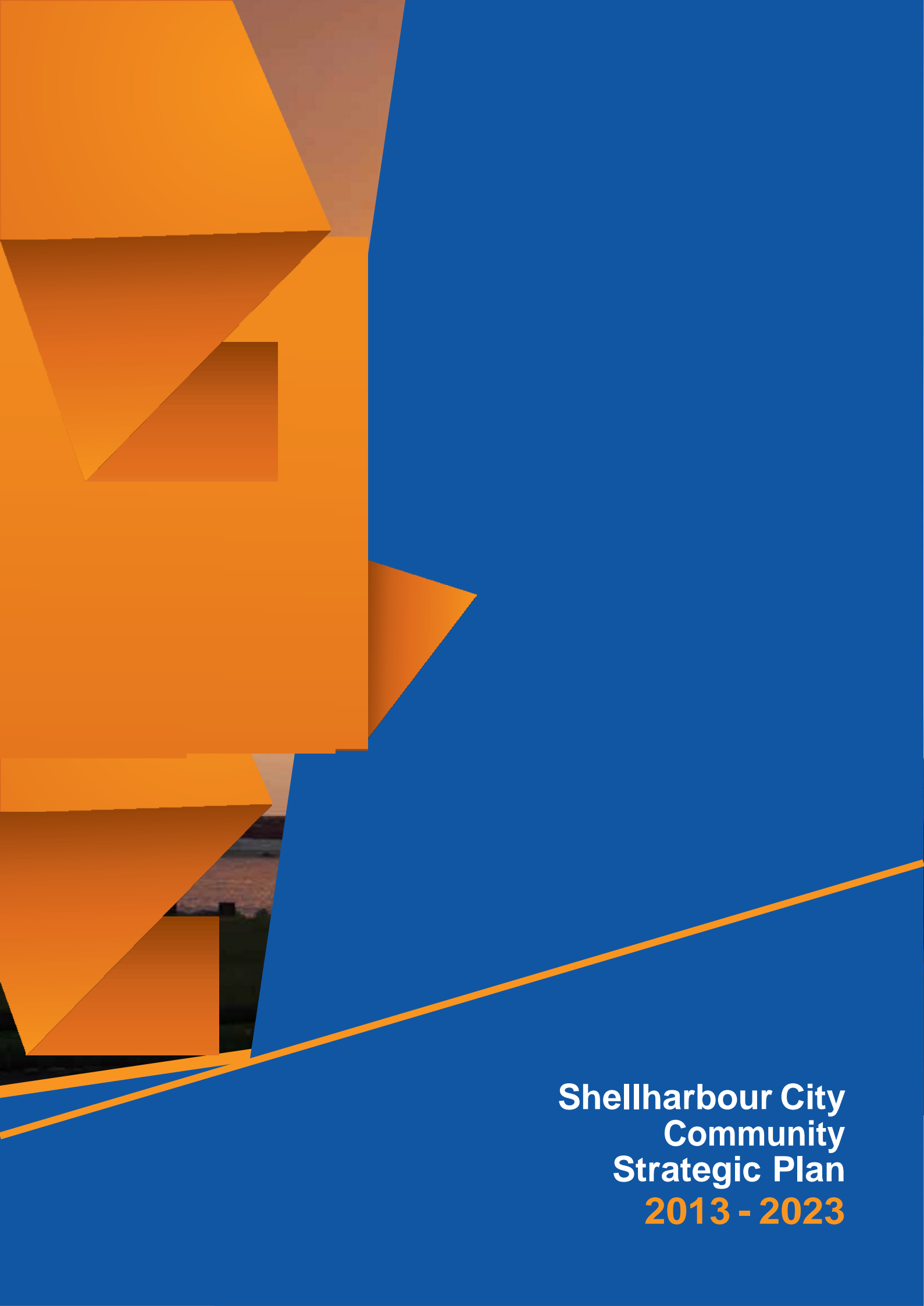





Fit for the Future Improvement Proposal

Attachment 3

Community Strategic Plan
2013 - 2023



**Shellharbour City
Community
Strategic Plan
2013 - 2023**



Enquiries and feedback should be made to:
The General Manager
Shellharbour City Council
Locked Bag 155
Shellharbour City Centre NSW 2529

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Website: www.shellharbour.nsw.gov.au



Contents

Message from the Mayor	4
Message from the General Manager	5
Integrated Planning & Reporting	6
Our City	8
Shellharbour City LGA Map	10
About this Plan	11
Community Engagement	13
What the Community told us...	
Our Vision	18
Our Objectives	19
Objectives & Strategies	
Community	20
Environment	23
Economy	27
Leadership	31
Links to Regional & State Plans	34



Message from the Mayor

I am proud to present Shellharbour City's Community Strategic Plan - 2013 to 2023.

This plan reflects what the community has told us via a range of engagement activities and identifies the aspirations of the Shellharbour City residents that direct and guide the decisions of Council. The Community Strategic Plan outlines the vision residents have for the future of our City and provides a foundation for the development of sustainable social, economic, leadership and environmental objectives.

Council is committed to understanding and seeking to meet the needs of our community and this document provides a touch stone by which Council will set its priorities of services, projects and program of works. To that end, Council works in partnership with our residents to reach our potential as a City and as a home.

The decisions that we make today impact the opportunities that are made available to our community in the future. This plan details the Objectives, Strategies and Actions that will enable us to make Shellharbour City an even better place to live, work and play.

This plan is documentation of what residents want most for the people of Shellharbour City and will guide us through the challenges of addressing the diverse economic, environmental and social needs of our community.

Council however can never assume it understands all the needs of our community at all times and so needs to engage in an on-going conversation with residents to hear their concerns and aspirations. Only then can Council hope to respond as the community needs it to.

To that end, I encourage residents to take advantage of all opportunities to communicate with Council and to be heard. These opportunities include on-line surveys, workshops, web contact and of course coming in to Council to meet with myself and staff.

Your Council looks forward to working with the community to meet the Objectives contained in our Community Strategic Plan and to continuing to move our City forward through collaboration and sound and strategic planning decisions.

A handwritten signature in black ink that reads "Marianne Saliba". The signature is written in a cursive, flowing style.

Marianne Saliba
Mayor of Shellharbour City



Message from the General Manager

The Community Strategic Plan (CSP) is the highest level planning document in the Council's suite of plans which guide the delivery of our services and facilities and the management and renewal of the community's assets.

Through this document Council aligns its own efforts with the priorities of residents to meet the Objectives of the community.

For me, local government is at its best when it's at one with its community: when it's doing the things that the community truly values, either now or at some point in the future. The CSP was developed with a significant level of engagement with and involvement by the local residents, business people, community organisations and other key groups.

The CSP has recently been reviewed and revised. Again, this has occurred in partnership with the community and for the first time in partnership with elected Councillors. The result is a CSP that strengthens Shellharbour City Council's ties with the community it serves. It now articulates even more clearly, the needs and aspirations of the residents of Shellharbour City.

Since the development of the original CSP, Council has progressed its position on the City Hub project and has adopted a funding mechanism for the Shell Cove Boat Harbour Precinct development and these are reflected in the revised documents.

The revised CSP also focuses on the need to increase Council's rate of asset renewal and replacement where required and to ensure infrastructure provision occurs while recognising the need for long term financial sustainability. To that end, a Special Rate Variation has been proposed for inclusion into the Council's long term financial planning.

It is important that Council continues to engage the community on the CSP. In this way, future revisions will better reflect the views of our residents.

I look forward to reporting to you in the future on Council's progress toward fulfilling the Objectives and Strategies of this plan.

Michael Willis
General Manager

Integrated Planning & Reporting Framework

The Integrated Planning and Reporting Framework provides Councils in NSW the opportunity to work with their communities to develop a long term plan for their Local Government areas. The Framework is a legislative requirement which forms part of the Local Government Act 1993.

Integrated Planning considers the longer term future of an area and is based around a Community Strategic Plan (CSP) which reflects the community's aspirations and needs for the future.

The CSP is informed by relevant information relating to four key areas - **Community**, **Environment**, **Economy** and **Leadership** - by addressing these areas in an integrated manner the CSP is developed with a holistic view ensuring that a variety of issues are considered.

This Framework encourages councils to draw their various plans together, to understand how they interact and to ensure the greatest benefits are achieved from comprehensively planning for the future.

Ultimately, the Framework provides greater accountability and transparency. Councils are required to outline a clear strategic direction for their community through their CSP and then report performance back to their community in line with pre-defined community indicators.

The delivery of the CSP brings together anyone with a stake in the community vision - community members, business groups, government agencies and other stakeholders. Each will partner with Council to help deliver the Objectives and Strategies.

Layers of the Integrated Planning Framework

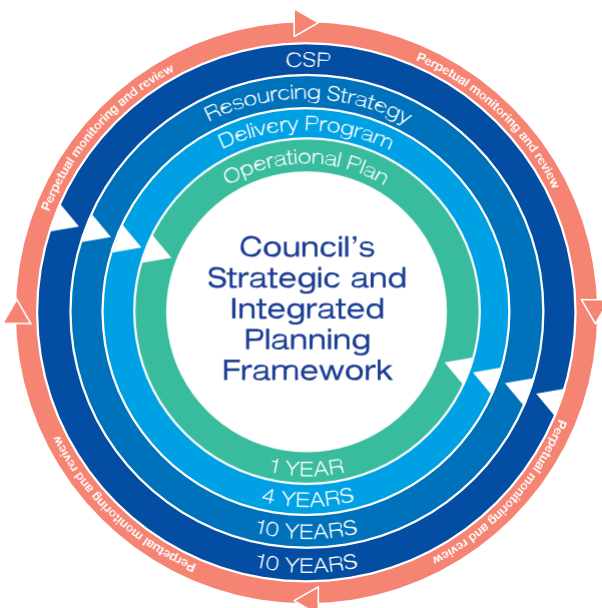
The Integrated Planning Framework is outlined below and consists of four layers of plans – the Community Strategic Plan, a Resourcing Strategy, a Delivery Program and an Operational Plan.

The ten year Community Strategic Plan is the guiding document which identifies the community's vision, priorities and Objectives, for the future. It also outlines the Strategies that will achieve these Objectives.

The ten year Resourcing Strategy informs the development of the Community Strategic Plan and describes the resources we are going to utilise to achieve the Objectives and Strategies. It ensures there is an appropriate mix and delivery of infrastructure services combined with sufficient financial and human resources available. It is made up of three key components - the Long Term Financial Plan, Asset Management Plan and Workforce Management Plan.

The four-year Delivery Program is the point at which Council outlines what it intends to do towards achieving the community Objectives and what its priorities are.

Supporting the Delivery Program is the annual Operational Plan. The Operational Plan contains the detail of Actions to be undertaken in that year.



Reporting our Progress

It is important to track how we are progressing in delivering our Community Strategic Plan over the next 10 years. Council will report back to the community at regular intervals on what has been achieved and how it is progressing on the desired outcome.

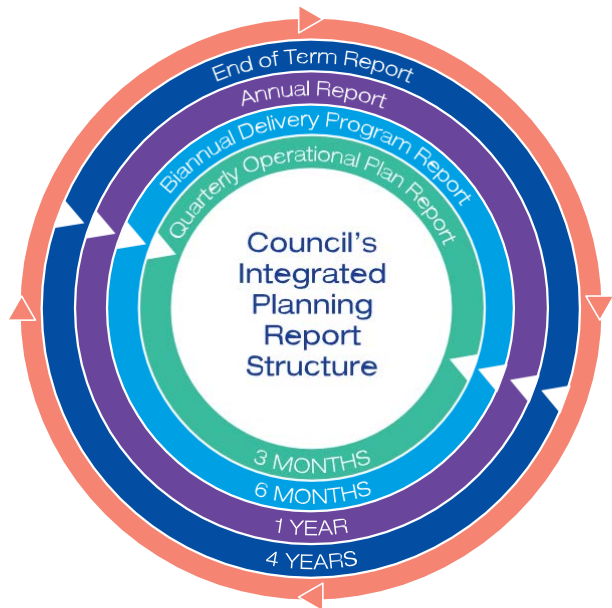
All reports will be made available to the community at Council meetings, online on Council's website and at all local libraries. These reports include:

Quarterly Operational Plan Review - every three months Council reports on the progress that has been achieved in implementing the Actions identified in the Operational Plan.

Biannual Delivery Program Review - every six months Council reports on the progress that has been achieved in implementing the Strategies identified in the Delivery Program.

Annual Report - this is a report to the community every year on the progress in implementing the Delivery Program and Operational Plan, as these plans are Council's responsibility.

End of Term Report - this is a report to the community in line with the election cycle on how successful the Council, Federal and State governments and the community have been in achieving the Objectives and community indicators identified in the Community Strategic Plan.



Our Community

Since being gazetted as a City in 1996, Shellharbour City's population has continued to grow at a steady rate. On census night in 2011, there were 63,065 people living within the City. With an annual growth rate of 1.89% predicted over the next 20 years, the local population is expected to exceed 79,000 by the year 2031. Most of this growth is likely to occur in the earlier part of the 20 year timeframe as many of our new release areas are completed.

Shellharbour City continues to home a high proportion of young families, particularly in our new release areas of Shell Cove and Flinders, and is expected to continue to be one of the youngest populations in NSW. However, our existing suburbs (such as Warilla, Mount Warrigal, Barrack Point and Barrack Heights) tend to show a trend of an ageing population, with the number of people over the age of 65 set to double over the next 20 years. With such a dynamic age structure, a major challenge for Council will be to ensure that infrastructure is available for the emerging population, whilst continuing to maintain our existing assets in established suburbs. It is also important that these assets continue to meet the needs of residents in the future.

There are 1,934 Aboriginal people living in Shellharbour City, representing 3.0% of the population (compared to 2.5% in NSW). Since 2006, the Aboriginal population in Shellharbour City has increased at a much faster rate than the general population. Almost one-fifth of residents of Shellharbour City are also born overseas (slightly lower than the NSW average of 25%). Other than English, Macedonian was the most common language spoken at home.

In Shellharbour City...

35.5% are couple families with children

25.3% are couple families without children

14.0% are one parent families

Our Environment

Shellharbour is situated on the Illawarra Coastline approximately 100 kilometers south of Sydney. Our neighbours are Wollongong City in the north, the Municipality of Kiama in the south and Wingecarribee Shire in the west. Geographically, Shellharbour is bounded by the Illawarra Escarpment in the west and South Pacific Ocean to the east, and encompasses an area of around 154 square kilometers. Significant natural features of the City include Lake Illawarra, Macquarie Pass National Park, Killalea State Park, Bass Point Reserve (include Bushrangers Bay Aquatic Reserve), Blackbutt Forest, Croom Voluntary Conservation Area, various beaches and the Myimbarr Wetlands.

Shellharbour has a variety of landforms ranging from the sandstone cliffs of the escarpment, hills and lower slopes of Gerringong volcanics, coastal sand dunes, beaches and rocky headlands to flat alluvial floodplains. Historically, much of the coastal plains and lower slopes were substantially cleared for agricultural purposes, recently however, residential development has expanded and spread across much of this area. The upper slopes remain mostly timbered with wet sclerophyll forest and sub-tropical rainforest. There are 15 endangered ecological communities and 1 endangered plant population found in the Shellharbour area. Additionally 36 plants and 75 animals found in our area are considered threatened or regionally significant.

Over 8000 trees are planted in our reserves and more than 1800 trees donated to community groups every year. A range of local community groups, organisations and educational institutions undertake environmental projects with dedicated volunteers offering over 1300 hours per year to regenerate our local bushland.

Shellharbour residents generate over 26,500 tonnes of waste at kerbside cleanup with over 20,000 tonnes diverted from landfill. Council continues to work with the community to promote a range of programs to reduce waste to landfill including polystyrene, mattress, battery and e-waste recycling.

26,822 tonnes of waste collected at the kerbside from Shellharbour City residents was landfilled in 2011/2012 whilst 20,897 was diverted from landfill.

Our Economy

Much of the traditional economic activity of the Shellharbour City area revolved around mining, dairy farming and manufacturing whilst today Shellharbour City is a vibrant centre for residential and commercial development. As the residential population of the area has grown, there has been a continued need for service-related industries such as health care, social assistance, IT, public administration and retail.

In 2011, 29,396 people living in Shellharbour City reported being in the labour force, of which 57.1% are working full time and 34% part time. Shellharbour City residents seem to rely on private vehicles to get to work, with a much larger percentage of people using private vehicles (79.2%) compared with NSW (64.5%). A large number of Shellharbour City residents also travel outside of the LGA for work (56.6%). This high utilisation of private vehicles places pressure on our road and transport infrastructure, as well as our local environment.

Education levels varied across the City with a total of 30.1% of the population attending an educational institution. Overall, 9.2% of the population were attending primary school, 7.7% of the population were attending secondary institutions, and 5.0% were learning at a tertiary level.

Across the City, 66.1% of residents had broadband connectivity while 25.4% were either on dial up connection or had no internet connection. While this is slightly lower than the NSW average, the number of households with internet connection increased by 4,616 between 2006 and 2011.

There were 29,395 people who report being in the labour force. 57.1% are employed full time and 29.7% are employed part time.

Our Leadership

Shellharbour City Council is made up of the Mayor and six Councillors who are elected by the community every four years to represent the views of residents within the region. Councillors play a very important policy-making role, requiring the identification of community needs, setting objectives to meet those needs, establishing priorities between competing demands and allocating resources.

Council employs 378 staff (including full time, part time and casual positions) in a range of professions. Approximately 58% of staff employed by Council also live in the City of Shellharbour.

Council's vision is to be a dynamic, responsive organisation working with the community to create a City we can all be proud of. Council is delivering this vision through this Shellharbour Community Strategic Plan which conserves and enhances our natural and built environments; provides programs which foster a safe, healthy, informed and caring community; and builds a strong and diverse local economy for generations to come.

Council works in partnership with over 1,000 local organisations, community groups and businesses to achieve this vision and has formed strong ties with both state and federal government.

Shellharbour's annual budget includes a total expenditure of \$90 million. Approximately half of Council's total income comes from rates and charges, with a total of 24,960 rate payers across the City. These rates and charges help fund a whole range of facilities and services in Shellharbour City from parks and sports fields to roads; libraries; aged care services; child care and youth services.

1,934 people identify themselves as Aboriginal and Torres Strait Islanders in Shellharbour City.



What is the Community Strategic Plan?

The Community Strategic Plan (CSP) reflects the community's vision for the City and sets our direction for the future. It tells us the Objectives we are striving to achieve, the Strategies we will use to achieve them and the outcomes that will indicate we have reached those Objectives.

The CSP is developed and delivered as a partnership between Council and the community. It seeks to respond to community, environmental, leadership and economic challenges. It also integrates with key Council documents such as the Crime Prevention Plan, Local Environmental Plan 2013 and the Aboriginal Employment Strategy.

This Plan is an update of the Community Strategic Plan 2011-2021 that was adopted by Council in 2011. It retains the long-term vision and key areas of the original plan, thereby ensuring Council's planning process remains consistent. As with the previous CSP the current Plan identifies the main priorities and aspirations for our community.

How you can contribute to the delivery of the CSP

The delivery of the CSP brings together anyone with a stake in the community vision - community members, business groups, government agencies and other stakeholders. Each will partner with Council to help deliver the Objectives and Strategies.

There are several ways in which the community can assist; these are listed throughout the CSP starting from page 21 and were suggested by community members who participated in community engagement activities.

Links to State and Regional Plans

The CSP was developed with regard to two NSW State Plans (NSW 2021 and Destination 2036) and two Regional Plans (Illawarra Regional Strategy and Illawarra /South Coast Regional Action Plan). The Objectives reflected in the CSP reinforce a number of the goals identified in the State and Regional plans.

Through linking goals with the State Government it provides the opportunity for Council to develop stronger partnerships to help deliver the community's needs and priorities. To view how the CSP links to State and Region goals see page 34.

Measuring Success

In order to measure how successful the community, Council, State and Federal governments have been in achieving the Objectives and ultimately the community vision, two measures are proposed:

Community Indicators

Community indicators have been assigned to measure how successful we have been in achieving the desired outcome for each Objective.

Community Survey

A community survey will be undertaken every two years to gauge whether the community is satisfied with progress and provide feedback on possible areas requiring priority in the future.

How was the plan developed?

In 2011 the first Community Strategic Plan (CSP) for Shellharbour City was implemented. The 2011-2021 CSP was prepared in consultation with the community and State government agencies.

Participants were invited to attend a number of engagement activities including community strategy forums, youth engagement, and a consultation workshop. These engagement activities were in accordance with the adopted Community Engagement Strategy.

To view the Community Engagement Strategy and the Community Engagement Results Report visit www.shellharbour.nsw.gov.au

Since the 2011-2021 CSP was implemented the Shellharbour City Council local government elections were held in September, and a review of the plan was considered an important priority.

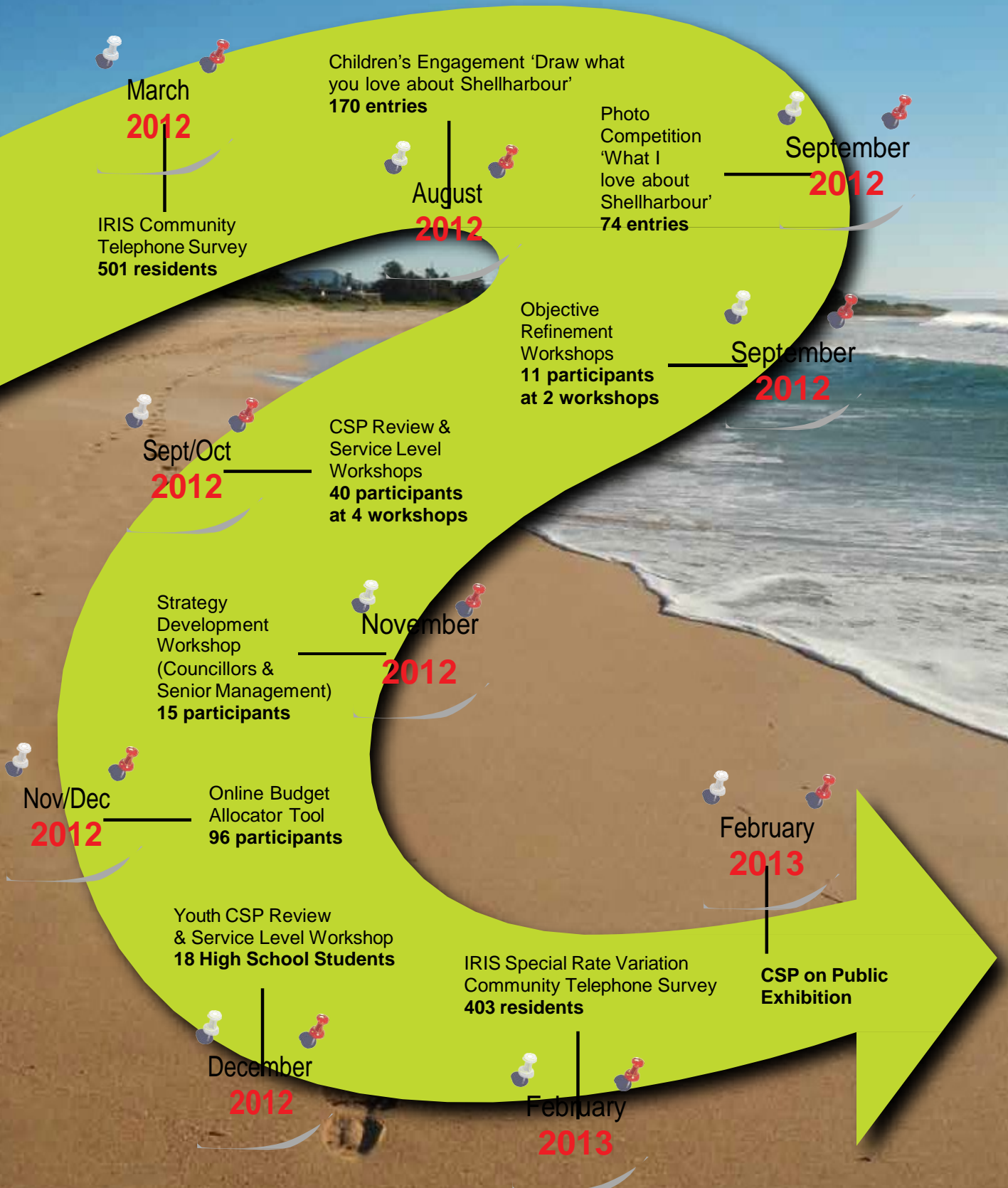
It was important that the review process be respectful to and build upon the community input to date. So to do this, Council continued a conversation with the community to ensure that the plan remains current and representative.

Along with extensive community engagement the CSP was developed and revised using Council's service commitment, Council's commitment to Aboriginal members of our community and the NSW social justice principles of equity, access, participation and rights.



COMMUNITY ENGAGEMENT

For the revision of the Community Strategic Plan (CSP) the following community engagement opportunities were made available to the community:



IRIS Community Telephone Survey

The aim of the Community Telephone Survey 2012 was to canvass resident attitudes and opinions about the services and facilities provided by Council.

A total of 501 telephone interviews were conducted with randomly selected residents of the City. The information in the survey provided vital feedback about how Council and its partners are progressing in meeting the Objectives set out in the Community Strategic Plan 2011-2021. The Community Survey will take place again in 2014.

Some of the results are listed below.

53%

feel connected with the community.

72%

supporting initiatives that will reduce the impacts of global warming and climate change.

33%

would like to see more youth employment opportunities

67%

satisfied with the general appearance of the Shellharbour City Council area.

Children's Engagement

Council has a commitment to engaging with all members of our community and it is important that children and young people have a say in the future of the City.

During Local Government Week in August 2012 primary school children from various schools were given the opportunity to express through drawings what they love about Shellharbour.



"I go to Shellharbour Beach with my pop. I like swimming at the beach, there are a lot of octopus."

Tenielle - 6 yrs



"I love the classes and plays at the Shellharbour Roo Theatre."

Lilly - 10rs

Photographic Competition and Exhibition

In order to reach a broad range of members from the community, Council held a Photographic Competition asking residents to submit photographs and a caption demonstrating 'what is so special to them about Shellharbour'.



At the conclusion of the competition an award ceremony and exhibition was held. A total of 74 entries were received, 36 people attended the launch and awards ceremony and a total of 330 people visited the exhibition held in the Shellharbour Village Exhibition Space over a 3 week period.

A Ride along the Sea Front, Warilla Beach

"There is a cycle track and walkway along the sea front that offers dreamlike views and clean ocean air at any time of day. At 6am the experience is truly magical. Almost no one around, a hauntingly lovely haze softens the dawn light. Set between Windang Island and Barrack Point, both beauty spots in their own right, this beach is breathtakingly lovely."



Friendships

"Since moving to Shellharbour, I've made many great friends - none more so than the guys who make up the new Shellharbour Wave Ski Club. I enjoy getting up at sunrise, meeting them down at Warilla Beach and watching them "master" the waves!"



Community

"Shellharbour City Libraries are welcoming, safe spaces that our family love to visit. They capture the essence of Shellharbour in that they bring the community together. Here we can learn, socialise, escape and create. More than just books, we love dressing up for the Libraries' special events!"

Objective Refinement Workshop

A revision of the 2011-2021 CSP was necessary to update the Objectives and Strategies outlined in the plan.

To ensure the plan was updated in line with the current community goals several community members were invited to participate in the review and rewrite of the Objectives. These Objectives then formed the basis for all further engagement activities.

CSP Review and Service Level Workshops

Following the establishment of the revised Objectives a number of CSP Review and Service Level Workshops were held across the City.

A total of 40 people participated in 4 workshops. Participants were asked to identify what services, programs and infrastructure Council provides that they value the most and the recommended level of service for each.

The top rated services, programs and infrastructure are shown below:



Participants also nominated whether they would reduce, maintain or increase levels of services whilst considering the financial implications for the budget. In most instances the community recommended that service levels either be maintained or enhanced.

Strategy Development Workshop (Councillors and Senior Management)

At the conclusion of the community engagement phase a workshop was held with elected representatives and Shellharbour City Council Senior Managers to determine what the Strategies should be for the revised CSP.

This process provided an important opportunity for the Councillors to be involved in the development of the CSP as Council was under Administration at the time the previous plan was developed and adopted.

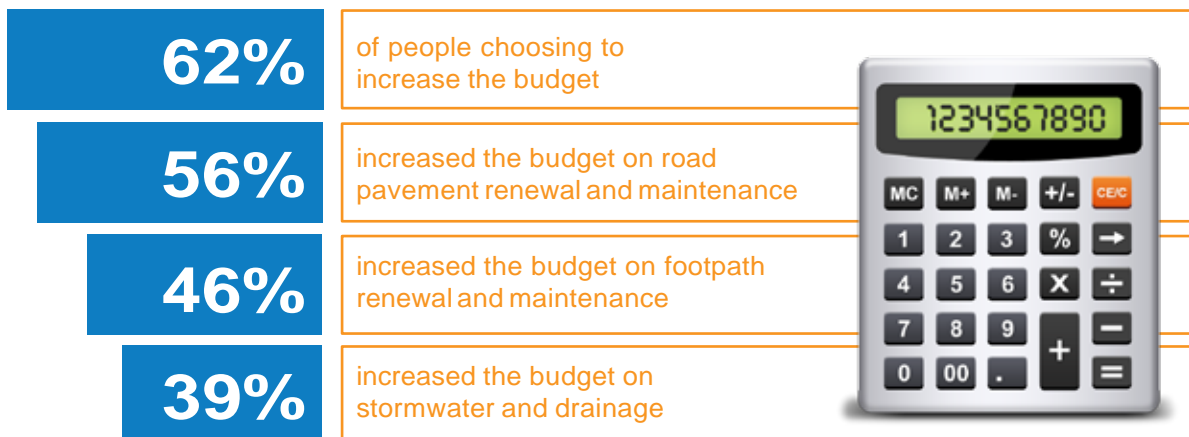
Online Budget Allocator Tool

Council provided the community with a conceptual online Budget Allocator Tool to find out what residents value the most to assist Council in finding the right mix of assets, services and programs while maintaining financial sustainability.

The Budget Allocator allowed residents to:

- review areas of discretionary spending from Council's general fund
- choose priority areas in where they want services maintained or improved
- identify areas in which they are willing to see a decrease, and
- understand the relationship between the services and assets the community values, how much they cost, and a potential rate increase.

Budget Allocator Tool results:



Youth CSP Review and Service Level Workshop

High school students were invited to attend a workshop where they were asked to identify what services, programs and infrastructure Council provides that they value the most and the recommended level of service for each.

Activities included movement and continuum exercises where participants were asked to decide on what was most important to them. To achieve this students were broken up into mixed groups (different schools/ different age groups).

The key priorities across the groups were Crime and Safety Programs, Road Pavements and Community Events and Programs

IRIS Special Rate Variation Community Telephone Survey

Council engaged IRIS Research to undertake a telephone survey of a statistically valid sample of Shellharbour residents (taking into account demographics and locality of residents) to gather feedback on a proposed special rate variation.

Information on Council services, assets and the asset renewal ratio was distributed to participants prior to undertaking the survey.

Our Vision

In 2030, Shellharbour City is a **dynamic** City that values and celebrates the unique diversity of our people, places and environment. We are a **connected** community working together to create a **safe, sustainable** future that provides **opportunities** for all to achieve their potential

Our Objectives

To guide us forward we will focus on ten Objectives:

- 1.1 Vibrant, safe and inclusive City
- 1.2 Active and healthy community
- 2.1 Protects and promotes its natural environment
- 2.2 Practices sustainable living
- 2.3 A liveable City that is connected through places and spaces
- 3.1 Infrastructure is planned and managed in a way that meets the community's needs
- 3.2 Supported by a strong local economy with business and employment opportunities
- 3.3 Welcomes, engages and attracts visitors
- 4.1 Led by a Council that effectively represents the community
- 4.2 Supported by a Council that is responsive, accountable and financially viable



Community

Our Objectives...

1.1

Vibrant, safe and inclusive City

1.2

Active and healthy community

Community



OBJECTIVE

1.1 Vibrant, safe and inclusive City

STRATEGIES

- 1.1.1 Encourage and support activities and events where communities can gather and celebrate
- 1.1.2 Develop creative opportunities for key partnerships and volunteering to support the community
- 1.1.3 Make Shellharbour a friendly environment where people feel safe
- 1.1.4 Have accessible community and cultural facilities available for current and future community members
- 1.1.5 A creative community participating in arts and cultural activities
- 1.1.6 Meet the diverse needs of the community through the delivery of quality and accessible community services and programs
- 1.1.7 Provide innovative and inspirational opportunities for education and leisure through our library programs, resources and facilities

How you can participate...

- Attend and enjoy local festivals, events and activities
- Become a volunteer or join one of the many community groups/organisations
- Report crime to the police and report graffiti using Vandal Track
- Get to know and look after your neighbours
- Drive carefully, particularly around schools and where children play

Measuring our progress...

- An increase in community members participating in community events, activities and organisations
- An increase in the number of Shellharbour City residents who spend time volunteering
- An improvement in the proportion of people who feel and are safe within our City
- An increase in community members who are accessing and are satisfied with the range and quality of our community and cultural facilities

Community



OBJECTIVE

1.2 Active and healthy community

STRATEGIES

- 1.2.1 Provide residents access to a range of services and facilities that are relevant and responsive to health and wellbeing
- 1.2.2 Provide diverse opportunities for recreation and enjoyment in the City's parks and open spaces
- 1.2.3 Provide a range of accessible recreational opportunities and associated facilities to cater for a broad range of ages, abilities and interests
- 1.2.4 Develop an integrated network of pathways and cycle ways for incidental exercise as well as alternative transport options.

How you can participate...

Join a local sporting club or association

Get active - walk and cycle along our network of cycle and path ways

Embrace a healthy lifestyle and encourage others to do the same

Measuring our progress...

An improvement in the proportion of people who are and feel healthy

Increased community participation in sporting and passive recreational opportunities

An increase in community members who are accessing and are satisfied with the range and quality of our recreational facilities



Environment

Our Objectives...

- 2.1** Protects and promotes its natural environment
- 2.2** Practices sustainable living
- 2.3** A liveable City that is connected through places and spaces



Environment



OBJECTIVE

2.1 Protects and promotes its natural environment

STRATEGIES

- 2.1.1 Manage catchments effectively to improve the cleanliness, health and biodiversity of creeks, waterways and oceans
 - 2.1.2 Deliver projects which work towards the protection of biodiversity in our natural areas
 - 2.1.3 Demonstrate leadership on environmental planning and management
 - 2.1.4 Facilitate community involvement in caring for the natural environment
-

How you can participate...

Consider solar and other energy sources in your home

Become a Bushcare volunteer

Retain and plant native vegetation and trees in your property

Take steps to become environmentally friendly in and around the home

- stop using plastic bags
- use environmentally friendly products
- grow your own fruit and vegetables
- buy organic

Measuring our progress...

Improved standards of water quality for our creeks, waterways and oceans

An increase in the number of residents who spend time caring for the natural environment

Environment



OBJECTIVE

2.2 Practices sustainable living

STRATEGIES

- 2.2.1 Undertake community education on best practice environmental sustainability and management of climate change issues
 - 2.2.2 Operate effective and sustainable waste management for the City
 - 2.2.3 Reduce our ecological footprint
-

How you can participate...

- Support and participate in Council's environmental programs, projects and initiatives
- Use your bins to reduce waste, re-use and recycle
- Educate each other on environmentally sustainable living practices and reduce our environmental footprint
- Keep our City free of litter and participate in Clean Up Australia Day

Measuring our progress...

- A reduction per capita of tonnes of waste to landfill
- An increase in the use of alternative energy and water sources

Environment



OBJECTIVE

2.3 A liveable City that is connected through places and spaces

STRATEGIES

- 2.3.1 Establish the Shellharbour City Hub as a vibrant civic, commercial and cultural precinct
- 2.3.2 Undertake all land use planning addressing social, economic and environmental principles whilst reflecting the current and future community's needs
- 2.3.3 Promote innovative and flexible transport systems that provide convenient and sustainable movement
- 2.3.4 Facilitate the provision of development that meets the changing needs and expectations of the community
- 2.3.5 Recognise, protect and celebrate our heritage
- 2.3.6 Deliver sustainable management of the community's assets for current and future generations

How you can participate...

- Appreciate the heritage and character of the City
- Participate early in strategic land use planning and city development processes
- Walk and cycle for short trips or use public transport for longer journeys

Measuring our progress...

- Improved housing choice in our City that takes into account population growth, community needs and affordability
- Reduction on the dependence of vehicles within our City and promotion of sustainable transport options
- An increase in community satisfaction with the quality of our community assets



Economy

Our Objectives...

- 3.1** Infrastructure is planned and managed in a way that meets the community's needs
- 3.2** Supported by a strong local economy with business and employment opportunities
- 3.3** Welcomes, engages and attracts visitors

Economy



OBJECTIVE

- 3.1** Infrastructure is planned and managed in a way that meets the community's needs

STRATEGIES

- 3.1.1 Provide the community with a broad range of quality infrastructure, assets and facilities delivered in a cost-effective and sustainable manner
- 3.1.2 Renew the City's ageing assets, infrastructure and facilities to meet the needs of the community now and into the future

How you can participate...

Look after our City's community facilities, sports grounds and parks

Visit your local library, youth and neighbourhood centres

Hire one of our public halls for your next function

Measuring our progress...

An increase in utilisation and satisfaction with our infrastructure, assets and facilities

Increase our asset renewal ratio

Economy



OBJECTIVE

3.2 Supported by a strong local economy with business and employment opportunities

STRATEGIES

- 3.2.1 Establish the Shell Cove Boat Harbour as a lifestyle and boating destination providing development, tourism and community opportunities
- 3.2.2 Encourage opportunities for local businesses to grow and prosper
- 3.2.3 Present a positive image of our City to create and promote work, investment and lifestyle opportunities
- 3.2.4 Support educational and employment opportunities that retain young people, attract new workers and provide opportunities for the unemployed

How you can participate...

Live, work and play locally

Support local businesses by buying locally

Participate in education workshops or take a class at a registered training organisation

Measuring our progress...

Increase the number of community members who are satisfied with the range of jobs, products and services that are available within their community

An increase in the number of residents who study and work locally

Economy



OBJECTIVE

3.3 Welcomes, engages and attracts visitors

STRATEGIES

- 3.3.1 Market our City as a tourist destination of choice
- 3.3.2 Support a dynamic, responsive and sustainable local tourism industry

How you can participate...

- Promote our City's tourist attractions to friends and family
- Learn about our City's history by visiting Tongarra Museum
- Protect our natural tourist destinations for everyone to enjoy

Measuring our progress...

- Increase in visitors to the City
- An increase of tourism enterprises that encourage people to stay and play in Shellharbour City



Leadership

Our Objectives...

4.1

Led by a Council that effectively represents the community

4.2

Supported by a Council that is responsive, accountable and financially viable

Leadership



OBJECTIVE

4.1 Led by a Council that effectively represents the community

STRATEGIES

- 4.1.1 Mayor and Councillors are representative of the community and provide strong, cohesive and visionary leadership
- 4.1.2 Facilitate good communication and relationships with our community
- 4.1.3 Acknowledge and respect the Aboriginal community as the traditional custodians of the land

How you can participate...

Talk to one of our Councillors about ideas and suggestions for improving our City

Attend Council meetings and participate in decision making

Have your say - participate in community engagement opportunities

Measuring our progress...

Increased confidence in our City's elected representatives

Increased community participation in community engagement opportunities

Leadership



OBJECTIVE

- 4.2** Supported by a Council that is responsive, accountable and financially viable

STRATEGIES

- 4.2.1 Undertake Council activities within a clear framework of strategic planning, policies, procedures and service standards
- 4.2.2 Enhance an organisational culture using resources wisely, achieving quality outcomes, providing excellent customer service and seeking continuous improvement
- 4.2.3 Ensure Council's long term financial sustainability through effective short and long term financial management that is transparent and accountable
- 4.2.4 Utilise effective communication methods and technology to share information and provide services
- 4.2.5 Minimise risk and ensure continuity of critical business functions
- 4.2.6 Collaboratively plan and deliver emergency response and recovery services for emergency events

How you can participate...

Regularly visit Council's website and read local media to keep up to date with local activities

Subscribe online to one of the many Council community newsletters

Participate in one of Council's committees or working parties as a community representative

Measuring our progress...

Maintain compliance with the requirements of the Division of Local Government guidelines and legislation

Increase levels of customer satisfaction through the provision of accessible information

Reduction in the number of preventable emergencies

Community

1.1 Vibrant, safe and inclusive City

NSW 2021 - *Goal 13* - Better protect the most vulnerable members of our community and break the cycle of disadvantage
NSW 2021 - *Goal 14* - Increase opportunities for people with a disability by providing supports that meet their individual needs and realise their potential
NSW 2021 - *Goal 16* - Prevent and reduce the level of crime
NSW 2021 - *Goal 23* - Increase opportunities for people to look after their own neighbourhoods and environments
NSW 2021 - *Goal 24* - Make it easier for people to be involved in their communities
NSW 2021 - *Goal 25* - Increase opportunities for seniors in NSW to fully participate in community life

1.2 Active and healthy community

NSW 2021 - *Goal 10* - Improve Road Safety
NSW 2021 - *Goal 11* - Keep people healthy and out of hospital
NSW 2021 - *Goal 27* - Enhance cultural, creative, sporting and recreation opportunities
Illawarra/South Coast Regional Action Plan - *Priority 4* - Deliver improved health and community services particularly for vulnerable communities

Environment

2.1 Protects and promotes its natural environment

NSW 2021 - *Goal 22* - Protect our natural environment
Illawarra/South Coast Regional Action Plan - *Priority 5* - Safeguard the natural environment

2.2 Practices green living

NSW 2021 - *Goal 23* - Increase opportunities for people to look after their own neighbourhoods and environments

2.3 A liveable City that is connected through places and spaces

Illawarra Regional Strategy - Land use planning decisions will protect Illawarra Regional Airport, recognising the link it provides to and from the Region.
Illawarra Regional Strategy - Local environmental plans will include appropriate provisions to protect the character of towns and villages and adjoining cultural and natural landscapes, including, but not limited to, Shellharbour (Village)
NSW 2021 - *Goal 8* - Grow patronage on public transport by making it a more attractive choice.
NSW 2021 - *Goal 20* - Build livable centres
NSW 2021 - *Goal 29* - Restore confidence and integrity in the planning system
Illawarra Regional Strategy - Land use planning decisions must consider transport access implications to minimise the need to travel, and encourage energy and resource efficiency.
Illawarra/South Coast Regional Action Plan - *Priority 2* - Provide accessible, efficient and integrated regional transport

Economy

3.1 Infrastructure is planned and managed in a way that meets the community's needs

Destination 2036 - *Initiative 7* - Establish a range of funding models to enable the long term maintenance, replacement and creation of different classes of assets (i.e. Asset Management Plan)
Illawarra Regional Strategy - Efficiently utilise exiting transport networks including the Illawarra Regional Airport and its surrounding employment lands
Illawarra Regional Strategy - Encourage greater utilisation of available infrastructure through higher densities and an appropriate housing mix around major regional centres, major towns and towns (such as Shellharbour City)
NSW 2021 - *Goal 19* - Invest in critical infrastructure
Illawarra/South Coast Regional Action Plan - *Priority 3* - Deliver infrastructure to support population needs

3.2 Supported by a strong local economy with business and employment opportunities

NSW 2021 - *Goal 3* - Drive economic growth in regional NSW
NSW 2021 - *Goal 4* - Increase the competitiveness of doing business in NSW
NSW 2021 - *Goal 6* - Strengthen the NSW skill base
NSW 2021 - *Goal 15* - Improve education and learning outcomes for all students
Illawarra/South Coast Regional Action Plan - *Priority 1* - Revitalise the economy by attracting new industry, supporting business and creating jobs

3.3 Welcomes, engages and attracts visitors

Illawarra Regional Strategy - Local Environmental Plans will identify appropriate sites for major tourism developments and specific tourism precincts (e.g. Lake Illawarra & Shell Cove Marina)

Leadership

4.1 Led by a Council that effectively represents the community

Destination 2036 - *Initiative 4* - Ensure strong and effective local governance
NSW 2021 - *Goal 30* - Restore trust in state and local government as a service provider

4.2 Supported by a Council that is responsive, accountable and financially viable

Destination 2036 - *Initiative 1* - Establish Local Government as an employer of choice (i.e. Workforce Management Plan)
Destination 2036 - *Initiative 5* - Review the revenue system to ensure greater flexibility and self reliance
Destination 2036 - *Initiative 6* - Develop strategies that maximise opportunities to secure funding from other levels of Government
Destination 2036 - *Initiative 10* - Align State and Local Government planning frameworks (i.e. IP&R)
NSW 2021 - *Goal 26* - Fostering opportunity and partnership with Aboriginal people
NSW 2021 - *Goal 28* - Ensure NSW is ready to deal with major emergencies and natural disasters
NSW 2021 - *Goal 31* - Improve Government transparency by increasing access to government information
NSW 2021 - *Goal 32* - Involve the community in decision making on government policy, services and projects

Thank You

Shellharbour City Council would like to thank every resident, business owner, community leader and elected representative who contributed to the review of this plan. This is your plan for the future of your community.

For more information on the Community Strategic Plan and on the next steps in the Integrated Planning and Reporting system, please contact Customer Service on 4221 6111 or email integrated.planning@shellharbour.nsw.gov.au

