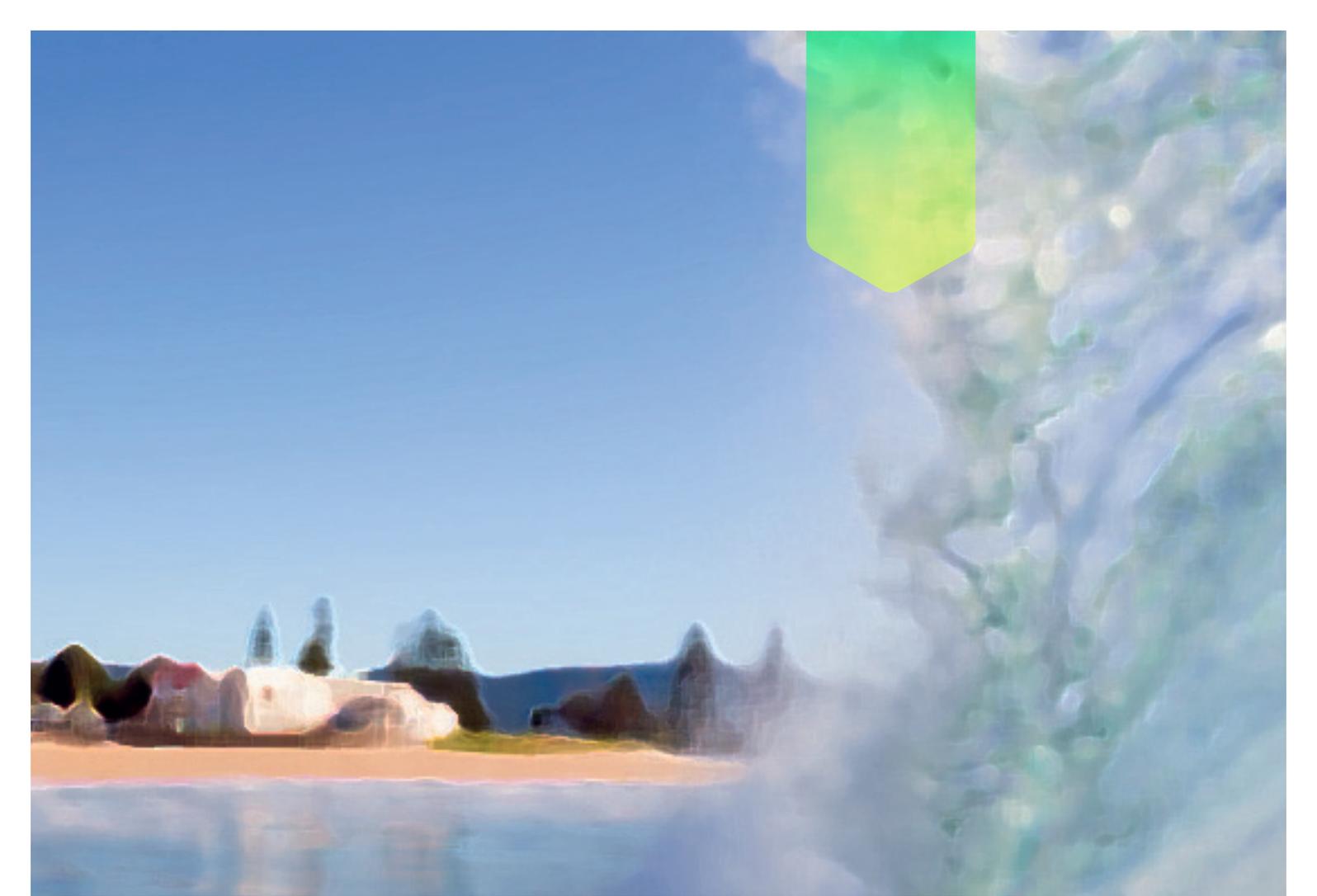


OUR WOLLONGONG 2028 COMMUNITY STRATEGIC PLAN



ADOPTED 25 JUNE 2018



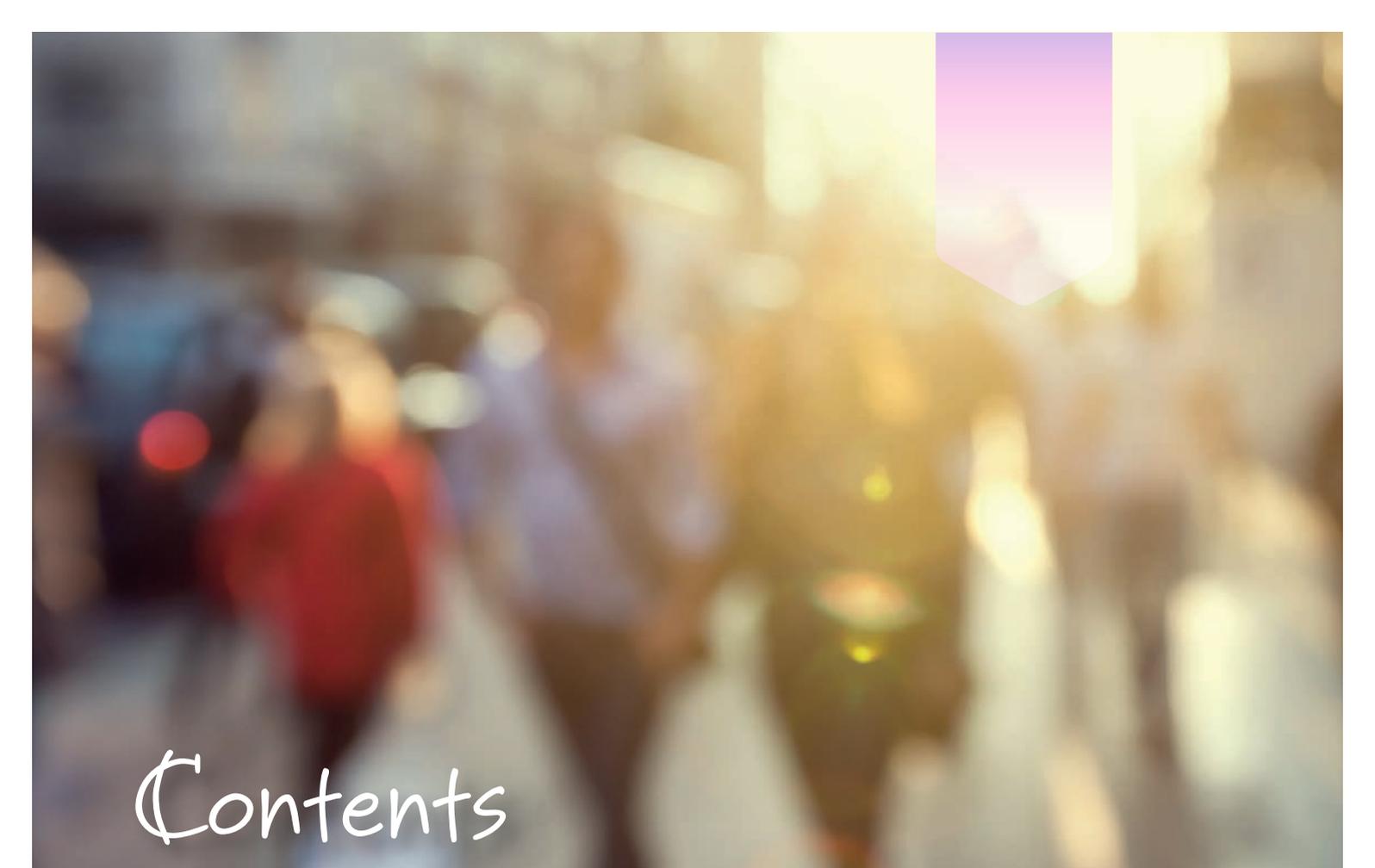


Acknowledgement of Country

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

OUR WOLLONGONG 2028

From the mountains to the sea



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Our Wollongong 2028

LORD MAYOR'S MESSAGE



I'm pleased to present Wollongong 2028 - our refreshed Community Strategic Plan.

Six years ago we worked with you, our community, to develop our first Community Strategic Plan, Wollongong 2022. This important plan set out the community's vision and goals for our City and detailed the objectives and strategies we would use to fulfil that vision and goals. The Community Strategic Plan set a path for how we, as Council, would work with residents, businesses, government organisations and visitors to collectively achieve the future we want for Wollongong.

Now it is time that we refresh our Plan, look at what has been achieved and, if necessary, refocus our resources and efforts on current and future priorities.

We went back out to the community last year to ask if the Community Strategic Plan and its vision and goals - that they helped create six years ago - are still relevant and taking us in the right direction.

We heard from community members of all ages. We spoke to government agencies and businesses. The majority agree that overall the six interconnecting goals driving this plan are still relevant. With the insights gained through this process, we have made some adjustments and refined the objectives and strategies.

Our Wollongong 2028 will guide all of Council's activities and plans to ensure we're actively working to achieve our community's goals. The document reflects the feedback received by the community and aligns its focus with our joint aspirations for the future.

Our Wollongong 2028 maintains a focus on protecting our natural environment. We have strengthened our attention on enhancing the character of our City to address the pressure of population growth and increasing urban density. Our Wollongong 2028 is aligned with State and Federal Government Plans, and includes strategies to develop the national competitiveness of metro Wollongong, and to drive economic growth, employment and diversification of the region's economy.

Our creative and cultural focus remains strong, and we continue to foster and support these vital areas. We're looking to ensure our governance and leadership requirements are continually improved, and everyone who calls Wollongong home has easy and equitable access to information and services they need. The wellbeing and safety of our community continues to be a priority, and we're working to improve connectivity and accessibility across the Local Government Area. The refreshed Plan includes strategies to improve and achieve our transport options with a focus on public transport, walkability and bike options, and a longer term view of sustainability of our transport networks.

While this strategic plan sits with Wollongong City Council it belongs to all of us, and we all have a role in making our city a better place to live, work and visit.

I look forward to working with you all towards Our Wollongong 2028.

Gordon Bradbery AM
Lord Mayor

Building on Wollongong 2022 - Our Community Strategic Plan

It is important to acknowledge the significant contribution of our community in the development of the Wollongong 2022 Community Strategic Plan when thinking about the future direction of the Wollongong Local Government Area (LGA). This Community Strategic Plan has been developed having regard to the feedback from the community in the development of Wollongong 2022. Our Wollongong 2028 aims to further enhance the previous Plan and refocus its priorities to ensure we are on track to delivering the community's vision and aspirations for the future.





What is Our Wollongong 2028

COMMUNITY STRATEGIC PLAN

Our Wollongong 2028 is a whole of community plan, in which all levels of government, business, educational institutions, community groups and individuals have an important role.

The Community Strategic Plan outlines the community's main priorities and aspirations for the future, and includes strategies for how we will achieve them. While a council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the Local Government Area, it is not wholly responsible for its implementation. Other partners, such as state agencies and community groups may also be engaged in delivering the long term objectives of the Community Strategic Plan.

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, Our Wollongong 2028 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:

- Where are we now?
- Where do we want to be in ten years time?
- How will we get there?
- How will we know we've 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.

Results from a series of engagement activities in 2017 have informed the development of the Our Wollongong 2028 Community Strategic Plan. This Plan retains the vision and goals (with minor amendments) and updates the objectives and strategies to reflect the current focus, challenges and aspirations of our community.

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 to finalisation. The community is invited to identify opportunities for partnership.



OUR WOLLONGONG 2028

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. We have a creative, vibrant city
4. We are a connected and engaged community
5. We have a healthy community in a liveable city
6. We have affordable and accessible transport



Looking Back - A snapshot of our achievements toward Wollongong 2022

Council's focus over the past six years has been on ensuring that we are financially sustainable into the future. We have made significant investments in our infrastructure to ensure our roads, pools, playgrounds and other community infrastructure are being renewed or replaced in a timely fashion.

The Securing Our Future program generated \$21 million to spend on a range of renewal programs. This increased expenditure can be seen through the refurbishment of our ageing rock pools; works completed on major streetscape works across the LGA; footpath works on Grand Pacific Walk; and significant stormwater and playground renewal.

Council has made significant improvements to infrastructure to support growth in the West Dapto Urban Area. Council has rezoned 6,900 lots; approved 1,138 lots through development applications; and invested \$46 million in infrastructure construction. Work continues on the West Dapto Access Strategy which is creating flood reliable access including the Fowlers Road extension.

The City Centre has been transformed by the revitalisation of Crown Street Mall. This work has been complemented by significant private investment in the CBD, including \$1.3 billion worth of investment from the private sector on projects like the construction of the new \$200 million GPT centre, Wollongong Private Hospital and numerous residential developments.

Restoration of the historic Bathers Pavilion in the North Beach precinct has further enhanced the character and functionality of Wollongong's coastline.

We've rebuilt the Berkeley Community Centre to make it a bigger, more functional and modern space. We also created Holborn Park Skate Plaza which has provided young people in the southern suburbs with a world-class skate park.

We've consolidated our governance practices with the Independent Hearing and Assessment Panel now embedded in our development assessment process, and a robust framework of corporate governance best practice.

We have won awards for cultural and community projects and events. In 2014 Viva la Gong was the winner of the Local Government Development Arts and Culture; festivals and events category. While in 2017, Council was awarded the Inclusive Event Award by Local Government NSW for its New Year's Eve Celebrations.

More broadly the region's economy continues to diversify, expanding our economic base beyond traditional industries. Our economy is moving from being heavily reliant on steel and mining industries to one focused on advanced manufacturing, mining services, information and communications technology (ICT), and knowledge services.

A review by NSW State Government of Local Government has identified Council to be in a strong financial position moving into the future.



Planning Our Wollongong 2028

To effectively plan for the future we need to understand our community. We need to know who lives here, who is likely to live here in 2028 and the big issues and challenges Wollongong is likely to face in the next ten years.

SNAPSHOT OF THE WOLLONGONG COMMUNITY



WOLLONGONG

is the **THIRD LARGEST CITY** in New South Wales and **10TH LARGEST CITY** in Australia in terms of population.



SEPARATE HOUSING PROVIDED ACCOMMODATION FOR

63.7% of the Wollongong LGA population; 20.7% OCCUPIED A MEDIUM DENSITY DWELLING; while 10.3% OCCUPIED HIGH DENSITY DWELLINGS.

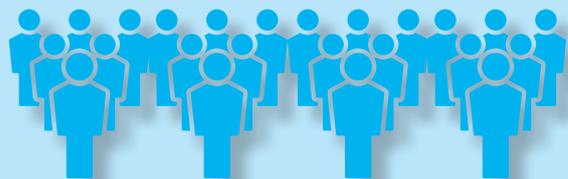
In Wollongong City, 63.2% OF HOUSEHOLDS WERE PURCHASING OR FULLY OWNED THEIR HOME, 21.3% were renting privately, and 7.4% were in social housing in 2016.



THE MEDIAN AGE OF THE POPULATION OF WOLLONGONG WAS

39 YEARS

The city's population is ageing with consistent growth in the proportion of people aged 50 years and over.



IN 2016, THERE WERE

203,630 PEOPLE (100,542 MALES AND 103,087 FEMALES) counted as living in Wollongong.



IN 2016, **21.3%** of households earned a high household income (\$ 2,555 PER WEEK OR MORE) and 29.0% of households earned a low income (\$0 to \$750 per week).



A TOTAL OF **78.5%** of the population of Wollongong stated they were Australian born. OF THE 21.5% BORN OVERSEAS the FIVE MAIN COUNTRIES OF BIRTH WERE UK, China, Former Yugoslav Republic of Macedonia, Italy and New Zealand.



IN 2016, **30.2%** of families were couple families with child(ren),



and **11.5%** WERE ONE-PARENT families compared to 33.2% and 10.9% in 2001 respectively.



IN 2016, THERE WERE **5,346** PEOPLE in the Wollongong LGA who identified as Aboriginal or Torres Strait Islander, representing 2.6% OF THE TOTAL POPULATION.



IN 2016, THE MEDIAN WEEKLY MORTGAGE REPAYMENT WAS

\$449 and the median weekly rent payment was \$328 compared to \$456 and \$384 respectively for New South Wales.



ENGLISH WAS STATED AS THE ONLY LANGUAGE SPOKEN AT HOME BY

78.2% OF THE POPULATION.

The four most common languages other than English spoken at home are Macedonian, Italian, Mandarin and Arabic, with Mandarin as the fastest growing language.



Wollongong LGA's unemployment rate continues TO BE ABOVE THE STATE AVERAGE AT

5.7% in September 2017 compared with 4.8% for New South Wales.



A TOTAL OF **76.6%** of Wollongong's households had broadband internet connection UP FROM 71% IN 2011. This varies across the city from a low of 55% in Warrawong to a high of 88.4% in Austinmer.

In 2016, **72.5%** of people who live in Wollongong indicated they travel to work in a motor vehicle,



5.5% travelled by train,



2.0% travelled by bus.



3.7% Used active transport.

Our City

The Wollongong Local Government Area (LGA) is divided into three wards with four Councillors elected to represent each ward. The Lord Mayor is elected by all voters and represents the entire Wollongong LGA.



Wollongong Local Government Area Map

Engaging with OUR COMMUNITY



In late 2017, we exhibited a Discussion Paper, *Our Wollongong 2028*, to encourage conversation and feedback about the challenges and aspirations for the next 10 years. The Discussion Paper outlined the current state of play to be considered by the community, government, and partners. It also looked back at what Council had achieved and asked questions to encourage discussion and conversation about our community's future, to ensure our Community Strategic Plan is on track.

This document was widely distributed and over 1,000 stakeholders were engaged throughout the process. This engagement includes feedback from engagement activities, an online survey, workshops with government agencies and peak bodies, and forums with various networks, communities, learning institutions and business representatives. Engagement was carried out at primary schools, Viva la Gong, a number of kiosks and Neighbourhood Forums to obtain feedback. The results of the engagement have been analysed and thoroughly considered to help inform the development of *Our Wollongong 2028*.

Highlights from the engagement include:

- 1,026 people engaged, including 608 through the Community Satisfaction Survey;
- Engagement with 92 people through Neighbourhood Forums;
- Engagement with 90 local primary school students;
- 131 people engaged through community kiosks and Wishes for Wollongong;
- Engagement with Councillors, Council staff and representatives from the NSW Government, University of Wollongong and business community.
- Engagement during exhibition through social media, email distribution, community newsletter, hardcopy flyers, Neighborhood Forums and engagement activities



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. The Our Wollongong 2028 Discussion Paper identified some of the key issues and challenges facing Wollongong.

Economy

Wollongong is the regional capital of the Illawarra. The LGA's economy continues to diversify, expanding our economic base beyond traditional industries. Key sectors driving this change include knowledge services, advanced manufacturing and defence. Wollongong is home to 12,500 businesses with the largest employment sectors being health care and social assistance, education and training, and retail trade. Advantage Wollongong continues to promote the region as a place to do business, attracting more jobs to the region.

Population Growth

As the population of Wollongong continues to grow, a greater number of people are aged over 65 years, there will be increased pressure on physical infrastructure, health, education, housing, employment, transport, revenue, aged care, waste and recreation. Council and its partners will need to plan strategically to facilitate policy and programs to support both population growth and an ageing population.

Waste Management

The management of the waste that our community generates is a significant issue. Increasing population and consumption places pressure on diminishing landfill space. Measures need to be taken to reduce this pressure, including reducing the amount of waste that we, as a community send to landfill. It is the responsibility of all residents, business owners, industry and Council to reduce our impact on the environment'.

Climate Change

A range of studies have been conducted, including at a regional level, providing information on the types of climatic changes predicted to occur within this century. In the Illawarra Region it's predicted the impacts of climate change will include: rising sea levels, changing flood behaviours, changed fire regimes, and an increase in the number of heatwaves.

Infrastructure

Effective planning for the maintenance and renewal of our community assets with a replacement value over \$3.7 billion.



City Centre

Continued investment into improving the city as a place to work and visit, and the Illawarra Region's major centre for investment and jobs.

Proximity to Sydney

The region's proximity to Sydney allows businesses and residents to tap into the globally significant activities of metropolitan Sydney. In 2015, 13% of the region's workforce commuted to Sydney - this statistic is likely to grow in the future. A further impact of our close proximity to Sydney has led to an increase in day trippers, particularly from Western Sydney who visit our beaches and open spaces.

Affordable Housing

The impact of being at Sydney's door has increased housing prices across the LGA. This is known as the 'spill over affect' with sources stating Wollongong to be the third most expensive city in Australia, after Sydney and Melbourne.

Social Impacts

Wollongong is a diverse city, made up of many communities. It is important all communities have access to programs and services that support wellbeing, and have the opportunity to participate in the future of the city. Participation helps build social cohesion and connectedness, and reduces

isolation. Many issues facing our community are beyond Council's direct control. Council, however, plays a lead role in looking after the social wellbeing of its residents and works with government and non-government organisations to address issues that affect people's quality of life.

Flooding Issues

Flooding issues in the City of Wollongong are quite unique. Given its proximity to the escarpment and sea, the area has many small catchments which experience very intense rainfall generating flooding very quickly, leaving limited time for an emergency warning. Collaboration with partners is required to ensure key projects and plans are able to be funded and implemented.

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



Engagement Summary - Our Wollongong 2028

1,275
TOTAL NO.
OF PEOPLE
ENGAGED

608
COMMUNITY
SATISFACTION
SURVEY

102
VIVA LA GONG

175
NEIGHBOURHOOD
FORUMS

90
3 PRIMARY
SCHOOLS

56
STAFF & COUNCILLOR
WORKSHOP

73
KIOSKS

17
MULTICULTURAL
FORUM

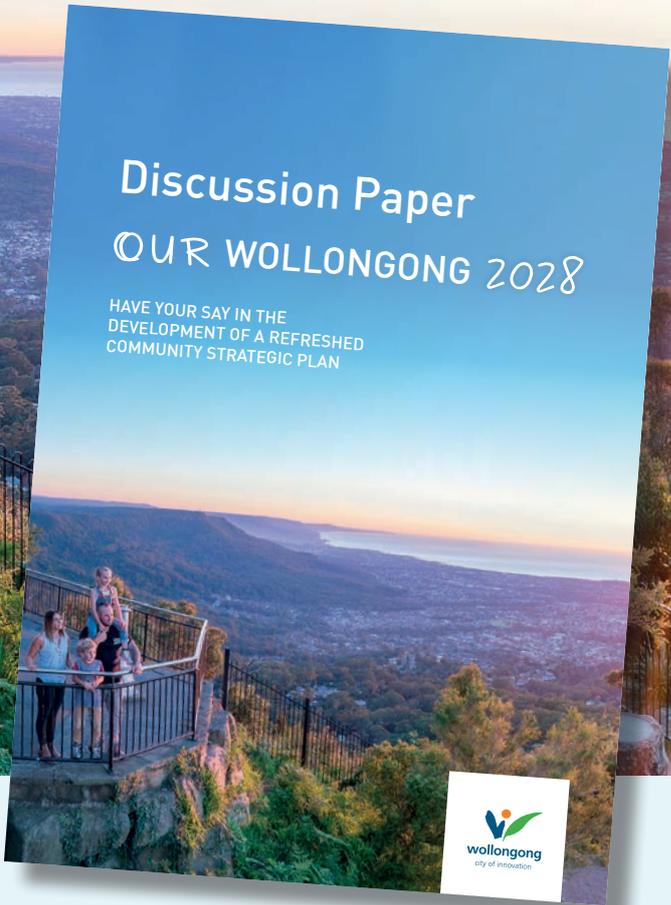
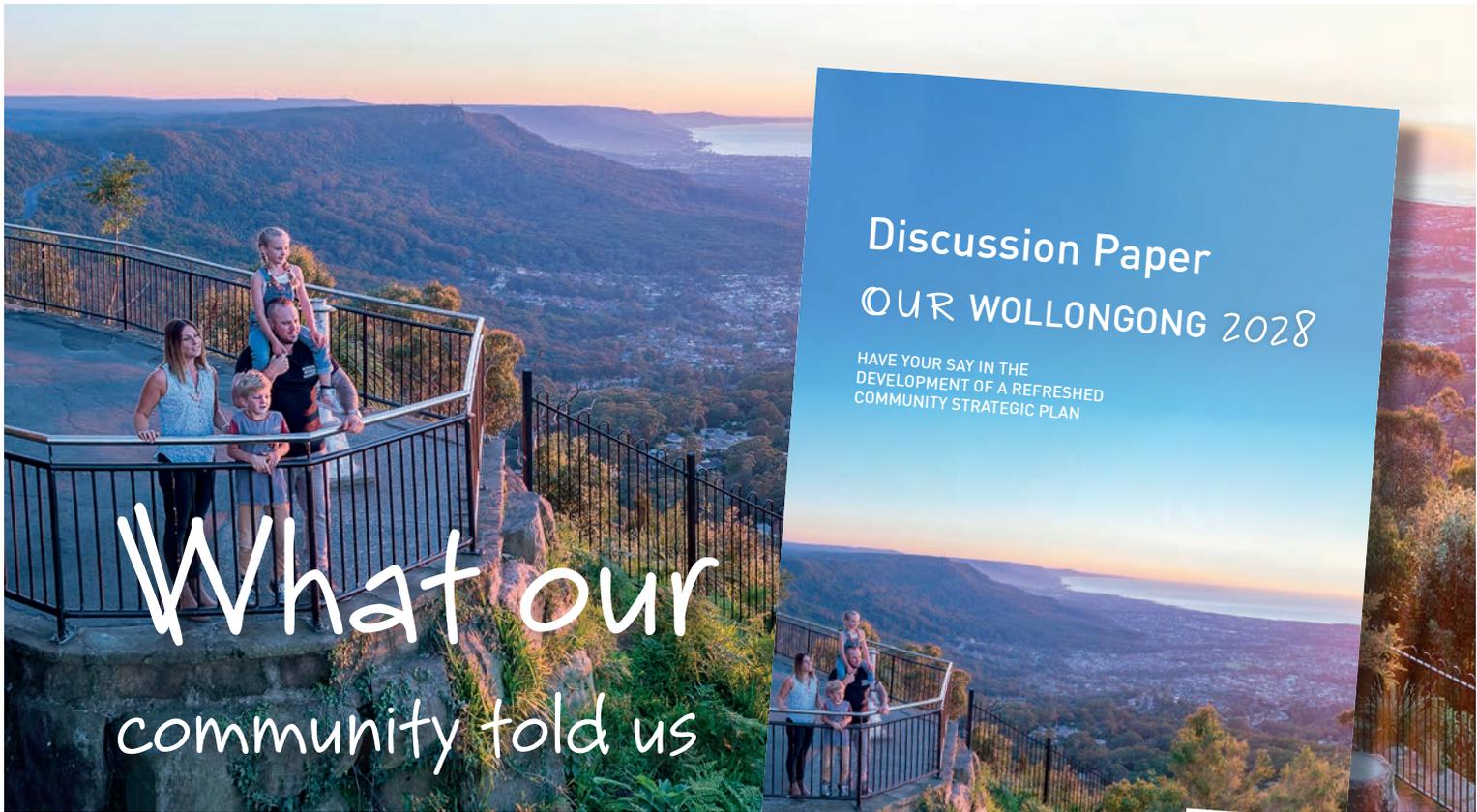
116
SUBMISSIONS

2,400
LOCAL BUSINESSES
EMAILED

FACEBOOK VIDEO
3,500 VIEWS,
93 LIKES, 24 SHARES
AND 76 COMMENTS

**ENGAGEMENT WITH
UNIVERSITY OF
WOLLONGONG**

In addition to this feedback, Council considers the ongoing feedback from all engagement activities and communication received from the community. One key source of reference for Our Wollongong 2028 has been results of the 2017 Community Satisfaction Survey. Council's numerous strategies and plans are a further source of reference, being the result of conversations with our community.



The community identified the following challenges over the next 10 years:

- Roads, traffic and infrastructure
- Population growth and management
- Financial sustainability
- Environment, climate change, waste management and renewable energy
- Transport, parking and connectivity
- Health and ageing population
- The economy, employment and local jobs
- Affordable housing
- Community facilities maintenance
- Green spaces
- Low-rise buildings, development and urbanisation
- Homelessness and advocacy
- Effective public relations and good planning

Common themes identified and considered in the development of Our Wollongong 2028:

- **Ensuring appropriate levels of development in the city centre and near beaches;**
- **Urban greening;**
- **Increasing employment opportunities for local residents with an emphasis on youth employment;**
- **Housing affordability;**
- **Traffic, reducing congestion, and improving public transport;**
- **Parking, including cost and availability in the city centre;**
- **Ensuring green spaces;**
- **Protecting our local environment; and**
- **Impacts of climate change.**

A detailed summary of our engagement is included in the Community Engagement Report on Council's website.



Engaging with children

Council staff engaged with three local primary schools to seek the feedback and thoughts of our children on the future of Wollongong. The children aged 5 to 12 years were provided the opportunity to voice their opinions.

80% of the children agreed Wollongong was a good place to live.

The best aspects of Wollongong:

- The natural environment including beaches, botanic garden, bushwalks, cleanliness and parks;
- Good quality schools
- Quietness
- Libraries

They identified key issues for improvement:

- More bins provided
- Affordability of products
- Graffiti managed better
- Windang jetty improved
- More public transport

Our Children's Vision 2028

Wollongong will have more jobs, new parks, no rubbish, the Windang jetty fixed, cheaper housing, less pollution, more sporting facilities, free Wi-Fi, more activities, bins and skate parks and no smoking/cigarettes.

Engaging young people

In 2016, the Lord Mayor met with the school captains from high schools across the LGA to discuss issues of importance to young people. Key issues discussed included:

- Employment prospects and pathways to employment, i.e. mentors
- Affordable housing
- Poverty gap
- Cost of tertiary education
- Individual learning styles need to be addressed
- Opportunities to develop a sense of self
- Promote Wollongong as a great place to live
- Be a voice for people who can't be heard
- Better planning for the city in relation to tourism opportunities and how to encourage people to come off the M1 and visit Wollongong but still uphold balance.

¹This was not specifically part of the CSP engagement undertaken, however, provided another opportunity for young people to discuss issues of importance.

OUR WOLLONGONG 2028

The way forward

Our Wollongong 2028 goals work to achieve our community vision, and are supported by the objectives and strategies that identify how to achieve these outcomes.

Our Wollongong 2028 has included feedback from our community and stakeholders to focus the Plan and result for the most meaningful impact. The refresh has led to the following changes from the previous plan:

- Reference to implementation of supporting documents and their actions, improving integration across our planning documents and processes
- Stronger focus on managing visual and urban amenity resulting from urban development
- Alignment to the priorities of Regional and State Plans
- Increased focus on governance and Council's Corporate Services in Goal 4 to achieve an engaged community
- Realignment of strategies relating to libraries and community services to Goal 5 to support an active educated community
- A greater focus on sustainable transport e.g. walkability, public transport and a longer term view to an integrated and sustainable transport network

Key sources referenced in the development of Our Wollongong 2028 include:



Interpreting

OUR WOLLONGONG 2028

The Plan includes key elements required by the Local Government Act 1993. The Community Strategic Plan is required to include the community's vision, goals, objectives and strategies for the future. Council's Delivery Program outlines how those strategies for which it holds responsibility will be translated into actions, with detailed operational deliverables for each year of the Program.



Our Wollongong 2028, has been informed and developed considering social, environmental, economic and civic leadership issues (also known as the Quadruple Bottom Line). These are integrated within the objectives of the six community goals in this Community Strategic Plan.

How to read this Plan

Community Goals are about the end result we want for children, adults, families, businesses and communities.



Objectives outline a series of sub-goals required to achieve the Community Goals and articulate where our community wants to be in 2028.

Goal 1 - We value and protect our environment



Objective 1.1 Our natural environment and waterways are protected and enhanced.

Strategies

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.



Key Responsibility

Wollongong City Council (WCC)
State Government
Businesses
Non Government Organisations (NGOs)
Environmental Groups
Community Groups

Strategies outline how we plan to achieve each objective. These strategies cascade down to Council's Delivery Program, linking the 3 year actions and operational deliverables to the vision and goals of the community.

1.1.2 We will improve the cleanliness, health and safety of our parks, waterways and oceans.

State Government
WCC
Businesses
NGOs
Educational Institutions
Environmental Groups
Community Groups



Key responsibility identifies who will be working towards achieving the strategy. Being a whole of community plan, its success is dependent on collaboration and commitment from numerous stakeholders including government and community.

Community Indicators

GOAL 1 COMMUNITY INDICATORS

Measure

Increase the proportion of land area that is greenspace.



Key Responsibility

Wollongong City Council
State Government



Community Indicators are used to measure our progress toward achieving the goal. While some indicators fall under the responsibility of Council, others are impacted by a range of state and federal government agencies, non-government agencies, businesses, community groups, adjoining councils and residents.

The above community indicators will be used to measure our progress toward achieving the goal. These form part of a suite of community indicators that will be tracked and reported on through the End of Term Report.

OUR WOLLONGONG 2028

The table below 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
We value and protect our environment	<ul style="list-style-type: none"> • Our natural environment, waterways and terrestrial areas are protected, managed and improved. • We practice sustainable living and reduce our ecological footprint. • The sustainability of our urban environment is improved. • We recognise and celebrate our heritage. • Set targets and reduce our greenhouse gas emissions through our participation in the Global Covenant of Mayors for climate and energy.
We have an innovative and sustainable economy	<ul style="list-style-type: none"> • Local employment opportunities are increased with a strong local economy. • The region's industry base is diversified. • The profile of Wollongong as a regional city of the Illawarra is expanded and improved. • Wollongong continues to expand as a place of learning.
Wollongong is a creative, vibrant city	<ul style="list-style-type: none"> • Creative, cultural industries are fostered and thriving. • Community access to the arts, and participation in events and festivals is increased. • Strong diverse local cultures are supported.
We are a connected and engaged community	<ul style="list-style-type: none"> • Residents have easy and equitable access to information and play an active role in the decisions that affect our city. • Our residents have an increased sense of community. • Our council is accountable, financially sustainable and has the trust of the community.
We have a healthy community in a liveable city	<ul style="list-style-type: none"> • There is an increase in the health and wellbeing of our community. • Participation in recreational and lifestyle activities is increased. • Residents have improved access to a range of affordable housing options. • Community safety and community perception of safety is improved. • The public domain is maintained to a high standard.
We have affordable and accessible transport	<ul style="list-style-type: none"> • Wollongong is supported by an integrated transport system. • Connections between our city and Sydney are strengthened. • Provide connected and accessible places and spaces.



IN 2028...

GOAL 1

We value and protect our environment

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 work together to decrease our impact on the environment.

Our beautiful city is well maintained and cared for, and the urban environment is well planned and managed so that population growth and urban expansion are achieved 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 and preserve our city's natural environment.

Objectives

- Our natural environment, waterways and terrestrial areas are protected, managed and improved
- We practice sustainable living and reduce our ecological footprint
- The sustainability of our urban environment is improved
- We recognise and celebrate our heritage
- Set targets and reduce our greenhouse gas emissions through our participation in the Global Covenant of Mayors for climate and energy.

We value and protect our environment

We will achieve this by...

Objective 1.1 Our natural environment, waterways and terrestrial areas are protected, managed and improved	
How we will get there	Key Responsibility
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 Businesses Non Government Organisations (NGOs) Environmental Groups Community Groups
1.1.2 Manage and effectively improve the cleanliness, health and biodiversity of creeks, lakes, waterways and oceans.	State Government WCC Businesses NGOs Educational Institutions Environmental Groups Community Groups
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.	State Government WCC Businesses Educational Institutions Environmental Groups

Objective 1.2 We practice sustainable living and reduce our ecological footprint	
Strategies	Key Responsibility
1.2.1 Reduce our ecological footprint, working together to mitigate the impacts of climate change and reduce waste going to landfill.	Wollongong City Council (WCC) State Government Businesses NGOs Environmental Groups
1.2.2 Government and community work together to mitigate and adapt to the impacts of climate change on our environment and future generations.	State Government WCC Businesses NGOs Educational Institutions Environmental Groups

We value and protect our environment

We will achieve this by...

Objective 1.3 The sustainability of our urban environment is improved	
Strategies	Key Responsibility
1.3.1 Manage land uses to strengthen urban areas and improve connectivity close to train stations and key transport routes.	Wollongong City Council (WCC) State Government Businesses NGOs Educational Institutions Environmental Groups Community Groups
1.3.2 Manage visual and urban amenity resulting from urban development particularly in the CBD and areas with medium to high density.	State Government WCC Businesses NGOs Educational Institutions Environmental Groups Community Groups

Objective 1.4 We recognise and celebrate our heritage	
Strategies	Key Responsibility
1.4.1 Programs and projects that achieve proactive heritage management, education and promotion are developed and implemented.	Wollongong City Council (WCC) State Government Businesses NGOs Educational Institutions Aboriginal Community Heritage Groups
1.4.2 Our Aboriginal community is actively engaged in the management of Indigenous heritage.	State Government WCC Aboriginal community

Objective 1.5 Set targets and reduce our greenhouse gas emissions through our participation in the Global Covenant of Mayors for climate and energy	
Strategy	Key Responsibility
1.5.1 Participate in the Global Covenant of Mayors and set emissions reduction targets for the LGA.	Wollongong City Council (WCC) State Government Environmental Groups Businesses NGOs

Goal 1

Community Indicators

Measure	Key Responsibility
Increase average urban tree canopy cover by 20% by 2020 (priority areas)	Wollongong City Council, State Government, Businesses, NGOs, Environmental Groups, Community Groups
Maintain water quality at our beaches as (good to very good) and Lake Illawarra (fair to good)	Wollongong City Council, State Government, Businesses, NGOs, Educational Institutions, Environmental Groups, Community Groups
Increase waste diverted from landfill (including recycling and organics) to 70% by 2022	Wollongong City Council, State Government, Businesses, NGOs, Educational Institutions, Environmental Groups, Community Groups
Decrease the city's ecological footprint: Natural gas consumption Electricity consumption Emissions per permanent residents Water consumption Waste generated	Wollongong City Council, State Government, Businesses, NGOs, Environmental Groups
Increase the proportion of the residents who are satisfied that new development is sympathetic with the environment	Wollongong City Council, State Government, Businesses, NGOs

For more information refer to the 'Community Indicator Dictionary 2018'



GOAL 2

We have an innovative and sustainable economy

IN 2028...

We have an innovative and sustainable economy

We are global leaders in innovative and sustainable research, development and new industries. We plan for the impacts of disruptive industries and work together to build a Smart City. Wollongong is established as the regional capital of the south, 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, work and play. Wollongong is a student-friendly city and our residents are educated and employed. We have access to employment and education through a diverse industry base and world-class institutions.

Objectives

- Local employment opportunities are increased with a strong local economy.
- The region's industry base is diversified.
- The profile of Wollongong as a regional city of the Illawarra is expanded and improved.
- Wollongong continues to expand as a place of learning.

We have an innovative and sustainable economy

We will achieve this by...

Objective 2.1 Local employment opportunities are increased with a strong local economy	
Strategies	Key Responsibility
2.1.1 Support educational and employment opportunities that retain young people and local talent, attract new workers and provide opportunities for the unemployed.	State Government WCC Businesses NGOs Environmental Groups
2.1.2 Grow the national competitiveness of Metro Wollongong to drive economic growth, employment and diversification of the region's economy.	State Government WCC Businesses NGOs Education Institutions Health Sector
2.1.3 Cross-sector initiatives are coordinated and implemented to increase and attract business investment, supporting small businesses and encouraging jobs growth.	State Government WCC Businesses Educational Institutions
2.1.4 Innovation through social enterprise and social business opportunities is encouraged and supported.	State Government WCC Businesses
2.1.5 West Dapto urban growth is effectively managed to balance employment and population growth.	State Government WCC

Objective 2.2 The region's industry base is diversified	
Strategies	Key Responsibility
2.2.1 Further diversify the region's economy through a focus on new and disruptive industries and green technology.	State Government WCC Businesses NGOs Educational Institutions
2.2.1 Organisations work in collaboration to support the development of innovative industries including Knowledge Services, Advanced Manufacturing and ICT.	Councillor Workshop Agencies Workshop
2.2.3 Revitalise West Crown Street by enhancing the amenity and investment opportunities between the health precinct and the commercial core.	State Government WCC

We have an innovative and sustainable economy

We will achieve this by...

Objective 2.3 The profile of Wollongong as a regional city of the Illawarra is expanded and improved	
Strategies	Key Responsibility
2.3.1 Build our city as a tourist destination of choice for conferences, events, and a place to live, learn, work and visit.	State Government WCC Businesses Educational Institutions Cultural and Arts Groups Tourism Groups
2.3.2 Continue to build Wollongong as a vibrant, modern city with a revitalised city centre and an active evening economy.	State Government WCC Businesses Educational Institutions Cultural and Arts Groups Tourism Groups
2.3.3 Enable signature events and festivals where communities and visitors can gather and celebrate.	State Government WCC Businesses Educational Institutions Cultural and Arts Groups Tourism Groups

Objective 2.4 Wollongong continues to expand as a place of learning	
Strategies	Key Responsibility
2.4.1 Pathways for research and learning are supported and Wollongong is established as a learning place of excellence and innovation.	State Government WCC Businesses Educational Institutions
2.4.2 Technology is utilised to transform Wollongong into a Smart City, where assets and infrastructure are able to supply information that is used to enhance urban planning and service provision to our communities.	State Government WCC Businesses Educational Institutions NGOs

Goal 2

Community Indicators

Measure	Key Responsibility
Increase in the number of jobs within the City of Wollongong	Wollongong City Council, State Government, Businesses, NGOs
Increase proportion of resident workers of the City of Wollongong who are employed locally	Wollongong City Council, State Government, Businesses, NGOs
Increase the proportion of people working within Wollongong's CBD	Wollongong City Council, State Government, Businesses, NGOs
Increase Wollongong City's Gross Regional Product by 1.5% each year till 2028	Wollongong City Council, State Government, Businesses, NGOs
Decrease unemployment rate to align with the Illawarra (SA4) average by 2028	Wollongong City Council, State Government, Businesses, NGOs, Educational Institutions
Increase accommodation occupancy by room/nights	Wollongong City Council, State Government, Businesses, NGOs, Tourism Groups



GOAL 3

Wollongong is
a creative,
vibrant city

IN 2028...

Wollongong is a creative, vibrant city

Wollongong is a creative, vibrant city where our rich cultural heritage is celebrated. We embrace new ideas and have thriving creative industries that reflect the diversity of our community with 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 work together in partnership to strengthen our connection and celebrate the diversity of our city.

Objectives

- Creative, cultural industries are fostered and thriving.
- Community access to the arts, and participation in events and festivals is increased.
- Strong diverse local cultures are supported.

Wollongong is a creative, vibrant city

We will achieve this by...

Objective 3.1 Creative, cultural industries are fostered and thriving	
Strategies	Key Responsibility
3.1.1 Using community art and cultural development practices, our places and spaces reflect the creativity, history and identity of our people.	WCC Businesses Cultural & Arts Groups
3.1.2 Opportunities for artists and innovators are provided and celebrated.	WCC Businesses Cultural & Arts Groups

Objective 3.2 Community access to the arts, and participation in festivals is increased	
Strategies	Key Responsibility
3.2.1 Museums and galleries are promoted as part of the cultural landscape.	State Government WCC Community Groups & Organisations
3.2.2 The arts precinct in the heart of the city is consolidated and further enhanced.	WCC Community Groups & Organisations
3.2.3 Local groups and communities are actively supported to provide community-based programs, events and festivals that celebrate cultural traditions and contemporary practices.	WCC Community Groups & Organisations

Objective 3.3 Strong diverse local cultures are supported	
Strategies	Key Responsibility
3.3.1 Provide access for communities to quality local spaces and places to meet, share and celebrate.	WCC Community Groups & Organisations
3.3.2 Partner with Indigenous and culturally and linguistically diverse communities and schools.	WCC Community Groups & Organisations

Goal 3

Community Indicators

Measure	Key Responsibility
Increase the proportion of residents who agree Wollongong's cultural history and creativity is reflected in built environment	Wollongong City Council, State Government, Businesses, NGOs, Educational Institutes, Cultural and Arts Groups, Community Groups
Increase the proportion of residents who agree cultural diversity and creativity is valued and celebrated	Wollongong City Council, State Government, Businesses, NGOs, Educational Institutes, Cultural and Arts Groups, Community Groups
Increase the proportion of people employed in arts and recreation services	Wollongong City Council, State Government, Businesses, NGOs, Educational Institutes, Cultural and Arts Groups
Increase the proportion of residents who agree there are enough opportunities to attend arts and related cultural activities	Wollongong City Council, State Government, Businesses, NGOs, Educational Institutes, Cultural and Arts Groups, Community Groups
Increase the proportion of residents who participate in arts and related cultural activities	Wollongong City Council, State Government, Businesses, NGOs, Educational Institutes, Cultural and Arts Groups, Community Groups, Community



GOAL 4
We are a
connected
and engaged
community

IN 2028...

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 the 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

- Residents have easy and equitable access to information, and play an active role in the decisions that affect our city.
- Our residents have an increased sense of community.
- Our council is accountable, financially sustainable and has the trust of the community.

We are a connected and engaged community

We will achieve this by...

Objective 4.1 Residents have easy and equitable access to information, and play an active role in the decisions that affect our city	
Strategies	Key Responsibility
4.1.1 Provide residents with equitable access to information and opportunities to inform decision making.	Federal Government State Government WCC All community
4.1.2 High-speed broadband and communication is available across the city.	Federal Government State Government IT Providers
4.1.3 Government continue to partner with our local Aboriginal community.	Federal Government State Government WCC Community Groups & Organisations

Objective 4.2 Our residents have an increased sense of community	
Strategies	Key Responsibility
4.2.1 Support residents, businesses and visitors to be actively involved in diverse community activities helping to connect neighbourhoods.	State Government WCC All community
4.2.2 Support and strengthen the local community services sector.	WCC NGOs Community Groups & Organisations
4.2.3 Facilitate programs and events that promote civic pride.	WCC Community Groups Educational Institutions

Objective 4.3 Our council is accountable, financially sustainable and has the trust of the community	
Strategies	Key Responsibility
4.3.1 Positive leadership and governance, values and culture are built upon.	WCC
4.3.2 Resources (finance, technology, assets and people) are managed effectively to ensure long term financial sustainability.	WCC
4.3.3 Excellent customer service is core business.	WCC

Goal 4

Community Indicators

Measure	Key Responsibility
Increase the number of households with broadband (active connection) to align with Illawarra area (SA4) by 2028	Federal Government, State Government, IT Providers
Increase the proportion of residents who feel they have their say on important issues	Wollongong City Council, State Government, Businesses, NGOs, Educational Institutes, Community Groups, Community
Increase customer service satisfaction (Council only)	Wollongong City Council
Increase the proportion of residents who volunteer to exceed the national average by 2028	Wollongong City Council, State Government, Businesses, NGOs, Educational Institutes, Community Groups, Community
Increase the proportion of residents who feel part of the local community	Wollongong City Council, State Government, Businesses, NGOs, Educational Institutes, Community Groups

For more information refer to the 'Community Indicator Dictionary 2018'

IN 2028...



GOAL 5

We have a healthy community in a liveable city

We have a healthy community in a liveable city

Our community is safe, healthy and happy. The city provides diverse and accessible recreation 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, opportunities for being with family and friends, helping our neighbours and meeting new people. We encourage informal and lifelong 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

- There is an increase in the health and wellbeing of our community.
- Participation in recreational and lifestyle activities is increased.
- Residents have improved access to a range of affordable housing options.
- Community safety and community perception of safety is improved.
- The public domain is maintained to a high standard.

We have a healthy community in a liveable city

We will achieve this by...

Objective 5.1 There is an increase in the health and wellbeing of our community	
Strategies	Key Responsibility
5.1.1 We work in partnership to build on opportunities to strengthen vulnerable communities.	Federal Government State Government WCC NGOs Community Groups & Organisations Sporting Institutions
5.1.2 Improve access to affordable and timely medical services.	Federal Government State Government NGOs Health Institutions
5.1.3 Involvement in lifelong learning, skills enhancement and community-based activities is promoted.	WCC Community Groups Businesses NGO's Education Institutions
5.1.4 Urban areas are created to provide a healthy and safe living environment for our community.	WCC State Government Private investors Businesses
5.1.5 Quality district level services, libraries and facilities are available to communities	WCC NGOs Community Groups and Organisations
5.1.6 Work towards enabling all people in our community to have access to safe, nutritious, affordable and sustainably produced food.	State Government WCC Businesses NGOs Educational Institutions Environmental Groups Community Groups

Objective 5.2 Participation in recreational and lifestyle activities is increased	
Strategies	Key Responsibility
5.2.1 Provide a variety of quality public spaces and opportunities for sport, leisure, recreation, learning and cultural activities in the community.	WCC Businesses Sporting Groups Education Institutions NGOs Community Groups Cultural Groups
5.2.2 Healthy, active ageing programs are promoted in partnership with government agencies and community organisations.	WCC State Government Businesses NGOs Sporting Groups Education Institution

We have a healthy community in a liveable city

We will achieve this by...

Objective 5.3 Residents have improved access to a range of affordable housing options	
Strategies	Key Responsibility
5.3.1 Housing choice in the Wollongong Local Government Area is improved, taking into account population growth, community needs and affordability.	WCC State Government Private Sector
5.3.2 Integrated services are provided to residents in need of urgent shelter.	State Government NGOs Community Groups and Organisations

Objective 5.4 Community safety and community perception of safety is improved	
Strategies	Key Responsibility
5.4.1 Partnerships continue to strengthen and achieve a safe, accessible and resilient community.	WCC State Government Businesses All Community
5.4.2 Local crime continues to be prevented and levels of crime reduced.	WCC State Government Business All Community

Objective 5.5 The public domain is maintained to a high standard	
Strategies	Key Responsibility
5.5.1 Public facilities in key locations and transport routes are maintained and clean, accessible and inviting to our community and visitors.	WCC State Government Businesses NGOs Education Institution

Goal 5

Community Indicators

Measure	Key Responsibility
Increase the city's personal wellbeing index to 80% by 2028	Wollongong City Council, State Government, Businesses, NGOs, Health Institutes, Educational Institutes, Community
Decrease the proportion of households under mortgage / rental stress	Wollongong City Council, State Government, Businesses
All residents feel safe at home and in their local area by 2028	Wollongong City Council, State Government, Businesses, NGOs, Educational Institutes, Community Groups, Community
Decrease recorded offences against persons and property by 10% by 2028	Federal Government, State Government, Businesses, NGOs, Educational Institutes, Community Groups, Community
Increase the proportion of residents who agree they have enough opportunity in local area to participate in sport and recreational activities	Wollongong City Council, State Government, NGOs, Sporting Groups, Community Groups
Increase the proportion of the residents satisfied with access to affordable fresh food	Wollongong City Council, State Government, Businesses, NGOs, Educational Institutes, Environmental Groups, Community Groups



GOAL 6

We have sustainable, accessible and affordable transport

IN 2028...

We have affordable and accessible transport

Our links and connection with Sydney, both physical and economic will be strengthened. We will have an integrated transport system that focuses on reducing our private car dependency by increasing the use of public transport, cycling and walking. Our pedestrian accessibility is improved and maintained to enhance our residents and visitors usage of our foreshore and access throughout the city. We will be at the forefront of emerging transport technology including planning for innovative transport initiatives such as car and bicycle share schemes and planning for driverless vehicles.

Objectives

- Wollongong is supported by an integrated transport system.
- Connections between our city and Sydney are strengthened.
- Provide connected and accessible places and spaces.

We have affordable and accessible transport

We will achieve this by...

Objective 6.1 Wollongong is supported by an integrated transport system	
Strategies	Key Responsibility
6.1.1 Work in partnership to deliver the Gong Shuttle Bus as an affordable transport option for our community.	WCC State Government
6.1.2 Work with partners to decrease car dependency and facilitate sustainable transport to provide convenient movement throughout the city, with sustainable transport modes such as walking and cycling.	State Government WCC Businesses
6.1.3 Effective and integrated regional transport, with a focus on road, bus, rail and freight movement (including the port of Port Kembla).	WCC State Government Businesses
6.1.4 Integrated communities close to public transport and local services and facilities focused around existing train stations and town and village centres are planned for and encouraged.	State Government WCC Businesses

Objective 6.2 Connections between or city and Sydney are strengthened	
Strategies	Key Responsibility
6.2.1 Opportunities to reduce travel time between Sydney and Wollongong as well as Western Sydney are explored and promoted.	WCC State Government Businesses

Objective 6.3 Provide connected and accessible places and spaces	
Strategies	Key Responsibility
6.3.1 Improve our footpath connectivity to our unique places and spaces, including marine access along the LGA and accessibility from the CBD to the foreshore.	WCC State Government Businesses
6.3.2 Maintain the service levels of our roads, footpaths and cycle ways to an acceptable standard.	State Government WCC
6.3.3 Plan for effective future changes in transport including the option for disruptive transport technologies in the future.	Federal Government State Government WCC Businesses
6.3.4 Availability of late night transport options is improved.	Federal Government State Government WCC Businesses NSW Police
6.3.5 Community transport options for frail older people, people with disabilities and the transport disadvantaged are actively promoted and available.	Federal Government State Government WCC Businesses

Goal 6

Community Indicators

Measure	Key Responsibility
Increase the use of non-car transport options, including footpaths, cycle ways and public transport for any trip purpose	Wollongong City Council, State Government
Increase the proportion of journeys to work by public transport	Wollongong City Council, State Government
Increase the proportion of journeys to work by active transport (walking or cycling)	Wollongong City Council, State Government
Decrease peak travel delays	Wollongong City Council, State Government
Increase the number of kilometres dedicated to walking and cycle ways	Wollongong City Council, State Government
Increase the proportion of residents who are satisfied with public transport	Wollongong City Council, State Government



Strategic and POLICY ALIGNMENT

During the development of Our Wollongong 2028, consideration has been given to planning principles, as well as the goals, objectives and strategies of other key plans. Key references include the United Nations Sustainable Development Goals, the NSW State Premiers Priorities and the Shoalhaven Illawarra Regional Plan.

Our Wollongong 2028 Planning Principles

Our Wollongong 2028 is underpinned by the Social Justice Principles of equity, access, participation and rights. These four interrelated principles ensure:

- 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 affecting their lives.
- Equal rights are established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious 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.



Aligning with Regional Priorities

During the development of Our Wollongong 2028, consideration has been given to the goals, objectives and strategies of other key plans for our region. This includes the NSW Government's Shoalhaven Illawarra Regional Plan and the Premier's Priorities.

The Illawarra Shoalhaven Regional Plan 2015

This document sets a 20-year vision for a sustainable future and a resilient community, capable of adapting to changing economic, social and environmental circumstances.

To achieve this vision, the NSW Government has set down goals for:

- a prosperous Illawarra-Shoalhaven;
- a region with a variety of housing choices, with homes that meet needs and lifestyles;
- a region with communities that are strong, healthy and well-connected;
- a region that makes appropriate use of agricultural and resource lands; and a region that protects and enhances the natural environment.

The plan builds on existing regional strengths and growth sectors including tourism, health disability and aged care, ICT/knowledge services, education and training, aviation/defence and advance manufacturing, and freight and logistics.

The plan aims to:

- grow the national competitiveness of metro Wollongong to provide jobs and housing;
- grow the capacity of the port of Port Kembla as an international trade gateway;

- drive diversity and innovation in the economy through growth in priority growth sectors;
- grow strategic assets in key locations to help drive economic growth across the region;
- support new and expanded industrial activity by providing well-located and well-served supplies of industrial land; and
- strengthen the economic self-determination of Aboriginal communities.

Premier's Priorities

In 2015 the NSW Premier committed to the delivery of 12 priorities that aim to improve outcomes for the people of NSW. The Premier's Priorities are:

- 1 Creating jobs
- 2 Delivering infrastructure
- 3 Driving public sector diversity
- 4 Improving education results
- 5 Improving government services
- 6 Improving service levels in hospitals
- 7 Keeping our environment clean
- 8 Making housing more affordable
- 9 Protecting our kids
- 10 Reducing domestic violence
- 11 Reducing homelessness
- 12 Tackling childhood obesity.

These above priorities provide a holistic consideration of issues facing communities. Consideration has also been given to the 18 State Priorities being actioned by the NSW Government.

Alignment to Our Communities Priorities

Council refers to its adopted strategies and plans as Supporting Documents. These direction setting documents support the development of the Community Strategic Plan, Council's Resourcing Strategy, Delivery Program and Operational Plans. These documents include goals, strategies and actions specific to a project or location. However, until the actions are enabled through resourcing and included in the Delivery Program and Operational Plan, they remain aspirational.

Council's Supporting Documents have been considered in the refresh of the Community Strategic Plan. These Supporting Documents have been informed by extensive data and research as well as extensive community input; making them an important source for consideration in the future vision and goals for Wollongong Local Government Area.

In the past six years, the following Supporting Documents have been endorsed by Wollongong City Council as priority documents and for the actions within these documents to be considered for inclusion through the annual planning process:

- Public Spaces Public Life
- City Libraries Strategy 2017-2022
- Sportsfields and Sporting Facilities Strategy 2017-2021
- Dapto Town Centre 2017-2027
- Tourist Parks Strategic Plan
- Crematoriums Strategic Plan
- Community Safety Plan 2016-2020
- Disability Inclusion and Action Plan 2016-2020
- Public Art Strategy and Guidelines 2016-2021
- Wollongong Heritage Strategy and Action Plan 2015-2017
- Economic Development Strategy 2013-2023.
- Waste Management Strategy 2022
- Bike Plan 2014-18
- Pools Strategy 2014-2024
- Evening Economy Action Plan
- Waste Management Strategy 2022
- Stormwater Management Plans
- Wollongong Play Strategy 2014-2024

- Positive Ageing Plan 2013-17
- Cultural Plan 2014 – 2024/Live Music Action Plan/Cultural Action Plan/Evening Economy Action Plan
- Dune Strategy 2013
- Grand Pacific Walk Masterplan 2014
- Warrawong Town Centre Masterplan 2013 and Implementation Plan
- Figtree Town Centre 2013 and Masterplan and Implementation Plan
- Unanderra Town Centre Masterplan 2013 and Implementation Plan
- Corrimal Town Centre Study and 2015 Implementation Plan
- Dapto Town Centre Study 2017 and Implementation Plan
- Wollongong Section 94A Development Contribution Plan (2017)
- West Dapto Section 94 Development Contribution Plan (2015) and draft (2017)
- Pest Animal Management Plan – deer, rabbit, myna bird 2017-2020
- Environmental Sustainability Strategy 2014-22 and Action Plan
- Illawarra Escarpment Strategic Management Plan 2015
- Wollongong Major Events Strategy 2016-2020
- Sandon Point & McCauleys Beach Plan of Management 2015
- Urban Greening Strategy 2017-2037
- Pedestrian Plan 2017-2021
- Port Kembla 2025
- Positive Ageing Plan 2018 - 2022

Council is currently developing the following

- Wollongong Botanic Garden Strategic Plan
- Integrated Facilities Project Framework
- West Dapto Masterplan review

From ideas to action

OUR INTEGRATED APPROACH

Council ultimately has one Vision, one Program and one Plan, being the **Community Strategic Plan**, **Delivery Program** and **Operational Plan**, however owns over 100 Council endorsed plans, referred to as Council's **Informing** and **Supporting Documents**.

As part of the **Annual Planning** process, the Council prioritises those strategies, actions and deliverables within **Supporting Documents** to be included in the **Delivery Program** and **Operational Plan**.



Community Strategic Plan



Informing

- Studies
- Investigations
- Community Engagement
- Service Reviews
- Needs Analysis



Supporting

Council has two types of supporting documents:

- Strategy level documents
- Implementation Plan proposals

These may contain **UnFunded Opportunities (UFO's)**



Delivery Program

The outcome of the annual delivery planning process is the development of the **Resource Strategy**, **Delivery Program** and **Operational Plan**.



Decision Making

These unfunded opportunities (UFO's) within these documents i.e. actions, deliverables, are considered annually for inclusion in Council's **Delivery Program & Operational Plan**. This involves a rigorous planning and prioritisation process and allocation of limited finances, people and assets in line with Council's **Resource Strategy**.

Implementation

- Construction
- Service
- Goal realisation



All-abilities playground at Corrimal



Viva la Gong Festival



Construction of Puckey's shared pathway



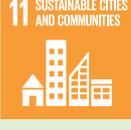
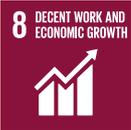
UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS AND OUR WOLLONGONG 2028



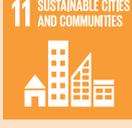
SUSTAINABLE DEVELOPMENT GOALS

17 GOALS TO TRANSFORM OUR WORLD

1 NO POVERTY 	2 ZERO HUNGER 	3 GOOD HEALTH AND WELL-BEING 	4 QUALITY EDUCATION 	5 GENDER EQUALITY 	6 CLEAN WATER AND SANITATION
7 AFFORDABLE AND CLEAN ENERGY 	8 DECENT WORK AND ECONOMIC GROWTH 	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	10 REDUCED INEQUALITIES 	11 SUSTAINABLE CITIES AND COMMUNITIES 	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION 	14 LIFE BELOW WATER 	15 LIFE ON LAND 	16 PEACE, JUSTICE AND STRONG INSTITUTIONS 	17 PARTNERSHIPS FOR THE GOALS 	 SUSTAINABLE DEVELOPMENT GOALS

OUR WOLLONGONG 2028 GOAL	OUR WOLLONGONG 2028 OBJECTIVE	SUSTAINABLE DEVELOPMENT GOAL
1. We value and protect our environment	1.1 Our natural environment and waterways are protected and enhanced	   
	1.2 We practice sustainable living and reduce our ecological footprint	   
	1.3 The sustainability of our urban environments is improved	  
	1.4 We recognise and celebrate our heritage	 
	1.5 Set targets and reduce our greenhouse gas emissions through our participation in the Global Covenant of Mayors for climate and energy	   
2. We have an innovative and sustainable economy	2.1 Local employment opportunities are increased with a strong local economy	 
	2.2 The region's industry base is diversified	 
	2.3 The profile of Wollongong as a regional city of the Illawarra is expanded and improve	 
	2.4 Wollongong continues to expand as a place of learning	 

OUR WOLLONGONG 2028 GOAL	OUR WOLLONGONG 2028 OBJECTIVE	SUSTAINABLE DEVELOPMENT GOAL
<p>3. Wollongong is a creative, vibrant city</p>	<p>3.1 Creative, cultural industries are fostered and thriving</p>	 
	<p>3.2 Community access to the arts, and participation in events and festivals is increased</p>	 
	<p>3.3 Strong diverse local cultures are supported</p>	 
<p>4. We are a connected and engaged community</p>	<p>4.1 Residents have easy and equitable access to information and play an active role in the decisions that affect our city</p>	 
	<p>4.2 Our residents have an increased sense of community</p>	  
	<p>4.3 Our council is accountable, financially sustainable and has the trust of the community</p>	 

OUR WOLLONGONG 2028 GOAL	OUR WOLLONGONG 2028 OBJECTIVE	SUSTAINABLE DEVELOPMENT GOAL
5. We have a healthy community in a liveable city	5.1 There is an increase in the health and wellbeing of our community	  
	5.2 Participation in recreational and lifestyle activities is increased	 
	5.3 Residents have improved access to a range of affordable housing options	   
	5.4 Community safety and community perception of safety is improved	   
	5.5 The public domain is maintained to a high standard	 
6. We have affordable and accessible transport	6.1 Wollongong is supported by an integrated transport system	 
	6.2 Connections between our city and Sydney are strengthened	 
	6.3 Provide connected and accessible places and spaces	 



The Next Steps

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

Delivering and Resourcing Our Wollongong 2028

Our Wollongong 2028 Community Strategic Plan has been prepared in response to the legislative requirement for all NSW councils to develop an Integrated Planning and Reporting Framework. To ensure Council has enough resources to deliver on its commitments a Resourcing Strategy has been prepared. This strategy includes a Strategic Asset Management Strategy, Workforce Strategy, Long Term Financial Plan and an Information Management Technology Strategy. These supporting plans can be found on Council's website www.wollongong.nsw.gov.au.

To help make the aspirations of this plan a reality it is also essential to have agreement from other levels of government, business, educational institutions, community groups and individuals to contribute to the delivery of objectives and strategies.

Monitoring and Reporting Our Wollongong 2028

Monitoring and reporting are essential to the success of Our Wollongong 2028 and we must be able to show we are making progress towards achieving our community vision and goals. Progress will be monitored against the community indicators outlined for each goal. These measures will help us understand where we are, the direction in which we are travelling and if we are reaching our goals. They will also highlight areas of weakness and where we may need to focus our attention.

Progress towards our community vision will be monitored and reported at the end of the Council Term years in an End of Term Report. In addition, our progress against indicators and major projects in our Delivery Program and Operational 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 Operational Plan. All reports will be available on Council's website www.wollongong.nsw.gov.au.

Appendix 1: Terms used in this Plan

In the context of this draft 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.
Operational Plan	Details the activities to be engaged in by Council during the year, and operational budget.
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.
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.
Resource Strategy	Consists of three components. These are the Long Term Financial Plan, Workforce Management Plan, Asset Management Plan and Information Management Technology. 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.
Strategic Asset Management Plan	Included in Council's Resourcing Strategy for the provision of resources required to implement 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 Strategy	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
ICT	Information and Communication Technology
WCC	Wollongong City Council

OUR WOLLONGONG 2028

From the mountains to the sea

