of an integrated universal community hub which includes: ▪ Neighbourhood community centre ▪ Flexible youth friendly spaces and consulting rooms ▪ Digital/technology hub ▪ 4 x local art studio spaces ▪ District rehearsal space	Chatswood CBD	Long term
Arts & Culture		
Explore opportunities to provide a district level rehearsal space in the Willoughby Park Centre	North Willoughby	Medium term
Review Council's role in the delivery of local art studios	LGA wide	Short term
Continue to integrate public art with social infrastructure	LGA wide	Ongoing
Aquatics & Leisure Centre		
Monitor utilisation of Willoughby Leisure Centre. If there is demand, consider an additional district level facility towards the north of the LGA	LGA wide	Long term
Upgrade infrastructure at Northbridge Baths to increase site capacity and usability	Northbridge	Medium term
Indoor courts		
Work with schools to identify opportunities to deliver indoor and outdoor recreation courts that also enable public access	LGA wide	Ongoing
Continue to support private market development of indoor court facilities	LGA wide	Ongoing
Work with surrounding LGAs to explore the opportunity of a regional level indoor court facility that is co-located with a future aquatic facility	LGA wide	Long term
Delivery of 3 x indoor courts within the CBD either integrated or co-locate with the universal community hub	Chatswood CBD	Long term
Outdoor courts & outdoor speciality facilities		
Deliver 6 outdoor courts across the LGA with at least 4 within walking distance of the CBD	Chatswood CBD & surrounds/LGA	Medium- long term
Upgrade Chatswood Croquet site to increase public access and use, upgrade croquet greens to provide flexible use and increased recreation potential	Chatswood CBD	Medium term
Open space		

Infrastructure recommendations	Location	Timeframe
Develop an open space acquisition plan and identify future open space acquisition locations (active recreation, passive open space and private open space) across the LGA and CBD, actively work with developers to secure land	LGA wide	Short term
Improve green linkages and urban linkages (for example Concourse to Albert Ave precinct) across Chatswood CBD	Chatswood CBD	Medium-long term
Identify and create green linkages between public spaces and public open space across the LGA	LGA wide	Medium-long term
Upgrade Chatswood Park precinct to maximise use and improve connectivity through the south of the Chatswood CBD.	Chatswood CBD	Short term

Source: SGS Economics & Planning, 2026

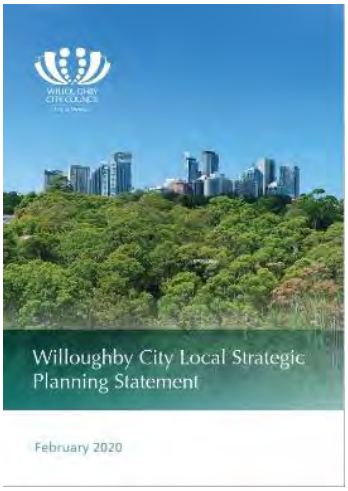
Appendix A: Policy Review

LOCAL POLICIES

Willoughby LEP 2012

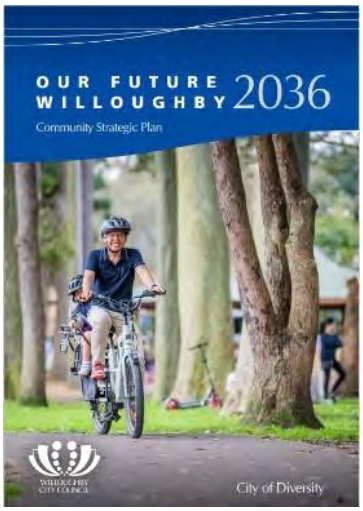
- This planning instrument defines permissible land uses, land use controls (e.g. lot size requirements, floorspace ratios and height limits), and identifies whether development consent is required and other additional provisions for different land uses in the LGA to achieve desired outcomes.
- Social infrastructure is generally permissible in local and commercial centres, productivity support, mixed-use, and public and private recreation zones, but varies depending on the use of the facility.

Willoughby Local Strategic Planning Statement (LSPS)



- The LSPS sets the 20 future priorities for Willoughby LGA over 20 years, looking at economic, social and environmental needs. By 2036, the vision is for residents to access local centres, parks, schools and community facilities within 20 minutes by public or active transport.
- Many community facilities are exceeding or approaching capacity and measures to extend their use have been explored and applied. However, there are limited opportunities to purchase land, and building new infrastructure is expensive.
- The LSPS stresses that social infrastructure needs to be appropriately located and needs to meet changing demographics. Priorities are for new dwellings to be located near existing facilities and for existing infrastructure (including schools) to be upgraded and capacity and utilisation increased. Local centres and services are currently dispersed. Most major regional facilities are concentrated in local centres and in Chatswood CBD. Joint use agreements with schools are noted as a potential way to increase accessibility to recreation facilities. It is also suggested that major development proposals be accompanied by infrastructure improvements to improve the availability of open space and social infrastructure where possible.
- It is noted that if access to social infrastructure is impeded by major transport corridors, active transport routes should be developed.
- There is identified potential for centres to serve greater needs and operate as a network of centres that are well connected to each other and to open space and social infrastructure. It is stated that Northbridge lacks a significant outdoor open space area for community recreation and gatherings, and there are issues with traffic and transport.

Our Future 2036 – Community Strategic Plan



- This is a long-term strategic plan for Willoughby LGA to 2036. The aim is for the LGA to become diverse, liveable and prosperous, The document sets the vision and priorities for the future.
- Documented challenges that are relevant to social infrastructure provision include:

  Pressure on green spaces and recreation

  Difficulty local government faces in resourcing

  Shifts in community aspirations and priorities

  Changing demographics and need for social connection

  Community appetite for sustainability

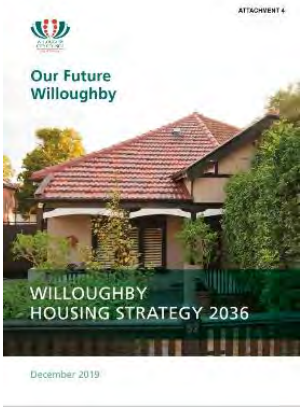
  Pressures regarding housing, transport and the economy.
- The most relevant priorities are listed in the table below.

Outcomes and priorities relevant to social infrastructure

Outcome	Priority
A City that is green	1.1 Create and enhance green spaces, urban tree canopy cover and greening
A City that is connected and inclusive	2.7 Promote accessible services, facilities and networks for the community
A City that is liveable	3.2 Create recreation spaces for all 3.3 Promote active and healthy lifestyles for all ages and abilities 3.4 Create and activate desirable places for all to be and enjoy 3.6 Promote health, wellbeing and care services for all ages
A City that is prosperous and vibrant	4.2 Build and support a night-time economy 4.4 Attract visitors and promote local destination-based tourism 4.6 Facilitate the viability and vibrancy of our CBD and village centres
A City that is effective and accountable	5.3 Balance the creation of new public assets with the upgrade of existing public assets 5.4 Anticipate and respond to changing community and customer needs

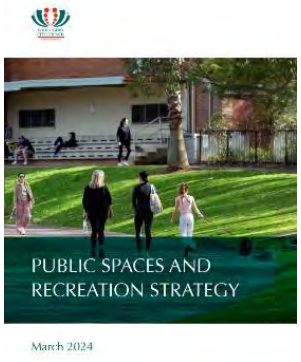
Source: Willoughby Community Strategic Plan

Willoughby Housing Strategy



- This strategy is a guide for future housing to 2036, looking at where, how much and what type of housing needed.
- To accommodate additional density from forecast population and dwelling growth, schools, public transport and open space are key infrastructure considerations. Schools are reported to have been overcrowded for several years, and opportunities to upgrade, acquire and expand open space and recreation facilities are limited.
- Council has partnered with schools and other providers to enable recreation facilities to be publicly accessed to meet open space needs.

Willoughby Public Spaces and Recreation Strategy



- This strategy guides the planning, delivery and management of public space and recreation to 2034. This includes parks, streets, paths, plazas and squares.
- From the supply side, the challenge of delivering new public spaces is noted (due to limited land availability and high land costs), and that the recreation preferences of the community are shifting (more people want to use public spaces for various active and recreation purposes). There are areas with limited access to public spaces, particularly gaps in access within Chatswood, Artarmon and Roseville, and major roadways like Pacific Highway.
- There are opportunities for existing spaces to be further utilised, and there are opportunities for greater activation of public spaces to encourage participation and community connection, and to reimagine spaces that are not traditionally used for recreation to be used for recreation (e.g. local streets).
- Other challenges include Council having limited resources for maintenance, renewals, and new projects, unequal distribution of public space, competing needs for public spaces, limited connections to public spaces, and public spaces not always being tailored to cultural groups' preferences.
- Some suggestions from the community to improve the public space and recreation network include transforming streets to have more pedestrian space for recreation purposes (e.g. through activated recreational links that help to shape a network of public spaces), using underutilised spaces (laneways, cul-de-sacs, small parks, reserves), improving amenity, repurposing council buildings and carparks for recreational purposes and encouraging future developments to provide publicly accessible spaces on the ground level of developments.
- Strategic priorities and locational opportunities suggested through community consultation that are relevant to this study are documented in the table below, verbatim:

Priorities and opportunities relevant to social infrastructure

Priority	Locational opportunities
Leverage future development and underutilised assets to deliver new public spaces	– Extension and activation of roads, e.g. Victoria Avenue, as lively pedestrian connectors over easy walking grades.
Activate existing public spaces for increased recreational participation	– Revitalising wall surfaces in the Chatswood CBD laneways, at The Concourse and the Chatswood Interchange pedestrian terraces.
Promote collaborative and co-ordinated planning and delivery	– Continue and seek to expand collaboration with Chatswood High School and other public schools to open up their spaces for community use in non-school hours, e.g. weekend markets. – Continue applying improvements for access to all public spaces with assistance from Council's Access and Inclusion Committee. – Collaborate with neighbouring councils for project opportunities from the NSW Government 'Sydney Green Grid' 2017. – Consider the NSW Government 'Streets as Shared Spaces' program for further partnerships to improve public space.

Source: Willoughby Public Spaces and Recreation Strategy

Willoughby Economic Development Strategy



- The strategy sets out a 5-year framework for growing the economy with strong economic output and employment provision, as a place where businesses want to be, with highly skilled employees, and good access to goods, services, and facilities.
- Success will be measured by the ability to increase:

  Output, employment, or number of businesses in the top 6 key economic sectors (Information Media and Telecommunications; Rental, Hiring and Real Estate Services; Profession, Scientific and Technical Services; Health care and Social Assistance; Financial and Insurance Services; and Retail Trade)

  Grow the Gross Regional Product to $15 billion

  Grow jobs to 90,000

  Grow businesses to 16,000

  Grow employed residents to 50,000.
- Key outcomes and actions relevant to social infrastructure use are listed in the table below:

Outcomes and actions relevant to social infrastructure

Outcomes	Actions
Facilitate the development of all businesses	– To establish a business start-up centre to support new business formation, which also acts as a local business community hub where assistance can be sought.
Build and support a night-time economy	– To identify key sites in Chatswood CBD to be improved, extend business hours, and identify affordable, unused and underutilised spaces for the creative sector to use.
Attract visitors and promote local, destination-based tourism	– To use the Concourse precinct to develop arts sector-based visitation.
Diversify our economy including creative and innovative industries	– To provide supported access for creative businesses and groups to develop in public facilities.

Source: Willoughby Economic Development Strategy

Night Time Economy Strategy



- The strategy sets out a 5-year framework for growing the night time economy, mostly around Chatswood CBD, and focusing on economic output, employment, local businesses, activities and strong visitation. This is to be achieved through culture, food and beverages, activities and events, and programs to connect people to places (e.g. musicians to venues and businesses).
- Success will be measured by an increase in visitation to Chatswood CBD by 2% per year, and the number of cultural and creative activities by 5% per year.
- Below is a summary of key outcomes and actions relevant to social infrastructure usage:

Outcomes and actions relevant to social infrastructure

Outcomes	Actions
Making the Places	– To identify key sites to be improved, and identify additional areas to create new spaces for pedestrians, outdoor dining, small art installations and open space.
Promotion and Events	– To use the Concourse as a key attraction for visitation to Chatswood CBD. – To increase activation by working with land and building owners with vacant spaces to create new areas for the creative sector, and working with sporting groups to create linkages and extension to other activities and events.

Outcomes	Actions
Business and Cultural Development	– To identify affordable spaces for creative industries, and new spaces for cultural and creative activities and hospitality venues.
Diversification	– To identify areas for pop ups and cultural events.

Source: Willoughby NTE Strategy

Willoughby City Library Strategy 2024-2028



- The strategy sets out key focus areas over a 4-year period, with emphasis on the future, connections with the community, learning, and local studies.
- It is noted that there is a need to deliver services effectively and to provide greater value to the community. This will be particularly important around Chatswood CBD and St Leonards with the development of high-density dwellings. Increased demand could be met with additional funding to support increased opening hours, however, is not viable for branch libraries, as they have low visitation.
- Visitation is increasing and attributed to programs, activities and events, collections and amenity. Yet, branch libraries are not meeting industry guidelines for optimal location (low traffic areas that are not near centres leading to low utilisation), and have high running costs (due to the large number of branch libraries) which limits the delivery of library services. For example, 24/7 or unstaffed access are restricted by low foot traffic and poor street visibility.
- Other issues include:

  Chatswood Library being overcrowded, unclean and noisy

  Branch libraries being undersized for their population catchment

  People not being able to sufficiently engage and connect with the community

  Demographic changes possibly leading to community members feeling socially isolated

  Difficulty with the library website, catalogue and online connection with the library community

  The need to offer greater support to the community with emerging technology

  Local studies collections being limited and difficult to access and understand.

Willoughby Affordable Housing Policy

- The policy aims for an increase in affordable rental housing for moderate-income key and essential worker households. It mentions that affordable housing is a vital element of social and economic infrastructure in helping to meet unmet needs.

Reflect Reconciliation Action Plan



- The plan is a commitment towards reconciliation and partnering with First Nations people to understand more about their histories and cultures.
- Within the plan, there is a list of activities that have demonstrated Council's commitment to reconciliation. There is an annual exhibition with Aboriginal artworks, and Willoughby Library holds First Nations related events and activities throughout the year.
- Regarding social infrastructure, the action plan includes actions and deliverables to work with First Nations community members to identify a suitable place for and establishing a Yarning Circle to build respectful relationships and to preserve and pass on cultural knowledge, as well as consulting the community regarding the use of Aboriginal and Torres Strait Islander language when naming local features, social and community infrastructure and events.

Disability Inclusion Action Plan 2022-2026



- The plan is for council to identify actions to create a more inclusive city over a 4-year period by improving access and inclusion for people with disabilities.
- Highlighted in the plan is a need for improved access to parks and open spaces, and community buildings (e.g. libraries and aquatic centres); more accessible parking options; and better accessibility and connections within streets and neighbourhoods.
- Council currently promotes inclusion through its social infrastructure by holding a quarterly dance at the easily accessible Dougherty Community Centre and having accessible community gardens.
- Key objectives are for community facilities and venues to be accessible and inclusive, and for opportunities for inclusive participation to be available for the community. Relevant actions look to increase places to rest on streets and outdoors, adult change facilities, and quiet spaces and sensory seeking places in parks and community facilities, as well as have more charging points and hearing augmentation technology in community facilities.

Willoughby Youth Action Plan 2024-2027



- The plan acknowledges the needs of young people and identifies ways to support them over a 3-year period.
- The plan reports on the need for young people to feel included and be a part of a community, to feel supported, and to have well-equipped public facilities and open spaces that are accessible for them. Specific facilities mentioned include Chatswood Youth Centre, Chatswood

Library, Dougherty Community Centre, Willoughby Leisure Centre, Gore Hill Oval and Chatswood Oval. It also identifies the lack of regular programs, events and activities for young people and a lack of awareness and information about them.

- The plan also acknowledges that young people in the community like participating in extracurricular facilities but are often overwhelmed with study and other commitments, and that there are greater opportunities for them to be engaged and support, particularly during transitional life stages. Young people identified that they want access to a local support service provider in an informal environment, as well as respectful relationship education programs (includes consent education). They also want to receive support through transitional support programs, and support from parents, families and friends. This support could be received in the Chatswood Youth Centre and other council facilities.
- Goals and actions are mostly towards program delivery (e.g. partnerships, running campaigns and promotions, event coordination) and increasing engagement, and the outcomes are about increasing engagement and attendance of young people.
- Outcomes relevant to social infrastructure use are tabled below, verbatim:

Goals, actions and outcomes relevant to social infrastructure

Goal	Action	Outcomes
Provide free and low cost programs/ activities/ events for young people	– Delivery of skills development programs for young people, exploring a broad range of topics	More young people accessing youth friendly spaces, such as: – Chatswood Youth Centre – Chatswood Library Willoughby Leisure Centre – Increase in identified youth friendly spaces across the LGA
Celebrate young people	– Showcase the creative and artistic works of young people in Council's exhibition, galleries, venues and public spaces.	– Youth exhibitions promoted and delivery in the LGA. – Young people participating in creative programs
Support the development of youth-led/ community partnerships to develop and increase peer-led support group initiatives and events targeting specific concerns	– Support and mentor WYAG members to develop activities for events and programs.	– Number of WYAG events held at Chatswood Youth Centre.

Goal	Action	Outcomes
Increase number of young people accessing Drop-In at Chatswood Youth Centre & Support Services	– Work with WYAG and Marketing Team to build on youth services promotional activities to include video to promote the Youth Centre, Youth Services programs & events	– More young people aged 12-18 from diverse backgrounds feeling confident and safe accessing the youth centre for recreational purposes; and accessing advice and referral service because promotional material is current, youth-led and appeals to youth audiences.
Increase youth events for young people to build more respectful relationships	– Provide relationship, wellbeing, and sexual health resources for young people in English and Mandarin at Chatswood Youth Centre	– N/A

Source: Willoughby Youth Action Plan 2024-2027

Branch Library Review Report

- In 2019, a review of the City's library services was conducted. It was found that:

  Chatswood Library had greater visitation than all branch libraries combined (excluding the community library in Castlecrag)

  All branch libraries are undersized for their local populations, and have a lower number of opening hours than recommended

  Branch libraries (excluding Artarmon Library) are poorly serviced by public transport

  No branch library is within an identified priority local centre.

- It was noted that there is potential for community hubs in the LGA to help address gaps and unmet needs. According to the 2019 Community Wellbeing Survey, some needs to be considered include:

  That people have mental health concerns (particularly younger residents), feel isolated and discriminated against (particularly residents who live in apartments, residents who speak a language other than English, and residents with a long-term illness or disability)

  Some people do not have access to a car

  Some services/activities are too expensive to use or attend (mostly childcare services, health services and facilities, and cultural facilities.

- Services delivered from Castle Cove and West Chatswood could be repurposed and the sites could be used differently if found to be underutilised by the community. While Artarmon, Naremburn, and Northbridge could be used as affordable housing to key workers, it would be expensive, and community hubs might work better (with shared workspaces and long-term desk hire, and a decentralised customer service model).

- It was recommended for branch libraries to close and be replaced by alternative and pop up services in priority local centres (click and collect lockers, book vending machines), with existing libraries repurposed for community use (community hubs that incorporate library services. Community hubs would be in Artarmon, Northbridge and West Chatswood, while community libraries would run in Castle Cove and Castlecrag.

Branch Libraries Survey 2025 – top findings

Artarmon

Question	Key survey finding
Do you live in Artarmon?	- 47% live in Artarmon (highest response) - 21% live in the LGA (second highest response)
What is your age group?	- 32% 35-49 years (highest response) - 23% 65-79 years (second highest response)
What is your life-stage?	- 36% Family duties (highest response)
Why are you visiting the library today?	- 27% For a program with my child (highest response) - 26% To borrow a book (second highest response)
On average, how often do you visit the library?	- 41% Weekly (highest response)
As a result of using the library, have you experienced any of the following…	- 25% My child learns and connects with their community (highest response) - 21% I feel safe and relaxed at the library (second highest response)
Selection of general comments related to branch library	'Library staff are friendly and helpful and make Artarmon library a relaxed and cosy place' 'Longer opening hours' 'Love the activity of coming here' 'The children's programs are fantastic!' 'Make local libraries more accessible'.

Source: Willoughby Council, 2025

Castle Cove

Question	Key survey finding
Do you live in Castle Cove?	- 51% live in Castle Cove (highest response) - 21% live in Roseville (second highest response)
Do you live in the retirement community next door?	- 85% No
What is your age group?	- 46% 65-79 years (highest response) - 21% 80 years and above (second highest response)
What is your life-stage?	- 54% Retired (highest response) - 15% Working (second highest response)
Why are you visiting the library today?	- 39% To borrow a book (highest response) - 13% To generally browse (second highest response)
On average, how often do you visit the library?	- 61% Monthly (highest response)
As a result of using the library, have you experienced any of the following…	- 31% I feel safe and relaxed at the library (highest response) - 27% I feel more connected to my community (second highest response)
Selection of general comments related to branch library	'Appreciate the range of books and the helpfulness of the library staff' 'Please don't close our library, not everyone goes to Chatswood to borrow books – I am also a rate payer' 'I enjoy meeting the community at the library' 'More opening hours' 'The library is very needed here. We are lucky to have a librarian who is as helpful and knowledgeable'

Source: Willoughby Council, 2025

Northbridge

Question	Key survey finding
Do you live in Northbridge?	- 63% live in Northbridge (highest response) - 5% live in Willoughby (second highest response)

What is your age group?	- 34% 35-49 years (highest response) - 26% 65-79 years (second highest response)
What is your life-stage?	- 32% Working and Retired respectively (two highest response)
Why are you visiting the library today?	- 30% To borrow a book (highest response) - 19% To return a book, and for a program for my child respectively (following two highest response)
On average, how often do you visit the library?	- 49% Weekly (highest response)
As a result of using the library, have you experienced any of the following…	- 32% I feel safe and relaxed at the library (highest response) - 29% I feel more connected to my community (second highest response)
Selection of general comments related to branch library	'Please, please give more opening hours morning and afternoons eg: 3-6pm' 'An excellent service – warm and welcoming staff, highly recommend Northbridge Library' 'This is a very welcoming space! Thankyou' 'Very valuable – great access to books. Activities for little children are fabulous'

Source: Willoughby Council, 2025

West Chatswood

Question	Key survey finding
Do you live in West Chatswood?	- 33% live in West Chatswood and Lane Cove North respectively (two highest responses) - 8% live in Lane Cove (third highest response)
Do you live in the retirement community next door?	- 93% No
What is your age group?	- 43% 35-49 years (highest response) - 13% 25-34 years and 50-64 years respectively (second highest response)
What is your life-stage?	- 30% Family duties (highest response)

Why are you visiting the library today?	- 22% To borrow a book (highest response) - 21% For a program for my child (second highest response)
On average, how often do you visit the library?	- 39% Weekly (highest response)
As a result of using the library, have you experienced any of the following…	- 26% My child learns and connects with their community (highest response) - 24% I feel safe and relaxed at the library (second highest response)
Selection of general comments related to branch library	'I'm not good at English but staff lady was very kind and it made me want to come regularly' 'Everything is perfect' 'Please extend the library hours, preferably daily' 'Love story play. Very important for child development' 'Nice little library'.

Source: Willoughby Council, 2025

Discussion paper: Land use mix in the Chatswood CBD

- Through the 2024 Discussion Paper, feedback to inform decisions regarding the future land uses and supporting infrastructure of Chatswood CBD was collected. The paper recognises the need to balance employment and mixed-use residential uses in the CBD, with low demand for commercial office space and increased demand for housing.
- Relevant challenges raised were that build-to-rent housing will see the loss of rateable income for service provision, and the limited ability in forecasting and quantifying the demand for future infrastructure and services from additional built-to-rent housing residents.
- Additional housing in the CBD means that investments and contributions from developers are needed, and Council will need to prioritise what to deliver and where. For example, discounting floorspace in exchange for key community infrastructure. The paper notes that Contributions Plans must be reviewed to ensure new development can be appropriately levied to fund local infrastructure. Fragmented land ownership and lot sizes may also make it hard for developers to deliver appropriately sized facilities for public use.
- At the same time, there are opportunities for initiatives that promote clustering of community facilities (co-locating hard and soft infrastructure) and public benefits through mixed-use development in the CBD. A mix of both Council and non-Council social infrastructure will help to form a network of social infrastructure of different sizes and types benefitting the community.
- In the community engagement outcomes report, the need for more community facilities to support a growing population, like skate parks, childcare services, schools and other facilities, and green

open space was raised. The significance of facilities to support community health and wellbeing, particularly for young people and families was also raised.

Willoughby Public Art Policy 2020

Public art is recognised by Willoughby Council for its ability to enliven urban spaces and contribute a positive sense of place, and highlight the cultural, social, heritage and economic values of the local area. Council is committed to developing and encouraging high quality and original public art projects (temporary and permanent) into the urban environment and community life of Willoughby.

Willoughby's Public Art Policy is based on 5 principles:

- Expression: provision of platforms for individual and community creative expression
- Engagement: ensuring community involvement and social interaction and inclusion
- Activation: art as a significant contributor to place making
- Creativity: recognising and valuing artists and creators
- Integration: to appropriately integrate public art into the urban and natural setting.

To help grow and promote public art in the LGA, Council has identified its role as promoting artistic expression, ensuring preservation and maintenance of works, ensuring development applications and information are provided and regulated, facilitating partnerships, advocating for, and celebrating local achievements in this space.

City of Sydney Cultural Strategy 2025-2035



- The strategy aims to retain, rebuild and reimagine culture, heritage, identity, the arts and creative industries across the City of Sydney.
- The strategy was developed around 4 strategic areas/cultural pillars: the right to culture, creative workforce, cultural infrastructure, and creative participation.
- City of Sydney will support culture through production, employment, investment, space, inspiration and leadership.
- It was noted that the creative workforce in Greater Sydney is retracting and that the cost of living in Sydney is part of the challenge. Other notable challenges include the reduction in creative workspaces and the need to safeguard these spaces; higher costs to attend cultural activities are excluding some members of the community; the costs of compliance are a barrier to operating in creative spaces and producing events; investment is mostly focussed on presentation not production; diversity and inclusion is slowly progressing; a culture of collaboration rather than competition is needed; and that the sector is suffering burn-out.
- Action items fell under the 4 pillars and retain, rebuild and reimagine. Headline actions included:

Right to culture: Aboriginal and Torres Strait Island peoples and their cultural practices are valued and supported; we value our cultural life and champion our creative industries

Creative workforce: an increasing number of workers live and work in the City; Sydney's cultural life reflects the diversity of our communities

Cultural infrastructure: there is an increasing supply of accessible creative spaces; creativity and culture is embedded in the fabric of the City

Creative participation: creativity and great experiences fuel the vitality of the City; there is equitable access to education and learning opportunities, everyone can participate in a creative practice.

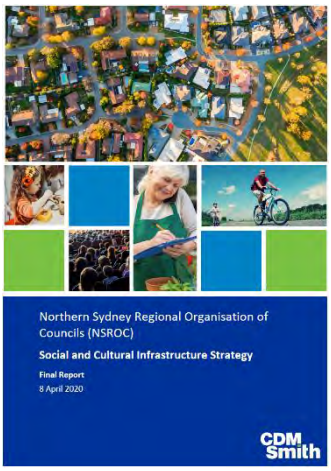
- The strategic included specific and measurable goals, as outlined in the table below.

Measures, metrics and goals relevant to social infrastructure

Measure	Metric	Goal
Right to Culture	Satisfaction with access to culture	Overall satisfaction rate of at least 56% (baseline 2015 results)
	Improved rates of satisfaction by demographics: concession card holders, non-English speakers, Aboriginal and Torres Strait Islands, people with a disability	All demographics record rate of 50% or more
Creative Workforce	Growth in creative workforce	Cultural and creative industries employment returns to a state of growth
	Cultural diversity in the core	Aboriginal, Torres Strait and CALD representation in the core workforce, aligning with population demographics
Cultural Infrastructure	No net loss of cultural and creative industries floorspace	Continued occupation of at least 6.9% of commercial floorspace (baseline 2022 floorspace survey)
	Amount of creative floorspace occupied by core creative industries	An additional 40,000 sqm of production space and workspace for core creatives
Creative Participation	Maintain high levels of attendance	90% of local population attending
	Increase levels of participation in cultural activities	50% of local population to participate
	All village areas experience similar levels of satisfaction with access to culture	Rates of satisfaction across all village areas are within 5% of the overall rate of satisfaction

Source: CoS Cultural Strategy 2025-2035

Northern Sydney Regional Organisation of Council: Social and Cultural Infrastructure Strategy



The Strategy is a framework for the NSROC region to deliver a satisfactory level of social infrastructure service to the community, and advocate for funding mechanisms to deliver the plan.

Social infrastructure trends identified included:

- Co-location of facilities
- Using community facilities as meeting places
- Having multi-purpose spaces
- Using a network approach.

A series of benchmarks were identified in the strategy that have been used as a starting point for this study.

A number of new social and cultural facilities were identified by the needs assessment. The proposed distribution did not locate any facility in Willoughby LGA. The overarching goal for NSROC was identified as ensuring liveability in the region is enhanced by the delivery of appropriate social, arts, cultural and recreational infrastructure. Guiding principles for the delivery of social infrastructure included:

- Best use of existing facilities
- Innovative partnerships
- Co-located and multi-purpose hubs
- Facilities should be planned as part of a network
- Multi-purpose facilities should be tailored to the local demographics
- New facilities should be located in community hubs.

Share Our Space program

In April 2025, the NSW Government announced the Share Our Space program. A trial of 11 public school in NSW will open their school ovals, sports courts and playgrounds for public recreational use beyond school holidays. The existing Government program to share spaces allows for approximately 200 school outdoor facilities to be access by the public during school holidays, however this program will permit the opening of ovals outside of school holidays.

[37]

[37] NSW Government, 2025, Share Our Space; School oval gates thrown open across NSW, unlocking new green spaces for the public | NSW Government

NSW DPIE Public Spaces Charter, 2021

- The charter is a guide for ensuring quality public spaces (including public facilities) are accessible, inclusive, and enjoyable by all.
- Key takeaways from the charter are that social infrastructure should be flexible and able to accommodate various uses, and be well-activated and connected (potentially co-located).
- The 10 principles that the charter is built upon is briefly summarised below.



Principles relevant to social infrastructure

Principle	Summary – relevance to facility types, needs and best practice
1. Open and welcoming	– Public space needs to be inclusive, offer diverse uses and good experiences that are free of charge, be designed with accessibility in mind, and integrate well with surrounding land uses. – It is beneficial to have a network of linked and equitably distributed public spaces that support each other.
2. Community focused	– Public space should bring people together and create a sense of social connectedness. – Community-led public spaces are more likely to meet the needs of the community.
3. Culture and creativity	– Places with arts and cultural offering are where people want to be in, and participation for artists and audiences are encouraged. – Libraries, parks, laneways and plazas, for instance, can provide flexible and informal space supporting creative works, while spaces around and in between public facilities, like libraries, museums, galleries and community centres, are good locations for planning creative and cultural projects and activities. They can also help to activate public spaces.
4. Local character and identity	– New public spaces, particularly in urban renewal and brownfield developments, should be sympathetic to history and heritage. For instance, adaptive reuse of heritage buildings like town halls, fire stations and hospitals can build on history and connection while also providing new public spaces. – Local artists and creatives should be supported to work with communities to deliver public art and creative placemaking programs that respond to place, local stories, cultures and history.

Principle	Summary – relevance to facility types, needs and best practice
5. Green and resilient	– Public space should be integrated with green infrastructure to enjoy the benefits of quality green space. For buildings, this might mean sustainable materials, green walls and rooves, and considering green fire breaks and flood mitigation zones. – Community facilities that are adaptable and flexible (can change use) can be used as refuge spaces and distribution points during natural disasters and crises.
6. Healthy and active	– Public space should not only be available, but also well-designed and connected, and encourage walkability and cycling. – Both lower and higher intensity uses, which have different needs, should be accommodated for. – Measures to increase walkability include wider contiguous footpaths, traffic-separating safety barriers, better lighting, crossings, and lower traffic speeds.
7. Local business and economies	– High-quality, well-design and well-managed public places is what draws people and attracts businesses and investment. – Activated streets and laneways (as public spaces) increase vibrancy and attract higher foot traffic, with creative placemaking and programming further enhancing these public spaces. – Activating parks, plazas, libraries, museums and community centres, for example, in a safe and welcoming way at night, can foster a more diverse and vibrant night-time economy.
8. Safe and secure	– Public spaces should be activated with a mix of uses and be well-lit, and incorporate suitable Crime Prevention Through Environmental Design principles.
9. Designed for place	– Public spaces should have open space and facilities that are multi-purpose, connected and flexible to support a range of uses at various times of days for any of its users. – Co-located public spaces can also help to diversify the use of the spaces and provide more equitable access. – Facilities should be fit for purpose, and able to adapt to changing uses and demands. – Connecting public spaces to the ground floors of buildings can help activate surrounding streets, laneways and open spaces, encourage vibrant public life, and make moving around easier and safer.
10. Well-managed	– Public spaces should be designed with financial sustainability, operations and maintenance costs considered, and managed in a way that considers its users. – Working with First Nations peoples should be a priority in managing public space. – Power and responsibility that is shared with the community can increase feelings of investment and willingness to maintain, program, beautify, and advocate for public spaces.

Source: NSW Government Public Spaces Charter

REVIVE Federal Government Cultural Policy, 2023



- The policy is a 5 year plan to renew and revive Australia's arts, entertainment and cultural sector.
- It recognises the need for strong cultural infrastructure to enable all Australians to have the opportunity to access and participate in arts and culture, and to support students and artists to learn, practise, develop, and showcase their work.
- It also acknowledges that cultural infrastructure must be restored, built and maintained, with institutions, organisations and entities spread across all levels of government and embedded within geographic, cultural, professional and social communities. This calls on the government's role to address geographic gaps relating to cultural provision. The policy also addresses the need for collaboration through partnership, coordination, and funding distribution across all government levels.

Creative Communities NSW Government Cultural Policy 2024-2033



- The policy is a 10 year framework to help grow creative industries in NSW, which the NSW Government will advocate for, enable and invest in. It gives effect to the REVIVE cultural policy.
- The more relevant objectives and focus areas of the policy tied to social infrastructure needs and provision are summarised below.
- The NSW Government has also committed to include working with local councils to reduce red tape for festivals and events to access local spaces, and undertaking an audit in 2024 of underutilised spaces that could be made available for artists and cultural activities.

Objectives relevant to social infrastructure

Core objective	Objective	Focus areas
People	1. Broad and inclusive approach to artists and creative practitioners	– support local participation in arts and culture by aligning NSW Government investment with community needs
Infrastructure	1. Broad and inclusive approach to infrastructure	– unlock underutilised spaces to be fit-for-purpose and cost effective for creative and cultural uses – increase the number and quality of accessible, appropriate and affordable spaces where needed – address cultural infrastructure gaps across sectors – remove barriers that inhibit venues and precincts from flourishing

Core objective	Objective	Focus areas
	2. Sustainable organisations and spaces – support resilience and sustainability	– provide resources and training to support creatives and creative organisations – provide and facilitate connections between government, industry, and educational institutions – protect and preserve cultural assets and collections
	3. Deliver equitable investment and service delivery across NSW	– establish a whole-of-government approach to investment, and service and program provision in a way that is equitable

Source: NSW Government Creative Policy

NSW State Library – Library Building Calculator[38]

- The NSW State Library Building Calculator is an excel based tool for planning the size and space of a library and its different services and uses.
- There are 3 calculators built into the excel spreadsheet:

  Population calculator: the first uses population data inputs to estimate the library floor area that may be required to service such a population.

  Service calculator: the second uses population and library collection data to estimate the services that may be needed in the library such as desk space, lounge space and public computers.

  Renovation calculator: the third uses population and floor area inputs to estimate the desired floor area/allocation of spaces.

INSW – State Infrastructure Strategy 2022-2042



- The strategy identifies Infrastructure NSW's advice on the infrastructure needs and priorities for NSW for a 20 year period from 2022.
- Relevant to social infrastructure are the following points:

  For an enduring program, investment should be diversified and orderly in delivery

  Ensuring future investment has multi-year programs

  Service reliability must be at the forefront

  Infrastructure is critical to help address housing affordability

[38] https://pls.sl.nsw.gov.au/managing-my-library/buildings-and-spaces/people-places/planning-tools/library-building-calculator, date accessed: 05/06/2025

NSW's extensive asset base should be leveraged to support growth (integrated land use plans, higher utilisation backed by a social licence, include technological improvements)

Noting service delivery has changed, so infrastructure should change as well (provision of modern physical infrastructure with digital capabilities; co-location of services).

- Actions related to social infrastructure are documented in the table below.

Objectives and directions relevant to social infrastructure

Objective	Strategic direction	Recommendations
Boost economy-wide productivity and competitiveness	Address gaps in cultural and sporting infrastructure to help attract visitors and skilled workers to NSW	Review progress of cultural and sporting infrastructure strategic and investigate new investment opportunities to support the visitor economy
Service growing communities	Improve access to efficient, quality services through better use of assets and a better mix of physical infrastructure and technology-enabled solutions	Improve efficiency and service quality in the social infrastructure sectors through co-location and diversity of legacy assets
Integrate infrastructure, land use and service planning	Coordinate infrastructure, land use, and service planning to meet housing, employment, industry and community needs	Deliver more housing, jobs, amenities and services in locations where there is spare capacity in existing and planning infrastructure. Actively reflect history, culture, and heritage in places and infrastructure

Source: INSW SIS 2022-2042

NSROC Review of Supply and Demand for Sports Facilities in the NSROC Region



NSROC member councils have been concerned about the capacity for sports facilities to meet the needs of the growing population.

In 2023, NSROC completed a comprehensive supply and demand assessment for indoor court, indoor speciality, outdoor court, outdoor speciality and playing fields across the NSROC region.

For Willoughby, results indicated that by 2036 the LGA is likely to have a shortfall of around 1.33 hectares of indoor courts, 1.17 hectares of indoor speciality, 1.91 hectares of outdoor speciality, and 34.34 hectares of playing field. It is expected that there would be a surplus of outdoor courts at 6.29 hectares.

Appendix B: Examples

Burwood Library Hub (Burwood, Sydney)

The Burwood Library and Community Hub is located within Burwood town centre. Located within Burwood Library is the 'Hub', a space that supports creativity and ideas. The Hub includes:

- Creative Space: an open workshop area
- Digital Lounges: featuring digital artworks, retro games and interactive experiences
- Exhibition Space: to showcase multi-media community artworks
- Amphitheatre: a flexible space for study, performance, talks and workshops
- Digital Studio: a soundproofed studio space to learn about digital content creation
- Creative Residency Studio: to support artists with an associated residency program.[39]

Burwood Library Hub



Creative Space



Digital Lounges



Exhibitions

Source: Burwood Council website, 2026

[39] https://www.burwood.nsw.gov.au/For-Residents/Burwood-Library/Hub

The Bundha Sports Centre (Fitzroy North, Melbourne)

The Bundha Sports Centre in Fitzroy North, Melbourne is an example of a multi-level community indoor court facility. It is located approximately 5km north of Melbourne's CBD. Located at the former Fitzroy Gasworks Sports Centre site, it is the first publicly accessible vertical sports centre in Australia. There are 4 floors in the development:

- Ground floor: Café, multi-purpose room x 1, purpose built futsal court x 1
- Level 1: Health club with inbuilt Olympic weightlifting flooring space
- Level 2: Competition standard courts x 2 (basketball, netball, volleyball)
- Level 3: Functional space x 1 (meeting or group exercise space), bleacher stand
- Level 4: Competition standard courts x 2 (basketball, netball, volleyball)

The Centre was delivered in partnership by the Victorian State Government (contribution $50 million) and City of Yarra ($5 million). The Centre is operated by Clublinks. It is due to open February 2026. The development is located within the wider Fitzroy Gasworks precinct which includes delivery of residential dwellings.[40]

Bundha Sports Centre



Source: **https://bundhasportscentre.com.au/**, 2026

[40] https://bundhasportscentre.com.au/; https://www.development.vic.gov.au/projects/fitzroy-gasworks/pages/key-projects

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