

Community Infrastructure Needs Analysis

St Leonards Telstra Exchange

Submitted to Department of Planning and Environment
on behalf of Home Apartments

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1.0 Introduction

1.1 Project description

The project is for the redevelopment of the Telstra Exchange site and includes a concurrent State Led Rezoning and State Significant Development Application (SSDA) submitted to the DPE under Method 3 of the Priority Assessment Program (PAP).

Specifically, the proposed development seeks approval for a mixed-use development comprising, build-to-rent housing (BTR), commercial and retail land uses. Specifically, the proposed development comprises the following works:

- Site preparation and excavation.
- Retention and integration of the existing Telstra Exchange Building.
- Construction of a new 42-storey mixed-use development, comprising:
 - 21,472m² of build-to-rent housing across 31 storeys, including 272 dwellings.
 - 3,840m² of non-residential space within an 8-storey podium including ground level retail and short stay accommodation.
 - 721 m² of Key Worker Housing across 1 level, within the podium, delivering a total 10 dwellings to be managed as part of the build to rent development.
 - 2,014m² of community amenity facilities throughout the building.
- Residential lobby accessed via Christie Street and separate serviced apartment accommodation lobby accessed via Pacific Highway.
- Podium car parking and loading area with vehicular access via Christie Street, comprising a 48-space car stacker;
- Associated landscaping and public domain works; and
- Augmentation of, and connection to, existing utilities services as required.

The proposal will be supported by a Voluntary Planning Agreement to provide:

- A monetary contribution to Council of \$3.6 million towards Councils provision of local infrastructure; and
- 10 affordable housing units for key worker housing within the podium that will be owned and operated by Home as an extension of the build-to-rent offer.

In addition, Section 7.11 Contributions and the Housing and Productivity Contributions will be paid accordingly.

1.2 Purpose of this report

This Community Infrastructure Needs Analysis (CINA) has been prepared to determine the community infrastructure needs and opportunities for the St Leonards Crows Nest Planning Area. This analysis will inform future discussions relating to planning and delivery of community infrastructure between Home Apartments, the DPE and other stakeholders including other NSW government agencies and Council.

This Community Infrastructure Needs Analysis will comprehensively address the following Study Requirement:

Table 1 Study requirements

Deliverable	Study requirements
4.1.5 Prepare relevant technical studies in support of the proposed planning controls	An Infrastructure Needs Assessment that evaluates: <ul style="list-style-type: none">• The need and capacity for local and regional infrastructure to support the future development resulting from the proposal• The existing and any planned local infrastructure as part of the initial concept proposal as well as any infrastructure requirements and associated funding for the proposal, and• The required contributions under the State Infrastructure Contributions Plan (SIC) for St Leonards Crows Nest and any local development contributions plan.

This analysis provides Home Apartments with a robust evidence-base to guide future delivery of social infrastructure to sustain community wellbeing and resilience through its renewal of the Telstra Exchange site.

This analysis sets out the evidence base for analysing the adequacy of supply of community infrastructure, both current and forecast, including detailed infrastructure audits and demographic profiles of residents and workers – the primary users.

It then delivers a needs analysis or gap analysis, guided by established benchmarks, to guide priorities for delivery on this site. This analysis is ultimately intended to guide infrastructure delivery to underpin successful growth, by recommending approaches to address potential shortfalls, and setting out a pathway to future supply to meet community needs and support community wellbeing and prosperity over the long term.

1.3 Scope

For the purpose of this assessment, multiple study areas have been chosen in order to analyse the impact and need for community infrastructure at a local and district/regional scale. The chosen study areas have been defined with consideration to the following key parameters:

- **Local Study Area** – Defined as the St Leonards Crows Nest 2036 Plan boundary. This study area has been selected as representing the community most likely to be accessing and utilising local order community infrastructure in St Leonards and is in most parts approximately 20-minute walking distance from this site (~1km).
- **District/Regional Study Area** – Defined as the boundaries of Lane Cove LGA, North Sydney LGA, and Willoughby LGA. This scale is approximately 5km across and represents the scope of district and regional infrastructure likely to be accessed by future residents of this site.

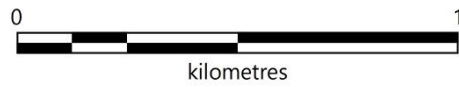
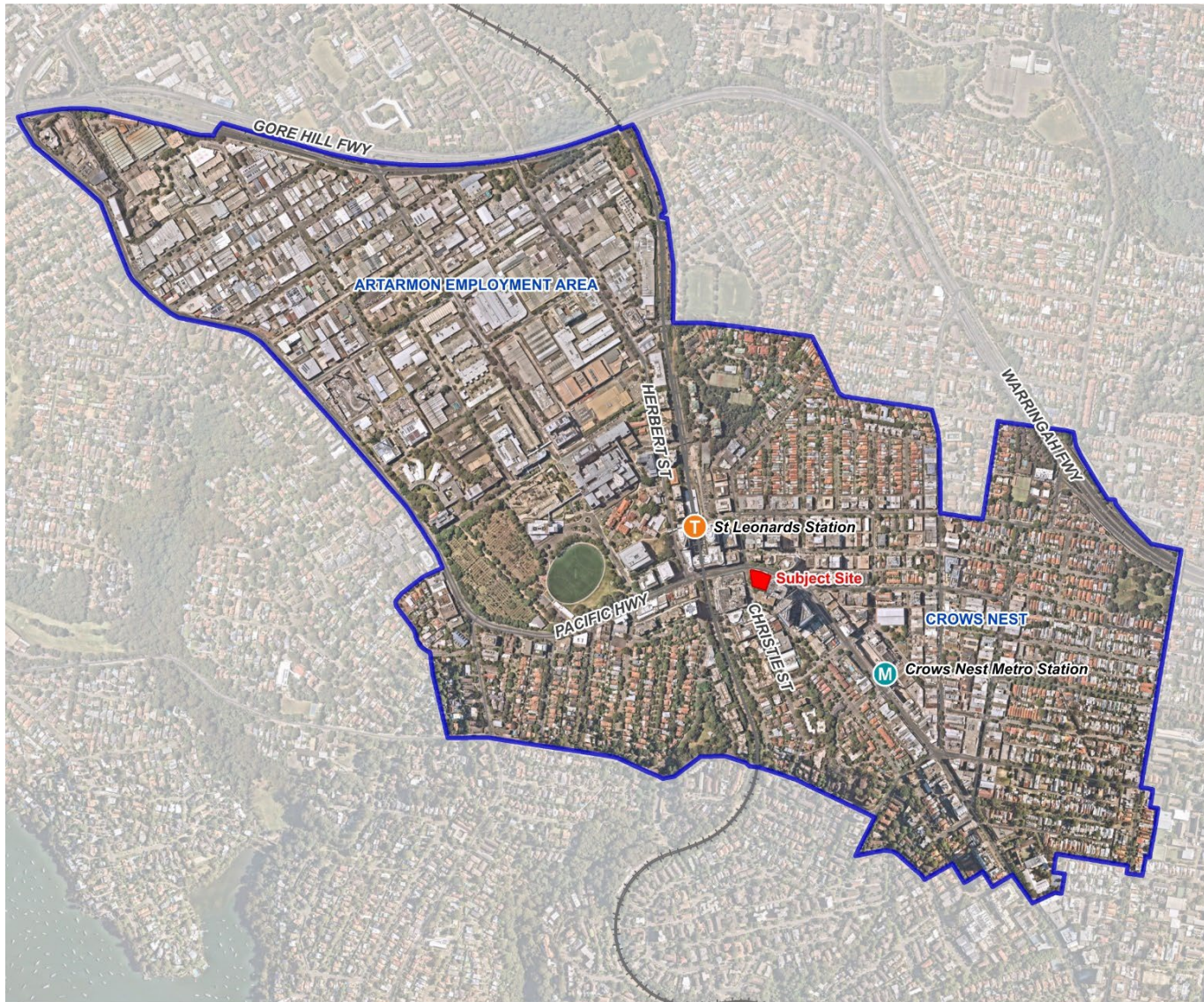
The study areas have been defined having regard for the location of community facilities as well as surrounding centres. The identified study area boundaries are presented in **Figure 1** and **Figure 2**.

The following community infrastructure has been audited for this assessment. This typology represents a range of infrastructure considered suitable for the high-density context of St Leonards, and to align with previous social infrastructure planning for the precinct. The typology includes:

- **Libraries and community spaces**
 - Integrated multipurpose community centre
 - Library space
 - Local community centre
- **Early years, young people, and families**
 - Youth (youth-friendly space and youth centres)
 - Play spaces
 - Childcare and preschool
- **Schools and education**
 - Primary school (government and non-government)
 - High school (government and non-government)
 - Tertiary education
- **Creative and cultural infrastructure**
 - Local creative practice
 - Local creative presentation
 - Local creative participation
 - District creative infrastructure (community arts centre and performing arts facility)
- **Health and wellbeing**
 - Health hub
 - Local medical centre
 - General practitioner
 - Allied health service
 - Aged care facility
 - District health infrastructure
- **Housing equity and economic development**
 - Seniors housing
 - Social and affordable housing
 - Work hubs/business incubator spaces
- **Sport and recreation**
 - Sports field
 - Tennis courts
 - Outdoor courts (netball, basketball)
 - Indoor court facility
 - Aquatic facilities
 - Outdoor fitness stations
 - Dog off-leash areas
 - Skate park
 - Community gardens
- **Contemporary and emerging infrastructure types**
 - Local spiritual and faith spaces
 - Aboriginal community space
 - Community lounge room
 - Quiet rooms
 - Health and social services hub

A full description of the typology is outlined at **Appendix A**

It is noted that these typologies were selected for general assessment and analysis to inform future discussions relating to gaps with key stakeholders. It is not anticipated that the proposal will be suitable to deliver on every gap identified. These gaps represent deficiencies in provision for the locality generally, and many will be addressed by NSW Government agencies and Councils in a broader urban renewal context.



 Study Area

 Subject Site



Figure 1 Local Study Area – St Leonards Crows Nest Precinct

Source: Ethos Urban

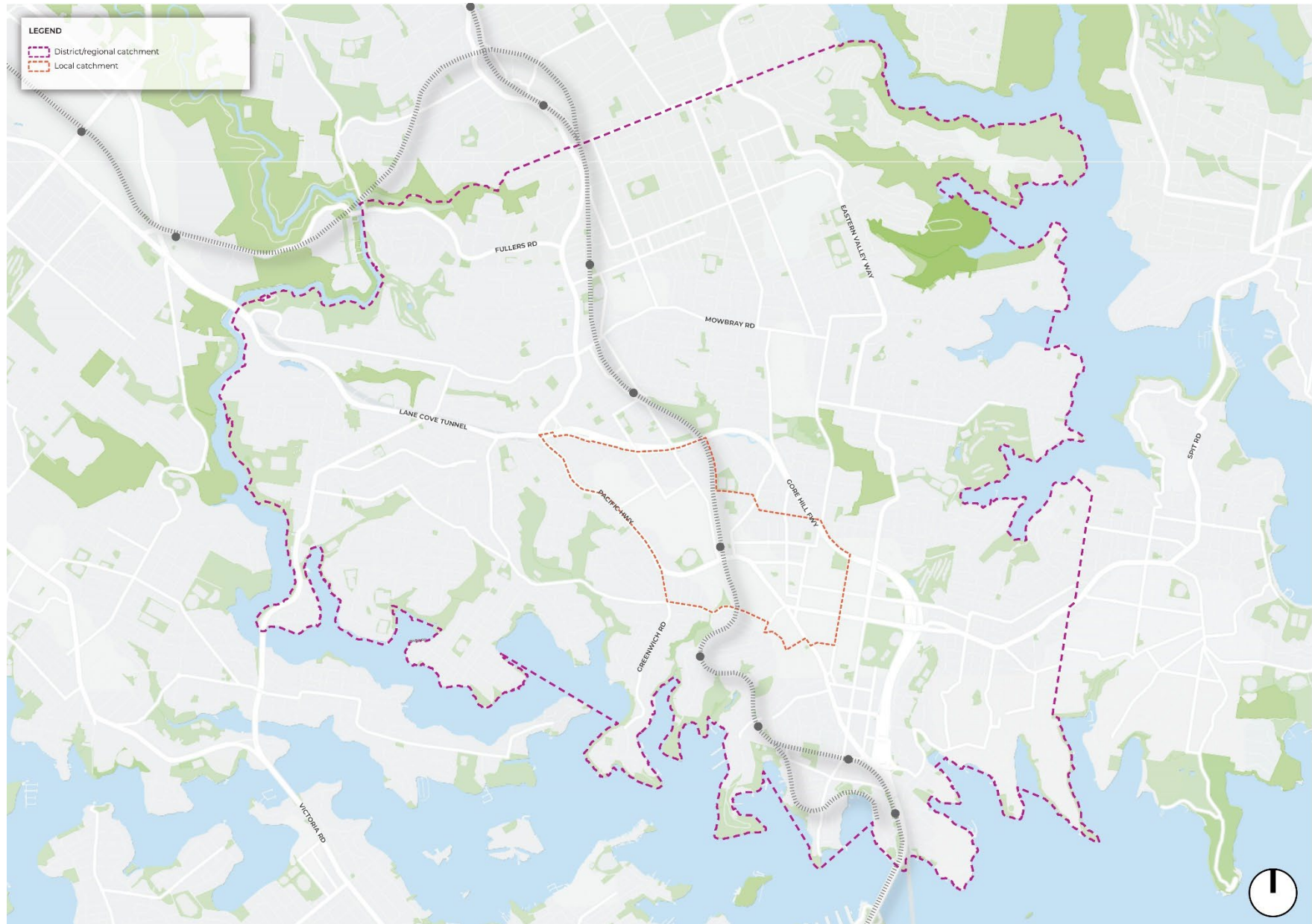


Figure 2 District/regional study area – Lane Cove, North Sydney, Willoughby LGAs

Source: Ethos Urban

1.4 Area context and community infrastructure planning implications

1.4.1 Area Context

Located five kilometres North-West of the Sydney CBD, the St Leonards and Crows Nest area is identified as a strategic centre through a suite of high-level planning documents, including the Greater Sydney Region Plan and the North District Plan. The introduction of the new Crows Nest Metro Station as part of the Sydney Metro City & Southwest – Chatswood to Sydenham project has also presented an opportunity for renewal and activation in the area.¹

The St Leonards Centre has recently been undergoing a transition from smaller, aging commercial buildings to new multi-storey, mixed-use development. The area immediately surrounding the site is undergoing wholesale renewal. To the North, 'The Forum', the foundation of the urban renewal at St Leonards, now acts as its commercial, retail and transport hub.

St Leonards is growing rapidly in structure as a hub for healthcare, medical research, and educational establishments. Specifically, these include services at or allied to the expanded, multi-billion-dollar Royal North Shore Hospital, the North Sydney Medical College, and North Sydney TAFE (St Leonards Campus). This proposal supports the Strategic Centre status through provision of a mixed-use development providing housing diversity and serviced apartments.

The St Leonards Centre is in the process of undergoing a transition from an ageing, second-tier commercial precinct, to an active mixed use area incorporating a mix of commercial and residential land uses. This transition is being supported by current development activity, recent approvals, and future planned development. The immediate surrounds include a range of building forms which are transforming to high-rise commercial and multi-storey, mixed-use residential buildings.

The St Leonards Crows Nest Precinct, more broadly, is expected to experience significant urban renewal for an expanding employment centre and growing residential community. The vision for St Leonards Precinct includes:

The St Leonards core will be revitalised through a balance of commercial and residential development, providing lively and active streets, safe and interesting laneways for people and sunny tree-lined public spaces. The best bits of the surrounding leafy neighbourhoods that locals love will be brought into the heart of St Leonards for residents, workers and visitors to enjoy.²

1.4.2 Planning implications

Several implications for social infrastructure planning arise from this area context, including:

- Consideration of the role of the precinct in its North Shore context – as a commercial as well as transport hub. Building on its existing role in the context of health and education, and as a strategic centre, will necessitate delivery of both local and higher order community infrastructure.
- The challenges of providing community infrastructure that matches the pace of growth of urban renewal, including timely delivery and impacts on existing networks.
- Social infrastructure provision that targets objectives outlined for the St Leonards Core, including contributing to activation of streetscape and providing infrastructure that 'locals love'.

¹ *St Leonards Crows Nest 2036 Plan* (NSW DPE, August 2020), p. 1.

² *Ibid.*, p. 5.

1.4.3 Previous needs assessment

This report builds on the previous needs assessment conducted to inform the *St Leonards Crows Nest 2036 Plan*. The previous report, the *Social Infrastructure and Open Space Study*, was conducted by ARUP and delivered in April 2018. It is a comprehensive report that addresses priorities for community infrastructure in the precinct and will be aligned with where possible. It is noted that some of the assumptions in that document have changed due to the lapse in time, including demographic data relied upon and an updated audit of current and planned provision.

The key social infrastructure issues and trends identified in that Study include the following.

- **Smaller homes and shared spaces:** Sydney's constrained spatial environment increasingly requires a more compact approach to living and playing. Smaller private space in apartments presents increasing need for high quality, accessible shared spaces.
- **Increase in lone person households:** Increasing trends of lone person households asserts the importance of public spaces/community centres as spaces for interaction and companionship
- **Ageing facilities:** With ageing infrastructure coupled with budgets becoming increasingly constrained, efficient, and effective use of infrastructure will be increasingly important. This means greater partnerships between government, private and non-government organisations, as well as employing digital technologies to connect, monitor and design services that more closely meet the needs of citizens.
- **Ageing communities:** Greater pressure will be placed on social infrastructure to be accessible and relevant to specific community needs with an aging population
- **Health inequity:** The rate of obesity across Sydney's population is increasing. Social infrastructure, including access to high quality networks of open space. Spaces for active play remain a strong part of supporting healthy communities.
- **Housing affordability:** Sydneysiders are increasingly experiencing housing stress due to increased house prices and low inflation. Part of a suite of responses to housing affordability is the provision of diverse housing options. This may include small and/or affordable homes in highly accessible areas with access to public transport, public open space, and social infrastructure. Requirements for a percentage of affordable housing to be provided in all new developments would also help.
- **Cultural diversity:** As communities become more culturally diverse, the demand for diversity in cultural and recreation space will increase. Flexibility and the ability to share space will become more important.
- **Global economy:** Liveability and place capital have become essential to Sydney's future to attract and retain talent. Access to quality social infrastructure remains fundamental to high quality of life.

These issues and trends are considered to remain relevant to planning for community facilities at the time of writing. Additional social infrastructure issues and trends have been identified in **Sections 2.4 and 2.5**, complementing the issues and trends identified above.

2.0 Social and strategic context

2.1 Strategic guidance

The *St Leonards Crows Nest 2036 Plan* (DPE, 2020), and associated informing *Social Infrastructure and Open Space Study* (ARUP, 2018), are key guiding strategies for the local study area. The outcomes of these studies, and ensuring alignment with recommendations and key projects, will be essential.

Key strategic guidance includes:

- Deliver key state and regional infrastructure to support long-term growth
- Enhance quality of life by providing infrastructure to support place outcomes
- Coordinate the delivery of infrastructure with growth to ensure infrastructure is available at the right time.

2.1.1 Planning context

St Leonards is identified as a strategic centre in the North District Plan, with the area around the Royal North Shore Hospital also identified as a Health and Education Precinct. The relationship between the strategic policy is identified in the figure below.

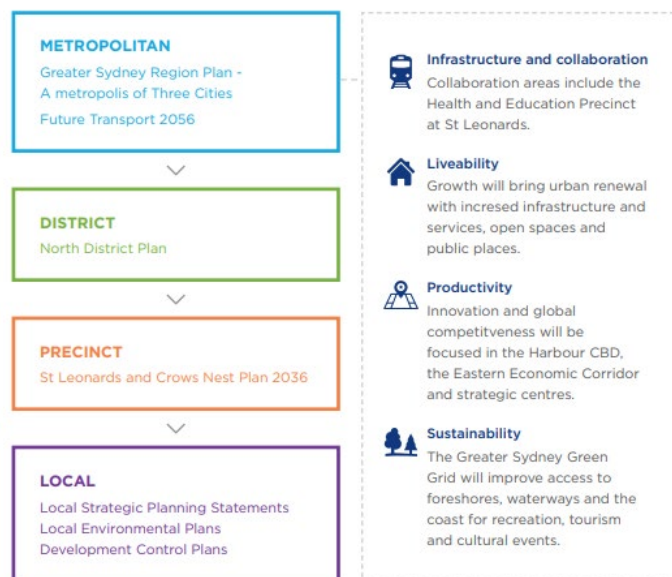


Figure 3 Planning Context – St Leonards and Crows Nest

Source: *St Leonards Crows Nest 2036 Plan* (DPE, 2020)

2.1.2 Guiding principles

The *St Leonards and Crows Nest Social Infrastructure and Open Space Study* (Arup, 2018) outlines a number of guiding principles that have been developed to inform the planning for and location of social infrastructure and open space. These are:

- Shared spaces that support functional diversity
- Libraries as community hubs
- Intergenerational spaces and programs
- Streets as part of the network of social infrastructure
- Stations as places
- Mixed use, education facilities are an integral part of the community
- A network of green spaces, liveable streets, and plazas.

2.1.3 Contributions plans

Contributions plans for the surrounding areas can be relevant in identifying planned supply of social infrastructure. While this project is not amenable to these plans, understanding planned provision in the surrounding area can ensure that opportunities on this site are maximised.

Contributions plans to which this site is amenable includes:

- *Lane Cove s 7.11 Development Contributions Plan* (Lane Cove Council, 2013)
 - Aquatic centre upgrades
 - Community hub aged services
 - Community organisations' space – Centrehse & WOT
 - Greenwich – community facilities carpark: site acquisition and construction
 - Little Lane community centre fit out
 - Seniors' centre renovation
 - Multi-use sports facility
 - Public art
 - New community facility and new park at Burns Bay
 - Sirius Road regional Park in Lane Cove West
 - Rail Plaza and community facilities in St Leonards
 - Public domain of 5 corner sites on the Pacific Hwy
 - Marshall lane upgrade.
- *EP&A (Special Infrastructure Contribution – St Leonards and Crows Nest) Determination 2020*
 - Road crossing improvements
 - Education -additional school places required by projected population growth in the special contributions area,
 - Open space – provision of open space through creating new or expanded parks such as Hume Street Park and a new park in St Leonards South
 - Pedestrian and cycle improvements – to enhance and expand cycleways and pedestrian paths along critical links.

Additional relevant contributions plans providing contextual awareness of planned social infrastructure includes:

- *s 7.11 Development Contributions Plan, St Leonards South* (Lane Cove Council, 2022)
 - New local park to be located between Park Road and Berry Road
 - Embellishment of land at the southern ends of Berry Road and Holdsworth Avenue to create two new pocket parks
 - 1,200sqm of floor space, split over 2 x 600sqm multipurpose local community centres (not-essential works). This will be located in the 'St Leonards South' precinct, on Canberra Avenue and Berry Road.
- *Local Infrastructure Contributions Plan* (North Sydney Council, 2020)
 - Additional 1,612m² of community floorspace proposed near Crows Nest Station
 - Additional 2,958m² of Library Floor Space, 50% at Crows Nest/St Leonards
 - 2,845m² of new parks
 - Construction and fit out of Hume Street multipurpose sports facility and plaza.
- *Willoughby Local Infrastructure Contributions Plan* (Willoughby City Council, 2019)
 - Naremburn Park upgrades, including playground upgrade and new equipment for older kids, improved lighting, BBQ space, outdoor fitness station, upgrade to playing courts
 - Gore Hill Oval upgrade, including indoor sports courts (x 6).

2.2 Policy drivers

The following key policy drivers have been identified through a review of state and local strategic policy:

- Population growth and diversity in North Sydney, Willoughby and Lane Cove LGA
- Demand for affordable housing
- Investment in health and education precincts to deliver improved health services and employment opportunities
- Demand for education opportunities
- Accessibility and transport
- Support ageing and culturally diverse communities.

2.2.1 Policy review

The following section synthesises the findings of a review of state and local policies, strategies and documents that articulate the desired social, cultural, and economic outcomes relevant to the proposed development.

These findings and their influence on this analysis are summarised in **Table 2**.

The following documents have been reviewed to inform this analysis:

- *St Leonards and Crows Nest Social Infrastructure and Open Space Study* (Arup, 2018)
- *North Sydney City District Plan* (Greater Sydney Commission, 2018)
- *St Leonards and Crows Nest 2036 Plan* (DPE, 2020)
- *North Sydney Local Strategic Planning Statement* (North Sydney Council, 2020)
- *Housing Strategy* (Willoughby Council, 2019)
- *Local Strategic Planning Statement* (Willoughby Council, 2020)
- *Our Greater Sydney 2056 North District Plan* (Greater Sydney Commission, 2017)
- *NSW Infrastructure Strategy 2018-2038* (NSW Government, 2018)
- *Strategic Plan 2018 – 2022* (NSW Department of Education, 2018)
- *Liveable Lane Cove: Community Strategic Plan 2035* (Lane Cove Council, 2018)
- *Local Strategic Planning Statement* (Lane Cove Council, 2020).

Table 2 Strategic policy drivers

Theme	Policy drivers	Relevant documents
Population growth and diversity in North Sydney, Willoughby and Lane Cove LGA	<ul style="list-style-type: none"> • The North Sydney LGA is forecast to experience an overall population growth of around 84,000 by 2036. 	<i>North Sydney City District Plan</i> (Greater Sydney Commission, 2018)
	<ul style="list-style-type: none"> • The population growth in Lane Cove LGA is estimated to increase from 37,350 to 52,300 from 2016-2036, an increase of 41%. Children aged 0-14 feature 18.5% of the population, and 65 years and older make up 13.7% of the population. 	<i>North Sydney Local Strategic Planning Statement</i> (North Sydney Council, 2020)
	<ul style="list-style-type: none"> • The population of Willoughby LGA is projected to reach 86,399 by 2026, and 91,418 by 2036. Families with children will remain a significant share of household types, with increases in the number of teenagers (15 to 19) and young adults (20-29) during this period. 	<i>Liveable Lane Cove: Community Strategic Plan 2035</i> (Lane Cove Council, 2018)
	<ul style="list-style-type: none"> • <i>“Improved quality of life can be achieved by co-locating schools, recreation, transport, community and health facilities, social infrastructure, and social services in walkable, mixed-use places”</i> (NSCDP, p. 146). 	<i>Local Strategic Planning Statement</i> (Willoughby Council, 2020)

Theme	Policy drivers	Relevant documents
	<ul style="list-style-type: none"> • Social infrastructure and services need to address: <ul style="list-style-type: none"> - Meeting people’s changing needs - Protecting the character of North Sydney’s distinctive neighbourhoods, heritage, and history - Address requirement for community facilities and spaces that are flexible and culturally appropriate 	
Demand for affordable housing	<ul style="list-style-type: none"> • It is a state and local government priority to improve housing supply, choice and affordability with access to jobs, services and public transport. • The <i>Willoughby Housing Strategy 2019</i> identifies potential for future high-density housing in St Leonards/Crows Nest. • Lane Cove Council’s <i>Local Strategic Planning Statement</i> identifies demand for housing options that are socially sustainable and accessible to community facilities, and transport, to minimise care use. • The <i>North Sydney District Plan</i> encourages dwelling growth, with 11,000 additional dwellings projected by 2036. LGA currently ranked 9th nationally in terms of highest concentration of children living in apartments, with families, in close proximity for schools, transport and work. • The health and education precinct attracts workers to the area, many of whom require access to affordable housing. “Nearby housing in commercial and residential areas which is affordable for key workers such as nurses will be required in the future to support the operation of the health and education precinct” (LSPS, p.82). • Key workers require access to affordable and diverse housing close to their places of work. The LSPS states the need to “increase housing diversity to cater to families, the aging population, diverse household types and key workers” (p.38). 	<p><i>North Sydney District Plan</i> (Greater Sydney Commission, 2018)</p> <p><i>Local Strategic Planning Statement</i> (Willoughby Council, 2020)</p> <p><i>Housing Strategy</i> (Willoughby Council, 2019)</p> <p><i>Local Strategic Planning Statement</i> (Lane Cove Council, 2020)</p>
Investment in health and education precincts to deliver improved health services and employment opportunities	<ul style="list-style-type: none"> • The site is located in the North Sydney Local Health District (NSLHD), which serves a growing population, many of whom are ageing and experiencing long-term, chronic and complex health conditions. • There is a state significant health and education cluster in St Leonards, focused on the Royal North Shore Hospital (RNSH), TAFE and High School sites. Significant development is planned for the cluster, which is located in a planned precinct that is subject of a recently prepared State Government planning strategy <i>St Leonards and Crows Nest 2036</i>. The planning strategy has a target of 16,500 jobs in the planned precinct over the next 20 years. • It is a state and local priority to support the growth of St Leonards as a health and education precinct, including RNSH. Planning Priority N9 of the <i>North District Plan</i> is “growing and investing in health and education precincts” (p.60). It is a priority to “promote synergies between RNSH and other health and education-related activities, in partnership with NSW Health” (pg.65). 	<p><i>Our Greater Sydney 2056 North District Plan</i> (Greater Sydney Commission, 2017)</p> <p><i>St Leonards and Crows Nest Social Infrastructure and Open Space Study</i> (Arup, 2018)</p>
Demand for education opportunities	<ul style="list-style-type: none"> • NSW school enrolments are expected to increase by approximately 25% over the next 20 years. 	<p><i>North District Plan</i> (Greater Sydney Commission, 2017)</p>

Theme	Policy drivers	Relevant documents
	<ul style="list-style-type: none"> The growing and diversifying community of Willoughby, Lane Cove and North Sydney LGA's are driving demand for expanded and improved education facilities. There is significant demand for education opportunities in the three LGA's. Enrolment at Chatswood Public School grew by 89% between 2008-2018 (608 students) and the school is at 108% capacity, while Chatswood High School grew by 48% (493 students) over the same period. Willoughby Public School and Willoughby High School have 2,000 students although they were originally designed to accommodate 450 students. It is estimated that an additional 21,900 students will be attending schools in the North District by 2036. 	<p><i>Local Strategic Planning Statement</i> (Willoughby Council, 2020)</p> <p><i>NSW Infrastructure Strategy 2018-2038</i> (NSW Government, 2018)</p> <p><i>Strategic Plan 2018 – 2022</i> (NSW Department of Education, 2018)</p> <p><i>Local Strategic Planning Statement</i> (Lane Cove Council, 2020)</p>
Accessibility and transport	<ul style="list-style-type: none"> The North Sydney LGA community prioritise active transport options. In 2016, 80% of residents travelled to/from work using modes of transport other than sole occupant vehicles. The Lane Cove LGA is conveniently located close to public transport and is in close proximity to business centres and shopping districts of Sydney's CBD. The Community Strategic Plan aims to “connect Willoughby's network of centres with each other and to Greater Sydney by mass transit” (p.68), including bus and Metro services. Despite existing public transport options, private vehicle usage to travel to work is high, with 44% of workers travelling from Willoughby City by vehicle. The <i>North Sydney District Plan</i> and <i>Local Strategic Planning Statement</i> supported reduced commute times for workers and less vehicular traffic. The Willoughby Community Strategic Plan (CSP), <i>Our Willoughby 2028</i>, states intentions to create “a robust economy with meaningful and diverse employment opportunities close to home” (pg.16). Mixed-use development was lauded as a viable solution to traffic congestion throughout relevant strategic planning documents. 	<p><i>North District Plan</i> (Greater Sydney Commission, 2017)</p> <p><i>Community Strategic Plan</i> (Willoughby Council, 2028)</p> <p><i>St Leonards and Crows Nest 2036 Plan</i> (DPE, 2020)</p> <p><i>Community Strategic Plan 2035</i> (Lane Cove Council, 2018)</p>
Support ageing and culturally diverse communities	<ul style="list-style-type: none"> In the Lane Cove LGA there is increased demand to provide services for growing Culturally and Linguistically Diverse communities. It will be essential for the ageing population of Lane Cove LGA to have increased access and opportunity of a variety of community services to support a divergent group. 	<p><i>Liveable Lane Cove: Community Strategic Plan 2035</i> (Lane Cove Council, 2018)</p> <p><i>Local Strategic Planning Statement</i> (Lane Cove Council, 2020)</p>

2.3 Community perspectives on infrastructure provision

2.3.1 St Leonards and Crows Nest 2036 Plan (DPE, 2020)

The *St Leonards and Crows Nest 2036 Plan* summarises key findings from the engagement activities undertaken to inform the plan. This included the following activities:

- 286 online surveys completed
- 831 stakeholder submissions
- Social pinpoint map - 78 comments and 19,600 social media total reach.

Feedback identified key areas for enhancing local community participation and amenity. Key issues and strengths of Crows Nest and St Leonards Plan identified included:

- More employment floorspace to support new jobs
- More open space to support growth and new development
- Supported greener streets and improved tree canopy cover
- Raised concerns about building heights, density, and overshadowing
- Too many new homes planned, number should be reduced
- Concerned local road networks would not cope with the additional pressure of new development
- Increased active transport links, in addition to work to investigate footpath and cycleway improvements
- Supported proposed protections for heritage conservation areas and key public spaces
- Additional information on the identification of a school site.

Key areas for change included:

- Increase work opportunities in the industrial area of Royal North Shore Hospital and commercial centre of St Leonards
- Improved transport connections with Sydney Metro Crows Nest Station
- Increased tree and canopy cover in parks and public green spaces
- Increased cultural and art offerings
- Improved cycle connections and prioritising pedestrians.

2.3.2 Local Strategic Planning Statement (Willoughby Council, 2020)

Willoughby Council's *Local Strategic Planning Statement* summarises key findings from the engagement activities undertaken. This included:

- 360 comments and submissions
- Consultation on previous strategies and plans.

Feedback identified key areas for enhancing local community participation and amenity. Key strengths of Willoughby for maintenance and improvement included:

- Enhance green spaces
- Protect bushland and wildlife
- Celebrate indigenous and non-indigenous history
- Promote active and healthy lifestyle
- Build and support a night-time economy.

Key areas for change included:

- Resilience to stresses and shocks, by storms and smoke pollution from bushfires
- Physical and virtual connections between the community, as lone person households increase

- Protection of council's assets and data from cyber threat
- Increased resourcing to provide quality parks and public spaces.

2.3.3 Local Strategic Planning Statement (Lane Cove Council, 2020)

Lane Cove Council's *Local Strategic Planning Statement* summarises key findings from the engagement activities undertaken, including:

- 79 submissions
- Series of technical working groups with DPE.

Feedback identified key areas for enhancing local community participation and amenity. Key strengths of Lane Cove for maintenance and improvement included:

- Create diverse range of housing types
- Renew public spaces to improve community's quality of life
- Enhance urban tree canopy, bushland, and waterways
- Transport upgrades, new approach to public transport route design within and from Lane Cove
- Adapt to changing climate and urban hazards by building resilience.

Key areas for change included:

- Leverage the new Crows Nest Metro Station to grow a diverse range of jobs
- Reduce vehicle movements, with greater pedestrian and cyclist accessibility
- Deliver high quality public spaces
- Focus on employment growth in existing Commercial Core land.

2.3.4 North Sydney Local Strategic Planning Statement (North Sydney Council, 2020)

North Sydney's *Local Strategic Planning Statement* summarises key findings from the engagement activities undertaken:

- Public exhibition of draft plan for 42 days
- Community submissions were encouraged to ask questions about draft plan.

Feedback identified key areas for enhancing local community participation and amenity. Key strengths of North Sydney for maintenance and improvement included:

- Open and green spaces
- Sporting facilities: indoor, outdoor and water sports
- Warringah Freeway upgrade: impact on Cammeray Park and tree loss
- Heritage conservation: recognition of First Nations history and culture
- Traffic and parking issues
- Community services and facilities
- Enhancing communications and engagement
- Leadership and transparency.

Key areas for change included:

- Additional public space needed in the centre of North Sydney CBD to support growth of workers
- Consider future use for Waverton Bowling Club in Waverton Park led by community consultation
- Take opportunities to extend open space areas.

2.4 Live and work trends influencing high-density centres

2.4.1 Uncertain futures post COVID-19

St Leonards has been significantly impacted by the COVID-19 pandemic related lockdowns and consequent remote and flexible work arrangements. Coinciding with the significant impacts that the interstate and international border closures have had on the local tourism and related industries, the loss of the two key customer bases have had severe impacts on many St Leonards hospitality and entertainment businesses. The extended period of largely empty streets and temporary or permanent closures of various small businesses in the area have further exacerbated challenges to local cohesion and social capital in the high-density commercial area as a living and daily working environment.

Key urban thinkers such as Richard Florida believe that the cities will continue to flourish considering the high concentration of amenity and functioning as focal points for people to meet and mingle. Provision of amenity and quality of built environment will be the key to attract future residents, and workforce and visitors back to the city area.

2.4.2 Co-working and hybrid working

Co-working is a major trend in workplace economics which sees workers from different companies assemble in a neutral space, sharing facilities, communal areas, and even desks without long-term leases. Co-working in Australia has emerged as both a fully-fledged real estate sector, as well as a concept that alludes to changing work styles and modern office behaviour.

With millennials expected to make up three quarters of the Australian workforce by 2025, these digital natives embrace a flexible daily routine and expect that lifestyle to be accommodated within the workplace, as a site for collaboration, digital interacting, life-long learning, and socialising. With a downward effect on the price per desk, up to 4% of current commercial workspace is currently taken up by flexible co-working.³

Looking to the future, although Covid-19 caused a temporary decline in the industry, it is rapidly rebounding as employers are equipped with the tools to work more flexibly, and workers demand more flexible spaces but miss the casual interactions and knowledge sharing office spaces provide. With a projected market share of 30% by 2030,⁴ co-working is a dominant trend shaping the character of workplaces in St Leonards.

2.4.3 The rise of Build-to-Rent

Housing affordability in Sydney is currently at its worst of any time in the past decade, and continues to be an ongoing challenge. Home ownership rates have been declining, pointing to the difficulty faced by the population to enter the property market. As a response to this contemporary issue, new housing provision models are being explored including the Build-to-Rent (BTR) model. As opposed to the traditional residential Build-to-Sell (BTS) model, BTR model refers to a residential development that is designed and built for long-term lease rather than for sale. The property is held in a single ownership structure after its completion and is usually managed and maintained by the owner or operator. Already popular in international markets such as UK, Europe, and the US, the BTR concept is an emerging type of housing development in Australia. In Sydney, the BTR sector is starting to grow with opening LIV Indigo in Sydney Olympic and a new project expected in Sydney CBD.

The BTR model is becoming a popular alternative housing option among residents as it relieves some of the issues associated with other housing models. For instance, provision of facilities and amenities are typically of a higher quality than BTS developments and promotes social cohesion and sense of community with shared and communal spaces. In addition, maintenance works, and upgrades are less complicated to carry out under BTR model due to its single ownership structure than under a strata owned residential model. The BTR model also caters to modern lifestyle choices including the growing preference of younger generations to rent rather than own property, but also provides housing choices in desirable areas for residents who do not have yet the financial capacity to purchase their own homes.

³ OfficeHub 2019, *The Australian Coworking Market Report 2018/2019*, accessed 12 September from <https://www.office-hub.com/au/wp-content/uploads/2019/09/The-Australian-Coworking-Market-Report-2018-2019-by-Office-Hub.pdf>

⁴ Property Council of Australia 2020, *How will COVID-19 Change Coworking?*, accessed 12 September from <https://info.propertycouncil.com.au/property-australia-blog/how-will-covid-19-change-coworking>

2.5 Best practice community development with liveable places and community connection

2.5.1 High density communities in the City of St Leonards

The residents of St Leonards have a unique community profile. In 2021, the St Leonards and Crows Nest Precinct was composed of the following: 6.9% of all dwellings were separate houses; 25.2% were medium density dwellings, and 66.7% were in high density dwellings, compared with 53.4%, 18.8%, and 27.1% in the Greater Sydney region, respectively. Based on the 2021 Census results, a greater concentration of higher density dwellings is likely to attract more young adults and smaller households, often in the rental market.

There was a substantial proportion of unoccupied dwellings (10.4%) in St Leonards, which is larger compared to that found in Greater Sydney (7.9%). The residential built form often reflects market opportunities or planning policy, such as building denser forms of housing around public transport nodes or employment centres.

2.5.2 Wellbeing in a high-density context

Workplace design can play a significant role in influencing levels of work stress, which is associated with ill health, including cardiovascular disease and mental illness. Increasingly, businesses, are placing greater emphasis on workplace amenity including “zen rooms” and “wellness hubs” where employees can restore, relax, and concentrate without distraction.

Office design, materials and layout can also have both positive and negative outcomes. For example, the use of natural materials such as wood and stone, rather than concrete and laminates, has been shown to increase creativity, and the integration of indoor plants and views of greenery can improve perceptions of air quality, concentration, satisfaction, and productivity in the workplace.

Other developments in this area, such as those referenced above, include significant investments in worker wellbeing. Redevelopment of this site to include facilities, spaces, and design elements to support worker wellbeing and satisfaction, as well as access to quality public open space, will enhance the health, productivity, and resilience of the workers at this site.

2.5.3 Social cohesion in a high-density context

Communities with higher social capital tend to have healthier, highly educated populations that enjoy improved happiness, democratic governance, and less crime. Wellbeing and health studies point to the need for human connection to support good mental health and sense of purpose, however community building takes time.

High transiency of the St Leonards Crows Nest precinct – a large number of new people moving in and many moving out each year - manifests in low scores of some community cohesion measures. For example, only 70% of St Leonards Crows Nest precinct residents surveyed in 2018 felt being part of the community in their local area.

This is likely to be further pronounced in the local study area and community. Lone person households increased from 2016-2021, by 545 households, and many residents of the area (52.7%) speak a language other than English at home. St Leonards locality is also characterised by a very large number of workers and visitors in the area every day. As residents form only a small proportion of the overall St Leonards area “users”, this is likely to contribute to the anonymous and potentially isolating experience of city living.

2.5.4 Importance of ‘third spaces’ in community building

‘Third places’ is a term coined by sociologist Ray Oldenburg and refers to places where people spend time between home (‘first’ place) and work (‘second’ place). They are locations where we exchange ideas, have a good time, and build relationships. The most effective ones for building real community seem to be physical places where people can easily and routinely connect with each other: churches, parks, recreation centres, hairdressers, gyms, and even fast-food restaurants. Third places have several important community-building attributes; informal conversation is the main activity and most important linking function.

Social infrastructure and public space play an integral role in the ongoing social sustainability of the area and can strengthen communities as they grow. Cred Consulting has identified following physical elements or “social

connectors” which can facilitate the creation of social capital: Social infrastructure; Street life and meeting places; Sharing spaces and places; Education and learning; and Transport.

The North Sydney Council community engagement activities have highlighted concerns regarding whether the current mix of dwellings is able to meet the needs of the area’s growing population. It is critical to ensure that there is a further sufficient supply of well-connected, flexible, and accessible spaces to support the projected population growth.

Whilst St Leonards Crows Nest has provided world-class community facilities - such as Crows Nest Centre - in the area, community engagement activities have highlighted concerns that the current supply of infrastructure may not be able to meet the needs of the growing population. It is critical to ensure that there is a sufficient supply of well-connected, flexible, and accessible spaces to support the projected population growth.

2.5.5 Driving greener futures

Urban environments that incorporate green elements, through public spaces and green building design, improve the quality of life and wellbeing for workers and residents interacting with these spaces. Both State and local governments have recognised the importance of sustainable design and green open spaces for social sustainability and wellbeing, especially as density and populations grow.

The benefits of greening were recognised by the World Health Organisation (WHO), who link urban green space with better health and wellbeing outcomes by helping combat air pollution, noise, chronic stress, and insufficient physical activity⁵. The WHO appreciates the link between availability of urban green space and better health and wellbeing for everyone, but in particular for economically deprived communities, children, pregnant women, and senior citizens. Further, the City of Sydney Council identifies that green infrastructure is essential for managing heat and other climate and environmental issues in urban areas, while increasing happiness and reducing incidences of disease and illness⁶.

The Government Architect’s Greener Places framework, supported by the GSC Sydney Green Grid Strategy, aims to create a network of upgraded urban spaces and civic amenities that support social cohesion and gathering, while increasing Sydney’s green canopy. The NSW Premier’s aim to plant 5 million trees by 2030, and the Council’s target of 40 percent greening in the CBD environment, can only be met through greener open spaces that are accessible, connected, and integrated with high density commercial development. The benefits for the environment, including reducing the urban heat island effect, and helping to increase sense of belonging and thus decrease loneliness, demonstrate the physical, mental health, and social benefits of greening in urban spaces.

Ecologically sustainable building design elements such as energy efficient lighting systems, a high-performance façade system designed to reduce solar heat gains, and passive and biophilic design components, can contribute to workforce and broader community health and wellbeing – as well as the environment. With private property representing 61 per cent of all land use in the City, it will have to provide at least 28 per cent of greening to meet Council targets and make a tangible improvement in the City’s greener future.

2.5.6 Age-friendly approach to social infrastructure planning

An age-friendly approach to urban planning is essential to creating an inclusive urban environment that works for everyone. An inclusive city “creates a safe, liveable environment with affordable and equitable access to urban services, social services, and livelihood opportunities for all the city residents and other city users to promote optimal development of its human capital and ensure the respect of human dignity and equality.”⁷ Planning and designing urban environments that consider the needs of the youth and the elderly is key to creating supportive environments that enable people to live healthy and fulfilling lives.

The global megatrend of ageing population and growing urban population have major implications for urban areas and how these will function in the future.⁸ The World Health Organisation developed a framework for age-friendly cities, identifying eight interconnected domains of urban life that allow the participation of older people and promote their wellbeing, as shown in **Figure 4**.⁹ Likewise, a child-friendly urban planning ensure current and future generations are given the best chances to face the challenges of tomorrow. Furthermore, if urban areas fail to provide a conducive environment for children’s development and wellbeing, they risk outward migration that entail economic and cultural

⁵ *Urban green spaces and health; a review of evidence* (World health organisation, 2016), pg.40

⁶ *Greening Sydney Strategy (Draft)* (City of Sydney, 2021)

⁷ *Enabling Inclusive Cities* (Asian Development Bank, 2017)

⁸ *Cities Alive: Designing for Ageing Communities* (ARUP, 2019)

⁹ *Global Age-friendly Cities: A Guide* (WHO, 2007)

impacts.¹⁰ The benefits of child-friendly cities are not limited to children but ripple through the community – uniting and promoting health and wellbeing, local economy and social cohesion, safety, and sustainability.¹¹

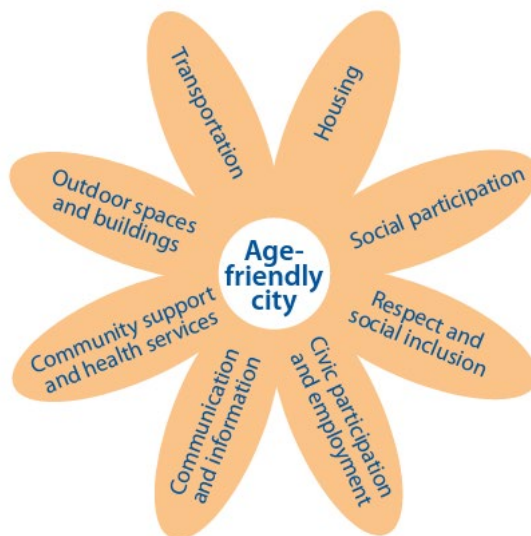


Figure 4 Age-friendly city framework

Source: WHO

¹⁰ *Cities Alive: Designing for Urban Childhoods* (ARUP, 2017)

¹¹ *ibid.*

3.0 Population profile

3.1 Existing population

Based on the ABS *Census of Population and Housing 2021*, the key demographic characteristics of the population in the Local Study Area and District/Regional Study Area and are summarised below. It is important to note that at the time of preparing this assessment, not all information from the ABS 2021 Census is yet available. Where required, relevant information will be supplemented from the ABS 2016 Census.

Key findings for the Local Study Area, representative of the St Leonards Crows Nest community, are highlighted below.

- **Population:** As of 2022, there were an estimated 15,420 residents living within the Local Study Area, an increase from the 2016 population of 14,010.
- **Age Structure:** The Local Study Area is age diverse, with a median age of 35.9, slightly below the Greater Sydney median of 37.3. In particular, the Local Study Area has a high share of residents aged 25-34 years (28.6%), when compared to Greater Sydney for the same age group at 15.6%. The largest age group within the Local Study Area include residents aged 35-49 years at 29.3%.
- **Young people and families:** Family households account for 56.2% of occupied dwellings, which is significantly lower than Greater Sydney at 72.6%. Of these family households, only a small share at 18.8% are couple families with children. There are 868 0-4 year olds, and 1,000 5-14 year olds living within the Local Study Area.
- **Income:** Local Study Area residents earn a median annual household income of \$135,550, some 24.6% higher than the Greater Sydney median of \$108,750.
- **Household Composition:** The Local Study Area has a diversity of household types. Family households account for 56.2% of occupied dwellings, which is significantly lower than Greater Sydney at 72.6%. Of these family households, only a small share at 18.8% are couple families with children. Most notably, some 37.8% of dwellings are occupied by lone persons, which compares significantly higher than the Greater Sydney average at 23.3%.
- **Tenure Type:** Local Study Area residents have lower rates of home ownership compared to Greater Sydney. Specifically, 39.3% of Local Study Area dwellings are owned either outright or on a mortgage, by comparison to 62.3% in Greater Sydney. Notably, a high share of dwellings within the Local Study Area are rented (59.8%). This tenure type is consistent with an age profile and household composition that is characterised by young couples or singles living within family or lone person settings.
- **Dwelling Structure:** Flats, units and apartments are the predominate dwelling type within the Local Study Area, accounting for 78.8% of dwellings. This compares to the Greater Sydney benchmark at 30.7% and is reflective of the high-density built environment within St Leonards and Crow Nest.
- **Educational attainment:** A lower share of residents within the Local Study Area are attending education compared to Greater Sydney at 25.8%. Of those attending education, almost one third are attending university or other tertiary institution.
- **Religiosity:** there are many unique social characteristics associated with the secondary study area. Religiosity is relatively lower, with 53% of residents within the Local Study Area identifying as having no religious association (compared to the greater Sydney average of 33%). Of those who do identify with a religion, Christianity is the largest (35%), followed by Buddhism (5%) and Hinduism (5%).

A review of key changes in the Local Study Area demographic profile can be undertaken by investigating variations that have occurred between the 2016 and 2021 Census. Key findings include:

- **Household incomes have continued to increase** by +12.4%, however at a slower rate than Greater Sydney at +18.0%.
- **The age profile has become slightly older**, with the median age increasing from 33.8 in 2016, to 35.9 in 2021. This is in line with Greater Sydney which also experienced an increase from a median age of 36.4 to 37.3.
- **Higher share of rented dwellings**, increasing from 56.4% to 59.8%. By comparison, the share of rented dwellings in Greater Sydney increased by +1.0% over the period.
- **Increased monthly mortgage repayments**, increasing on average by +12.0%. This is in line with the percentage increase across Greater Sydney of +12.1%.
- **Higher percentage of the population attend formal education**, increasing from 17.9% in 2016 to 19.5% in 2021. This is a high increase than the change in Greater Sydney, which recorded an increase of just +0.6% in the share of residents attending education.
- **A greater share of dwellings are occupied by lone persons**, with the overall share increasing by +4.9%. By comparison, the share of lone person households in Greater Sydney increased by +1.6%.

It is our view that interpretation of small area data from the 2021 ABS Census – that is any geography smaller than a State - should have due consideration for potential outcomes arising from the COVID-19 pandemic. For example, at a small area level trend analysis (and relative to 2011 and 2016) Censuses should be treated with some degree of caution, as potential changes in demographics/behaviour may reflect temporary rather than structural changes as a result of COVID-19.

In summary, the Local Study Area is characterised by an age diverse population, that are slightly younger, and a more affluent population who are working professionals. Residents typically live in high density dwellings and there is a dominant tenure type of rental properties over home ownership. Households are typically characterised by couples without children, and lone persons.

3.2 Projected future population

St Leonards is a key destination on the Lower North Shore of Sydney for a range of uses and services. As such, the region accommodates both local residents and local workers as key customer segments on a daily basis.

In total some 62,750 persons are likely to be present within the Local Study Area on an average weekday, including 15,420 residents and 47,330 workers. This weekday population is projected to increase substantially over the next 15 years, including doubling the estimated number of residents to around 30,000 and adding around 11,000 additional workers to result in almost 90,000 workers. Population projections have been estimated with reference to the latest ABS 2021 Estimate Resident Population (ERP) figures, and the DPE projections for the St Leonards and Crows Nest Precinct as outlined within the Social Infrastructure and Open Space Study for the Precinct. For the purposes of this assessment, the mid-range projections have been considered as most appropriate, taking into consideration planned development activity in the area.

Taking into account existing and proposed development that are already known in the area, the worker forecasts outlined in this assessment adopt the upper range of the State Government projections as included in the St Leonards and Crows Nest 2036 Plan for the region.

Reflecting the mixed-use nature of the St Leonards and Crows Nest region, as well as the range of other service and amenities including services apartments, educational facilities and hospitals, the precinct would also serve a range of other customer segments to some degree including visitors and students to the area. However, residents and workers will account for the majority of activity on a typical weekday.

A breakdown of resident and workers forecast within the Local Study Area (St Leonards and Crows Nest Precinct) are shown in **Tables 3 and 4** below.

Table 3 *Current and projected population 2022-2036, Local Study Area*

	2022		2026		2036		Change (2022-2036)
	No.	%	No.	%	No.	%	
0-4 years	900	5.8%	1,090	5.7%	1,560	5.2%	+660
5-11 years	800	5.2%	1,060	5.5%	1,600	5.3%	+800
12-17 years	430	2.8%	580	3.0%	980	3.2%	+550
18-24 years	890	5.8%	990	5.2%	1,450	4.8%	+560
25 -34 years	4,410	28.6%	5,220	27.2%	7,940	26.3%	+3,530
35-49 years	4,520	29.3%	5,630	29.4%	8,680	28.7%	+4,160
50-59 years	1,500	9.7%	1,920	10.0%	3,190	10.6%	+1,690
60-69 years	1,090	7.1%	1,420	7.4%	2,360	7.8%	+1,270
70-84 years	800	5.2%	1,120	5.8%	1,980	6.6%	+1,180
85 years and over	90	0.6%	150	0.8%	470	1.6%	+380
Total	15,430	100%	19,180	100%	30,210	100%	+14,780

Source: NSW DPE, ABS 2021, St Leonards

Table 4 *Resident and worker forecasts (2022-2036)*

Study Area	2016	2022	2026	2036	Change (2022-2036)
Residents	14,010	15,420	19,180	30,200	+14,780
Workers	44,880	47,330	50,780	59,610	+12,280
Total	58,890	62,750	69,960	89,810	+27,060

Source: NSW DPE, ABS 2021, St Leonards

4.0 Community infrastructure needs assessment

4.1 Introduction

Social infrastructure includes open space, recreation and community facilities which provide places and spaces for people to meet, be active, connect, create and learn. They also represent an important touchpoint for service providers to connect with the community through the delivery of services and amenities.

Infrastructure Australia defines this as follows:

“Social infrastructure is comprised of the facilities, spaces, services and networks that support the quality of life and wellbeing of our communities. It helps us to be happy, safe and healthy, to learn, and to enjoy life. The network of social infrastructure contributes to social identity, inclusion and cohesion and is used by all Australians at some point in their lives, often on a daily basis. Access to high-quality, affordable social services has a direct impact on the social and economic wellbeing of all Australians.”¹²

Social infrastructure is a combination of hard and soft infrastructure. Hard social infrastructure includes the facilities, buildings and spaces, and soft infrastructure includes the programs, services and networks that occur in these spaces. Built assets, such as libraries and recreation centres, facilitate the delivery of social services by governments and other service providers.

4.1.1 Methodology

The social infrastructure needs analysis synthesises the findings of the following sections to identify social infrastructure needs in the study areas:

- Analysis of the local social context of the site, including the demographic profile and character of the area
- Analysis of existing supply of local social infrastructure within the study areas
- Analysis of strategic drivers for social infrastructure, including any planned provision in the study areas
- Analysis of current demand and demand generated by forecast population growth and change, both within the precinct and within the surrounding locality.

The approach taken to this study is based on established practice in community infrastructure planning, which involves two core stages of analysis:

- **Quantitative analysis** of current and planned supply of a selected community infrastructure typology against established benchmarks for provision (number/size) considered adequate to meet the needs of a particular population size/geographic catchment.
- **Qualitative analysis** of the geographic distribution of supply from a population equity and accessibility/ walkability perspective; the quality of supply based on size and floorspace benchmarks.

The analysis is also informed by detailed demographic data on population size, characteristics and forecast growth and change. Information on population age groups is essential for planning early years and education facilities and services, for example. Additionally, information on the cultural make-up of the community and household types (e.g. couples, or families with children), for example, can help inform decisions on the operation and programming of infrastructure, as well as types of infrastructure.

4.1.2 Infrastructure typology and definitions

A community infrastructure typology has been selected to be applied in the following assessment that forms the core of this study. This represents a range of infrastructure considered most appropriate in the context of the subject site and surrounds. It is noted that emerging and contemporary infrastructure types will be further considered as part of the qualitative analysis for this project. Refer to **Appendix A** for the full typology.

¹² *Australian Infrastructure Audit 2019* (Infrastructure Australia 2019) accessed 12 September from <https://www.infrastructureaustralia.gov.au/sites/default/files/2019-08/Australian%20Infrastructure%20Audit%202019%20-%206.%20Social%20Infrastructure.pdf>

4.1.3 Developing benchmarks/what they mean

Benchmarks provide a numeric analysis of community need based on a prescribed set of best practice principles. They are a tool to provide guidance on the quantum, size and location of community facilities in a given area, in relation to population size and geographic catchment. Benchmarks provide guidance on a good level of facilities provision, which we use in the context of our broader understanding of an area, which takes into account a rich range of qualitative information, as well as quantitative information.

The term “benchmark” refers to the ratio of facility provision per population size, such as one library per 20,000-30,000 residents in a catchment.

Benchmarks are not a one-size-fits all tool: they need to be applied with care as part of a broader strategic assessment and decision-making process. When undertaking the community needs analysis and applying the benchmarking standards through this needs analysis, relevant considerations are:

- Standards may not consider other community facilities that are not owned or managed by Council (e.g. privately owned and/or operated),
- Standards do not take into account variations in population density and distribution of people with a geographic catchment, nor do they consider geographic barriers to access (e.g., major roads, distances between facilities), and
- Standards do not take into account the quality or level of utilisation of a facility, which are separately assessed.

4.2 Libraries and community spaces

Strategic context and community perspectives

Consultation for the *St Leonards and Crows Nest Social Infrastructure and Open Space Study* (Arup, 2018) identified that:

'The provision of libraries, as multi-use, flexible community spaces, was discussed as an opportunity for the Precinct. There was a recognition that multiple functions could be integrated into a library - passive space and programming for youth, programming for digital inclusion and community gathering space.'

The study further identifies the need for local community spaces, including potential branch scale library space, in the precinct.

Supply

- **Current supply:** There is currently one library within the precinct, TAFE NSW St Leonards Library. There are five libraries located within proximity of the St Leonards Crows Nest boundary, but are not within the catchment (see the figure below).
- **Planned supply:** A VPA has been executed between Lane Cove Council and the developer of 88 Christie Street to deliver a 1,000sqm library in St Leonards. It is noted that this library is adjacent to this Site.

Lane Cove Council has identified additional community spaces in its s 7.11 Developer Contributions Plan, including community facilities in St Leonards and community organisations' space. An additional two local community spaces have been identified for St Leonards South.

It is noted that a significant 1,612m² integrated multipurpose community centre has been proposed near Crows Nest Station in the North Sydney Contributions Plan.

Estimated gaps to 2036

The following typology and benchmarks are derived from the following infrastructure benchmarking, including:

- *City of Sydney Development Contributions Plan 2015 – Community Facilities Planning Benchmarks*
- *Peer Review of Community Facilities Planning Benchmarks* (Elton Consulting for City of Sydney, 2015)
- *People Places: A guide for planning public library buildings* (State Library NSW, 2021).

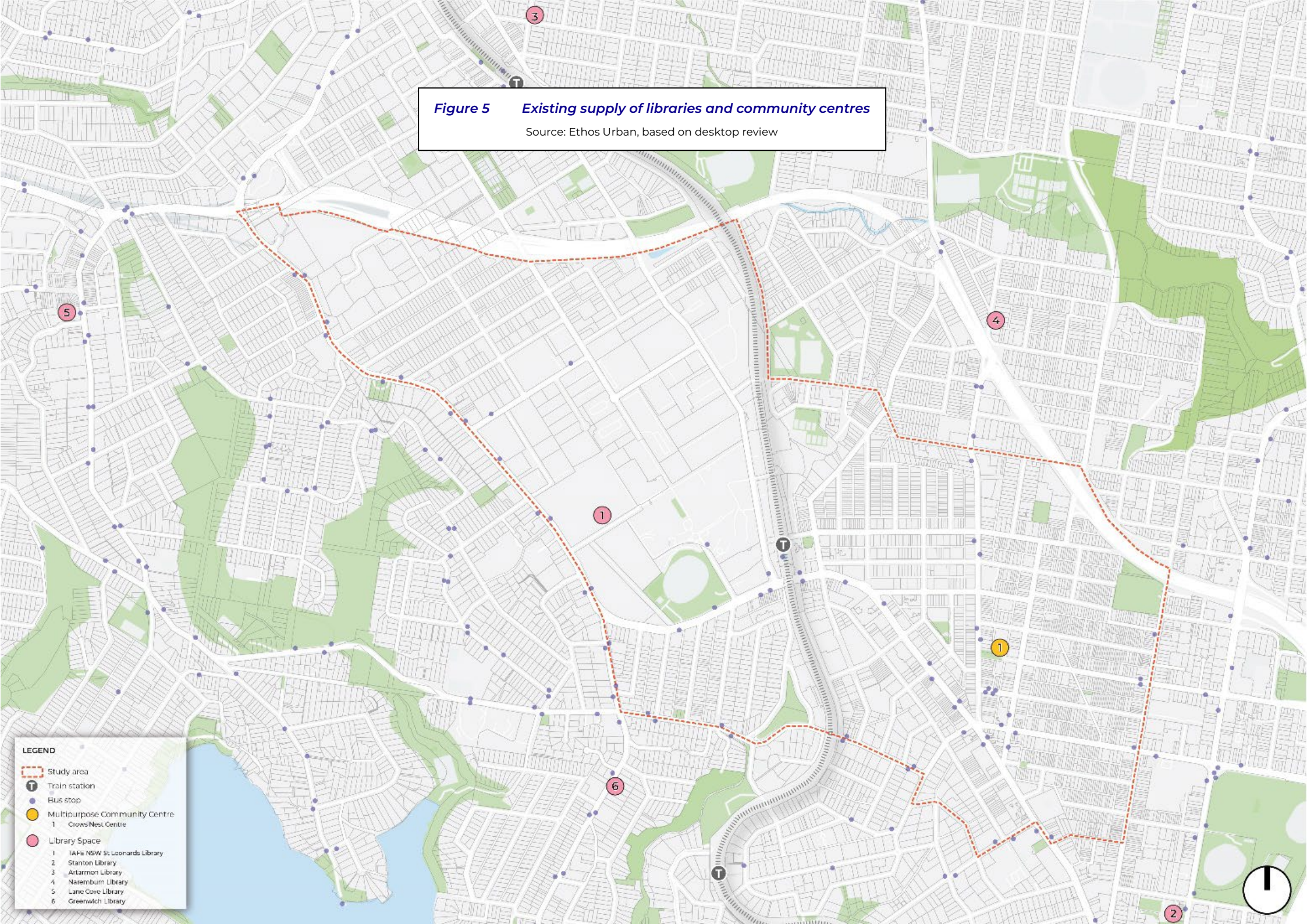
These benchmarks are applied based on their general use as representing best practice in high density, inner city environments.

Table 5 Libraries and community spaces – estimated gaps

Facility/service	Resident benchmark	Worker benchmark	Current supply	Combined gap		
				2022	2026	2036
<i>Local infrastructure</i>						
Library	1: 20 – 30,000	1: 20,000 (30% demand)	3	-1.5	-1.3	-0.6
Integrated multipurpose community centre	1: 20 – 30,000	1: 20,000 (30% demand)	1	0.5	0.7	1.4
Local community centre	1: 5,000	n/a	0	3.1	3.8	6.0

Figure 5 Existing supply of libraries and community centres

Source: Ethos Urban, based on desktop review



4.3 Early years, young people, and families

Strategic context

Emerging trends

The NSW government has recently announced the introduction of an additional year of education, offering five days per week of pre-kindergarten. The budget pledge of \$5.8 billion over 10 years aims to expand this program to every four-year-old by 2030.

The NSW government has stated a desire to work with the early childhood sector to create the tens of thousands of additional places needed to meet this pledge. This would include adding new facilities to schools, as well as expanding existing community pre-schools and long day care centres.

In light of these developments, it is anticipated that opportunities to increase the size and number of places provisioned at existing facilities should be taken. **The additional demand for places driven by this policy is expected to place pressure on existing facilities, increasing likely gaps to 2036.**

Identified needs

The following community needs were identified within relevant strategic policy documents reviewed:

- A 60 place long day-care facility (*Crows Nest Placemaking and Principles Study*, 2016).
- Additional youth recreational areas such as a new skateboard facility, bike tracks and basketball courts. Youth should be actively involved in planning for their needs (*Willoughby City Strategy*, 2014).
- Childcare facilities are understood to be at capacity in North Sydney. Childcare facilities in the area support families beyond the local area including those that may work in North Sydney and Crows Nest. This presents a high demand for childcare facilities, including affordable childcare facilities. Consultation with North Sydney Council indicated a shortfall of 870 places in out of school hours care and an acute need for affordable childcare. Facilities catering to the 0–2-year age group are critically low (*St Leonards and Crows Nest Social Infrastructure and Open Space Study*, Arup, 2018).
- After school care facilities are required and may be provided within school grounds (*St Leonards and Crows Nest Social Infrastructure and Open Space Study*, Arup, 2018).
- There is a need for youth facilities in the area, spaces that enable quiet study, spaces for informal recreation, and access to youth services (*St Leonards and Crows Nest Social Infrastructure and Open Space Study*, Arup, 2018).

Supply

- **Current:** There is currently one Preschool, 21 Long Day Care centres, and seven Play Spaces in the catchment. Distribution of existing facilities is good, with a concentration noted within the St Leonards and Crows Nest town centres.
- **Planned:** Hume Street Park including a new children's playground and rebuilt child care centre. The number of places anticipated to be provided at this facility is currently unclear.

Estimated gaps to 2036

Provision benchmarks are generally, in the absence of formal Council guidance, determined by reference to existing provision ratios.

- In NSW, 43% of children aged 0-4 years old attended formal child care in 2017. This ratio can be applied as a population benchmark of 1 childcare place for every 2.3 0-4 year olds to determine current and forecast demand in the catchment (this includes long day care and before and after school care – generally catered in the same centre based facilities).
- In the 2021 census, 83% of the total 4-5 year old population were attending pre-school in NSW. This represents a benchmark ratio of 1 preschool place for every 1.2 4-5 year olds. Factoring in forecast demand from policy changes (noted above) produces a best practice target provision of 1 pre-school place for every 2.3 0-4 year olds, to accommodate 1 place for every 4-5 year old in NSW (as per government policy).

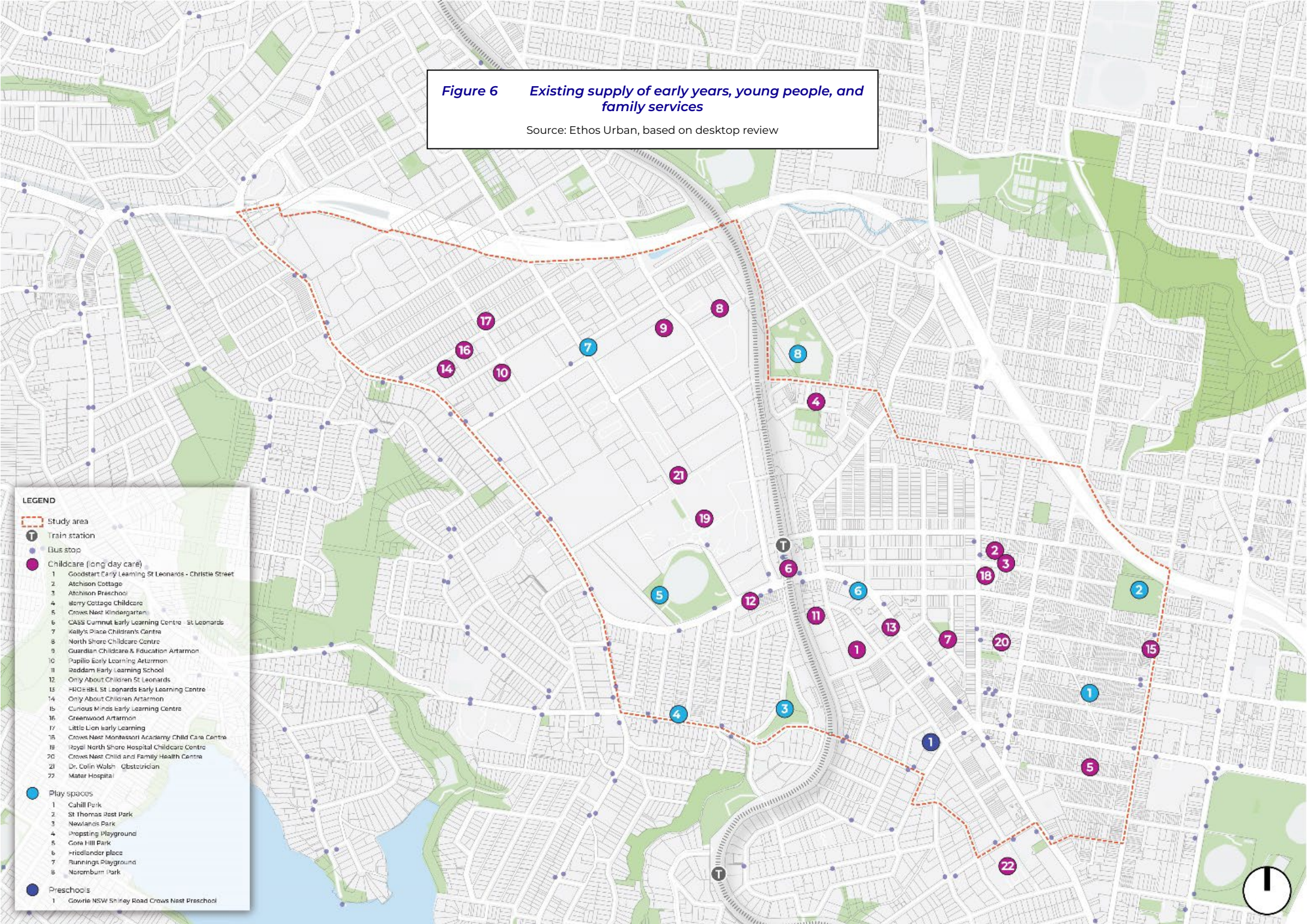
The following table outlines a high-level indicative needs analysis of childcare places in catchment four. This is intended to guide an understanding of community need, and the role of this site in the broader provision of places.

Table 6 *Early years, young people, and families – estimated gaps*

Facility/service	Resident benchmark	Worker benchmark	Current supply	Combined gap		
				2022	2036	2036
<i>Local infrastructure</i>						
Childcare places	1 place : 2.3 0-4 year olds	1 place : 75 workers	1628	-606	-477	-155
Preschool places	1 place : 2.3 0-4 year olds	n/a	25	474	678	653
Youth-friendly space	1 : 8,000 residents	n/a	0	1.9	2.4	3.8
Play spaces	1 : 1,500 residents	n/a	8	2.3	4.8	12.1
<i>District and regional infrastructure</i>						
Youth centre	1:30,000 residents	n/a	2	4.2	4.8	5.1

Figure 6 Existing supply of early years, young people, and family services

Source: Ethos Urban, based on desktop review



LEGEND

- Study area
- Train station
- Bus stop
- Childcare (long day care)
 - 1 Goodstart Early Learning St Leonards - Christie Street
 - 2 Atchison Cottage
 - 3 Atchison Preschool
 - 4 Berry Cottage Childcare
 - 5 Crows Nest Kindergarten
 - 6 CASS Curmud Early Learning Centre - St Leonards
 - 7 Kelly's Place Children's Centre
 - 8 North Shore Childcare Centre
 - 9 Guardian Childcare & Education Artarmon
 - 10 Papilio Early Learning Artarmon
 - 11 Reddam Early Learning School
 - 12 Only About Children St Leonards
 - 13 FROEBEL St Leonards Early Learning Centre
 - 14 Only About Children Artarmon
 - 15 Curious Minds Early Learning Centre
 - 16 Greenwood Artarmon
 - 17 Little Lion Early Learning
 - 18 Crows Nest Montessori Academy Child Care Centre
 - 19 Royal North Shore Hospital Childcare Centre
 - 20 Crows Nest Child and Family Health Centre
 - 21 Dr. Colin Walsh Obstetrician
 - 22 Mater Hospital
- Play spaces
 - 1 Cahill Park
 - 2 St Thomas Rest Park
 - 3 Newlands Park
 - 4 Propsting Playground
 - 5 Gore Hill Park
 - 6 Friedlander place
 - 7 Runnings Playground
 - 8 Naremburn Park
- Preschools
 - 1 Gowrie NSW Shirley Road Crows Nest Preschool

4.4 Schools and education

Strategic context and community perspectives

The *Crows Nest 2036 Plan* identifies the following strategic priorities:

- Investigate and secure locations for education establishments to service the precinct. This includes early childhood, schools, and tertiary education facilities that may be needed to deliver education services.
- Investigate new early childhood, schools and tertiary education facilities in the Precinct, supported via SIC funding.

Community engagement to support the *St Leonards and Crows Nest 2036 Planning Package* (NSW Government, 2020) identifies that the community want to see school infrastructure planning continue as a priority for the Precinct.

Current supply

- There are currently no primary schools (Government or non-Government) located within the local study area. There are four Government Primary Schools and one non-Government Primary school located close to the catchment boundary.
- There are currently four Tertiary Education facilities and two Government High Schools located with the district/regional study area. There are four Government High Schools, nine non-Government High Schools, and two Tertiary Education facilities located within the district.

Planned supply

- Additional school places have been identified in the Special Infrastructure Contributions (SIC) Plan for St Leonards and Crows Nest.
- Property NSW and the Department of Health are investigating the potential for the delivery of a new primary school within the Royal North Shore Hospital Campus.

Estimated gaps to 2036

School infrastructure benchmarks are developed from the City of Sydney's infrastructure benchmarking, including:

- *City of Sydney Development Contributions Plan 2015 – Community Facilities Planning Benchmarks*
- *Peer Review of Community Facilities Planning Benchmarks* (Elton Consulting for City of Sydney, 2015).

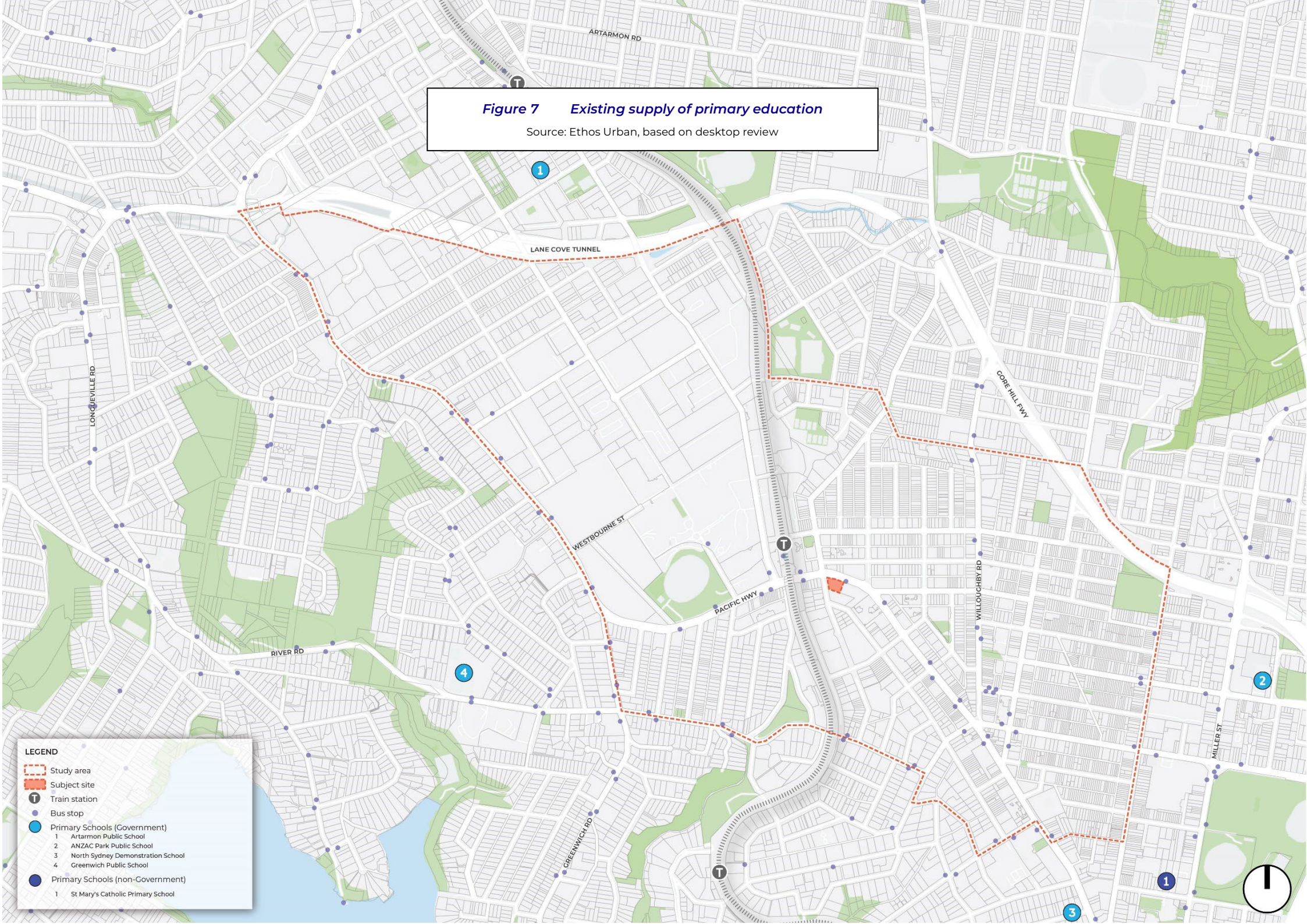
For primary school students, this reflects an indicative 70% attendance by students aged 5-11 at government schools, based on average school size. For high school students, the indicative attendance rate is 60%.

Table 7 Schools and education – estimated gaps

Facility/service	Resident benchmark	Worker benchmark	Current supply	Combined gap		
				2022	2026	2036
<i>Local infrastructure</i>						
Government primary school	1 : 500 children aged 5-11 years	n/a	3	-1.4	-0.9	0.2
<i>District and regional infrastructure</i>						
Government secondary schools	1 : 1,200 high schoolers (12 - 17-year-olds)	n/a	6	3	4.3	3.4
Tertiary education	1 : 150,000 residents	n/a	6	-4.8	-4.6	-4.6

Figure 7 Existing supply of primary education

Source: Ethos Urban, based on desktop review



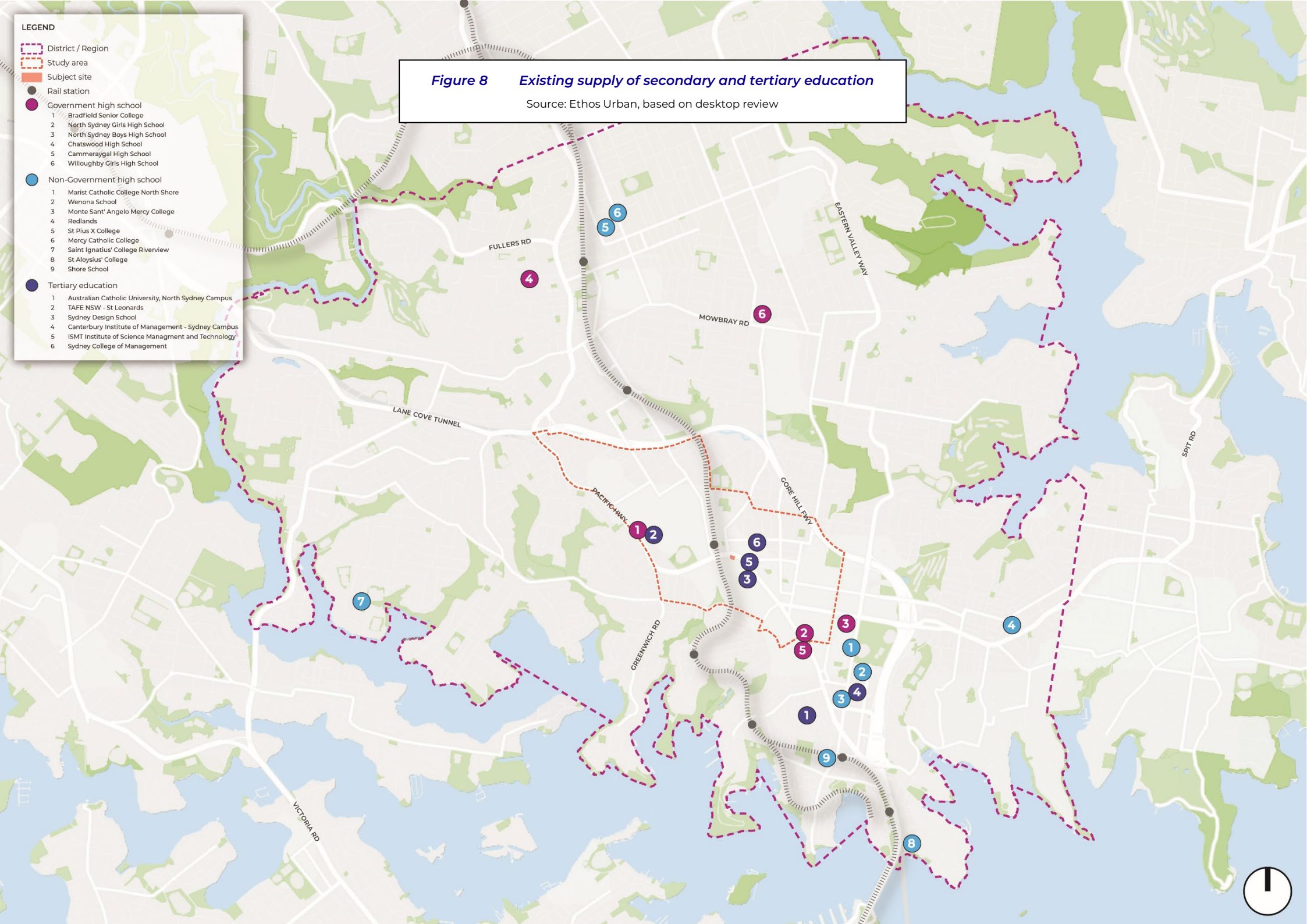
LEGEND

- Study area
- Subject site
- Train station
- Bus stop
- Primary Schools (Government)
 - 1 Artarmon Public School
 - 2 ANZAC Park Public School
 - 3 North Sydney Demonstration School
 - 4 Greenwich Public School
- Primary Schools (non-Government)
 - 1 St Mary's Catholic Primary School

LEGEND

- District / Region
- Study area
- Subject site
- Rail station
- Government high school
 - 1 Bradfield Senior College
 - 2 North Sydney Girls High School
 - 3 North Sydney Boys High School
 - 4 Chatswood High School
 - 5 Cammeraygal High School
 - 6 Willoughby Girls High School
- Non-Government high school
 - 1 Marist Catholic College North Shore
 - 2 Wenona School
 - 3 Monte Sant' Angelo Mercy College
 - 4 Redlands
 - 5 St Pius X College
 - 6 Mercy Catholic College
 - 7 Saint Ignatius' College Riverview
 - 8 St Aloysius' College
 - 9 Shore School
- Tertiary education
 - 1 Australian Catholic University, North Sydney Campus
 - 2 TAFE NSW - St Leonards
 - 3 Sydney Design School
 - 4 Canterbury Institute of Management - Sydney Campus
 - 5 ISMT Institute of Science Management and Technology
 - 6 Sydney College of Management

Figure 8 Existing supply of secondary and tertiary education
 Source: Ethos Urban, based on desktop review



4.5 Cultural and creative infrastructure

Strategic context and community perspectives

The Crows Nest Placemaking and Principles Study (2016) identifies the following opportunities for the area:

- Provision of an arts centre which may include: art and photography studios, dance rehearsal space, theatre rehearsal and set construction, sound proofed music studios, workshops and exhibitions spaces.
- Integrate cultural spaces in major developments e.g. Rosenthal Avenue and Little Street.

The *St Leonards and Crows Nest Social Infrastructure and Open Space Study* (Arup, 2018) engagement activities noted that: 'all councils noted the importance of the creative cluster emerging in the Precinct and stressed the importance of continuing to support the activities of this industry group as it provides opportunities for diversifying the economic base, enables the community (residents and workers) to engage in creative activities including visiting galleries and attending workshops and provides an outlet for local creative expression.'

The Study further identifies a gap in theatres and clubs within the Precinct.

Framework for analysis

Cultural infrastructure is defined in Create NSW's *Cultural Infrastructure Plan 2025+* to include buildings and spaces that accommodate or support culture. It is more than just traditional museums, galleries, and theatres; including all places where the cultural sector and broader community to come together to create, share, learn and store products or experiences.¹³

The following typology adapts – for social infrastructure in the built environment – the typology used in the *Cultural Infrastructure Plan 2025+* and the City of Sydney commissioned Western Sydney University report *Mapping Culture: Venues and infrastructure in the City of Sydney* (2016). The typology is as follows:

- Practice: cultural infrastructure for professional creative practice and art form development, such as rehearsal rooms, artist studios, workshop spaces, and makers spaces.
- Presentation: Cultural venues and infrastructure for audiences or spectatorship.
- Community and participation: Cultural infrastructure for active participation that is centred on local communities. This includes any spaces which provide the forum for generating culture specific to the local community, and may include such venues as community centres, Aboriginal Cultural Centres, local libraries, and local history museums.
- Commercial and enterprise spaces: including creative retail and co-working services.

It is noted that there is some cross-over between cultural and general local community infrastructure under this typology, namely:

- Libraries are common venues for the local community to participate in culture.
- Local community facilities are often relevant for both generating local participation in culture and in its presentation.
- Open space has been extensively noted in the source typologies as relevant in the public presentation of culture, including through outdoor event spaces and public art.

While some forms of cultural infrastructure can be audited quantitatively, it is important for these spaces to be understood as dynamic processes. Here, the typology should be applied as a guide only, considering the peculiarities of cultural generation in a locality.

¹³ *Cultural Infrastructure Plan 2025+* (Create NSW, 2018), pg. 11

Supply

Existing supply in the local study area is concentrated within an identified 'creative cluster' in St Leonards, hosting a variety of practice, performance, and participation spaces. These spaces are of a local character, with district scale creative infrastructure being concentrated in Chatswood and Lane Cove.

Planned supply includes:

- North Sydney Council have negotiated a VPA for a new arts facility at 617 Pacific Highway.
- Holtermann Street Car Park, including provision of a cultural centre, open space, and community garden.

Estimated gaps to 2036

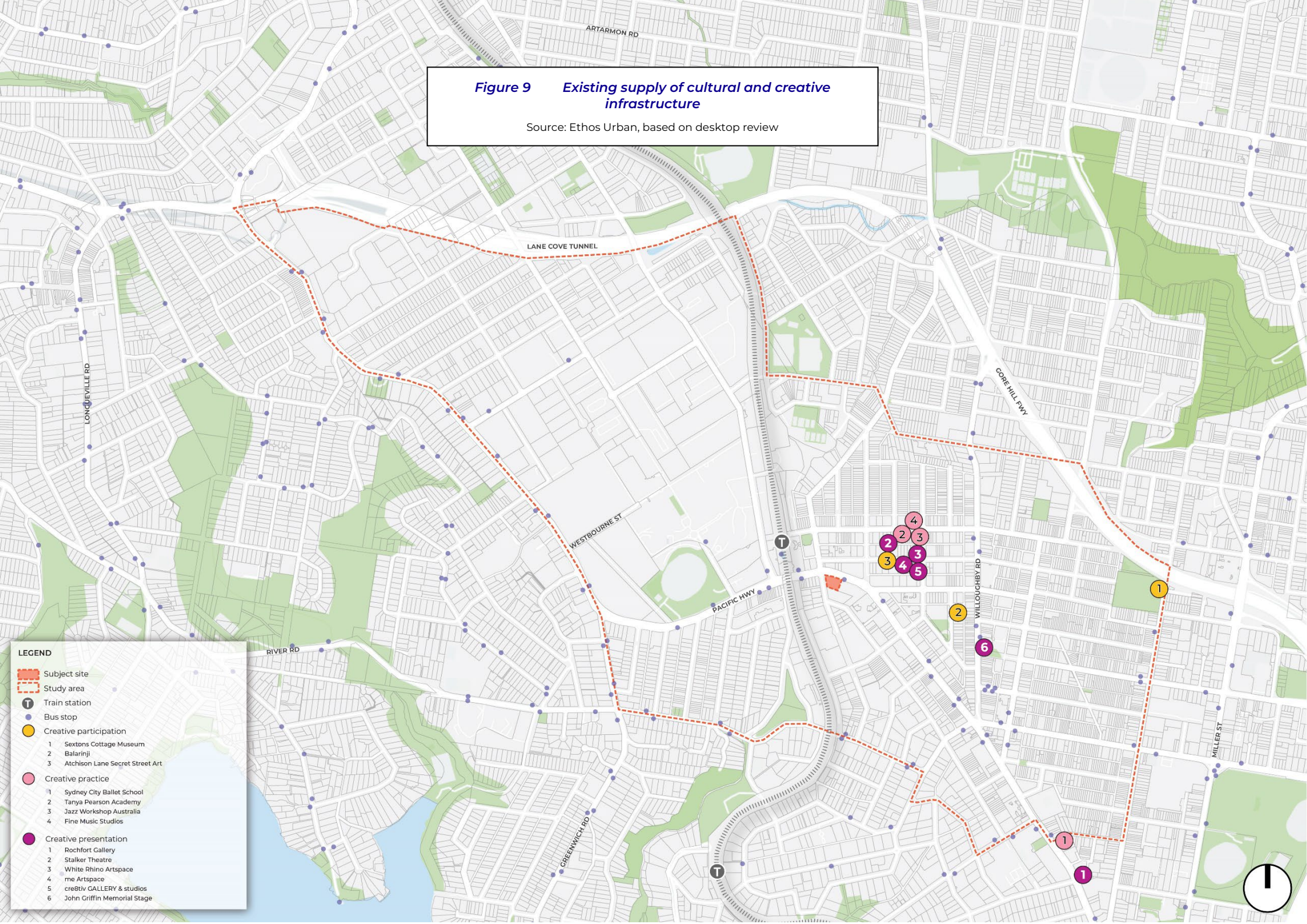
Creative and cultural infrastructure benchmarks are derived predominantly from the *ASR Growth Areas Study*. These are applied based on the relevant typology, indicating the types of spaces generally needed for populations of a given size. Other components of cultural and creative infrastructure, such as local cultural participation, are assessed qualitatively.

Table 8 *Creative and cultural infrastructure – estimated gaps*

Facility/service	Resident benchmark	Worker benchmark	Current supply	Combined gap		
				2022	2026	2036
<i>Local infrastructure</i>						
Practice	1 : 8,000	n/a	4	-2.1	-1.6	-0.2
Presentation	Qualitative					
Participation	Qualitative					
<i>District and regional infrastructure</i>						
Community arts centre	1 : 40,000	n/a	4	0.7	1.1	1.3
Performing arts facility	1 : 40,000	n/a	4	0.7	1.1	1.3

Figure 9 Existing supply of cultural and creative infrastructure

Source: Ethos Urban, based on desktop review



LEGEND

- Subject site
- Study area
- T Train station
- Bus stop
- 1 Creative participation
 - 1 Sextons Cottage Museum
 - 2 Balarinji
 - 3 Atchison Lane Secret Street Art
- 1 Creative practice
 - 1 Sydney City Ballet School
 - 2 Tanya Pearson Academy
 - 3 Jazz Workshop Australia
 - 4 Fine Music Studios
- 1 Creative presentation
 - 1 Rochfort Gallery
 - 2 Stalker Theatre
 - 3 White Rhino Artspace
 - 4 me Artspace
 - 5 cre8tv GALLERY & studios
 - 6 John Griffin Memorial Stage

4.6 Health and wellbeing

Strategic context and community perspectives

To expand the health sector industry in the St Leonards precinct, The *St Leonards Crows Nest Plan 2036* has identified the following areas for growth:

- More diverse housing choices including build to rent
- Investigation of opportunities for allied health uses in the area
- To accommodate to population growth in the area, extra measures to attract health-related jobs to the health precinct should be prioritised
- Encourage development of high technology and health related uses in the light industrial area to support the surrounding hospitals.

Engagement associated with *the St Leonards and Crows Nest 2036 Planning Package* (NSW Government, 2020) identifies community concern with prioritising additional open space, health care and traffic management infrastructure.

Current supply

There are currently six Local Medical Centres, one Health Hub, two General Practitioners, four Psychologists, and one Aged Care facility located within the catchment. These are concentrated along the Pacific Highway, and the Royal North Shore Hospital.

Estimated gaps to 2036

The following benchmarks are derived from a range of sources, including:

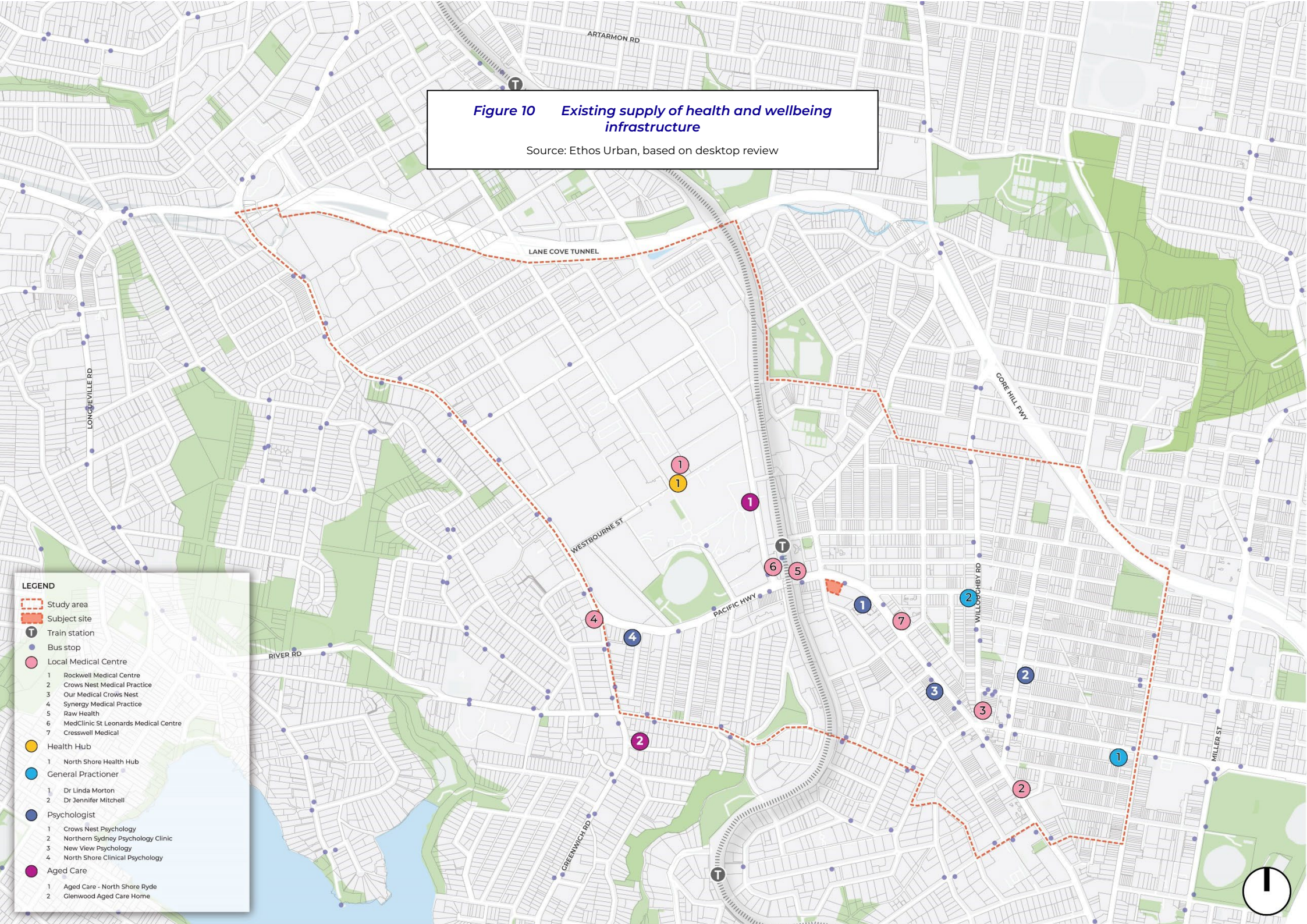
- *City of Sydney Development Contributions Plan 2015 – Community Facilities Planning Benchmarks*
- *Peer Review of Community Facilities Planning Benchmarks* (Elton Consulting for City of Sydney, 2015)
- *Planning for Community Infrastructure in Growth Areas* (Australian Social and Recreations Research, 2008).

Table 9 Health and wellbeing – estimated gaps

Facility/service	Resident benchmark	Worker benchmark	Current supply	Combined gap		
				2022	2026	2036
<i>Local infrastructure</i>						
Local medical centre	1: 25,000	1: 25,000 workers (30% demand)	7	-5.8	-5.6	-5.1
Allied health service	<i>Assessed qualitatively</i>					
Aged care facility	1: 1,000 over 70 year old	n/a	1	0.9	1.3	2.5
Health hub	1: 50,000	1: 50,000 workers (20% demand)	1	-0.5	-0.4	-0.2
<i>District and regional infrastructure</i>						
District health infrastructure	<i>Assessed qualitatively</i>					

Figure 10 Existing supply of health and wellbeing infrastructure

Source: Ethos Urban, based on desktop review



LEGEND

- Study area
- Subject site
- T Train station
- Bus stop
- Local Medical Centre
 - 1 Rockwell Medical Centre
 - 2 Crows Nest Medical Practice
 - 3 Our Medical Crows Nest
 - 4 Synergy Medical Practice
 - 5 Raw Health
 - 6 MedClinic St Leonards Medical Centre
 - 7 Cresswell Medical
- Health Hub
 - 1 North Shore Health Hub
- General Practitioner
 - 1 Dr Linda Morton
 - 2 Dr Jennifer Mitchell
- Psychologist
 - 1 Crows Nest Psychology
 - 2 Northern Sydney Psychology Clinic
 - 3 New View Psychology
 - 4 North Shore Clinical Psychology
- Aged Care
 - 1 Aged Care - North Shore Ryde
 - 2 Glenwood Aged Care Home

4.7 Housing equity and economic development

Strategic context

An analysis of housing stress figures indicates that 10% of renters in the area are experiencing rental stress, highlighting an important opportunity to influence affordability by increasing housing supply, including affordable housing.¹⁴ Key identified priorities within relevant policy and strategic planning documents include:

- Ensure new development contributes to a range of dwelling types in the area to cater for all life cycles (*St Leonards Crows Nest 2036 Plan*)
- Include opportunities through amendments to planning controls to encourage a range of dwelling typologies to cater for the diverse community in St Leonards and Crows Nest (*St Leonards Crows Nest 2036 Plan*)
- Explore build-to-rent opportunities within the precinct (*St Leonards Crows Nest 2036 Plan*)
- Innovation hub that hosts incubator/accelerator/co-working space (*Crows Nest Placemaking and Principles Study, 2016*).

The *Lane Cove LSPS* identifies the following priorities, relating to the provision of diverse and key worker housing:

- The health and education precinct attract workers to the precinct, many of whom require access to affordable housing. 'Nearby housing in commercial and residential areas which is affordable for key workers such as nurses will be required in the future to support the operation of the health and education precinct' (p.82).
- Key workers require access to affordable and diverse housing close to their places of work. The LSPS states the need to 'increase housing diversity to cater to families, the aging population, diverse household types and key workers' (p.38).

The City of Sydney describes economic development spaces as spaces supporting priority economic development activities. Economic development spaces can support activities for key economic sectors, such as cultural and creative businesses, tech start-ups, and social enterprises. They are not community facilities in the typical sense, but rather they are key tools to meet the Sydney's strategic economic, cultural or social objectives.

Economic Development Spaces include:

- Shared working spaces for start-up businesses and social enterprises
- Creative retail shopfronts
- Work (or live/work) spaces for artists and other cultural, creative or other enterprises.

Specifications for these spaces are defined by the:

- strategic objectives that such a space would fall under
- supply and demand characteristics
- functional requirements of the project
- locational opportunities and feasibility.

Community perspectives

Community engagement associated with the *St Leonards and Crows Nest 2036 Planning Package* (NSW Government, 2020) identifies the following community perspectives:

- Strong sentiment that more could be done to support St Leonards as an employment hub, including planning for more stand-alone commercial development
- Flexibility to support a mix of commercial premises ranging in size and type were highlighted as an opportunity
- Strong concern that there was no need for additional housing as housing targets for the local government areas are being met, and
- Regarding recent development in the area, the community felt that their preferable future housing types for the area were not realised.

¹⁴ St Leonards Crows Nest 2036 Plan (NSW DPE, August 2020).

Co-working infrastructure – trends and typology

Co-working is a major trend in workplace economics which sees workers from different companies assemble in a neutral space; sharing facilities, communal areas, and even desks without long-term leases. Co-working in Australia has emerged as both a fully-fledged real estate sector in its own right, as well as a concept that alludes to changing work styles and modern office behaviour.

With millennials expected to make up three quarters of the Australian workforce by 2025, these digital natives embrace a flexible daily routine and expect that lifestyle to be accommodated within the workplace, as a site for collaboration, digital interacting, life-long learning, and socialising. With a downward effect on the price per desk, up to 4% of current commercial workspace is currently taken up by flexible co-working.¹⁵

Looking to the future, although Covid-19 caused a temporary decline in the industry, it is rapidly rebounding as employers are equipped with the tools to work more flexibly, and workers demand more flexible spaces but miss the casual interactions and knowledge sharing office spaces provide. With a projected market share of 30% by 2030,¹⁶ co-working is a dominant trend shaping the character of workplaces in Sydney's CBD.

Social and demographic trends – understanding the rise of co-working

Coworking spaces are quickly becoming an essential ingredient to a city's economic development. By design and operation they are set up to incubate new businesses, create new technologies and foster innovation and knowledge transfer. They also provide an easy platform for entrepreneurs to enter the market and test their ideas.

The co-working concept first emerged in San Francisco in 2005 when a group of people from the creative industries decided to work alongside each other in an open and shared space. Their goal was to bring together like-minded individuals who could collaborate and learn from each other. The format has been very successful and since this time the number of co-working spaces worldwide has grown rapidly and as of 2017 were estimated to exceed 10,000 spaces.

Australia was an early adopter of coworking spaces with some of the first co-working space opening in 2006. Since 2006 the industry has grown across Australia and Sydney. Sydney is home to the largest number of co-working spaces and is estimated to account for approximately 30% of all co-working spaces available in Australia.

Growth Drivers

From a social and economic perspective operating in a co-working space has the following advantages:

- **Low Entry Costs** - help reduce financial barriers to secure office space and equipment. Reduce costs and risk of starting a new business and they help enable freelance and small businesses set themselves up in proximity to where their target clients reside or work. Should the business be successful they are able to scope of scale up within the location.
- **Knowledge Creation and Innovation** – assist in knowledge transfer and spread of ideas that leads to innovations. Enable opportunities for collaboration and networking between workers across similar and different types of industries. Co-working spaces foster and courage an entrepreneurial workplace culture that is conducive to the creation of new ideas.
- **Talent Attraction and Retention** – provide flexibility and a lifestyle that attracts and aligns with preferences of a subset of the working population. Co-working spaces provide a different type of work environment to what is typically available.
- **Flexibility** – business models to occupy co-working spaces can be casual, weekly, monthly. Great for businesses or entrepreneurs that are developing their product or travel locations for work.
- **Digital Technology** – with the rise of digital and mobile technologies, there is now greater capacity to “work from anywhere”; however, there's also a need for face-to-face contact and co-working spaces provide an important element to bridge the “work from anywhere” philosophy with the need for face-to-face contact.
- **Access** – community fostered environment of coworking spaces mean that staff and businesses get access to more networks, training, learning and development opportunities and potential clients than operating from serviced offices.

Demographic Factors

Research completed by the University of Sydney indicates that there are a number of demographic characteristics of the workforce who tend to utilise co-working spaces. These demographic characteristics include:

- **Age** – co-working spaces tend to attract a relatively younger workforce
- **Education** – people utilising co-working spaces tend to have a higher level of education compared to the rest of the workforce
- **Field of Study** – people utilising co-working spaces tend to have qualifications in education fields such as information technology, management, society and culture, and creative arts.

Character Typology

Co-working spaces come in a variety of types and sizes, with coworking spaces being planned and fitted out differently to align with a particular branding and culture to suit their target tenant profile. A healthy co-working space market needs to cater to and attract tenants so they can foster a dynamic, diverse and innovate start-up culture. Research by the University of Sydney has identified the following range of tenant profiles that utilise coworking space.

- **Urbanpreneurial Pad** - a large proportion of co-working spaces tend to be this type. They cater towards emerging businesses that are looking to grow as well as professionals that are looking for professional development and networking opportunities.
- **Digital Den** – catering towards the tech industry and persons with a computing and information technology background. These co-working spaces aim to create a work environment that can foster digital innovation.
- **Corporate Community** – geared towards a more corporate focused professional. These co-working spaces aim to facilitate networking between corporate professionals and assisting them in meeting with their clients.
- **Townhall Terminal** – a co-working space that is located in country towns. These co-working spaces aim to provide affordable spaces for local businesses and community groups.
- **Executive Establishment** – a coworking space catering towards high end and executive professionals. Provide an exclusive space for high end corporate professional to interact with their clients.
- **Social Studio** – catering towards not-for-profit individuals and groups that are guided by a particular social value.
- **Creative collective** – a co-working space that aims to foster creative collaboration between artists, creative types and designers.

¹⁵ *The Australian Coworking Market Report 2018/2019* (OfficeHub 2019), accessed 12 June 2021 from <https://www.office-hub.com/au/wp-content/uploads/2019/09/The-Australian-Coworking-Market-Report-2018-2019-by-Office-Hub.pdf>

¹⁶ *How will COVID-19 Change Coworking?* (Property Council of Australia 2020), accessed 12 June 2021 from <https://info.propertycouncil.com.au/property-australia-blog/how-will-covid-19-change-coworking>

Supply

Current identified supply includes the following:

- **Social housing:** The North District hosts the lowest proportion of social housing across the Sydney Metropolitan Area. In 2011, there were approximately 6,500 households being provided with social housing, representing 2% of all households across the district. The clusters of social housing in the North District are at Marsfield and Narraweena.
- **Co-working:** There are currently six co-working spaces located in the catchment. These spaces are fairly evenly spread throughout the catchment, although are concentrated around the St Leonards and Crows Nest town centre.

It is understood that North Sydney Council are negotiating a VPA for a 2,000sqm community co-working space at 100 Christie Street.

Estimated gaps to 2036

The benchmark applied for coworking space is derived from Ethos Urban. It is based on analysis of high amenity suburbs, including Surry Hills and Pyrmont in Sydney, to determine target ratios for provision in areas seeing growth of creative and knowledge-based industries. This benchmark is indicative guidance only, representing a best-case scenario for provision in a study area.

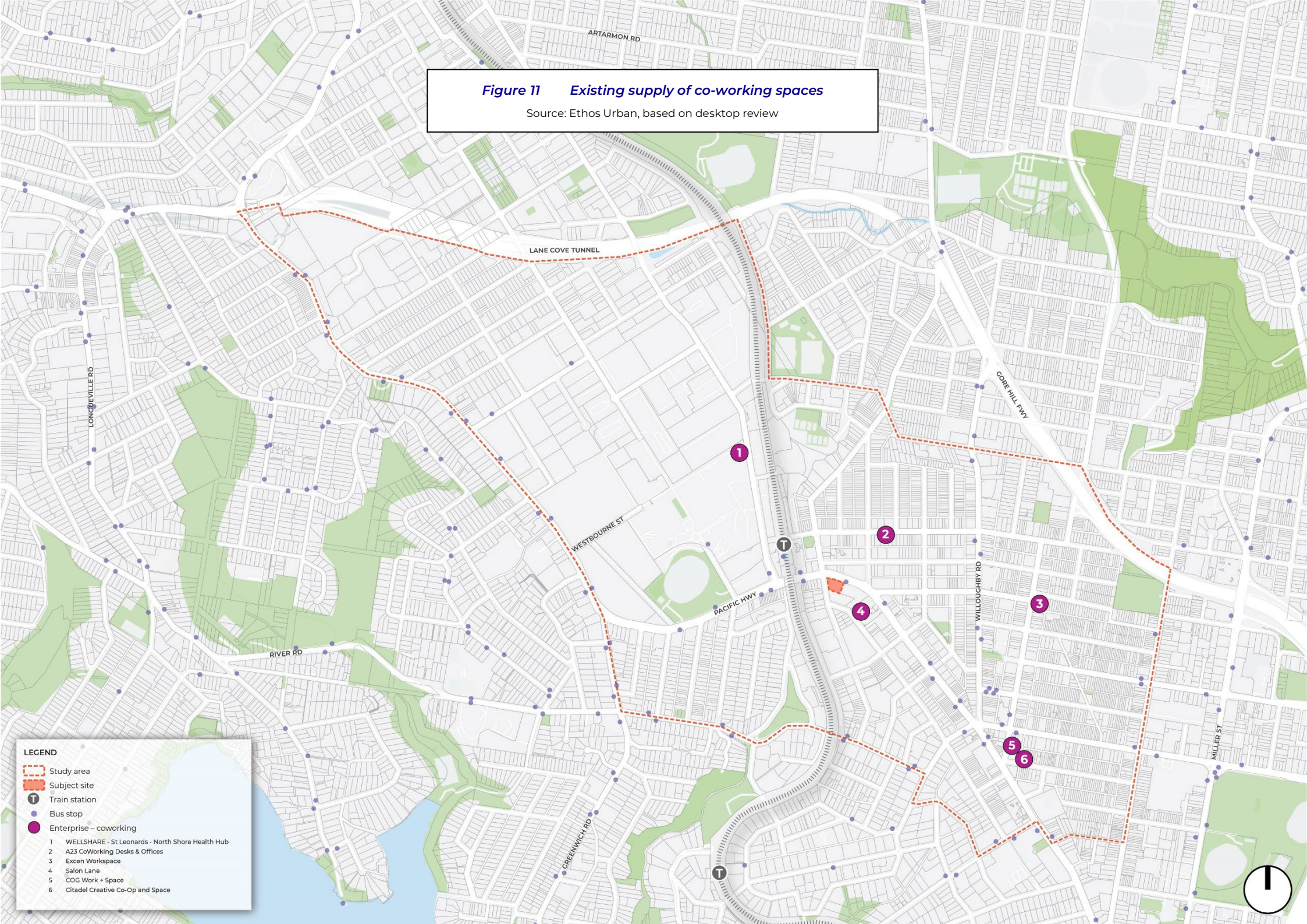
Table 10 *Housing equity and economic development – estimated gaps*

Facility/service	Resident benchmark	Worker benchmark	Current supply	Combined gap		
				2022	2026	2036
<i>Local infrastructure</i>						
Coworking/workhubs/business incubator spaces	1:2,000	n/a	6	1.7	3.6	9.1
Social and affordable housing	<i>Assessed qualitatively</i>					

Source: Ethos Urban

Figure 11 Existing supply of co-working spaces

Source: Ethos Urban, based on desktop review



LEGEND

- Study area
- Subject site
- Train station
- Bus stop
- Enterprise – co-working

- 1 WELLSHARE - St Leonards - North Shore Health Hub
- 2 A23 CoWorking Desks & Offices
- 3 Excen Workspace
- 4 Salon Lane
- 5 COG Work + Space
- 6 Citadel Creative Co-Op and Space



4.8 Sport and recreation

Strategic context and community perspectives

The *Gore Hill Park Regional Redevelopment- Landscape Concept Report* (Willoughby City Council, 2016) notes that the Gore Hill Park redevelopment is to provide a major regional sport and recreation hub for the lower North Shore, responding to future economic and population growth (Arup, 2018).

The report further notes that delivering Green Grid connections and increased community canopy coverage through additional and upgraded public open space, including linear parks and green corridors, will be essential. Climate change resilience considerations will be required for the health and longevity of plant species in open spaces.

The *St Leonards and Crows Nest 2036 Planning Package* (NSW Government, 2020) identifies community demand for increased public open space, including sporting fields needed to cater for population growth.

Supply

Current: There are currently 14 Tennis Courts, two Outdoor Courts, four Indoor Courts, one Outdoor Fitness Station, one Off-Leash Dog Park, and one other sport and recreation facility located within the catchment. There are also 33 Sports Fields, three Aquatic Facilities, and two Indoor Recreation Centres located within the secondary study area.

Planned: Lane Cove Council has identified a number of recreation infrastructure in its s 7.11 Developer Contributions Plan, including aquatic centre upgrades and a multi-use sports facility. Additionally, the construction and fit out of the Hume Street Multipurpose Sports Facility and Plaza has been identified in the North Sydney Contributions Plan.

Estimated gaps to 2036

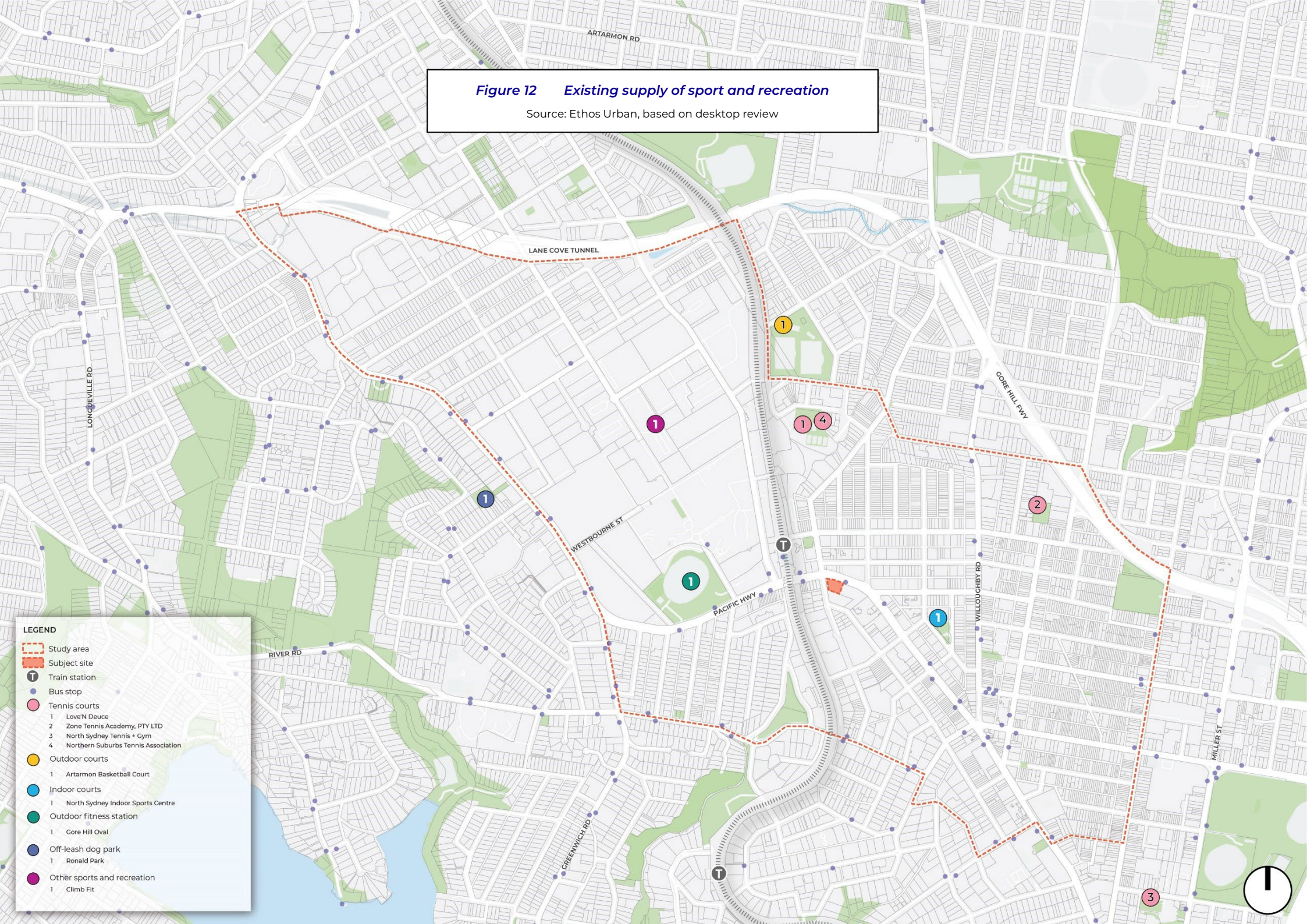
The following benchmarks are adopted from a range of industry best practice, including Australian Social Research (2008) *Growth Areas Study*, and the City of Sydney's benchmarking. Tennis Australia, Netball Australia, and Surf Life Saving NSW also publish indicative benchmarks, which have been incorporated into the below.

Table 11 Sport and recreation, estimated gaps

Facility/service	Resident benchmark	Worker benchmark	Current supply	Combined gap		
				2022	2026	2036
<i>Local infrastructure</i>						
Tennis courts	1 : 4,500	1 : 4,500 (30% demand)	19	-12.4	-11.4	-8.3
Outdoor courts	1 : 12,000	1 : 12,000 (30% demand)	2	0.5	0.9	2
Indoor courts	1 : 12,000	1 : 12,000 (30% demand)	4	-1.5	-1.1	0
Outdoor fitness station	1 : 1,500	1 : 1,500 (30% demand)	1	18.8	21.9	31.1
Off-leash dog park	1 : 1,500	n/a	1	9.3	11.8	19.1
Skate park	1 : 2,000	n/a	0	7.7	9.6	15.1
<i>District and regional infrastructure</i>						
Sports field	1 : 5,000	1 : 5,000 (30% demand)	33	4.2	7.7	9.5
Aquatic facility	1 : 60,000	1 : 60,000 (30% demand)	3	0.1	0.4	0.5
Indoor recreation centre	1 : 12,000	1 : 10,000 (30% demand)	2	16.6	18.4	19.3

Figure 12 Existing supply of sport and recreation

Source: Ethos Urban, based on desktop review



LEGEND

- Study area
- Subject site
- Train station
- Bus stop
- Tennis courts
 - 1 LoveN Deuce
 - 2 Zone Tennis Academy, PTY LTD
 - 3 North Sydney Tennis + Gym
 - 4 Northern Suburbs Tennis Association
- Outdoor courts
 - 1 Artarmon Basketball Court
- Indoor courts
 - 1 North Sydney Indoor Sports Centre
- Outdoor fitness station
 - 1 Gore Hill Oval
- Off-leash dog park
 - 1 Ronald Park
- Other sports and recreation
 - 1 Climb Fit

4.9 Open space

Urban environments that include open space improve the quality of life and wellbeing for workers and residents interacting with these spaces. Both state and local governments have recognised the importance of green open spaces for social sustainability and wellbeing, especially as density and populations grow.

The benefits of greening are recognised by the World Health Organisation, which links green urban areas with better health and wellbeing outcomes, through helping combat air pollution, noise, chronic stress, and insufficient physical activity.¹⁷ The Government Architect's Greener Places framework, supported by the GSC Sydney Green Grid Strategy, aims to create a network of upgraded urban spaces and civic amenities that support social cohesion and gathering, while increasing Sydney's green canopy.

An important distinction is noted between open space and civic domain. While open space pertains to such spaces as parks, plazas, promenades, and other passive and active recreation facilities; civic domain relates to more transient movement zones, such as shared streets, publicly accessible through-site links, pedestrian and cycle corridors and some linear plazas.

This study quantifies open space within the relevant 200m and 400m site catchments. Any open space identified within a catchment is evaluated against the 'greener places' size metrics in the Greener Places Guide.¹⁸

Strategic context

The *St Leonards and Crows Nest 2036 Planning Package* (NSW Government, 2020) stated that the community raised concerns with a lack of new open space and existing undersupply of open space to meet future growth demands with the precinct. SIC funding will be prioritised for additional open space including, working with Lane Cove and Willoughby City Councils on open space opportunities.

The *Willoughby Open Space and Recreation Plan* identifies the following local priorities for the St Leonards CBD:

- Actively pursue opportunities for additional publicly accessible open space in redevelopments, especially in high density areas along the Pacific Highway corridor in Artarmon, St Leonards and areas adjacent to main roads
- Implement Gore Hill Masterplan
- Implement Community Gardens Policy in the vicinity of multi-unit developments
- Support community gardens on under-utilised land in schools, churches, public housing estates and unmade road reserves in high density areas, as per the Community Gardens Policy
- Implement new public spaces in St Leonards CBD.

Community perspectives

The *St Leonards and Crows Nest 2036 Plan* (NSW Government, 2020) identifies that community concerns relate to:

- Optimising public open space
- Protecting access to sunlight
- Minimising wind impacts
- Concern that key open spaces and places would be overshadowed by tall buildings
- Lack of open space in the area and interested to see plans for improvements to total useable open space in the area.

¹⁷ Urban green spaces and health; a review of evidence (WHO 2016), pg. 40

¹⁸ Greener Places (GANSW, 2021) accessed from <https://www.governmentarchitect.nsw.gov.au/policies/greener-places>

Greener Places – an urban green infrastructure design framework

Key principles:

- **Integration:** this principle proposes to combine green space with urban development and grey infrastructure. It aims to maximise opportunities to deliver green infrastructure along transport routes and enable use of publicly owned assets such as creeks and stormwater channels.
- **Connectivity:** this principle promotes the creation of a network of high-quality open spaces that connect with town centres, public transport hubs, rivers, creeks, and employment and residential areas.
- **Multifunctionality:** this principle represents the ability of green infrastructure to delivery multiple uses simultaneously, designing spaces that foster interaction and stewardship, community identity, sense of connectedness and community capacity.
- **Participation:** this principle relates to a planning process that is open to all and involves stakeholders in the development and implementation of green infrastructure plans and actions. It involves ensuring equitable access, creating accessible spaces for all members of the community, and encourages the use of currently underutilised open space corridors for community use.

Guidance on walkability to open space:

- Increased access to open space is a key outcome of the Greener Places Framework. Walkability is one aspect of accessibility. Key principles related to walkability include:
 - The quantity, quality, distribution and accessibility of green space enables the delivery of multifunctional open spaces that promote healthy lifestyles.
 - Improvements to the public domain that promote exercise and alternative modes of transport such as walking, cycling, and jogging.
 - Protection of green corridors that create a network of walking trails, cycle paths, and open spaces along river and creek corridors.
 - Enhanced connections to the Green Grid, particularly in and around high-density precincts.

Walkability metrics:

The draft Greener Places Design Guide¹⁹ expands on these principles. Key metrics are as follows:

- Local access for high-density areas > 60 dwellings/ha (0.15-0.5 ha public open space)
 - Residents: 2-3 minutes' walk/200m walking distance to a local park (barrier free)
 - Workers: 5 minutes' walk/400m walking distance to a local park (barrier free)
 - Schools: 5 minutes' walk/400m walking distance to a local park (barrier free).
- Local access for medium to low-density areas < 60 dwellings/ha (0.3 – 2 ha public open space): 5 minutes' walk/400m walking distance to a local park (barrier free).
- District access (2 – 5 ha public open space): 25 minutes' walk/2km proximity to a district park.
- Regional access (>5 ha public open space): up to 30 minutes travel time on public transport or by vehicle to regional open space/5 – 10 km from most houses.
- Trail and path networks: 1000 people per km within 800m.

¹⁹ Greener Places Design Guide (GANSW 2021) accessed from <https://www.governmentarchitect.nsw.gov.au/guidance/greener-places-guide>

Planned supply

The Special infrastructure Contribution (SIC) for St Leonards and Crows Nest outlines a number of planned social infrastructure improvements for the Local Study Area, including:

- Pedestrian and cycle improvements
- Expansion of Hume Street Park by 0.12ha (underway)
- A new park in St Leonards South.

Additional potential future projects include:

- RNSH Concept Plan (approx. 0.5ha)
- Friedlander Place (approx..0.25ha)
- St Leonards Central (approx. 0.75ha).

The St Leonards Plaza and Interchange above the railway corridor adjacent to this site (approx. 0.5ha) is under construction, as part of the 88 Christie Street development. Draft plans are shown below in Figure 14.



Figure 14 *St Leonards Plaza and Interchange*

Source: Arcadia

Open space gap analysis for this site

This study quantifies open space within the relevant 400m catchments. Any open space identified within a catchment is evaluated against the 'greener places' size metrics in the Greener Places Guide (see below in Table 12).²⁰

Table 12 Open space gap analysis matrix

Distance metric	Size metric	Evaluation for residents and workers on-site
Residents and workers within 200m walking distance of local open space?	-	×
-	0.15 – 0.3ha?	N/A ²¹
-	> 0.3ha?	N/A
Residents and workers within 400m walking distance of local open space?	> 0.3ha?	✓
Residents within 2km of district open space?	2 – 5ha?	✓
Residents within 5-10km of regional open space?	>5ha?	✓

Source: Ethos Urban, applying NSW GAO Greener Places benchmarks

²⁰ Greener Places (GANSW, 2021) accessed from <https://www.governmentarchitect.nsw.gov.au/policies/greener-places>

²¹ Question not applicable where 'No' is selected for question 1 ('Residents within 200m walking distance of open space?') and/or question 4 ('Workers within 400m walking distance of open space?')

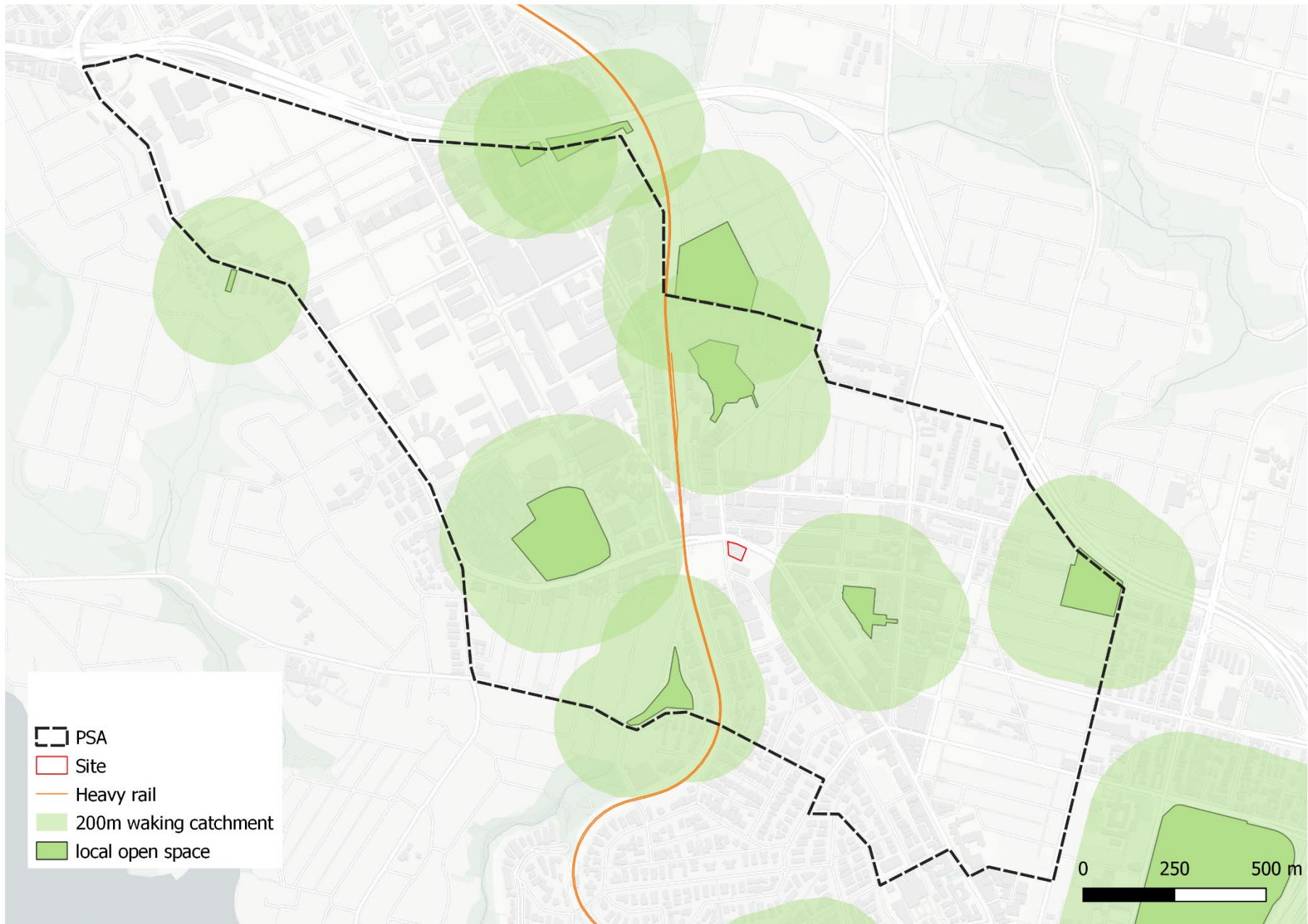


Figure 15 Local open space – 200m walking distance catchments

Source: Ethos Urban, applying the GAO Greener Places Framework

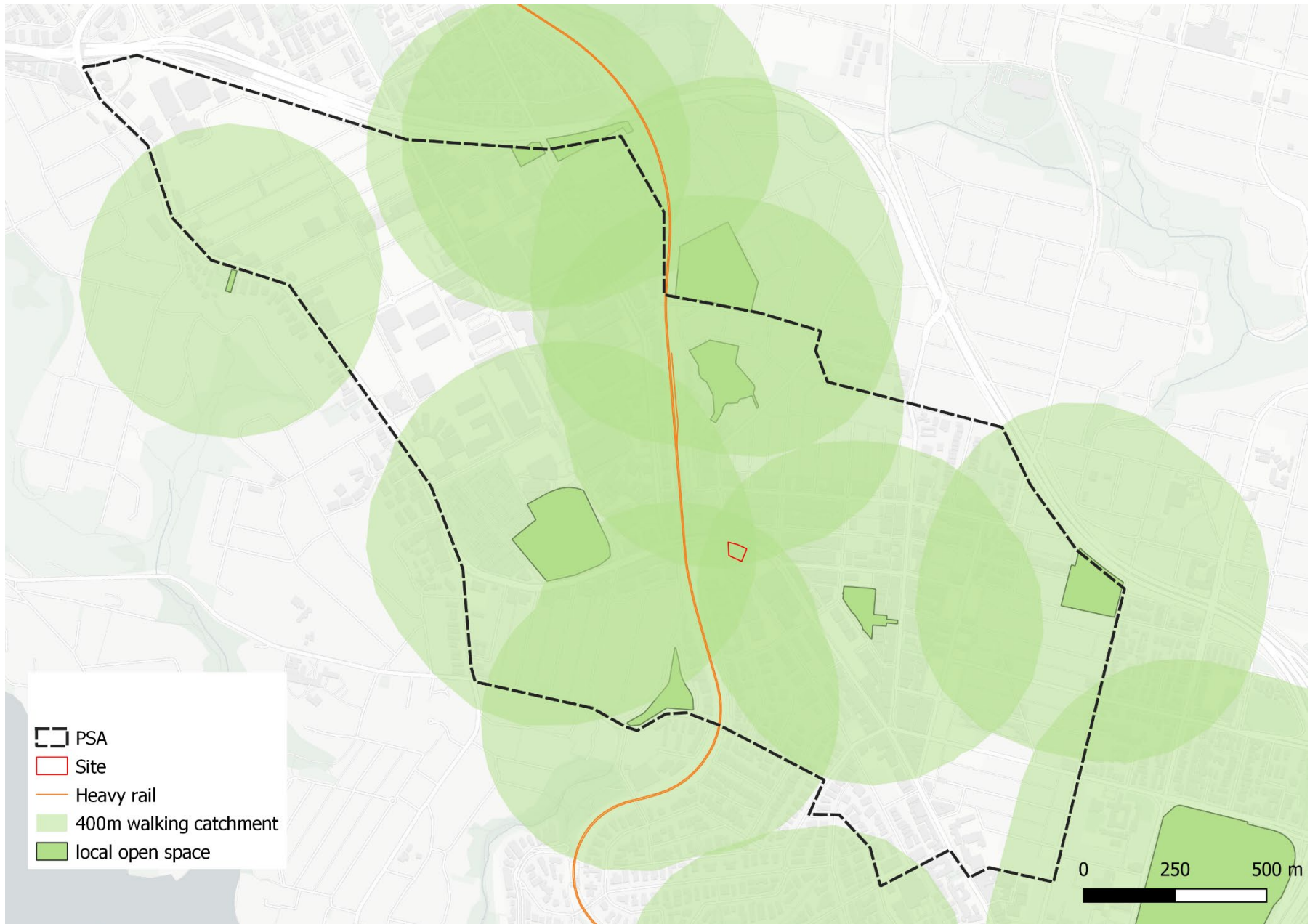


Figure 16 Local open space – 400m walking distance catchments

Source: Ethos Urban

4.10 District/regional infrastructure

There is a strong network of district social infrastructure in the SSA. District health infrastructure is clustered in the St Leonards area, while creative and cultural infrastructure is predominantly centred on Chatswood and Lane Cove. There is a distinct lack of district scale creative infrastructure in the South of the catchment. Sports fields and other district recreation typologies are fairly evenly distributed throughout the catchment.

There is an opportunity for St Leonards, standing at the centre of a strong network of district creative infrastructure, to provide for higher order facilities close to key transport lines and existing activity zones. With this role as a strategic centre, district scale infrastructure has the potential to cement its future growth and role as a centre for the broader community.

LEGEND

- District / Region
- Study area
- Subject site
- Rail station
- Sports field
- 1 Gore Hill Oval
- 2 Cammeray Park
- 3 Northbridge Oval
- 4 Tunks Park sports fields
- 5 Naremburn Park
- 6 Primrose Park
- 7 Forsyth Park
- 8 Waverton Park
- 9 Bob Campbell Oval
- 10 Tantallon Oval
- 11 Pottery Green Oval
- 12 O.H Reid Memorial Park
- 13 Rotary Athletics Field
- 14 Blackman Park
- 15 Burns Bay Reserve
- 16 Longueville Oval
- 17 Artarmon Reserve
- 18 Thomson Park
- 19 Chatswood Oval
- 20 Bales Park
- 21 Willoughby Park
- 22 Beauchamp Park
- 23 Bon Andrews Oval
- 24 North Sydney Oval
- Aquatic Facility
- 1 Willoughby Leisure Centre
- 2 Lane Cove Aquatic Leisure Centre
- 3 Northbridge Baths Aquatic Fitness Centre
- Indoor Recreation Centre
- 1 North Sydney Indoor Sports Centre
- 2 The Willis Recreation and Sports Centre
- District cultural infrastructure
- 1 MOSAIC Multicultural Centre
- 2 Lane Cove Music and Cultural Centre
- 3 Chinese Cultural Centre
- 4 The Concourse
- 5 Zenith Theatre and Convention Centre
- 6 The Australian Institute for Performing Arts
- 7 Willoughby Arts Centre
- 8 Ku-ring-gai Art Centre
- 9 Primrose Park Art & Craft Centre
- 10 Centrehouse Community Arts Centre
- District health infrastructure
- 1 Royal North Shore Hospital
- 2 North Shore Private Hospital
- 3 Mater Hospital
- 4 Longueville Private Hospital
- 5 Chatswood Private Hospital
- Youth centre
- 1 Chatswood Youth Centre
- 2 PCYC North Sydney

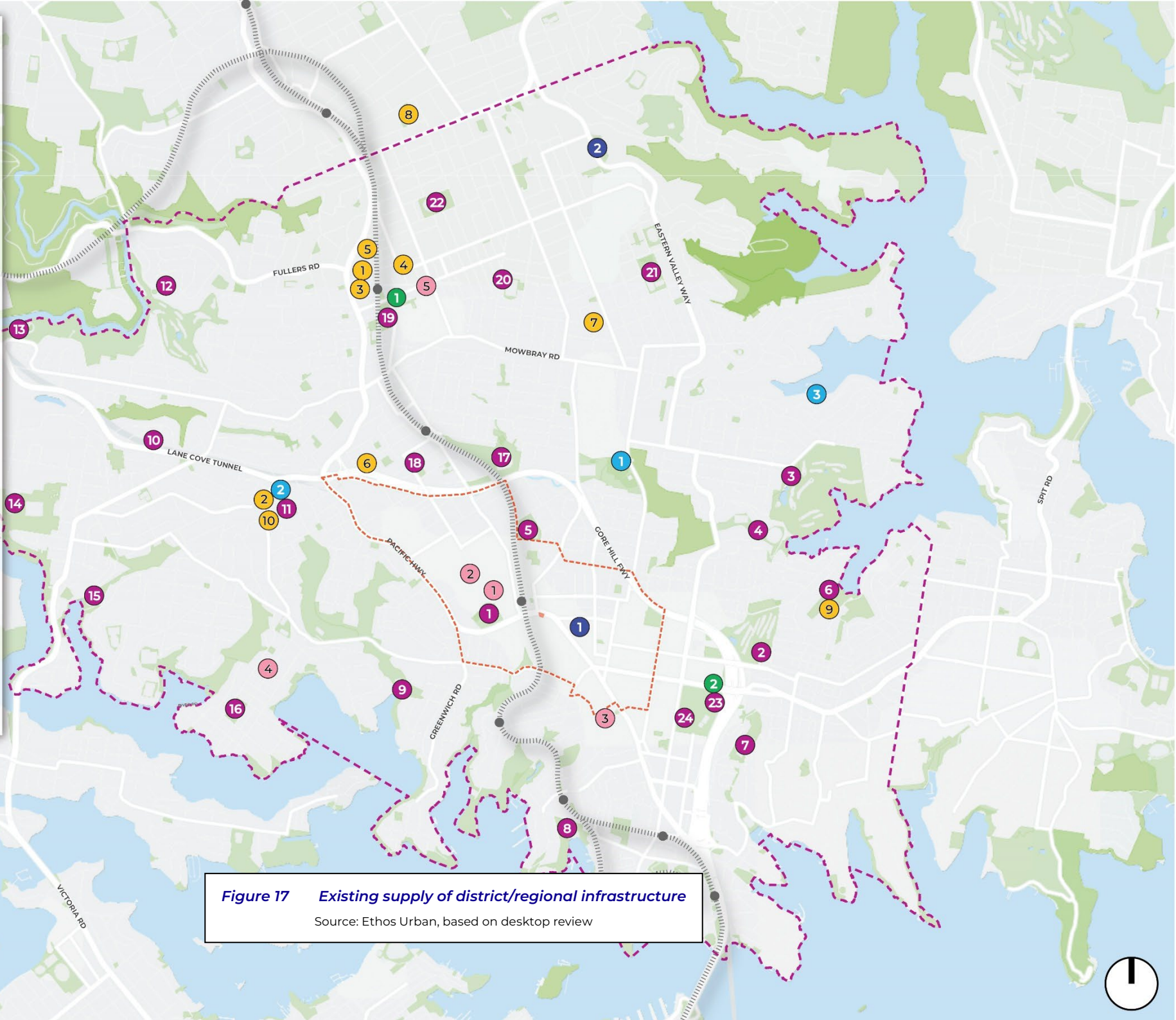


Figure 17 Existing supply of district/regional infrastructure
 Source: Ethos Urban, based on desktop review



5.0 Delivering on community needs

This section takes identified gaps for the study areas and identifies opportunities for delivery on-site and through off-site mechanisms (e.g., contributions). This is based on a thorough understanding of the site and proposed development and draws on a broader contextual analysis of the social infrastructure network as outlined above.

5.1 Site analysis

5.1.1 Project vision

Key themes and visions have been identified for this project by the project team. Key principles and/or commitments relevant to community infrastructure include the following:

- Creation of a healthy and inclusive project
- Improving physical activity, mental health, and creating a welcoming, fully accessible and inclusive design
- Spaces for community activities and services, and public spaces to support gathering
- Activated communal amenity and wellness spaces, and events and networking tailored to the local community and demographics.



Figure 18 Podium perspective

Source: DKO Architecture, Oculus, FCAD

5.1.2 Walking the site

The Telstra Exchange site (the site) comprises eight separate allotments and is located on the corner of the Pacific Highway and Christie Street. The site adjoins the existing AMA commercial building to the south, and The Landmark by New Hope residential building to the east.

The various allotments conglomerated as part of this proposal have fragmented ownership, however, are all under the control of Home Apartments. The lots have a combined area of 1,671m², forming an irregular, consolidated development parcel (refer to **Figure 19**).

The Aboriginal Cultural Heritage Assessment Report (ACHAR) (Comber Consultants) understands that: *'the study area provided the Aboriginal people with diverse plant and animal resources. The salt and fresh water sources provided a rich environment where fish, turtles, crays, shellfish and molluscs could be caught or collected. The ample fresh water sources attracted native animals which were hunted or trapped'* (Revision B.2022, page 9).

While it may not be an identified place of social, cultural, or spiritual significance for Aboriginal people, considering the purpose of Country will be important in ensuring that future development responds to the Connecting with Country framework, and does not further disrupt underlying connections.

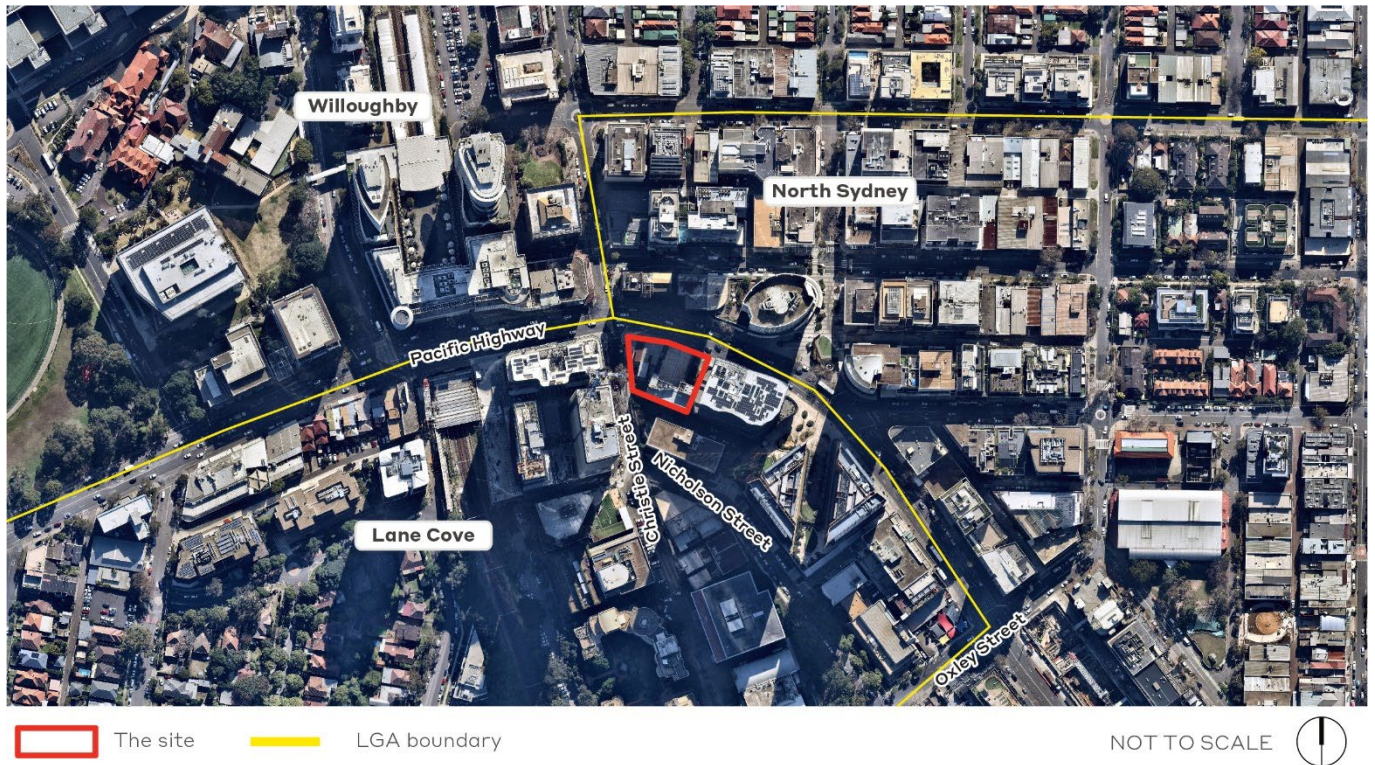


Figure 19 Locational Context

Source: Nearmap / Ethos Urban

5.1.3 Built form and massing

The building comprises a 42-storey development consisting of two key components, a podium and a tower. Overall, the proposed building will comprise approximately 28,047m² of GFA, with a corresponding FSR of 16.78:1

The podium comprises a total of 8 storeys, which will accommodate non-residential land uses, including ground level retail, serviced apartments, carparking, as well as communal amenity spaces. A zero-metre setback to Pacific Highway, Christie Street and Nicholson Lane is proposed for the podium, with a 6m setback from Level 6 proposed to the New Hope building. Level 8 of the podium comprises key worker housing, which is proposed as an extension of the BTR model.

The tower is proposed to comprise 34 storeys of build-to-rent housing apartments and communal amenity space. The tower is built to the boundary along the Pacific Highway and Christie Street frontage and has an average setback of approximately 16.4m along the eastern boundary fronting the New Hope building. It is setback 1.2m from the southern boundary.

The tower is slender, and a typical floor plate includes nine apartments, with a GFA of approximately 732m² per floor. A total of 282 residential apartments are proposed, including 10 key worker housing apartments.

5.1.4 Opportunities and constraints

Opportunities associated with the site and proposed development for the on-site delivery of social infrastructure include:

- The location of this site along a busy pedestrian route, close to the St Leonards Railway Station and in the heart of the St Leonards town centre, supports the provision of social infrastructure. The delivery of social infrastructure within town centres is identified as a key outcome in both local and state planning policies.
- The build-to-rent offering has the potential to attract younger people to the area, increasing the demand and viability for social infrastructure including early years facilities and creative infrastructure.

Constraints associated with the site and proposed development for the on-site delivery of social infrastructure include:

- Constrained ground plane due to the retention and renewal of the existing Telstra Exchange. This will limit the ability to deliver ground level community infrastructure within the built form of this development. Given that ground floor provision of social infrastructure is the desired outcome for the accessibility and utilisation of facilities by the wider community, on-site delivery may not be the best outcome for all social infrastructure typologies.
- The elevation of Christie Street, and low amenity of the Pacific Highway, reduces the viability of providing social infrastructure within the development that would require consistent pedestrian access and integration with the streetscape. For example, higher order integrate multipurpose community hubs and libraries may not be suitable for this site and location.
- The location, size of the site, and proposed development is not conducive to outdoor typologies, such as ground-plane open spaces and recreation infrastructure.

5.1.5 Creating vertical villages

There are a range of community infrastructure proposed for residents in this build to rent offering. Being a build-to-rent housing development, the proposal comprises a total of 2,319m² of communal open space and residential amenities. The proposed communal spaces have been carefully designed to facilitate communication, a sense of community and encourage sustainable living for a diverse residential population. **Table 13** below provides a summary of the proposed amenity zones and their location within the building.

Table 13 Communal Amenity Spaces

Level	Use
Upper ground level	<ul style="list-style-type: none"> • Pet Spa • Library / lounge area • Communal laundry
Level 1 – Workhub	<ul style="list-style-type: none"> • Meeting rooms • Board rooms • Break-out spaces • Individual workstations • Communal workstations • Focus rooms • Kitchenette
Level 8 – Wellness Centre	<ul style="list-style-type: none"> • Communal gym • Internal 25m lap pool • External balcony and sundeck • Communal BBQ area with outdoor dining facilities • Communal vegetable gardens • Flexible outdoor exercise area for pilates or yoga • Flexible multi-functional indoor exercise area • Feature planting and landscaping
Level 17	<ul style="list-style-type: none"> • Cinema room
Level 20	<ul style="list-style-type: none"> • Children’s play space
Level 29	<ul style="list-style-type: none"> • Communal games room
Level 32	<ul style="list-style-type: none"> • Communal Kitchen and Dining
Level 40 – Garden Terrace	<ul style="list-style-type: none"> • Communal BBQ facilities • Communal vegetable gardens and composting • Flexible lawn space with views south across Sydney Harbour • External dining setting
Level 41 – Sky Lounge	<ul style="list-style-type: none"> • Communal lounge area • Communal kitchen facilities • Fireplace • Private function spaces

- Pot planting

It is understood that elements of the coworking space will be a 'public offering work-hub'. Overall, it is understood that this development will provide a total communal space of 2,319sqm, of which 965.11sqm is external communal space, and 1,347.76sqm is internal communal space

VERTICAL VILLAGES PROGRAM OVERVIEW



Figure 20 Vertical villages – program overview

Source: DKO Architecture; Oculus; FCAD

5.2 Prioritising community needs for on-site delivery

The development, to best serve the community, must provide social infrastructure and open space that understands their specific needs, be it cultural, demographic, or other, in order to provide the spaces and services that best reflect the community's aspirations.

Social infrastructure provision should consider the role of this site in the broader context of the Precinct. Considerations include:

- Understanding the role of this site in the context of St Leonards and Crows Nest. St Leonards provides a range of district order health and education infrastructure, as well as both existing and proposed community and cultural facilities. Open space and recreation are being delivered in the nearby Gore Hill Park redevelopment.
- Local needs, given accessibility constraints to other infrastructure and increasing the amenity of a future high-density vertical build-to-rent village.
- The need to provide infrastructure on-site that best complements the vision and intending purpose of the development.

A summary of the recommended on-site social infrastructure and open space to meet the anticipated demand of the residents in the site and surrounds is outlined below in **Table 14**.

Table 14 Recommendations for delivery

Typology	Recommended size	Discussion
Housing equity	n/a	<ul style="list-style-type: none"> • There is an identified need for increased key worker housing and build-to-rent opportunities in St Leonards to support the Health and Education precinct. This need is identified clearly in the Lane Cove LSPS and Crows Nest 2036 Plan. • Opportunities to incorporate a diverse range of housing typologies, such as build-to-rent on this site, is supported by this high-level analysis of policy drivers and social issues and trends. • Additionally, opportunities to provide key worker housing to support the health and education precinct in St Leonards is highly supported by this site's proximity to this precinct and the identified need in relevant strategic policy.
Coworking space	Smaller typology, 1,200 – 1,800sqm catering for < 250 workers	<ul style="list-style-type: none"> • By 2036, there will be a gap of eight coworking spaces applying best practice provision ratios developed for inner Sydney creative hubs. This includes the noted VPA for a 2,000sqm community co-working space at 100 Christie Street. • The provision of a complementary quantum of coworking space on this site would contribute to alleviating shortfalls in spaces to 2036. This aligns with the demographic trends, with high university attainment and workforce participation, as well as contributing to St Leonards as a creative, vibrant precinct.
Preschool	30+ places	<ul style="list-style-type: none"> • By 2036, there will be a gap of 653 preschool places to meet growing demand. This gap is further identified in strategic work for this precinct, and the surrounding Councils strategic policy documents. • It is noted that the NSW government has recently announced the introduction of an additional year of education, offering five days per week of pre-kindergarten. The budget pledge of \$5.8 billion over 10 years aims to expand this program to every four-year-old by 2030. <p>It is expected that the additional demand for places driven by this policy will place additional pressure on existing facilities, increasing likely gaps to 2036.</p>

Typology	Recommended size	Discussion
Community space	Minimum 400sqm	<ul style="list-style-type: none"> • The provision of preschool facilities on-site has the potential to increase the attractiveness of the coworking offering, driving intergenerational socialisation models. <hr/> <ul style="list-style-type: none"> • The minimum size for a local community facility is 400sqm. Given the delivery of community space and library in St Leonards, and noting the high gap of 6 local spaces to 2036, higher floorspace is recommended. • To address the forecast social infrastructure demands as a result of the development and surrounding community need, a flexible, multi-purpose, adaptable community facility of 600sqm is recommended. This could be made up of the following: <ul style="list-style-type: none"> - 1-2 small to medium bookable meeting spaces (100sqm) - 1 local community space (300sqm) - Cultural infrastructure in the form of practice space. This may be in the form of studio/workshop space for professional artistic development, including rehearsal spaces, artist studios and maker's spaces. - Casual community lounge type space, and consideration of a quiet room and/or multi-faith prayer room to meet the needs of the diverse local community. • To enable optimal community utilisation and activation of the civic domain, this facility should be accessible from the ground plane – incorporated into podium uses. • Alternatively, in the event that delivery is not preferred in this location, consider contributions through Council's s 7.11 Plan towards the identified community facility planned St Leonards South.
Youth-friendly spaces	n/a	<ul style="list-style-type: none"> • By 2036 there will be a gap of at least 3 youth-friendly spaces within the Precinct. • Youth friendly spaces include spaces for young people to gather, connect, and feel ownership of. These often include places for youth services to co-locate and provide a touchpoint for service providers. • It is recommended that this project prioritises young people in the design of its communal areas, catering towards the needs of young people living within the development. It is noted that the gaming lounge and other recreation facilities are likely to accommodate this need, if designed with young people in mind.
Access to open space and recreation	n/a	<ul style="list-style-type: none"> • Ensuring that residents and workers on this site have access to adequate informal open space and active recreation opportunities will be essential to supporting liveability outcomes and enhancing health and wellbeing. • Noting the limitations with outdoor space on this-site, this should be achieved through contributions with Council – noting the extensive upgrades to open space and recreation planned through the local contributions framework, and SIC. • Opportunities to provide a smaller quantum of green space integrated into this development, e.g., above the podium or rooftop space, is recommended to ensure that residents and workers on-site have access to high quality green spaces.
Play spaces	n/a	<ul style="list-style-type: none"> • A current gap of 2 play spaces will increase to a gap of 12 play spaces within the Precinct by 2036. Noting the close proximity of a new play

Typology	Recommended size	Discussion
		<p>space in the adjacent development, connectivity to this space through the provision of upgraded through-site links is recommended.</p>
School and education	Determined by School Infrastructure NSW	<ul style="list-style-type: none"> • There is a spatial gap of government primary schools within the local study area, noting that there are currently no primary schools with the St Leonards Crows Nest Precinct. • It is recommended that SIC payments associated with this development proposal go towards the provision of additional school places within the Royal North Shore Hospital Campus, to meet additional demand associated with residential growth on this site. • It is noted that School Infrastructure NSW is the responsible agency to address the identified indicative gap of 3-4 secondary schools within the broader district study area.
Creative infrastructure	n/a	<ul style="list-style-type: none"> • There is a strong existing cluster of creative infrastructure within Crows Nest, contributing to the lack of identified gaps in local creative infrastructure within the study area. • There is an identified gap of 1 x community arts centre and 1 performing arts facility within the district to 2036. It is understood that a new arts facility will be delivered in North Sydney, and a cultural centre at Holtermann Street Car Park. • It is not anticipated that contributions or on-site delivery of creative infrastructure is necessary on this Site. Rather, supporting infrastructure for local creatives, including affordable rental housing and coworking spaces, is recommended to further develop the Precinct's creative culture.
Health and wellbeing	n/a	<ul style="list-style-type: none"> • The site's location within a broader health precinct is commensurate with the lack of identified gaps in local and district health infrastructure. The identified gap in aged care facility is anticipated to be delivered by private providers, and is not identified as a priority for this site. • The provision of diverse housing choices including build to rent, and key worker housing, will contribute to the broader network of health and wellbeing infrastructure within the St Leonards Crows Nest Precinct.
Sport and recreation	n/a	<ul style="list-style-type: none"> • There are gaps across a range of sport and recreation typologies for the local study area to 2036, including 2 x outdoor courts, 31 x outdoor fitness stations, 19 x off-leash dog parks, and 15 x skate parks. • Across the district study area there are identified gaps to 2036 of 9 x sports fields and 19 x indoor recreation centres. • The provision of recreation infrastructure on-site is noted in draft Architectural Plans, including a lap pool, and outdoor fitness station. • The nature of this site is not considered conducive, due to limitations associated with its vertical character and high density environment, to the provision of on-site district recreation. • Additionally, any contributions associated with this development may contribute to the provision of recreation infrastructure, including aquatic centre upgrades and multi-use sports facility, identified in Lane Cove Council's s 7.11 Contributions Plan. • Utilisation of these internal recreation facilities should be monitored by Building Management, with opportunities to open use to the public at certain times explored if appropriate.

5.3 Concluding comments

The site is in a prime position to positively contribute to local community infrastructure. The following recommendations draw on the preceding analysis; considering demographic growth and change, current and future supply and demand of community infrastructure, and the unique characteristics of the site to recommend opportunities to maximise community value from this project.

Priority infrastructure recommended for inclusion on-site includes:

- Housing equity opportunities, including through build-to-rent and key worker affordable housing
- Coworking space and incubator hub
- Preschool of at least 30 places
- 400sqm of community space, accessible for the local community. This could include a combination of bookable meeting spaces, a local community room, small cultural spaces for artistic creation and casual community lounge type spaces (including consideration of a quiet room and/or multi-faith prayer room to meet the needs of the diverse local community).

Where delivery on-site is not possible, this infrastructure and other identified needs (such as schools, and sport and recreation) should be prioritised by Council through the provision of contributions associated with this development to meet the needs of future residents on-site and the surrounding community.

This report aims to bring community needs to the heart of planning for future community infrastructure at the Home Apartments redevelopment of the Telstra Exchange site in the St Leonards town centre. The site will form part of the wider St Leonards Crows Nest Precinct, where future residential and employment generating development is anticipated to bring in additional residents and workers and induce demand for new, enhanced or augmented community infrastructure and open space.

The opportunity to provide an innovative mixed-use development that creates an integrated build to rent community with significant social benefit to both its residents and the wider community should be realised through the provision of high-quality social infrastructure on-site and in the surrounding network.

Appendix A Typology

Infrastructure category	Facility type	Description	Hierarchy	Population benchmark	Floorspace	Benchmark source
Libraries and community spaces	Integrated multipurpose community centre	<p>A large multipurpose community facility that is a focal point for the local community. It is delivered through a single building/site or a cluster of proximate buildings/sites and is typically integrated or co-located with other facility types within the network (e.g., library, indoor recreation facility).</p> <p>This type of facility provides a series of adaptable programming spaces for use by diverse sectors of the community and may include a range of other spaces and uses as appropriate to meet community needs, e.g., access to support services, information and referral, and spaces for lifelong learning, active living, arts and creative programs.</p> <p>Integrated multipurpose facilities should be accessible on a walk-in basis and provide opportunities for spontaneous interaction among diverse members or sectors of the community. These facilities generally include an "anchor" such as a library or recreation centre.</p>	Local	1 : 20-30,000 residents	Large multipurpose community facilities, minimum 2,000 square metres aiming for 2,500 square metres internal area,	City of Sydney Development Contributions Plan 2015 – Community Facilities Planning Benchmarks; Peer Review of Community Facilities Planning Benchmarks, Elton Consulting for City of Sydney, 2015
	Library space	<p>Libraries may be standalone facilities, although they may be integrated as part of larger integrated multipurpose facilities, where they typically form the anchor facility. Generally refers to libraries that function as local community branch libraries.</p>	Local	1 : 20-30,000 residents	Minimum 1,500 square metres internal area.	City of Sydney Development Contributions Plan 2015 – Community Facilities Planning Benchmarks; Peer Review of Community Facilities Planning Benchmarks, Elton Consulting for City of Sydney, 2015; State Library of NSW
	Local community centre	<p>Smaller hubs to include multipurpose rooms with potential for some service provision and specialised spaces.</p>	Local	1 : 5,000 residents	Minimum 400sqm	City of Sydney Development Contributions Plan 2015 – Community Facilities Planning Benchmarks; Peer Review of Community Facilities Planning Benchmarks, Elton Consulting for City of Sydney, 2015

Early years, young people, and families	Youth-friendly space	These are lower-order youth spaces that are likely to be based at a centre or incorporated into open space. (e.g. Skate park,	Local	1 : 8,000 residents	n/a	Planning for Community Infrastructure in Growth Areas (Australian Social and Recreations Research, 2008)
	Youth centre	Higher order youth services hubs, generally providing indoor recreation and co-located youth services.	District	1 : 30,000 residents	n/a	Planning for Community Infrastructure in Growth Areas (Australian Social and Recreations Research, 2008)
	Childcare centres/preschools	<p>Childcare facilities are purpose-built or fitted out for the provision of early childhood education and care.</p> <p>Preschools provide education to 3 and 4-year old children. Currently, it is funded for 4-year-olds (15 hours per week) and this will be extended to 3-year-olds from 2029. Facilities can be standalone but are more likely to be part of Long Day Care services or schools.</p>	Local	1 childcare place for every 3.8 0-4 year olds 1 preschool place for every 4 year olds (to meet government targets)	Minimum 400 square metres internal area per facility and include, but not limited to, required thoroughfares, outdoor play areas, panic rooms, toilet and hygiene facilities, storage areas and administrative areas as per NSW Government legislative and regulatory requirements.	City of Sydney Development Contributions Plan 2015 – Community Facilities Planning Benchmarks ; Peer Review of Community Facilities Planning Benchmarks, Elton Consulting for City of Sydney, 2015
	Play spaces	Play spaces provide space for children to play and is an important early learning environment. Generally co-located with open space.	Local	1 : 1,500 residents	n/a	Planning for Community Infrastructure in Growth Areas (Australian Social and Recreations Research, 2008)
Schools and education	Government primary school	School for children from kindergarten to year six	Local	1 : 500 people aged 5-11	n/a	Based on % of all students enrolled 2020 in NSW (Australian Curriculum, Assessment, and Reporting Authority)
	Non-government primary school	Non-government school from kindergarten to year six	Local	n/a	n/a	n/a
	Government high school	High school for children from year 7 to year 12.	District	1 : 1,200 people aged 12-17	n/a	Based on % of all students enrolled 2020 in NSW (Australian Curriculum, Assessment, and Reporting Authority)
	Non-government high school	Non-government high school for children from year 7 to year 12.	District	n/a	n/a	n/a
	Tertiary education	Institutions such as universities, TAFE, other training and apprenticeship infrastructure providing tertiary education services.	Regional	1 : 150,000 residents	n/a	Planning for Community Infrastructure in Growth Areas (Australian Social and Recreations Research, 2008)
Creative and cultural infrastructure	Local Creative practice space	Cultural infrastructure for professional creative practice and art form development, such as rehearsal rooms, artist studios, workshop spaces, and makers spaces	Local	1 : 8,000 residents	n/a	Planning for Community Infrastructure in Growth Areas

						(Australian Social and Recreations Research, 2008)
	Local Creative presentation space	Spaces for performance and exhibition spaces, usually involving an audience (e.g., theatres, cinemas, exhibition space, live music venues, and Aboriginal Keeping Places). <i>Note – local cultural infrastructure is distinguished from district and regional cultural infrastructure (e.g. galleries, museums, entertainment centres, and larger theatres).</i>	Local	1 : 8,000 residents	n/a	Planning for Community Infrastructure in Growth Areas (Australian Social and Recreations Research, 2008)
	Local creative participation spaces	Includes cultural centres and spaces for preserving and celebrating local heritage (e.g. local history museums, Aboriginal Cultural Centres, ethnic minority cultural facilities). Often incorporated with local community facilities as spaces for expression of community character.	Local	n/a	n/a	n/a
	District cultural infrastructure	District-order creative infrastructure, typically provided by Council or State government agencies, and intended to be accessed by residents across a wider catchment.	District	1 : 40,000 residents	n/a	Planning for Community Infrastructure in Growth Areas (Australian Social and Recreations Research, 2008)
Health & wellbeing	Local Medical centre	Medical centres provide health services such as preventative care, diagnosis, medical/surgical treatment, and counselling to out-patients only.	Local	1 : 25,000 residents	n/a	Planning for Community Infrastructure in Growth Areas (Australian Social and Recreations Research, 2008)
	Allied health service	Used to describe a broad range of health services which are not administered by doctors or nurses. These services are often ancillary to general health services.	Local	n/a	n/a	n/a
	Aged care facility	Facility providing aged care beds for elderly citizens, usually integrated and privately operated.	Local	n/a	n/a	n/a
	Health Hub	These typically deliver primary care services and some allied/ outreach services such as mental health, drug and alcohol support.	Local	n/a	n/a	n/a
	District health infrastructure	District scale health facilities, such as hospitals	District	n/a	n/a	n/a
Housing equity and economic development		Spaces for the community to co-locate employment services and provide affordable coworking space	Local			
	Economic development spaces	Co-working spaces are quickly becoming an essential ingredient to a city's economic development. By design and operation they are set up to incubate new businesses, create new technologies and foster innovation and knowledge transfer. They also provide an easy platform for entrepreneurs to enter the market and test their ideas.		1 : 2,000 Residents		Ethos Urban, based on best practice provision in higher amenity suburbs of Sydney.

	Social and affordable housing	Housing priced at below-market rates for people on very low to moderate incomes, typically owned and operated by a community housing provider.	Local	Assessed qualitatively	n/a	
Sport and recreation	Sports field	Outdoor field for the purpose of sport playing, may be multipurpose.	District	1 : 5,000 residents	n/a	Planning for Community Infrastructure in Growth Areas (Australian Social and Recreations Research, 2008)
	Tennis courts	Courts catering towards tennis.	Local	1 : 4,500 residents	n/a	Tennis Australia
	Outdoor courts (netball, basketball)	1 or more outdoor courts for netball, basketball, or multipurpose.	Local	1 : 12,000 residents	n/a	Basketball Australia; Netball Australia
	Indoor courts facility (netball, basketball)	Courts for netball or basketball in an indoor stadium, usually consisting of 3 or more courts.	Local	1 : 12,000 residents	Indoor Courts Facility: 2,000 square metres with an ancillary component minimum 400 square metres. General Indoor Recreation Facility: 400 square metres	City of Sydney Development Contributions Plan 2015 – Community Facilities Planning Benchmarks ; Peer Review of Community Facilities Planning Benchmarks, Elton Consulting for City of Sydney, 2015
	Outdoor fitness stations	A small station with outdoor fitness equipment.	Local	1 : 1,500 residents	n/a	Planning for Community Infrastructure in Growth Areas (Australian Social and Recreations Research, 2008)
	Dog off-leash areas	An area set aside for off-leash dog play. Particularly important in high-density residential contexts.	Local	1 : 1,500 residents	n/a	Planning for Community Infrastructure in Growth Areas (Australian Social and Recreations Research, 2008)
	Aquatic Facility	Facility providing pools and other aquatic services in an indoor and outdoor environment.	District	1 : 60,000 residents	n/a	SLSNSW; Planning for Community Infrastructure in Growth Areas (Australian Social and Recreations Research, 2008)