

**INDEPENDENT PRICING AND
REGULATORY TRIBUNAL
(IPART)**

Special Rate Variation Application

Wollongong City Council 2014-15

**Attachment 2
Wollongong 2022 Community Strategic Plan**

WOLLONGONG 2022... OUR COMMUNITY STRATEGIC PLAN

From the mountains to the sea

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Message from the Lord Mayor



I am proud to introduce Wollongong's Community Strategic Plan, Wollongong 2022. This plan for the future of our wonderful city is owned by many. It has been developed and driven by individuals and groups from across all areas of our great community.

We've talked, listened and debated about ideas and concepts for one specific purpose – to make our city a vibrant, engaging and connected place that our community and visitors can enjoy and be proud of.

In developing this plan, we also held a number of refining workshops to flesh out the objectives and strategies that will help us achieve our goals and vision. We are grateful to all those who contributed ideas and insights throughout this process.

The development of Wollongong 2022 may have been guided by Wollongong City Council, but it belongs to all of us, and we all play a part in making our city a better place.

The process does not stop with this plan. As we move towards 2022, we will need to review how we're working towards our vision, and be flexible to withstand the changes that greater currents, such as economic and environmental shifts, bring with them.

I look forward to seeing great things eventuate as we work our way to 2022 and beyond, and become a more educated, creative and connected community.

Lord Mayor
Councillor Gordon Bradbery OAM

Acknowledgement of Country

Wollongong City Council would like to show their respect and acknowledge the traditional owners of the Land, of Elders past and present, and extend that respect to other Aboriginal and Torres Strait Islander people.

About Wollongong 2022 – Community Strategic Plan

Wollongong 2022 is a long term plan that identifies where the Wollongong community want to be in the future. It outlines the Wollongong community's priorities and aspirations and how these will be achieved. This plan will assist in shaping the future of the Wollongong Local Government Area (LGA), and enable us to collectively respond to emerging challenges and opportunities. It provides direction for the provision of key projects and services which enable us to meet the needs of our community and deliver good quality services and facilities.

Wollongong 2022, is a whole community plan, in which all levels of government, business, educational institutions, community groups and individuals have an important role to play.

Wollongong City Council initiated and facilitated the development of this community plan and will continue to have a custodial role during its implementation, monitoring, reporting and review. However, Wollongong 2022 has been developed with extensive community input and involvement including representatives from community, government, business, education institutions, non-government organisations, community groups, Councillors and Council staff. Four key questions were considered throughout the development of this plan, including:

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

In addition, Social Justice Principles of equity, access, participation and rights have been central to the development of this plan as well as consideration of social, environmental, economic, and civic leadership issues.

To support the directions set within this document key policies, plans and strategies from the NSW State Government and Wollongong City Council have been referenced. These include New South Wales 2021, in particular the draft Priorities for the Illawarra Region as well as the Regional Development Australia - Illawarra Regional Plan 2010-15 (see appendix two for further details).

Through collaborative efforts and partnerships we will make the aspirations of the Wollongong community a reality. This document will require further community engagement as it progresses.

How to Read this Plan

Wollongong 2022 outlines the:

- **Community Vision** – our aspiration for how we want our city, our community and our lives to be in the future.
- **Community Goals** – these are about the end result we want for children, adults, families, businesses and communities.
- **Objectives** – a series of sub-goals required to achieve the community goals.
- **Strategies** – How we plan to achieve each objective.
- **Community Indicators** – check that we are heading in the right direction.

Our Community Vision

From the mountains to the sea, we value and protect our natural environment and we will be leaders in building an educated, creative and connected community.

Our Community Goals

To support the achievement of our community vision, collaborative efforts will focus on six interconnected goals:

- 1 We value and protect our environment
- 2 We have an innovative and sustainable economy
- 3 Wollongong is a creative, vibrant city
- 4 We are a connected and engaged community
- 5 We are a healthy community in a liveable city
- 6 We have sustainable, affordable and accessible transport.

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Creating Wollongong 2022

Creating Wollongong 2022 required careful preparation. This involved deciding on planning principles to guide our journey and a community engagement strategy to ensure as many community members had the opportunity to have their say on the future of Wollongong.

Wollongong 2022 Planning Principles

Wollongong 2022 is underpinned by the Social Justice Principles of equity, access, participation and rights. These four interrelated principles ensure that:

- There is fairness in decision making, prioritisation and allocating resources, particularly for those in need.
- All people have fair access to services, resources and opportunities to improve their quality of life.
- Everyone has the maximum opportunity to genuinely participate in decisions that affect their lives.
- Equal rights are established and promoted, with opportunities provided for people from diverse linguistic, cultural and spiritual backgrounds to participate in community life.

These principles are our community's 'rights to the city' and are reflected throughout this document via the provision of infrastructure, recognition of our diverse population, and through democratic and effective governance.

Engaging for Wollongong 2022

An extensive engagement process was carried out on the Wollongong 2022 Vision and Community Strategic Plan during the period May 2011 – May 2012. This involved:

- 150 submissions from 108 people contributing to the Draw Write Snap Share promotion on what they love most about living in Wollongong.
- Vision telephone survey of 504 randomly selected residents conducted by IRIS Research.
- Vision intercept and on-line survey of 234 people.
- Children's vision survey completed by 165 children from across the LGA.
- A Community Summit attended by 200 residents over two days.
- Two refining workshops attended by 60 different people.
- Targeted engagement with local groups.
- Kiosks at festivals and markets across the city both before the Community Summit and after.
- A vision workgroup who came back together to review the feedback and consider the vision.
- Wollongong City Council's Community Survey 2012 conducted by IRIS Research.

Beyond June 2012 additional engagement will be undertaken with the community to continue the discussion around changes to Council services as a result of Wollongong 2022. Conversations will focus on levels of service and delivery.

Wollongong Now

Before we can effectively plan for the future we need to understand our community now and anticipate its future. We need to know who lives here now, who is likely to live here in 2022 and what the big issues and challenges Wollongong is likely to face in the ten years.

Snapshot of the Wollongong Community

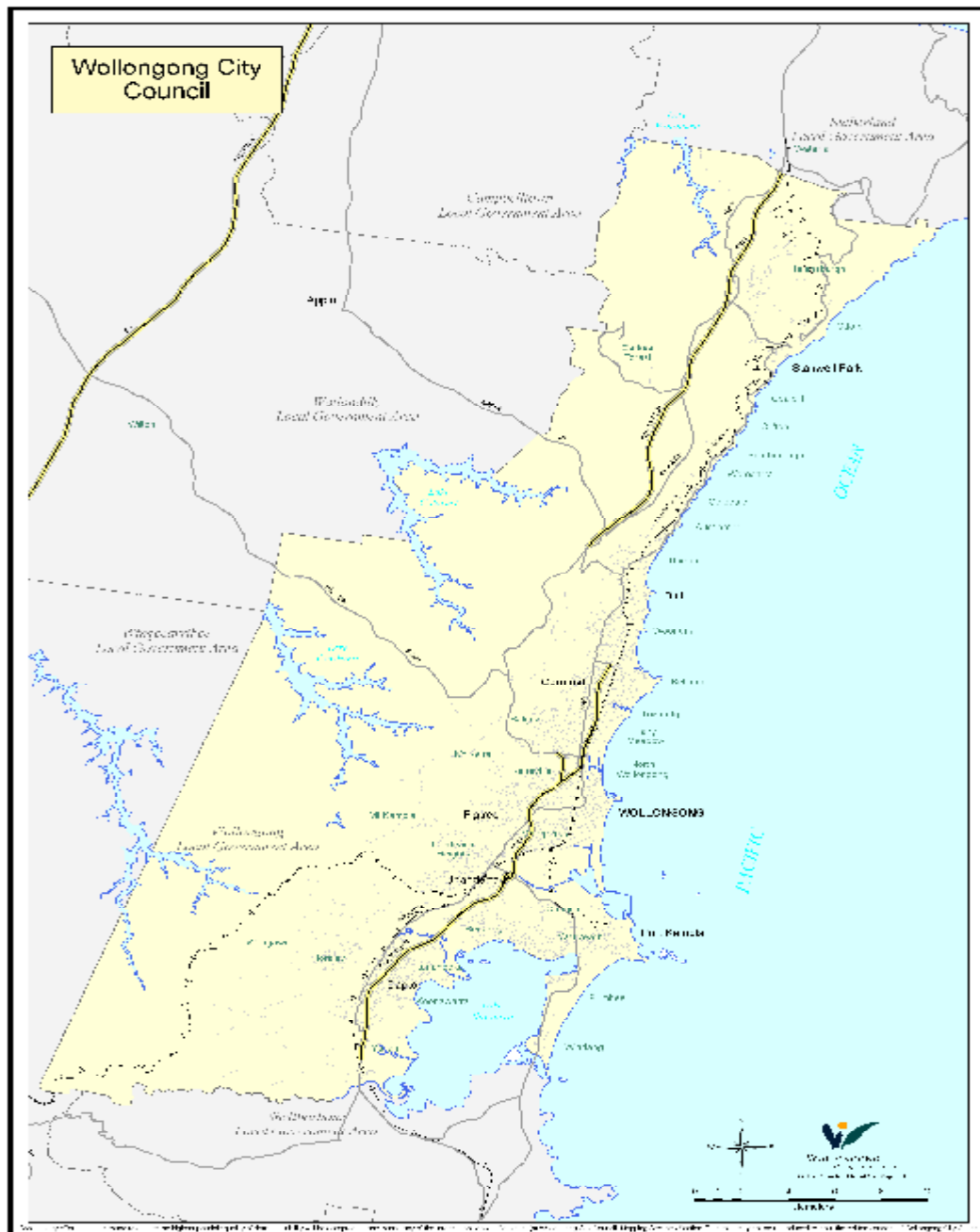
The following data is based on 2006 Census data. The information is based on enumerated census data which represents where people were counted on Census Night and may not be where they usually live.

- Wollongong is the third largest city in New South Wales and ninth largest city in Australia in terms of population.
- In 2006, there were 183,632 people (90,717 males and 92,915 females) counted as living in Wollongong. This represented an increase of 2,020 people or 1.1% since 2001 and an increase of 6,533 people or 3.6% since 1996.
- In 2006, there were 3,121 people in the Wollongong LGA who identified as Aboriginal or Torres Strait Islander, representing 1.7% of the total population. This is an 18% increase since 2001.
- The medium age of the population of Wollongong was 37 years. The city's population is ageing with consistent growth in the proportion of people aged 50 years and over.
- A total of 72% of the population of Wollongong stated they were Australian born. Of the 28% born overseas the three main countries of birth were United Kingdom (6.0%), Former Yugoslavian Republic of Macedonia (1.9%) and Italy (1.8%).
- English was stated as the only language spoken at home by 79.3% of the population. The three most common languages other than English spoken at home were Macedonian (2.9%), Italian (2.5%) and Greek (1.1%), with Mandarin being the fastest growing language.
- In 2006, 17.6% of the population (those aged 15 years and over) earned a high income (\$1,000 per week or more) and 47.2% earned a low income (less than \$400 per week).
- In 2006, the median monthly mortgage repayment was \$1,517 and the median weekly rent payment was \$180 compared to \$1,507 and \$209 respectively for New South Wales.
- A total of 32.5% of Wollongong's households had broadband internet connection. This varied across the city from a low of 15.8% in areas to the south of the city to a high of 55.8% in areas to the north of the city.
- Overall, 45.1% of total families were couple families with child(ren), and 17% were one parent families compared to 49.4% and 15.2% in 2001 respectively.
- Separate housing provided accommodation for 65.7% of the Wollongong LGA population; 18% occupied a medium density dwelling; while 7.4% occupied high density dwellings. Also 36% of the population owned their dwelling; 28.4% were purchasing, and 28.4% were renting.
- During the week prior to census night 2006, 7.6% of the labour force was unemployed, compared with 5.9% for New South Wales. Overall 56.7% of the labour force was working full time and 33.1% part time.
- People who live in Wollongong indicated they travel to work mainly in a motor vehicle, with 69.2% either as driver or passenger. In addition, 5.1% travelled by train, 1.2% travelled by bus.

Wollongong 2022 Population Forecast

In 2022, the population of Wollongong is expected to be 227,566. The number of people aged under 15 is expected to increase by 11.4% and those aged 65 years and over are expected to increase by 33.3%. The group that is forecast to have the largest proportional increase (relative to its population size) by 2021 is the 85 years and over group who are forecast to increase by 50.1%.

Image 1: Wollongong Local Government Area Map
(Source Wollongong City Council Mapping Services Section)



Issues and Challenges for Our Future

It is important to retain what we love and value about Wollongong, while embracing the change and opportunities that come as our region continues to grow.

We love Wollongong for its natural beauty, access to beaches and coast line, the escarpment backdrop and lifestyle and amenity this affords us. We value the natural environment and its beauty, our close proximity to other places like Sydney, the relaxed lifestyle, friendly atmosphere and strong sense of community. What we love and value about Wollongong must be nurtured, protected and maintained.

There are also big issues and challenges that face Wollongong over the next 10 or more years and these need to be considered in planning for our community to ensure Wollongong and its community flourish.

As the population of Wollongong continues to grow and with a greater number of people aged over 65 years there will be increased pressure on physical infrastructure, health, education, housing, employment, transport, revenue, aged care, waste and recreation. In addition, priority issues for Wollongong include; climate

change, sea level rises, air pollution, biodiversity management, coastal zone management, land use, noise pollution, social/environmental balance, sustainability and water quality management.

Embracing and celebrating our cultural diversity and heritage, recognising our indigenous population and youth, promoting the health and wellbeing of community while balancing the need for growth and development to support our population is also a challenge. At the same time we need to focus on job creation and economic development in light of the recent global financial crisis and decline in local manufacturing and steel industries. There is a need to be creative and diversify the industry base of the area and invest and support the education of our community to contribute to the economic viability of the area.

There is a lot of work to be done to overcome these issues and challenge. Working in partnership, all levels of government business, educational institutions, community groups and individuals will help deliver the best possible outcome for our community.

The big issues for our community include

- Infrastructure and standard of assets
- Area needs a revamp and revitalisation
- Lack of jobs
- Need for improved public transport, including a fast train to Sydney
- Better/upgraded infrastructure

- Preservation of natural environment
- Safety

In 2012, the community identified road maintenance, the central business district and/or Crown Street Mall and more or better parking as key priorities for Wollongong (Wollongong City Council's Community Survey 2012).

Wollongong 2022: The Way Forward

The Community Strategic Plan is a planning tool for all of us. It outlines the way to make our vision for Wollongong 2022 a reality.

Overview of Wollongong 2022: Community Strategic Plan

From the mountains to the sea, we value and protect our natural environment and we will be leaders in building an educated, creative and connected community.

To achieve our community vision there are six interconnected community goals. No one goal is more important than another and all are equally important in achieving the aspirations of the Wollongong community. The community goals provide areas to focus on over the next 10 years, while the objectives and strategies identify how to achieve these outcomes.

Some of the objectives or strategies that are part of this plan fall outside of Council's roles and responsibilities, so for each objective we have broadly listed key responsibility. During the exhibition of this document Council sought support from Federal and State Government agencies, non government organisations (NGOs), businesses and business groups, community groups and organisations, as well as community members to help deliver the objectives and strategies in this plan. Short, medium and long term timeframes have also been set for each strategy to guide the delivery of this plan.

To make sure that we are heading in the right direction there are a series of community indicators for each objective which will be tracked over time. These indicators are not the sole responsibility of any one agency. Instead they reflect on the profile of our population and whether our collective efforts are contributing to making Wollongong a better place to live, learn, work and play. These community indicators will be reviewed and updated in 2012-13 to incorporate the ABS 2011 Census Data.

Wollongong 2022, has been informed and developed considering social, environmental, economic and civic leadership issues (also known as the Quadruple Bottom Line). These issues are integrated within the objectives of the six community goals in this Community Strategic Plan.

The table on the next page provides a summary of the community goals and objectives. Following this is the detailed Community Strategic Plan which defines each community goal along with objectives, strategies, key responsibilities, timeframes and community indicators.

Community Goals	Objectives
<p>1 We value and protect our environment</p>	<p>1.1 The natural environment is protected and enhanced.</p> <p>1.2 Our coastal areas and waterways are protected and enhanced.</p> <p>1.3 Wollongong’s ecological footprint is reduced.</p> <p>1.4 Community awareness and appreciation of heritage is increased.</p> <p>1.5 Local food production and community food initiatives are supported.</p> <p>1.6 The sustainability of our urban environment is improved.</p>
<p>2 We have an innovative and sustainable economy</p>	<p>2.1 Local employment opportunities are increased within a strong local economy.</p> <p>2.2 The region’s industry base is diversified.</p> <p>2.3 The profile of Wollongong as the regional city of the Illawarra is expanded and improved.</p> <p>2.4 New industries and green technologies are established and flourish.</p> <p>2.5 Wollongong continues to expand as a place of learning.</p>
<p>3 Wollongong is a creative, vibrant city</p>	<p>3.1 Creative industries are established and fostered.</p> <p>3.2 The visibility of our cultural diversity is increased.</p> <p>3.3 Community access to the arts and participation in events and festivals is increased.</p> <p>3.4 Strong diverse local cultures thrive.</p>
<p>4 We are a connected and engaged community</p>	<p>4.1 Residents are able to have their say through increased engagement opportunities and take an active role in decisions that affect our city.</p> <p>4.2 Our residents feel an increased sense of community.</p> <p>4.3 Residents have easy and equitable access to information resources and services.</p> <p>4.4 Our local Council has the trust of the community.</p>
<p>5 We are a healthy community in a liveable city</p>	<p>5.1 There is an increase in the physical fitness, mental health and emotional wellbeing of all our residents.</p> <p>5.2 Residents have improved access to a range of affordable housing options.</p> <p>5.3 The public domain is maintained to a high standard.</p> <p>5.4 Community safety is improved.</p> <p>5.5 Participation in recreational and lifestyle activities is increased.</p> <p>5.6 Residents have a high level of life satisfaction and personal happiness.</p>
<p>6 We have sustainable, affordable and accessible transport</p>	<p>6.1 Walking, cycling and public transport is an accessible and well resourced means of transport, and the use of private cars is reduced.</p> <p>6.2 Wollongong is supported by an integrated transport system.</p> <p>6.3 Transport disadvantaged communities have increased access to services.</p>

In 2022...

Community Goal 1: We Value and Protect Our Environment

As a community we value our heritage and protect our natural environment. We have enhanced our wildlife corridors and the city's unique natural beauty through a green network that connects the escarpment to the sea. We manage our resources effectively and attract visitors to play and stay with minimal impact on the environment.

Our beautiful city is well maintained and cared for, and the urban environment not only complements the city's natural qualities and assets but assists to manage population growth and urban expansion in a sensitive and sustainable way.

We have the capacity to deal with the many pressures facing our unique environment, such as sea level rises and other climate change related issues. We balance the need for development with the desire of the community to protect our natural environment.

- 1.1 The natural environment is protected and enhanced.
- 1.2 Our coastal areas and waterways are protected and managed.
- 1.3 Wollongong's ecological footprint is reduced.
- 1.4 Community awareness and appreciation of heritage is increased.
- 1.5 Local food production and community food initiatives are supported.
- 1.6 The sustainability of our urban environment is improved.

Objectives

We will achieve this when...

Objective 1.1: The natural environment is protected and enhanced.		
Strategies	Key Responsibility	Timeframe
1.1.1 The community is actively involved in the expansion and improvement of our green corridors and other natural areas connecting the escarpment to the sea.	Wollongong City Council (WCC) State Government All community	Ongoing Short-Medium Term
1.1.2 Agencies work together to reduce pollution and its impacts on our environment.	WCC State Government	Ongoing Short-Medium Term
1.1.3 The potential impacts of natural disasters, such as those related to bushfires, flood and landslips are managed and risks reduced to protect life, property and the environment.	WCC State Government	Medium Term
1.1.4 Projects and programs that achieve enhancement of the natural environment and escarpment are developed and implemented.	WCC State Government All community	Ongoing
Community Indicators:		
↓ Number of days when polluting concentration exceeds Natural Environmental Protection Measure (NEPM) guidelines. ↑ Condition of natural streams and waterways. ↑ Number of trees and shrubs planted across the city. ↓ Number of pests in and around the escarpment environment.		

Objective 1.2: Our coastal areas and waterways are protected and enhanced.		
Strategies	Key Responsibility	Timeframe
1.2.1 A suite of actions to manage and protect against the future risks of sea level rise are enacted.	WCC State Government	Medium Term
1.2.2 The impacts of increasing numbers of visitors to the coast and Lake Illawarra, and on our assets are managed effectively.	WCC State Government All community	Medium Term
Community Indicators:		
TBD		

We will achieve this when...

Objective 1.3: Wollongong's ecological footprint is reduced.		
Strategies	Key Responsibility	Timeframe
1.3.1 The community actively avoids, reduces, reuses and recycles - in that order.	WCC State Government All community	Ongoing Short-Medium Term
1.3.2 Methods to reduce emissions are investigated and utilised.	WCC State Government	Medium Term
1.3.3 Our community is proactively engaged in a range of initiatives that improve the sustainability of our environment.	WCC State Government All community	Medium Term
Community Indicators:		
↓ Percentage of non-recyclable garbage generated by households. ↓ Percentage of household waste diverted from landfill. ↓ Percentage in city footprint. SOE Indicators (Air, water etc).		

Objective 1.4: Community awareness and appreciation of heritage is increased.		
Strategies	Key Responsibility	Timeframe
1.4.1 Programs and projects that achieve proactive heritage management, education and promotion are developed and implemented.	WCC State Government TAFE Illawarra Institute	Short-Medium Term
1.4.2 Our Aboriginal community is actively engaged in the management of Indigenous heritage.	WCC State Government Aboriginal community TAFE Illawarra Institute	Short-Medium Term
Community Indicators:		
↑ Community awareness, knowledge and appropriate use of heritage sites.		

We will achieve this when...

Objective 1.5: Local food production and community food initiatives are supported.		
Strategies	Key Responsibility	Timeframe
1.5.1 Work towards ensuring that all people in our community have access to safe, nutritious, affordable and sustainably produced food.	WCC State Government All community	Short-Medium Term
Community Indicators:		
TBD		

Objective 1.6: The sustainability of our urban environment is improved.		
Strategies	Key Responsibility	Timeframe
1.6.1 Our urban environment minimises impacts on habitat and biodiversity, and areas of high conservation value are protected.	WCC State Government Developers	Medium Term
1.6.2 Urban density and expansion, such as West Dapto are carefully planned to reflect the principle's of ecological sustainable development, and balance economic, social and environmental considerations.	WCC State Government	Medium Term
1.6.3 Development is functional, attractive and sympathetic with the environment, and avoids unnecessary use of energy, water or other resources.	WCC State Government Developers	Medium Term
Community Indicators:		
↓ Percentage in city footprint.		

In 2022.....

Community Goal 2: We Have an Innovative and Sustainable Economy

We are global leaders in innovative and sustainable research, development and new industries. We become renowned for leading the way with green technology and jobs.

Wollongong is established as the regional centre, creating hubs of activity with a thriving and resilient local economy. The city is able to support the establishment of new industries, enterprises and business which attract and retain people to live and work.

Wollongong is a student friendly city and our residents are educated and employed. We have access to employment and education through our diverse industry base and world-class learning institutions.

Objectives

- 2.1 Local employment opportunities are increased within a strong local economy.
- 2.2 The region's industry base is diversified.
- 2.3 The profile of Wollongong as the regional city of the Illawarra is expanded and improved.
- 2.4 New industries and green technologies are established and flourish.
- 2.5 Wollongong continues to expand as a place of learning.

We will achieve this when...

Objective 2.1: Local employment opportunities are increased within a strong local economy.		
Strategies	Key Responsibility	Timeframe
2.1.1 Cross-sector initiatives are coordinated and implemented to attract business and increase investment and jobs growth, particularly for young people.	State Government Federal Government Business Sector Young People	Short-Long Term
2.1.2 Wollongong's Central Business District continues to expand as the regional centre for commercial services, health services and other high order services, retail, entertainment and dining to stimulate and retain local employment.	State Government Federal Government Business Sector	Short-Long Term
2.1.3 Initiatives to retain local talent are developed and implemented.	Business Sector WCC	Short to ongoing
2.1.4 Innovation through social enterprise and social business opportunities is encouraged and supported	WCC Business Sector RDA - I	Short-Medium Term
2.1.5 Opportunities for training and education for unemployed and disadvantaged community members in employment growth areas are pursued.	State Government NGOs Business Sector Employment Agencies RDA - I TAFE Illawarra Institute	Medium-Long Term
2.1.6 Major new urban growth areas such as West Dapto are managed effectively to balance employment and population growth.	WCC State Government	Long Term
Community Indicators:		
↑ Percentage of people employed in highly skilled occupations. ↑ Percentage of young people employed and/or in training. ↓ Percentage of people unemployed. ↑ Number of new jobs created in the Wollongong CBD.		

We will achieve this when...

Objective 2.2: The region's industry base is diversified		
Strategies	Key Responsibility	Timeframe
2.2.1 Working in partnership with industry and education institutions. An Enterprise Hub is supported within the city.	Education Institutions State Government Port Kembla Corporation WCC Business Sector	Short-Medium Term Ongoing
2.2.2 Efforts are coordinated to secure tourism infrastructure in the region and to attract new industries.	Tourism Groups Business Sector WCC	Short-Long Term
2.2.3 Organisations work in collaboration to support the development of innovative industries including the regional Information Communication Technology (ITC) sector and creative cultural industries.	State Government WCC Business Sector Education Institutions	Short-Medium Term
Community Indicators:		
Continued and sustained growth in health, IT, financial, property and business services ↑ Percentage of creative business contributing to the city's economy.		

We will achieve this when...

Objective 2.3: The profile of Wollongong as the regional city of the Illawarra is expanded and improved.		
Strategies	Key Responsibility	Timeframe
2.3.1 Wollongong's City Centre is revitalised and active.	WCC Federal Government State Government Business Sector	Short-Medium Term
2.3.2 Wollongong is promoted as the preferred conference and events destination, and the place to live, learn, work and visit.	Tourism Groups State Government WCC Business Sector Educational Institutions Cultural & Arts Groups TAFE Illawarra Institute	Short Term Ongoing
Community Indicators:		
<ul style="list-style-type: none"> ↑ In activity in the city centre. ↑ Positive increase in out-of-region perception. ↑ Tourism sentiment – as a place to promote and a place to visit. ↑ Community perception as a place to live. ↑ Business perception as a place to establish a business. 		

Objective 2.4: New industries and green technologies are established and flourish.		
Strategies	Key Responsibility	Timeframe
2.4.1 The development of renewable energy products and services is supported.	State Government Education Institutions NGOs Business Sector TAFE Illawarra Institute	Short Term Ongoing
2.4.2 Partnership opportunities in research and development are expanded.	State Government Education Institutions NGOs Business Sector TAFE Illawarra Institute	Short Term Ongoing
Community Indicators:		
<ul style="list-style-type: none"> ↑ Number of new industries established in Wollongong. ↑ Number green technologies developed in Wollongong. 		

We will achieve this when...

Objective 2.5: Wollongong continues to expand as a place of learning.		
Strategies	Key Responsibility	Timeframe
2.5.1 Wollongong is established as a learning place of excellence.	Education Institutions TAFE Illawarra Institute	Ongoing
Community Indicators:		
↑ Percentage of people who complete high school or the equivalent. ↑ Percentage of people aged over 25 years who have a bachelor degree or higher qualification.		

In 2022.....

Community Goal 3: Wollongong is a Creative, Vibrant City

Wollongong is a creative, vibrant city where our rich cultural heritage is celebrated.

We embrace new ideas, have thriving creative industries that reflect the diversity of our community and internationally and nationally recognised events and festivals.

Our public spaces are activated, exciting and attractive at all times of the day. All of our communities are working together in partnership to strengthen our community connections and celebrate the diversity of our vibrant city.

Objectives

- 3.1 Creative cultural industries are established and fostered.
- 3.2 The visibility of our cultural diversity is increased.
- 3.3 Community access to the arts and participation in events and festivals is increased.
- 3.4 Strong diverse local cultures thrive.

We will achieve this when...

Objective 3.1: Creative cultural industries are established and fostered.		
Strategies	Key Responsibility	Timeframe
3.1.1 'Made in Wollongong' becomes a well known and loved brand.	WCC State Government Cultural & Arts Groups	Short-Medium Term
3.1.2 Artists and innovators are employed, mentored and supported.	Cultural & Arts Groups Business Sector	Ongoing
3.1.3 Partnerships across diverse sectors and industries are facilitated and promoted.	State Government Cultural & Arts Groups Business Sector	Ongoing
Community Indicators:		
↑ Percentage of people employed in creative sector.		
↑ Percentage of creative business contributing to the city's economy.		

Objective 3.2: The visibility of our cultural diversity is increased.		
Strategies	Key Responsibility	Timeframe
3.2.1 Museums and galleries are promoted as part of the cultural landscape.	WCC State Government Community Groups and Organisations	Short Term Ongoing
3.2.2 Our cultural diversity and heritage is incorporated within our public spaces through signage and public art.	WCC State Government Community Groups and Organisations	Short Term Ongoing
3.2.3 Partnerships are established between Indigenous and culturally and linguistically diverse communities and schools.	WCC Education Institutions ATSI Groups Community Groups and Organisations TAFE Illawarra Institute	Short Term Ongoing
Community Indicators:		
TBD		

We will achieve this when...

Objective 3.3: Community access to the arts and participation in events and festivals is increased.		
Strategies	Key Responsibility	Timeframe
3.3.1 Signature events and festivals are held across the city.	Community Groups and Organisations WCC Tourism Groups	Short Term Ongoing
3.3.2 The arts precinct in the heart of the city is consolidated and enhanced.	Community Groups and Organisations WCC	Short Term Ongoing
Community Indicators:		
↑ Opportunities to engage in arts and related cultural activities		
↑ Percentage of people who participate in arts and related cultural activities		

Objective 3.4: Strong diverse local cultures.		
Strategies	Key Responsibility	Timeframe
3.4.1 Local groups and communities are actively supported to provide community-based programs, events and festivals that celebrate cultural traditions and contemporary practices.	Community Groups and Organisations WCC State Government	Short Term Ongoing
3.4.2 Using community cultural development practices, our places and spaces reflect the creativity and identity of its people.	Community Groups and Organisations WCC State Government	Long Term
3.4.3 Communities have access to quality local spaces and places to meet, share and celebrate.	Community Groups and Organisations WCC State Government	Long Term
Community Indicators:		
↑ Percentage of people who participate in arts and related cultural activities.		
↑ Percentage of people who participate in sporting and recreational activities.		

In 2022.....

Community Goal 4: We are a Connected and Engaged Community

We are an inclusive, connected community, engaged in our neighbourhood and other social networks. We have opportunities to participate in social, economic and political life of the city and are empowered to have our say. We have strong and effective local leadership.

We respect and acknowledge the wisdom of age, the vitality and enthusiasm of our young people and the diversity of our community. Our Aboriginal community is recognised and valued.

We have embraced new technology to ensure all residents have access to information, services and each other.

Objectives

- 4.1 Residents are able to have their say through increased engagement opportunities and take an active role in decisions that affect our city.
- 4.2 Our residents feel an increased sense of community.
- 4.3 Residents have easy and equitable access to information resources and services.
- 4.4 Our local Council has the trust of the community.

We will achieve this when...

Objective 4.1: Residents are able to have their say through increased engagement opportunities and take an active role in decisions that affect our city.		
Strategies	Key Responsibility	Timeframe
4.1.1 Engagement activities by all levels of government are enhanced and improved to achieve diverse community representation and to encourage participation.	WCC Federal Government State Government All community	Short Term Ongoing
4.1.2 Technology and social media is utilised to support engagement and involve residents in decision making.	WCC State Government All community	Short Term Ongoing
4.1.3 Our Council plans, intentions, actions and progress are clearly communicated to the community and other stakeholders.	WCC	Short Term Ongoing
Community Indicators:		
↑ Percentage of people who feel they have their say on important issues.		
↑ Percentage of people who participated in formal engagement activities.		

Objective 4.2: Our residents feel an increased sense of community.		
Strategies	Key Responsibility	Timeframe
4.2.1 Residents, businesses and visitors are actively involved in diverse non-profit activities helping to connect neighbourhoods.	WCC Community groups and Organisations State Government	Short Term Ongoing
4.2.2 Diverse, intergenerational projects and programs are implemented across the city.	WCC Community groups and Organisations State Government	Short Term Ongoing
4.2.3 Civic pride grows and shows.	WCC All community	Short Term Ongoing
Community Indicators:		
↑ Percentage of people who feel they are part of the local community		
↑ Percentage of people who help out as volunteers		

We will achieve this when...

Objective 4.3: Residents have easy and equitable access to information resources and services.		
Strategies	Key Responsibility	Timeframe
4.3.1 High-speed broadband and communication is improved across the city.	Federal Government State Government IT Providers	Short-Medium Term
4.3.2 Quality district level services, libraries and facilities are available to local communities.	WCC NGOs Community Groups and Organisations	Medium-Long Term
4.3.3 The local community services sector is strong and sustainable.	WCC NGOs Community Groups and Organisations	Short Term Ongoing
Community Indicators:		
↑ Percentage of people with internet access at home.		
↑ Percentage of people with broadband internet access at home.		
Objective 4.4: Our local Council has the trust of the community.		
Strategies	Key Responsibility	Timeframe
4.4.1 Positive leadership and governance, values and culture are built upon.	WCC	Ongoing
4.4.2 Working together, levels of service are established and services continuously improve and offer best value for money.	WCC Community	Short-Medium Term
4.4.3 Innovation is encouraged and supported.	WCC Business Sector Education Institutions	Short Term Ongoing
4.4.4 Policies and procedures are simplified to ensure transparency and efficiency.	WCC	Short Term Ongoing
4.4.5 Finances are managed effectively to ensure long term financial sustainability.	WCC	Ongoing
4.4.6 Customer service is delivered to a high standard.	WCC	Ongoing
Community Indicators:		
↑ Level of community trust in Council.		
↑ Percentage of people who agree or strongly agree Council has taken steps to rebuild community trust.		
↑ Overall satisfaction with Council.		
↑ Customer service satisfaction with Council.		

In 2022.....

Community Goal 5: We are a Healthy Community in a Liveable City

Our community is safe, healthy and happy. The city provides diverse and accessible recreational and lifestyle activities to foster community wellbeing for people of all ages, abilities, cultural backgrounds and personal challenges.

Our people thrive with a sense of self and a connection to place. We enjoy the relaxed pace, the opportunities for being with family and friends, helping our neighbours and meeting new people.

We encourage informal and formal life long learning and we share a common goal to make Wollongong a place where as a minimum all residents' basic needs are met and our quality of life improved.

Objectives

- 5.1 There is an increase in the physical fitness, mental health and emotional wellbeing of all our residents.
- 5.2 Residents have improved access to a range of affordable housing options.
- 5.3 The public domain is maintained to a high standard.
- 5.4 Community safety is improved.
- 5.5 Participation in recreational and lifestyle activities is increased.
- 5.6 Residents have a high level of life satisfaction and personal happiness.

We will achieve this when....:

Objective 5.1: There is an increase in the physical fitness, mental health and emotional wellbeing of all our residents.		
Strategies	Key Responsibility	Timeframe
5.1.1 We work in partnership to build on opportunities to strengthen vulnerable communities.	Federal Government State Government WCC NGOs Community Groups and Organisations	Medium–Long Term
5.1.2 Child-friendly and age-friendly principles are incorporated in design, planning and service delivery within the city.	WCC Property sectors Property Council	Medium–Long Term
5.1.3 Residents have improved access to affordable and timely medical services.	State Government NGOs	Medium–Long Term
5.1.4 Flexible services are provided and can adapt to changing community needs and service demands.	Federal Government State Government WCC NGOs Community Groups and Organisations	Ongoing
5.1.5 Involvement in lifelong learning, skills enhancement and community-based activities is promoted.	Federal Government State Government WCC Education Institutions Community Groups and Organisations	Ongoing
5.1.6 The long term needs of the community, including our people and our places, are effectively planned for.	WCC State Government	Medium–Long Term
5.1.7 Urban areas are created to provide a healthy living environment for our community.	WCC All community	Medium Term

We will achieve this when...

Community Indicators:	
↑	Proportion of children 'on track' (26 th -100 th percentile) who reach development targets on all five AEDI domains.
↓	Proportion of children 'developmentally vulnerable' (0-10 th percentile) on two or more AEDI domains.
↑	Average life expectancy of key target groups compared to state and national averages.
↓	Level of obesity and Type 2 diabetes (%) amongst the population.
↑	Percentage of people who complete high school or equivalent.
↑	Percentage of people aged over 25 years who have a bachelor degree or higher qualification.

Objective 5.2: Residents have improved access to a range of affordable housing options.		
Strategies	Key Responsibility	Timeframe
5.2.1 Housing choice in the Wollongong LGA is improved taking into account population growth, community needs and affordability.	WCC State Government	Long Term
5.2.2 Integrated services are provided to residents in need of urgent shelter.	State Government NGOs Community Groups and Organisations	Medium-Long Term
Community Indicators:		
↓	Percentage of households with housing costs 30% or more of gross income.	
↓	Number of people experiencing homelessness.	

Objective 5.3: The public domain is maintained to a high standard.		
Strategies	Key Responsibility	Timeframe
5.3.1 Litter in public places is reduced.	WCC State Government All community	Short-Medium Term
5.3.2 Public facilities in key locations are clean and accessible.	WCC	Short-Medium Term
5.3.3 Well maintained assets are provided that meet the needs of current and future communities.	WCC	Short-Medium Term
Community Indicators:		
↑	Level of satisfaction (%) with accessibility and appearance of public space.	

We will achieve this when...

Objective 5.4: Community safety is improved		
Strategies	Key Responsibility	Timeframe
5.4.1 Partnerships continue to strengthen and achieve a safe and accessible community.	WCC State Government Business Sector All Community	Ongoing
5.4.2 Local crime continues to be prevented and levels of crime reduced.	WCC State Government Business Sector All Community	Ongoing
5.4.3 Safety is considered in the planning and design of any development.	State Government WCC	Ongoing
Community Indicators:		
<ul style="list-style-type: none"> ↑ Percentage of people who feel safe or very safe when at home alone during the day/night. ↑ Percentage of people who feel safe or very safe walking alone in local area during day/night. ↓ In the recorded offences for crimes against the person. ↓ In recorded offences for crimes against property. 		

Objective 5.5: Participation in recreational and lifestyle activities is increased.		
Strategies	Key Responsibility	Timeframe
5.5.1 The built and natural environment provides access and connectivity.	WCC State Government	Medium–Long Term
5.5.2 A variety of quality public spaces and opportunities for sport, leisure, recreation, learning and cultural activities in your community.	WCC State Government TAFE Illawarra Institute	Medium–Long Term
5.5.3 Healthy, active ageing programs are promoted in partnership with government agencies and community organisations.	WCC Federal Government State Government Community Groups and Organisations	Ongoing
5.5.4 Residents have access to a variety of learning opportunities, both formal and informal.	Education Institutions State Government TAFE Illawarra Institute	Ongoing
Community Indicators:		
<ul style="list-style-type: none"> ↑ Percentage of community who utilise parks, leisure and recreational facilities on a weekly basis. ↑ Opportunities to participate in sporting and recreation activities. ↑ Participation in sporting and recreation activities. 		

We will achieve this when...

Objective 5.6: Residents have a high level of life satisfaction and personal happiness.		
Strategies	Key Responsibility	Timeframe
5.6.1 Projects that build on community strengths are encouraged.	Federal Government State Government All Community	Ongoing
Community Indicators:		
<ul style="list-style-type: none"> ↑ Percentage of people who feel they are part of the local community. ↑ Percentage of people who help out as volunteers. ↑ Satisfaction with life. 		

In 2022.....

Community Goal 6: We Have Sustainable Affordable and Accessible Transport

We will have access to an integrated transport network from north to south and east to west. We prefer to walk, cycle or take the bus or train. We have safe, accessible and interconnected pathways to encourage pedestrian traffic.

The Local Government Area (LGA) continues to be linked to the broader region and the city of Sydney via efficient, safe and affordable networks.

Objectives

- 6.1 Walking, cycling and public transport is an accessible and well resourced means of transport, and the use of private cars is reduced.
- 6.2 Wollongong is supported by an integrated transport system.
- 6.3 Transport-disadvantaged communities have increased access to services.

We will achieve this when...

Objective 6.1: Walking, cycling and public transport is an accessible and well resourced means of transport, and the use of private cars is reduced.		
Strategies	Key Responsibility	Timeframe
6.1.1 The city is established as bike-friendly.	WCC State Government	Medium Term
6.1.2 The free Gong Shuttle Bus service is extended.	State Government WCC	Medium Term
6.1.3 Interconnected and accessible cycleways and footpaths are planned and delivered.	WCC State Government	Long Term
6.1.4 A 'Park n Ride' commuter bus network is established and the community is encouraged to 'leave the car at home'.	State Government	Medium Term
Community Indicators:		
<ul style="list-style-type: none"> ↑ Level of public transport utilisation. ↑ Percentage of residents who cycle or walk to work. ↑ Kilometres dedicated to walking or cycling paths. 		

Objective 6.2: Wollongong is supported by an integrated transport system.		
Strategies	Key Responsibility	Timeframe
6.2.1 Effective and integrated regional transport, with a focus on road, bus, rail and freight movement (including the port of Port Kembla), is provided.	State Government	Long Term
6.2.2 Integrated communities are planned for and encouraged close to major transport links and major commercial centres.	State Government WCC	Long Term
6.2.3 Rail services and stations are improved across the LGA.	State Government	Medium-Long Term
6.2.4 Opportunities to reduce travel time between Sydney and Wollongong are perused and implemented.	WCC Industry Community	Long Term
6.2.5 Availability of late night transport options is improved.	State Government WCC	Short-Medium Term
Community Indicators:		
<ul style="list-style-type: none"> ↓ Percentage of residents who use a private vehicle as the main form of transport to travel to work or study. ↓ Percentage of residents who use a private vehicle as the main form of transport for all trip purposes. ↑ Percentage of community who perceive that they have practical non-car transport opportunities. 		

We will achieve this when...

Objective 6.3: Transport-disadvantaged communities have increased access to services.		
Strategies	Key Responsibility	Timeframe
6.3.1 Community transport options for frail older people, people with disabilities and the transport-disadvantaged are actively promoted and available.	WCC State Government Transport providers	Short-Medium Term
Community Indicators:		
TBD		

The Next Steps

The Community Strategic Plan is not the end point. It is important that there is a clear approach to delivering and resourcing the plan as well as monitoring, reporting and reviewing to ensure that we are on track to achieving our community vision and goals.

Delivering and Resourcing Wollongong 2022

Wollongong 2022, Community Strategic Plan has been prepared in response to the legislative requirement for all NSW councils to develop an Integrated Planning and Reporting Framework. This framework has been designed for local government and their communities to encourage them to work together to create a robust and sustainable community.

Successful delivery of Wollongong 2022 lies in strong partnerships, clear focus and adequate resources. Many of the aspects of the Community Strategic Plan, align with the services Council currently delivers, others will need to be delivered with help from other levels of government, business, educational institutions, community groups and individuals.

To help make the aspirations of this plan a reality, over the next 12 months Council will work with other levels of government, business, education institutions, community groups and individuals including the following key partners who have nominated to assist in the delivery of the plan: Facilities Management Division of University of Wollongong; WHY Documentaries; Families NSW & Aboriginal Child Youth and Family; Otford Protection Society Incorporated; TAFE Illawarra Institute; Left Field Logic; Property Council of Australia; and Genton Design Delivered.

What Council will do to deliver Wollongong 2022 is outlined in the document 'Delivering Wollongong 2022'. This five year Delivery Program and Annual Plan details Council's actions to deliver on the community goals, objectives and strategies. To ensure Council has enough resources to deliver on its commitments a

Figure 1:
Wollongong City Council's Integrated Planning and Reporting Framework



Resourcing Strategy has been prepared. This strategy includes Asset Management Strategy, Workforce Plan and Long Term Financial Plan. These supporting plans can be found on Council's website www.wollongong.nsw.gov.au.

Wollongong 2022 is largely an unfunded Community Strategic Plan. The next key stage of engagement is to discuss whether the Plan is achievable within existing resources; what the core priorities are; and opportunities to obtain funding to support the delivery of the Plan. In addition discussion around changes to Council services as a result of Wollongong 2022 will take place in 2012-13 with a focus on levels of service and delivery.

Relationship with other Plans

During the development of Wollongong 2022, consideration was given to the goals, objectives and strategies of other key plans for our region. These include the NSW State and Regional Plans as well as Council’s existing policies, strategies and plans.

Figure 2: Relationship between Wollongong 2022 Community Strategic Plan and other plans



Monitoring and Reporting Wollongong 2022

Monitoring and reporting are vital to the success of Wollongong 2022 and we must be able to show that we are making progress towards achieving our community vision and goals. Progress will be monitored against the community indicators outlined for each objective in this plan. These measures will help us understand where we are, the direction in which we are travelling and how far we are from reaching our goals. They will also highlight problems and areas of weakness where we may need to focus our attention.

The community indicators will be reviewed and updated in 2012-13 to incorporate the ABS 2011 Census data. Council will undertake further research to gather baseline information and to set targets.

Progress towards our community vision will be monitored and reported by Council every four years in an End of Term Report. In addition, our progress against indicators and major projects in our Delivery Program and Annual Plan will be reported in the Quarterly Review to Council. An Annual Report prepared at the end of each financial year will also report on Council’s implementation of the Delivery Program and Annual Plan. All reports will be available at Council’s website www.wollongong.nsw.gov.au.

This plan will be reviewed within nine months of a local council election. The next election is scheduled for 2016. Community engagement will be central to the review of this Community Strategic Plan.

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Appendices

A number of things support this plan, including definitions of terms used in the plan, links to the NSW State Plan and other key plans that have an impact on Wollongong. Council also has a number of plans and strategies which have been endorsed that link directly to the Community Strategic Plan.

Appendix 1: Terms Used in this Plan

In the context of this Community Strategic Plan the following definitions apply:

ABS Census	Australian Bureau of Statistics (ABS) undertakes a census every five years. The census provides information about the characteristics of the Australian population and its housing within small geographic areas and for small population groups. This information supports the planning, administration, policy development and evaluation activities of governments and other users. The Census provides a snapshot of the nation. Data gathered helps decide what funding is needed for infrastructure, community services and facilities.
AEDI Domains	Australian Early Development Index (AEDI). There are five AEDI domains, these are: physical health and wellbeing, social competence, emotional maturity, language and cognitive skills and communication skills and general knowledge. These five domains are closely linked to the predictors of good adult health, education and social outcomes.
Annual Plan	Details the activities to be engaged in by Council during the year, and annual budget. Annual sub-plan of Delivery Program. Referred to by the Department of Local Government as Operational Plan.
Annual Report	Report on the achievements in implementing the Delivery Program and the effectiveness of the principal activities undertaken in achieving the objectives in the Community Strategic Plan at which those activities are directed.
Asset Management Plan	Included in Council's Resourcing Strategy for the provision of resources required to implement the Community Strategic Plan. Comprises an Asset Management Strategy and plan/s.
Biodiversity	Has been described as the 'web of life' 'the variety of living things' or 'the different plants, animals and micro-organisms, their genes and ecosystems of which they are a part'.
Community	Includes residents, rate payers/land owners, business owners and operators, people who work in the local government area, visitors, government agencies, users of council services, local community groups and associations.
Community Goal	These are about the end result we want for children, adults, families, business and communities.
Community Indicators	Are a way to track trends in quality of life for the community and are used as a basis for improving community engagement, community planning and policy making.

Community Strategic Plan	A plan which identifies the community's main priorities and aspirations for the future of the local government area. This plan is for a minimum of 10 years.
Delivery Program	Details the principal activities to be undertaken by Council to implement strategies established by the Community Strategic Plan.
Ecological Footprint	Is a measure of the human demand on the combined physical and biological components of the environment.
End of Term Report	Report on Council's achievements in implementing the Community Strategic Plan over the previous four years.
Governance	The values, policies and procedures Council and its staff adopt, to provide ethical, transparent and accountable local governance.
Green Technology	Technology that is considered environmentally friendly based on its production process or supply chain.
Infrastructure	Is built structures like roads, railways, airports, water supply, sewers, power grids, telecommunications, buildings and facilities.
Innovative	Using or showing new methods, ideas.
Liveable	The degree to which a city meets the needs of the residents who live there.
Long Term Financial Plan	Included in Council's Resourcing Strategy for the provision of resources required to implement the Community Strategic Plan. This is the point where long-term community aspirations and goals are tested against financial realities.
Objectives	Outlines a series of sub-goals required to achieve the Community Goals.
Principles	Are a set of high-level statements or goals used to guide our thinking and activities. They provide a framework for decision making and action, and form the basis for developing action-oriented goals and objectives.
Quadruple Bottom Line (QBL)	A balanced and holistic approach to achieving sustainability. This means that social, environmental, economic and civic leadership considerations must be addressed in planning, decision making and reporting.
Quarterly Review	Reports on progress against indicators and major projects in our Delivery Program and Annual Plan.
Resources Strategy	Consists of three components, these are the Long Term Financial Plan, Workforce Management Plan and Asset Management Plan. The Resourcing Strategy is where Council outlines who is responsible for what, in terms of the issues identified in the Community Strategic Plan. The Resourcing Strategy focuses in detail on matters that are the responsibility of Council, and looks generally at matters that are the responsibility of others.

Social Justice Principles	<p>Social justice means that the rights of all people in our community are considered in a fair and equitable manner. While equal opportunity targets everyone in the community, social justice targets groups of people who are marginalised and disadvantaged.</p> <p>The NSW Charter of Local Government identifies four key social justice principles – rights, equity, access and participation. These are defined as:</p> <ul style="list-style-type: none"> • Rights – ‘Equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life’. • Equity – ‘Fairness in the distribution of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances’. • Access – ‘All people should have fair access to economic resources, services and rights essential to improving their quality of life’. • Participation – ‘All people should have the maximum opportunity to genuinely participate in decisions which affect their lives’.
State of the Environment Report	Reports on environmental issues relevant to the objectives for the environment established by the Community Strategic Plan.
Strategies	How we plan to achieve each objective
Sustainability	There are many different views in what constitutes a ‘sustainable community’. Wollongong City Council carries out its decision-making based on the principle of sustainability which is based on environmental, intergenerational, social, economic equity and good governance.
Vision	Our aspiration for how we want our city, our community and our lives to be in the future.
Wollongong	Refers to the whole of the Wollongong Local Government Area.
Workforce Plan	Included in Council’s Resourcing Strategy for the provision of resources required to implement the Community Strategic Plan. This Plan addresses the human resourcing requirements of Council’s Delivery Program.

Acronyms and Symbols Used In This Plan

ABS	Australian Bureau of Statistics
AEDI	Australian Early Development Index
ATSI	Aboriginal and Torres Strait Islanders
CBD	Central Business District
LGA	Local Government Area
NGO	Non Government Organisation
QBL	Quadruple Bottom Line
RDA-I	Regional Development Australia – Illawarra
WCC	Wollongong City Council
↑	Increase
↓	Decrease

Appendix 2: Wollongong 2022 Links to State Plan and Other Key Plans

During the development of Wollongong 2022, we have considered the goals, objectives and strategies of other key plans for our region. These include the NSW State Plan 'NSW 2021', NSW 2021 Priorities – Illawarra Region and Illawarra Regional Plan.

NSW State Plan – NSW 2021

Wollongong 2022 contributes to the following NSW State Plan Goals:

NSW State Plan Goals	Wollongong 2022 Objectives
Rebuild the Economy	
Improve the performance of the NSW economy.	Local employment opportunities are increased within a strong local economy.
Drive economic growth in regional NSW.	Local employment opportunities are increased within a strong local economy. The region's industry base is diversified. The profile of Wollongong as the regional city of Illawarra is expanded and improved.
Increase the competitiveness of doing business in NSW.	The region's industry base is diversified. New industries and green technologies are established and flourish.
Place downward pressure on the cost of living.	Residents have improved access to a range of affordable housing options.
Strengthen the NSW skill base.	Wollongong continues to expand as a place of learning. Local employment opportunities are increased within a strong local economy.

NSW State Plan Goals	Wollongong 2022 Objectives
Quality Services	
Reduce travel times.	Wollongong is supported by an integrated transport system.
Grow patronage on public transport by making it a more attractive choice.	Walking, cycling and public transport is an accessible and well resourced means of transport.
Improve customer experience with transport services.	Wollongong is supported by an integrated transport system.
Keep people healthy and out of hospital.	<p>There is an increase in the physical fitness, mental health and emotional wellbeing of all our residents.</p> <p>Participation in recreational and lifestyle activities is increased.</p>
Better protect the most vulnerable members of our community and break the cycle of disadvantage.	<p>There is an increase in the physical fitness, mental health and emotional wellbeing of all our residents.</p> <p>Residents have improved access to a range of affordable housing options.</p>
Increase opportunities for people with disability by providing support that meet their individual needs and realise their potential.	There is an increase in the physical fitness, mental health and emotional well-being of all our residents.
Improve education and learning outcomes for all students.	<p>Wollongong continues to expand as a place of learning.</p> <p>There is an increase in the physical fitness, mental health and emotional wellbeing of all our residents.</p>
Prevent and reduce the level of crime.	Community safety is improved.
Prevent and reduce the level of re-offending.	Community safety is improved.
Build liveable cities	We are a healthy community in a liveable city.

NSW State Plan Goals	Wollongong 2022 Objectives
Strengthen our Local Environment and Communities	
Protect our natural environment.	<p>The natural environment is enhanced.</p> <p>The sustainability of our natural environment is improved.</p> <p>Our coastal areas are protected and managed.</p> <p>New industries and green technologies are established and flourish.</p>
Increase opportunities for people to look after their own neighbourhoods and environments.	Wollongong's ecological footprint is reduced.
Make it easier for people to be involved in their own communities.	<p>Our residents feel an increased sense of community.</p> <p>Residents have a high level of life satisfaction and personal happiness.</p>
Increase opportunities for seniors in NSW to fully participate in community life.	Our residents feel an increased sense of community.
Fostering opportunity and partnership with Aboriginal people .	<p>Community awareness and appreciation of heritage is increased.</p> <p>The visibility of our cultural diversity is increased.</p>
Enhance cultural, creative, sporting and recreation opportunities.	Participation in recreational and lifestyle activities is increased.
Ensure NSW is ready to deal with major emergencies or natural disasters.	<p>The natural environment is enhanced.</p> <p>Our coastal areas are protected and managed.</p>

NSW State Plan Goals	Wollongong 2022 Objectives
Restore Accountability to Government	
Restore trust in state and local government as a service provider.	Our local Council has the trust of the community.
Improve government transparency by increasing access to government information.	Our local Council has the trust of the community.
Involve the community in decision making on government policy, services and projects.	Residents are able to have their say through increased engagement opportunities and take an active role in decisions that affect our city.

NSW 2021 Priorities – draft Illawarra Region

Wollongong 2022 contributes to the following Illawarra Region priorities:

NSW 2021 Priorities – draft Illawarra Region	Wollongong 2022 Objectives
Jobs growth particularly for youth	<p>Local employment opportunities are increased within a strong local economy.</p> <p>The region’s industry base is diversified.</p> <p>The profile of Wollongong as the regional city of Illawarra is expanded and improved.</p> <p>Wollongong continues to expand as a place of learning.</p> <p>There is an increase in the physical fitness, mental health and emotional wellbeing of all our residents.</p>

NSW 2021 Priorities – draft Illawarra Region	Wollongong 2022 Objectives
Assisting vulnerable communities and building opportunities especially for Aboriginal people.	<p>The visibility of our cultural diversity is increased.</p> <p>Strong diverse local cultures thrive in the suburbs.</p> <p>Residents have easy and equitable access to information resources and services.</p> <p>There is an increase in the physical fitness mental health and emotional wellbeing of all our residents.</p> <p>Residents have improved access to a range of affordable housing options.</p> <p>Wollongong continues to expand as a place of learning.</p>
Transport planning investment.	<p>Walking, cycling and public transport is an accessible and well resourced means of transport.</p> <p>Wollongong is supported by an integrated transport system.</p>
Liveable centres and managing urban growth.	<p>The sustainability of our urban environment is improved.</p> <p>Participation in recreational and lifestyle activities.</p> <p>There is an increase in the physical fitness, mental health and emotional wellbeing of all our residents.</p> <p>Community safety is improved.</p> <p>Wollongong’s ecological footprint is reduced.</p> <p>Our residents feel an increased sense of community.</p> <p>Residents have a high level of life satisfaction and personal happiness.</p>

NSW 2021 Priorities – draft Illawarra Region	Wollongong 2022 Objectives
Protecting rural assets and managing the impacts of climate change.	<p>The natural environment is enhanced.</p> <p>The sustainability of our natural environment is improved.</p> <p>Our coastal areas are protected and managed.</p>

Illawarra Regional Plan 2010-15

Wollongong 2022 contributes to the following Illawarra Regional Plan priorities:

Illawarra Regional Plan 2010-15 Priorities	Wollongong 2022 Objectives
Broadband/ICT	<p>The regions industry base is diversified.</p> <p>Residents have easy and equitable access to information resources and services.</p>
Business Growth	<p>Local employment opportunities are increased within a strong local economy.</p> <p>The regions industry base is diversified.</p> <p>Wollongong continues to expand as a place of learning.</p>
Green Jobs Illawarra	<p>New industries and green technologies are established and flourish.</p> <p>Wollongong's ecological footprint is reduced.</p>
Innovation	The region's industry base is diversified.
Leadership	Our local Council has the trust of the community.
Strategic Infrastructure	Wollongong is supported by an integrated transport system.

Illawarra Regional Plan 2010-15 Priorities	Wollongong 2022 Objectives
Social Inclusion	<p>Local employment opportunities are increased within a strong local economy.</p> <p>There is an increase in the physical fitness, mental health and emotional wellbeing of all our residents.</p> <p>Residents have improved access to a range of affordable housing options.</p> <p>Residents have a high level of life satisfaction and personal happiness.</p> <p>Residents are able to have their say through increased engagement opportunities and take an active role in decisions that affect our city.</p> <p>Wollongong is supported by an integrated transport system.</p> <p>Transport-disadvantaged communities have increased access to services.</p>
Tourism	The profile of Wollongong as the regional city of the Illawarra is expanded and improved.

Illawarra Regional Strategy 2006-31

Wollongong 2022 contributes to the following Illawarra Regional Strategy aims:

Illawarra Regional Strategy 2006-31	Wollongong 2022 Objectives
<p>Adequate supply of land strategically located to support economic growth and the capacity for 30,000 new jobs by building on current strengths in existing manufacturing sector and export opportunities presented by the port of Port Kembla.</p>	<p>Local employment opportunities are increased within a strong local economy.</p> <p>The region's industry base is diversified.</p> <p>Wollongong continues to expand as a place of learning.</p> <p>There is an increase in the physical fitness, mental health and emotional wellbeing of all our residents.</p>

Illawarra Regional Strategy 2006-31	Wollongong 2022 Objectives
Existing and proposed transport corridors are protected to supply freight transport and improve network efficiencies.	Wollongong is supported by an integrated transport system.
Strengthen Wollongong City Centre as part of the Cities Taskforce.	<p>Local employment opportunities are increased within a strong local economy.</p> <p>The region's industry base is diversified.</p> <p>The profile of Wollongong as the regional city of the Illawarra is expanded and improved.</p> <p>Residents have improved access to a range of affordable housing options.</p> <p>There is an increase in the physical fitness, mental health and emotional wellbeing of all our residents.</p>
Provide 38,000 new dwellings by 2031 to accommodate growth.	Residents have improved access to a range of affordable housing options.
Ensure 50% of new dwellings are provided in the form of detached housing.	<p>Residents have improved access to a range of affordable housing options.</p> <p>There is an increase in the physical fitness, mental health and emotional wellbeing of all our residents.</p>
Increase densities and revitalise areas around major centres and towns.	<p>Local employment opportunities are increased within a strong local economy.</p> <p>Residents have improved access to a range of affordable housing options.</p> <p>There is an increase in the physical fitness, mental health and emotional wellbeing of all our residents.</p>
Provide for additional release of Calderwood if demand for housing is beyond projections.	The sustainability of urban environment is improved.
Consideration for new release areas outside those identified on the Regional Strategy map, only if proposals demonstrate compliance with the Sustainability Criteria.	<p>The natural environment is protected and enhanced.</p> <p>The sustainability of our urban environment is improved.</p>

Illawarra Regional Strategy 2006-31	Wollongong 2022 Objectives
Protect high value environments.	<p>The natural environment is protected and enhanced.</p> <p>The sustainability of our urban environment is improved.</p> <p>Our coastal areas and waterways are protected and managed.</p>
Limit development in places constrained by coastal processes, flooding and wetlands.	Our coastal areas and waterways are protected and managed.
Promote the economic food and fibre production and community values of existing agricultural lands.	<p>New industries and green technologies are established and flourish.</p> <p>Local food production and community food initiatives are supported.</p>
Protect the cultural, European and Aboriginal heritage.	Community awareness and appreciation of heritage is increased.

Appendix 3: References to Council Strategies and Plans

We have also referenced a number of Council's strategies and plans during the development of Wollongong 2022. These plans and strategies have had considerable community engagement, and Council has committed to deliver them. These include:

- § Ageing Paper
- § Bicycle Plan 2006-11
- § Cultural Plan 2007-11
- § Draft Coastal Management Plan 2012
- § Draft Safe Communities Plan 2012
- § Draft Waste Strategy 2011
- § Heritage Strategy 2011
- § Housing Strategy 2005
- § Illawarra Sustainability Roadmap 2008
- § Planning, People, Places 2006
- § Management Plan 2011-14
- § Social Plan 2007-11
- § Strategic Directions 2011-14
- § Tomorrow's City 2006-15
- § Wollongong Futures - Strategy Report 2025 (2005)

Contact Details

This Plan has been led and facilitated by Wollongong City Council with substantial community input.

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