



Image: Sunrise at Lake Illawarra

Wollongong City Council

Our Wollongong Our Future 2032 Community Strategic Plan

Adopted 27 June 2022





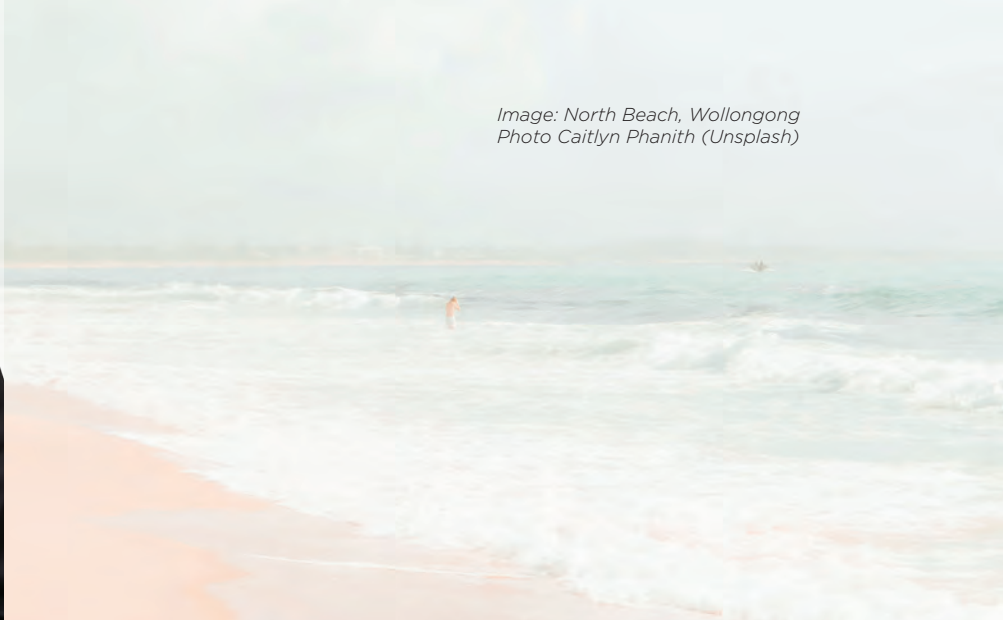
Image: Aboriginal Smoking Ceremony, Blue Mile Tramway, Wollongong

Acknowledgement of Country

We acknowledge the Traditional Custodians of the land on which our city is built, Dharawal Country. We recognise and appreciate their deep connection to this land, waters and the greater community. We pay respect to Elders past, present and those emerging and extend our respect to all Aboriginal and Torres Strait Islander people who call this city home. We recognise Aboriginal and Torres Strait Islander people as the first people to live in the area. We respect their living cultures and recognise the positive contribution their voices, traditions and histories make to the city.

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Lord Mayor's Message

Preparing our city's Community Strategic Plan – Our Wollongong Our Future 2032 is an important process, and I am pleased to have supported the development of this document on behalf of the community.

These documents provide transparency and demonstrate to our community that Council undertakes considered and cohesive planning to meet the expectations of residents. This Community Strategic Plan has been revised during a period of uncertainty and change. We have seen global issues and events – primarily the pandemic, climate change and the global economy – having a significant impact locally.

The COVID-19 pandemic changed our lifestyles and created a greater appreciation of our parks, gardens, beaches and foreshore areas, and other community spaces that allow us to gather safely with family and friends.

The context in which the Community Strategic Plan has been revised is reflected in the Community goals; to value and protect our environment, to have an innovative and sustainable economy that supports our young people to keep their talents in the region and attracts new business investment and enterprise to the city, for the city to be creative and vibrant, for our community to be healthy, connected and engaged and for everyone to have access to affordable and accessible transport.

This plan sets out the goals that we can achieve collaboratively to ensure Wollongong is the city where we all can live, work and enjoy our downtime.

Together, we can increase our resilience to natural disasters and a changing climate, work together to achieve net zero carbon emissions, and work

with partners to facilitate sustainable and green industries and support the growth of those sectors that will facilitate the proactive transitioning of Wollongong's economy.

We will encourage creativity and innovation and ensure our cultural infrastructure such as museums and galleries are enhanced as an important part of our city's cultural landscape, while also providing residents with spaces to meet, share and celebrate.

We're focussed on building awareness and understanding of local Aboriginal and Torres Strait Islander culture, heritage and histories while also improving digital access and participation across all communities.

And we know our much-loved beaches, pools and aquatic facilities are really important to our residents and will continue to support these spaces into the future.

Our Wollongong Our Future 2032 is the overarching Plan that guides all of Council's work, decisions and priorities for the next 10 years. It is not a Plan for only Council and our residents, but a Plan for other stakeholders, investors, businesses and community groups to use so that we can work collaboratively towards agreed goals.

I encourage everyone to read this document to better understand Council's plans for the future, and how we will continue to advocate on behalf of all those who call Wollongong home. I look forward to working with my fellow Councillors towards the goals in this document and to ensure Wollongong is a great place and thrives sustainably.

Wollongong City Lord Mayor
Councillor Gordon Bradbery AM



Image: Bald Hill Lookout, Stanwell Park

About Our Wollongong

Our Future 2032

Our region is made up of the natural and built environment, its history, and the people who live, work, and play in it. We need to plan, review and adapt in order to meet the needs of both the current and future community.

The Community Strategic Plan is a shared community vision to inform action over the next 10 years. This plan is reviewed every term of Council to ensure it meets our community's needs.

This Community Strategic Plan review was carried out in a challenging time following bushfires, floods and during the COVID-19 pandemic. While we need to respond to these significant events, we also continue to plan for the future of the Wollongong Local Government Area.

This Community Strategic Plan has been developed using feedback from our engagement activities and representative survey about what the community's vision and goals are for Wollongong.

Image: Children enjoying activities at the Discovery Centre on Botanic Gardens Day





Our Wollongong Our Future

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

Image: Coledale Beach



What is a Community Strategic Plan?

A Community Strategic Plan is an aspirational document that outlines the community's desired future for the Wollongong Local Government Area. The Plan identifies the community's main priorities and strategies for achieving these goals. It outlines what success looks like creating a roadmap for achieving the community's desired outcome.

The Plan is therefore an important reference for stakeholders, investors, businesses, community groups and

residents so that together, we are all working toward the same goal. For Wollongong City Council, it is the central reference point for planning and prioritising services and resources for the community in the Delivery Program.

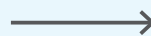
The Community Strategic Plan is carefully prepared to balance the desires of the community, with population growth projections, current and future challenges and gives consideration to global, federal and state priorities, as well as regional plans.

Image: Community enjoying Viva la Gong Festival, Wollongong

Wollongong
2022 Community
Strategic Plan



Our Wollongong
2028 Community
Strategic Plan



Our Wollongong
Our Future 2032
Community Strategic Plan





*Image: Ghost Trees
by artist Greer Taylor,
Sculpture in the Garden
at Wollongong Botanic
Garden. Tad Souden
Photography*



Image: Fun activities at the Discovery Centre on Botanic Gardens Day

Vision and Goals

Vision

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

Goals

We value and protect our environment

We have an innovative and sustainable economy

Wollongong is a creative, vibrant city

We are a connected and engaged community

We have a healthy community in a liveable city

We have affordable and accessible transport

Image: Children
enjoying Cringila Hills
Mountain Bike Track





Image: King George V Oval basketball court, Port Kembla

Who is responsible for the Community Strategic Plan?

Local councils prepare the Community Strategic Plan working with the community and partners on behalf of the community. While Council has a custodial role in preparing 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, non-government organisations, business, industry and community groups may also be involved in the delivery of the Plan.

Wollongong City Council has the following roles in implementing the Plan:

Service Provider

We provide direct services to meet the needs of the community.

Partner

We partner with government or organisations to provide services and infrastructure, facilities or programs alongside other organisations and businesses.

Advocate

We advocate to achieve benefits and best possible outcomes for the community.

*Image: Gardening
Australia's Costa
Georgiadis celebrates
Wollongong Botanic
Gardens Day - BGANZ
50 years Celebration*





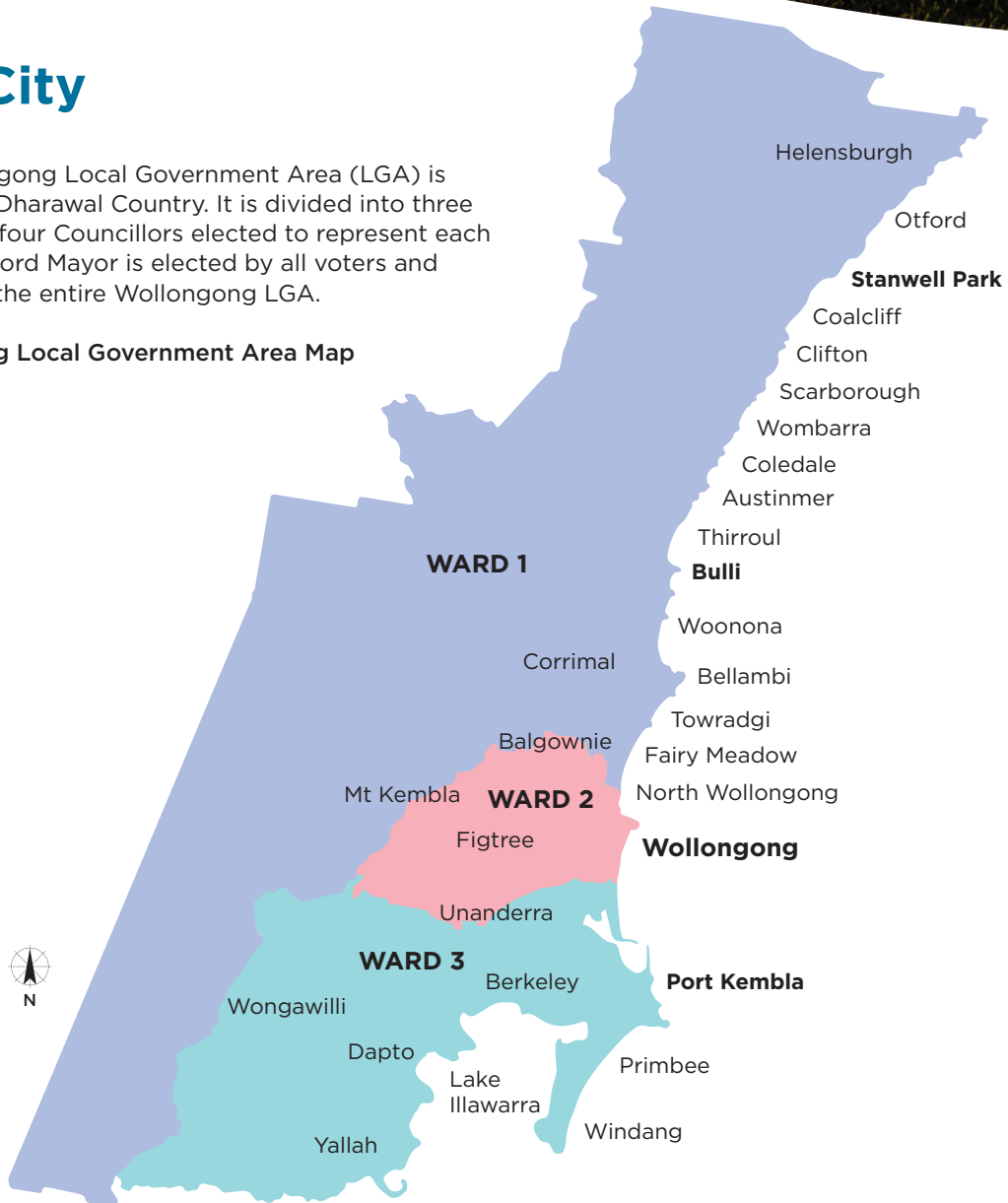
Who we are Planning for

Image: Sunrise at Lake Illawarra

Our City

The Wollongong Local Government Area (LGA) is located on Dharawal Country. It 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





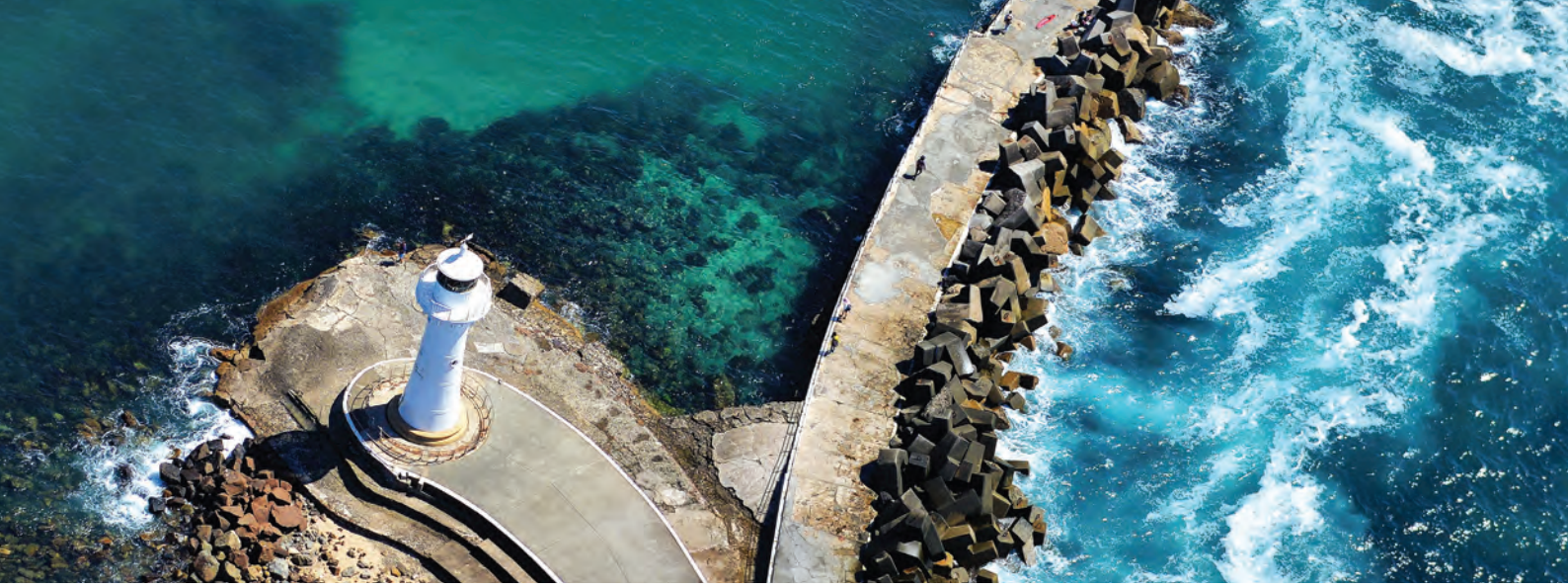
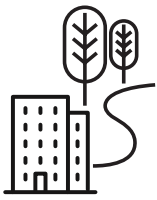


Image: Flagstaff Point (Wollongong Head) Lighthouse

Snapshot of the Wollongong Community



Wollongong is said to originate from the Aboriginal word Woolyungah, meaning Five Islands. The fourth largest city in New South Wales and 11th largest city in Australia in terms of population (ABS* - significant urban areas).



The median age of the population of Wollongong was 39 years. We have an ageing population, 17.6% of our community are age 65+.



In 2016, 19.9% of households earned a high household income (\$2,500 per week or more) and 20.8% of households earned a low income (\$0 to \$650 per week).



In July 2021, 6.7% of Wollongong's working age population were eligible to receive jobseeker allowance or youth allowance (excluding students), up from 5.4% in March 2020.



A total of 72.6% of the population of Wollongong stated they were Australian born (5.8% not stated). Of the 21.5% born overseas the five main countries of birth were UK, China, North Macedonia, Italy and New Zealand.



Separate housing provided accommodation for 67.3% of the Wollongong LGA population; 20.7% occupied a medium density dwelling; while 10.3% occupied high density dwellings¹. 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 2016².



In 2021, there were 220,659 people counted as living in Wollongong (estimated resident population). It is projected that the population will increase to 252,514 residents by 2032.

*Australian Bureau of Statistics

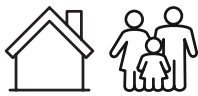
Information has been taken from the 2016 ABS Census Data and Profile ID.

1. Caravans, cabins and houseboats (0.5%); other (0.5%) and not stated (0.6%).

2. Renting - not stated (0.4%); other (0.9%) and not stated (6.9%).



Image: Children on Corrimal Beach



In 2016, 30.2% were couple families with children compared to 33.2% in 2001.



And 11.5% were one-parent households compared to 10.9% 2001.



24.3% of households were one person households, with almost half of these people over the age of 65.



In 2016, the median weekly mortgage repayment was \$449 and the median weekly rent payment was \$460 compared to \$456 and \$465 respectively for New South Wales.



Wollongong LGA's unemployment rate was 5.3% in December 2021 compared with 5% for New South Wales.



In 2016, there were 5,368 people in the Wollongong LGA who identified as Aboriginal or Torres Strait Islander, representing 2.9% of the total population (estimated resident population).



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.



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 Warrawang to a high of 88.4% in Austinmer.



In 2016, 71.2% 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. 3.5% worked at home. 3.6% used active transport.

Information has been taken from the 2016 ABS Census Data and Department of Education, Skills & Employment.



Image: Refugee Week, Flagstaff Point Lighthouse, Wollongong

What our community told us...

We've talked to all parts of our community to create a shared vision for our future. Many of the themes in terms of values, issues and what's important have been consistent. The love of our beaches, the unique relationship between the escarpment and the coast, the friendly atmosphere, proximity to larger places and connections to family and friends are just some of the themes raised. In addition, feedback on Wollongong's potential and some of the issues we face were raised.

Our Three Phased Approach

A three phased approach was implemented to enhance engagement outcomes and ensure our Community Strategic Plan is a true reflection of the community's aspirations and priorities.

Phase 1 - Awareness Building

July - August 2021

Method highlights:
Diverse communication channels
Easy Read + Plain English + translated FAQ's
Campaign - I love Wollongong because...
Using our extensive networks



Phase 2 - Listening to Our Community

August - October 2021

Reply Paid Postcards distributed across the LGA,
Videos
Email banner
Engagement via Art
Community Circle Kits
Targeted workshops,
Open surveys + representative surveys,
Discussion Paper



Phase 3 - Checking In

May 2022

Our Wollongong Our Future Engagement Snapshot
Plain English Community Strategic Plan - summary
Easy Read Community Strategic Plan
Engagement through Art



A Snapshot of Participation

Here's an overview of ways we heard people's ideas and how many voices we heard.



8928
Voices heard

Image: Children playing at Windang

173
participated

I love Wollongong because...

The community shared their art, photos, stories and poetry finishing the sentence 'I love Wollongong because...'.

12
participated

Community Circles

Community members volunteered to lead structured conversations in an existing group or one created just for the purpose of talking about Our Wollongong Our Future.

2078
submitted

Surveys

Our community had the opportunity to participate in these surveys:

- Our Wollongong Our Future Surveys
- Vision survey
- Council Customer Satisfaction Survey and Wellbeing Survey.

342
received

Postcard

Over 80,000 reply paid postcards were distributed to properties across the Local Government Area.

136
received

Open Feedback

Feedback was provided via social media, emails, letters and over the phone.

422
participated

Workshops

A range of targeted workshops were held to capture the voices of our diverse community. Workshops were held for young people, children, government, Aboriginal organisations, multicultural community and Neighbourhood Forums.

5765
received

Previous Engagement Feedback

Over the past few years we've engaged with our community about the development of several projects and plans. We've also used this feedback to inform the development of the Community Strategic Plan.



Image: Coalcliff Rock Pool

What you told us



Environment

- Protect + invest
- Retain + add green space + trees
- Net zero carbon emissions



Active Transport

- Increase network
- Promote network
- Increase cycling



Local Economy

- Create local jobs
- Invest in economic growth
- Foster tourism



Arts + Culture

- Support creatives
- Provide events + spaces
- Celebrate Aboriginal heritage + culture



Accessibility

- Create liveable communities
- Improve systems + processes
- Support meaningful employment



Housing

- Impacts of housing costs
- More affordable housing
- Address homelessness



Development

- Avoid over-development
- Preserve + protect environment + heritage
- Encourage long term planning



Transport

- Increase parking
- Improve public transport
- Maintain free bus



Heritage

- Protect + preserve buildings
- Celebrate Aboriginal heritage + culture
- Value our history



Recreation

- Maintain + increase open space/s
- Maintenance of parks + beaches
- Improve sporting facilities



Wellbeing

- Offer initiatives to support health
- Safety in public
- Connected + engaged
- Celebrate diversity



Community Services + Facilities

- Libraries and facilities are loved
- Places + programs for young people
- Accessible community facilities

*Image: Sublime
Point Walking Track,
Austinmer*



Our Wollongong Our Future 2032 Summary



How will we get there?

Goal 1 We value and protect our environment



- 1.1 The community is actively involved in the expansion, improvement and preservation of our waterways, green corridors and other natural areas connecting the escarpment to the sea.
- 1.2 Manage and effectively improve the cleanliness, health, biodiversity of land and water including creeks, lakes, waterways and oceans.
- 1.3 Increase our resilience to natural disasters and a changing climate to protect life, property and the environment.
- 1.4 Work together to achieve net zero carbon emissions and reduce waste going to landfill.
- 1.5 Maintain the unique character of the Wollongong Local Government Area, whilst balancing development, population growth and housing needs.
- 1.6 West Dapto urban growth is effectively managed with facilities and spaces to support the future community.
- 1.7 Develop and implement programs and projects that achieve proactive heritage management, education and promotion.

Goal 2 We have an innovative and sustainable economy



- 2.1 Support educational and employment opportunities that retain young people and local talent, attract new workers and provide opportunities for the unemployed.
- 2.2 Continue to diversify and grow Metro Wollongong economy as the Illawarra's regional capital and employment centre.
- 2.3 Increase and attract new business investment and enterprise to Wollongong while supporting and growing existing local businesses.
- 2.4 Encourage an innovative economy, which drives entrepreneurship and research capability in the Wollongong Local Government Area.
- 2.5 Work with partners to facilitate sustainable and green industries.
- 2.6 Support growth sectors to assist in the ongoing transition of Wollongong's economy.
- 2.7 Promote the Wollongong Local Government Area as an event, conference and visitor destination.
- 2.8 Continue to build Wollongong as a vibrant, modern city with a revitalised city centre and an active evening economy.

Goal 3 Wollongong is a creative, vibrant city



- 3.1 Using community art and cultural development practices, our places and spaces reflect the creativity, history and identity of our people.
- 3.2 We encourage innovation and creativity.
- 3.3 Museums and galleries are promoted as part of the cultural landscape.
- 3.4 We work in partnership to reduce inequity and build on opportunities to strengthen vulnerable communities.
- 3.5 Provide communities with access to quality local spaces and places to meet, share and celebrate.
- 3.6 Enable signature events and festivals where communities and visitors can gather and celebrate.

Image: Lake Illawarra
Photo Liam Pozz (Unsplash)

Goal 4 We are a connected and engaged community



- 4.1 Provide our community with equitable access to information and opportunities to inform decision-making.
- 4.2 Improve digital access and participation across all communities.
- 4.3 Partner with First Nations People and Culturally and Linguistically Diverse communities on programs and projects.
- 4.4 Build awareness and understanding of Local Aboriginal and Torres Strait Islander culture, heritage and histories.
- 4.5 Our community strives for social harmony and values and respects differences.
- 4.6 Support and strengthen the local community services sector.
- 4.7 Demonstrate responsible decision-making based on our values, collaboration, and transparent and accountable leadership.
- 4.8 Council's resources are managed effectively to ensure long term financial sustainability.
- 4.9 Excellent customer service is core business.
- 4.10 Wollongong's role as a Learning City is supported by lifelong learning initiatives.
- 4.11 Quality services, libraries and facilities are available to communities to access and gather.
- 4.12 Technology is used to enhance urban planning and service provision for our community.

Goal 5 We have a healthy community in a liveable city



- 5.1 Accessible and appropriate medical services are available to the community.
- 5.2 Urban areas are created and maintained to provide a healthy and safe living environment for our community.
- 5.3 Work towards enabling all people in our community to have access to safe, nutritious, affordable and sustainably produced food.
- 5.4 Provide a variety of quality and accessible public places and opportunities for sport, play, leisure, recreation, learning and cultural activities in the community.
- 5.5 Provide safe, well-maintained and accessible beaches and aquatic recreation facilities.
- 5.6 Healthy, active ageing programs are provided and promoted in partnership with government agencies and community organisations.
- 5.7 Provide an appropriate range of active and passive open spaces and facilities to cater for traditional and emerging recreational pursuits.
- 5.8 Housing choice in the Wollongong Local Government Area is improved, considering population growth, community needs and affordability.
- 5.9 Integrated services are provided to residents in need of urgent shelter.
- 5.10 Partnerships continue to strengthen and achieve a safe, accessible and resilient community.
- 5.11 Local crime continues to be prevented and levels of crime reduced.
- 5.12 Plan and deliver an accessible, safe, clean and inviting public domain.

Goal 6 We have affordable and accessible transport



- 6.1 Plan for the delivery of multi-modal public transport together with sustainable transport modes such as the Gong Shuttle, walking and cycling to meet the community's needs.
- 6.2 Wollongong continues to build infrastructure and programs to fulfill its role as a UCI Bike city.
- 6.3 Effective and integrated regional transport with a focus on road, bus, rail and freight movement (including the port of Port Kembla).
- 6.4 Plan and provide sustainable infrastructure for safe and liveable places integrated with the environment and accessible to key transport routes.
- 6.5 Advocate for strong transport links within the Local Government Area and connections to Sydney, the South Coast, and the Southern Highlands to provide physical and economic opportunities.
- 6.6 Improve active transport links and connectivity to our unique places and spaces, including marine access along the Local Government Area and accessibility from the Central Business District to the foreshore.
- 6.7 Maintain the service levels of our roads, footpaths and cycleways to an acceptable standard.
- 6.8 Community transport options for frail older people, people with disabilities and the transport disadvantaged are actively promoted and available.



Our Wollongong Our Future 2032

Community Strategic Plan

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.

*Image: Community
Farm, Dapto.*

How to Interpret this Plan



Goal - define what the community's long-term vision will look like once it is realised.

United Nations Sustainable Development Goals - Global Goals relevant to each local goal.

Goal 1 | We value and protect our environment

Objectives

We will work together to reduce emissions and the effects of a changing climate.
 Our natural environments are protected, and our resources will be managed effectively.
 Development is well planned and sustainable and we protect our heritage.

How will we get there?	Who will make this happen?	What is Council's Role?	Council's Service/s
1.1 The community is actively involved in the expansion, improvement and preservation of our waterways, green corridors and other natural areas connecting the escarpment to the sea.	Wollongong City Council State Government Businesses Non-Government Organisations (NGOs) Environmental Groups Community	Service Provider & Partner	Botanic Garden & Annexes Environmental Services Natural Area Management

Strategies that outline how the vision and goals will be achieved.

The organisations or persons responsible for implementing the strategy. Wollongong City Council's role is listed and may include **Service Provider, Partner, or Advocate.**

Goal 1 | Community Indicators

How we'll measure progress

Indicator	Target/ Desired Trend
Proportion of beaches sampled for recreational water quality through the NSW Beachwatch Program rated as good to very good	100%

Community Indicators are used to measure our progress toward achieving the goal. They may be the responsibility of more than one stakeholder. These indicators are tracked and will be reported in the State of the City Report.

Goal 1 | We value and protect our environment

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1.2 Manage and effectively improve the cleanliness, health, biodiversity of land and water including creeks, lakes, waterways and oceans.	Wollongong City Council State Government Businesses Non-Government Organisations Educational Institutions Environmental Groups Community Groups	Service Provider & Partner	Environmental Services
1.3 Increase our resilience to natural disasters and a changing climate to protect life, property and the environment.	Wollongong City Council State Government Businesses Non-Government Organisations Environmental Groups	Service Provider & Partner	Environmental Services Waste Services Stormwater Services Transport Services Various
1.4 Work together to achieve net zero carbon emissions and reduce waste going to landfill.	Wollongong City Council State Government Businesses Educational Institutions Environmental Groups Community	Advocate, Service Provider & Partner	Environmental Services Waste Services Regulatory Control Transport Services Various
1.5 Maintain the unique character of the Wollongong Local Government Area, whilst balancing development, population growth and housing needs.	Wollongong City Council State Government Businesses Educational Institutions Environmental Groups Community	Advocate, Service Provider & Partner	Development Assessment Land Use Planning Regulatory Control

How will we get there?	Who will make this happen?	What is Council's Role?	Council's Service/s
1.6 West Dapto urban growth is effectively managed with facilities and spaces to support the future community.	Wollongong City Council State Government Transport Industry Investors Developers Businesses Community	Service Provider & Partner	Land Use Planning
1.7 Develop and implement programs and projects that achieve proactive heritage management, education and promotion.	Wollongong City Council State Government Businesses Non-Government Organisations Community Groups Community	Advocate, Service Provider & Partner	Land Use Planning

Goal 1 | Community Indicators

How we'll measure progress

Indicator	Target/ Desired Trend
Greenhouse gas emissions: • Council • Community	Zero by 2030 Zero by 2050
Participation rate in environmental programs <i>(environmental programs include Bushcare, FiReady, Indian Myna Bird Program, Greenplan, Tours/events, Discovery Centre, Community Cleanups, Community Service Personnel, Greenhouse Park, Waste promotions and education, and Botanic Garden events)</i>	At least 85,000 p.a
Ratio of trees planted versus trees removed	2:1
Average urban tree canopy cover	Increase
Proportion of beaches sampled for recreational water quality through the NSW Beachwatch Program rated as good to very good	100%
Proportion of sites sampled through the Lake Illawarra Estuary Health Monitoring Program rated as fair to good	100%
Proportion of residents satisfied Council's development controls facilitate sustainable outcomes	Increase
Proportion of residents satisfied with Council's management and preservation of our heritage	At least 3.75 on a scale of 5.00

Goal 2 | We have an innovative and sustainable economy

Objectives

The region’s industry base continues to diversify and local employment opportunities increase.

Wollongong is established as the regional capital of the Illawarra-Shoalhaven.

We are leaders in innovative and sustainable research and development of new industries.

How will we get there?	Who will make this happen?	What is Council’s Role?	Council’s Service/s
2.1 Support educational and employment opportunities that retain young people and local talent, attract new workers and provide opportunities for the unemployed.	Wollongong City Council State Government Businesses Educational Institutions Industry	Partner & Advocate	Economic Development Youth Services
2.2 Continue to diversify and grow Metro Wollongong economy as the Illawarra’s regional capital and employment centre.	Wollongong City Council State Government Businesses Educational Institutions Industry	Partner & Advocate	Economic Development Land Use Planning
2.3 Increase and attract new business investment and enterprise to Wollongong while supporting and growing existing local businesses.	Wollongong City Council State Government Businesses Tourism Groups	Partner	Economic Development City Centre Management
2.4 Encourage an innovative economy, which drives entrepreneurship and research capability in the Wollongong Local Government Area.	Wollongong City Council State Government Businesses Educational Institutions Cultural and Arts Groups	Partner	Economic Development
2.5 Work with partners to facilitate sustainable and green industries.	Wollongong City Council State Government Businesses Non-Government Organisations Educational Institutions Industry	Advocate & Partner	Economic Development Environment Planning
2.6 Support growth sectors to assist in the ongoing transition of Wollongong’s economy.	Wollongong City Council State Government Wollongong City Council Businesses Educational Institutions Cultural and Arts Groups Tourism Groups	Partner	Economic Development

How will we get there?	Who will make this happen?	What is Council's Role?	Council's Service/s
2.7 Promote the Wollongong Local Government Area as an event, conference and visitor destination.	Wollongong City Council State Government Businesses Educational Institutions Cultural and Arts Groups Tourism Groups	Partner & Service Provider	Economic Development City Centre Management Engagement, Communication & Events Tourist Parks
2.8 Continue to build Wollongong as a vibrant, modern City with revitalised city centre and an active evening economy.	Wollongong City Council State Government Businesses Educational Institutions Cultural and Arts Groups	Partner & Advocate	City Centre Management Economic Development Property Services Land Use Planning

Goal 2 | Community Indicators

How we'll measure progress

Indicator	Target/ Desired Trend
Number of local jobs	Increase
Jobs to Worker Ratio	Increase
Wollongong Local Government Area unemployment rate (12-month average)	Maintain in line with the NSW average
Wollongong City's Gross Regional Product (GRP) as a proportion of the Illawarra	At least 58%
Total value of Wollongong Non-Residential Building Approvals	Increase
Number of people movements within Crown Street Mall	Increase

Goal 3 | Wollongong is a creative, vibrant city

Objectives

Creative, cultural industries are fostered and thriving.

Community have access to the arts, and participation in events and festivals is increased.

Strong diverse local cultures are supported.

How will we get there?	Who will make this happen?	What is Council's Role?	Council's Service/s
3.1 Using community art and cultural development practices, our places and spaces reflect the creativity, history and identity of our people.	Wollongong City Council State Government Non-Government Organisations Businesses Educational Institutions Community	Service Provider & Partner	Community Programs Cultural Services Libraries
3.2 We encourage innovation and creativity.	Wollongong City Council State Government Non-Government Organisations Businesses Educational Institutions Community	Service Provider & Partner	Community Programs Cultural Services Libraries
3.3 Museums and galleries are promoted as part of the cultural landscape.	Wollongong City Council State Government Non-Government Organisations Businesses Educational Institutions Community	Service Provider & Partner	Community Programs Cultural Services Libraries
3.4 We work in partnership to reduce inequity and build on opportunities to strengthen vulnerable communities.	Wollongong City Council State Government Non-Government Organisations Businesses Educational Institutions Community	Service Provider, Partner & Advocate	Community Programs Aged and Disability Services Youth Services Community Facilities Libraries
3.5 Provide communities with access to quality local spaces and places to meet, share and celebrate.	Wollongong City Council State Government	Service Provider, Partner & Advocate	Infrastructure Strategy & Planning Community Facilities

How will we get there?	Who will make this happen?	What is Council's Role?	Council's Service/s
3.6 Enable signature events and festivals where communities and visitors can gather and celebrate.	Wollongong City Council State Government	Service Provider, Partner & Advocate	Economic Development Parks and Sports fields Cultural Services Engagement, Communications and Events Libraries

Goal 3 | Community Indicators

How we'll measure progress

Indicator	Target/ Desired Trend
Proportion of residents who agree there are enough opportunities to attend arts and related cultural activities	At least 3.75 on a scale of 5.00
Proportion of residents who participate in arts and related cultural activities	75%
Number of event approvals issued	Increase
Number of events secured by Destination Wollongong on behalf of Council. <i>(events secured across all priority sectors including: the Great Outdoors, Sport, Arts and Technology, Cycling and Food and Beverage)</i>	20 plus events contracted p.a
Proportion of residents who agree Wollongong's cultural history and creativity is reflected in built environment	At least 3.75 on a scale of 5.00
Proportion of residents who agree cultural diversity and creativity is valued and celebrated	At least 3.75 on a scale of 5.00
Proportion of residents who agree it's a good thing for society to be made up of people from different cultures and communities	At least 3.75 on a scale of 5.00

Goal 4 | We are a connected and engaged community

Objectives

Residents have easy and equitable access to information and play an active role in the decisions that affect our city.

There is greater awareness and understanding of Local Aboriginal and Torres Strait Islander culture, heritage and histories.

Our Council is accountable, financially sustainable and has the trust of the community.

How will we get there?	Who will make this happen?	What is Council's Role?	Council's Service/s
4.1 Provide our community with equitable access to information and opportunities to inform decision-making.	Wollongong City Council State Government	Service Provider	Integrated Customer Service Information Management and Technology Corporate Strategy Engagement, Communication & Events Libraries
4.2 Improve digital access and participation across all communities	Wollongong City Council State Government Education Institutions	Service Provider, Partner & Advocate	Integrated Customer Service Engagement, Communication & Events Libraries
4.3 Partner with First Nations People and Culturally and Linguistically Diverse communities on programs and projects.	Wollongong City Council State Government Aboriginal and Torres Strait Islander People and organisations Businesses Non-Government Organisations Educational Institutions Community	Service Provider, Partner & Advocate	Community Programs Landuse Planning Libraries
4.4 Build awareness and understanding of Local Aboriginal and Torres Strait Islander culture, heritage and histories.	Wollongong City Council State Government Businesses Non-Government Organisations Educational Institutions Community	Service Provider, Partner & Advocate	Community Programs Landuse Planning Libraries

How will we get there?	Who will make this happen?	What is Council's Role?	Council's Service/s
4.5 Our community strives for social harmony and values and respects differences.	Wollongong City Council All	Service Provider, Partner & Advocate	Community Programs Youth Services Libraries
4.6 Support and strengthen the local community services sector.	Wollongong City Council State Government Non-Government Organisations Businesses Educational Institutions Communities	Service Provider, Partner & Advocate	Community Programs Libraries
4.7 Demonstrate responsible decision-making based on our values, collaboration, and transparent and accountable leadership.	Wollongong City Council State Government	Service Provider	Employee Services Governance and Administration Information Management Technology
4.8 Council's resources are managed effectively to ensure long term financial sustainability.	Wollongong City Council State Government	Service Provider	Employee Services Financial Services Corporate Strategy Property Services Various
4.9 Excellent customer service is core business.	Wollongong City Council State Government	Service Provider	Information Management and Technology Integrated Customer Services Libraries
4.10 Wollongong's role as a Learning City is supported by lifelong learning initiatives.	Wollongong City Council State Government Non-Government Organisations Businesses Educational Institutions Community	Service Provider, Partner & Advocate	Libraries
4.11 Quality services, libraries and facilities are available to communities to access and gather.	Wollongong City Council Non-Government Organisations Community	Service Provider & Partner	Libraries Community Facilities
4.12 Technology is used to enhance urban planning and service provision for our community.	Wollongong City Council State Government Businesses Educational Institutions	Partner	Information Management and Technology

Goal 4 | Community Indicators

How we'll measure progress

Indicator	Target/ Desired Trend
Proportion of residents who know how to contact their local councillor and/or Member of Parliament	100%
Proportion of residents who feel they have their say on important issues	At least 3.75 on a scale of 5.00
Number of curated art exhibitions engaging with First Nations heritage and culture	Increase
Proportion of residents satisfied with Wollongong City Council's overall performance	At least 3.75 on a scale of 5.00
Proportion of residents who are satisfied Council acts with the best interests of the community in mind	At least 3.75 on a scale of 5.00

Goal 5 | We have a healthy community in a liveable city

Objectives

- There is an increase in the physical and mental health and wellbeing of our community.
- Our community participation in recreation and lifestyle activities increases.
- Residents have improved access to a range of affordable housing options.
- Suburbs and places are liveable and safe.

How will we get there?	Who will make this happen?	What is Council's Role?	Council's Service/s
5.1 Accessible and appropriate medical services are available to the community.	Wollongong City Council State Government Illawarra Shoalhaven Local Health District Health Industry	Advocate	Community Programs Corporate Strategy
5.2 Urban areas are created and maintained to provide a healthy and safe living environment for our community.	Wollongong City Council State Government Culturally and Linguistically Diverse Groups Non-Government Organisations Businesses Educational Institutions Community	Service Provider & Partner	Land Use Planning Infrastructure Strategy and Support Regulatory Control
5.3 Work towards enabling all people in our community to have access to safe, nutritious, affordable and sustainably produced food.	Wollongong City Council Non-Government Organisations Environmental Groups Community	Partner	Botanic Garden Environmental Services
5.4 Provide a variety of quality and accessible public places and opportunities for sport, play, leisure, recreation, learning and cultural activities in the community.	Wollongong City Council State Government Businesses Non-Government Organisations Community	Service Provider	Aquatic Services Memorial Gardens and Cemeteries Botanic Garden Regulatory Control Parks and Sportsgrounds Community Programs Community Facilities Libraries Leisure Centres Youth Services Infrastructure Strategy and Support

How will we get there?	Who will make this happen?	What is Council's Role?	Council's Service/s
5.5 Provide safe, well-maintained and accessible beaches and aquatic recreation facilities.	Wollongong City Council State Government Businesses Sporting Groups Community	Service Provider	Aquatic Services
5.6 Healthy, active ageing programs are provided and promoted in partnership with government agencies and community organisations.	Wollongong City Council State Government Businesses Community	Service Provider & Partner	Aged & Disability Services Leisure Centres Community Programs Libraries
5.7 Provide an appropriate range of active and passive open spaces and facilities to cater for traditional and emerging recreational pursuits.	Wollongong City Council State Government Businesses Sporting Groups Community	Service Provider	Parks and Sportsfields Aquatic Services
5.8 Housing choice in the Wollongong Local Government Area is improved, considering population growth, community needs and affordability.	Wollongong City Council State Government Housing Industry Developers	Advocate	Land Use Planning Community Programs
5.9 Integrated services are provided to residents in need of urgent shelter.	Wollongong City Council State Government Housing Industry Developers	Advocate	Land Use Planning Community Programs
5.10 Partnerships continue to strengthen and achieve a safe, accessible and resilient community.	Wollongong City Council State Government Businesses Non-Government Organisations Community Groups	Advocate & Partner	Community Programs

How will we get there?	Who will make this happen?	What is Council's Role?	Council's Service/s
5.11 Local crime continues to be prevented and levels of crime reduced.	Wollongong City Council State Government Wollongong Local District Police Lake Illawarra Local District Police Specialist non-government agencies Businesses Community	Partner	Community Programs Development Assessment
5.12 Plan and deliver an accessible, safe, clean and inviting public domain.	Wollongong City Council State Government Businesses Non-Government Organisations	Service Provider & Partner	City Centre Management Aquatic Services Community Facilities Botanic Garden Parks and Sportsgrounds

Goal 5 | Community Indicators

How we'll measure progress

Indicator	Target/ Desired Trend
Proportion of residents satisfied with access to affordable fresh food	At least 3.75 on a scale of 5.00
Wollongong City's (Local Government Area) personal wellbeing index	At least 80 on a scale of 100
Proportion of residents who agree they have enough opportunity in local area to participate in sport and recreational activities	At least 3.75 on a scale of 5.00
Proportion of residents who participate in a sport or recreational activity	Increase
Proportion of residents satisfied with access to housing they can afford to rent or buy	At least 3.75 on a scale of 5.00
Proportion of residents who agree their neighbourhood is a good place to live	At least 3.75 on a scale of 5.00
Proportion of residents who feel safe in their home and in their local area during the day	At least 3.75 on a scale of 5.00

Goal 6 | We have affordable and accessible transport

Objectives

There is an increase in sustainable transport use including public transport, walking, and cycling. Transport links and connection to Sydney, the South Coast and Southern Highlands are strengthened. The community have access to a safe, affordable and reliable transport network.

How will we get there?	Who will make this happen?	What is Council's Role?	Council's Service/s
6.1 Plan for the delivery of multi-modal public transport together with sustainable transport modes such as the Gong Shuttle, walking and cycling to meet the community's needs.	Wollongong City Council State Government Businesses Transport Industry Community	Service Provider, Advocate & Partner	Transport Services Regulatory Services
6.2 Wollongong continues to build infrastructure and programs to fulfill its role as a UCI Bike city.	Wollongong City Council State Government Sporting Groups	Service Provider, Advocate	Transport Services Infrastructure Strategy and Support
6.3 Effective and integrated regional transport with a focus on road, bus, rail and freight movement (including the port of Port Kembla).	Wollongong City Council State Government Transport Industry Developers Businesses Community	Service Provider, Partner & Advocate	Transport Services
6.4 Plan and provide sustainable infrastructure for safe and liveable places integrated with the environment and accessible to key transport routes.	Wollongong City Council State Government Transport Industry Investors Developers Businesses Community	Service Provider & Partner	Transport Services
6.5 Advocate for strong transport links within the Local Government Area and connections to Sydney, the South Coast, and the Southern Highlands to provide physical and economic opportunities.	Wollongong City Council State Government Transport Industry Investors Developers Businesses Community	Advocate & Partner	Transport Services

How will we get there?	Who will make this happen?	What is Council's Role?	Council's Service/s
6.6 Improve active transport links and connectivity to our unique places and spaces, including marine access along the Local Government Area and accessibility from the Central Business District to the foreshore.	Wollongong City Council State Government Transport Industry Investors Developers Businesses Community	Service Provider & Partner	Transport Services
6.7 Maintain the service levels of our roads, footpaths and cycleways to an acceptable standard.	Wollongong City Council State Government Businesses Non-Government Organisations Community Groups Community	Service Provider & Partner	Transport Services Infrastructure Strategy & Support
6.8 Community transport options for frail older people, people with disabilities and the transport disadvantaged are actively promoted and available.	Wollongong City Council State Government Transport Industry Developers Businesses Community	Service Provider & Partner	Aged and Disability Services

Goal 6 | Community Indicators

How we'll measure progress

Indicator	Target/ Desired Trend
Percentage of residents who use non-car transport options to undertake a variety of activities including work, shopping, school, dining out, socialising.	Increase
Proportion of residents who are satisfied with access to public transport	At least 3.75 on a scale of 5.00
Proportion of residents who are satisfied with public transport	At least 3.75 on a scale of 5.00
Proportion of residents who are satisfied with availability of footpaths, cycleways and shared use paths	At least 3.75 on a scale of 5.00
Proportion of residents satisfied with their ability to access private or public transport to meet your mobility needs	At least 3.75 on a scale of 5.00



The relationship between the Community Strategic Plan and other Strategies and Plans



Image: Knitting Nannas at Wollongong City Library

The United Nations Sustainable Development Goals (Global Goals)

The Global Goals were agreed and adopted by the United Nations member states, including Australia, in September 2015 as part of the 2030 Agenda for Sustainable Development. Seventeen Goals underpinned by 169 targets will guide efforts to increase global well-being by addressing some of society's key challenges.

As the goals relate to the global environment, some of the issues that are explored are not as relevant to Wollongong as they are to developing

countries. There are other goals, such as Sustainable Cities and Communities that are very relevant to Local Government, and focus on urban planning and accessible transport.

Each of the Global Goals have been considered in the preparation of this Plan, and where there is alignment, the Global Goals have been mapped to each strategy in this Community Strategic Plan, and linked to our local goals below.

Our Wollongong Our Future Goals									
We value and protect our environment	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	17 PARTNERSHIPS FOR THE GOALS	
We have an innovative and sustainable economy	1 NO POVERTY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	11 SUSTAINABLE CITIES AND COMMUNITIES	13 CLIMATE ACTION	17 PARTNERSHIPS FOR THE GOALS			
Wollongong is a creative, vibrant city	5 GENDER EQUALITY	8 DECENT WORK AND ECONOMIC GROWTH	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS			
We are a connected and engaged community	4 QUALITY EDUCATION	5 GENDER EQUALITY	8 DECENT WORK AND ECONOMIC GROWTH	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS		
We are a healthy community in a liveable city	1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	5 GENDER EQUALITY	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	14 LIFE BELOW WATER	15 LIFE ON LAND	17 PARTNERSHIPS FOR THE GOALS
We have affordable and accessible transport	3 GOOD HEALTH AND WELL-BEING	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	11 SUSTAINABLE CITIES AND COMMUNITIES	13 CLIMATE ACTION	17 PARTNERSHIPS FOR THE GOALS				



Image: Aboriginal Smoking Ceremony, Viva la Gong Festival, Wollongong

 **SUSTAINABLE DEVELOPMENT GOALS**
17 GOALS TO TRANSFORM OUR WORLD

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



Image: FOGO Food Organics & Garden Organics Campaign

State and Regional Plans

There are a number of state strategies and plans that Council works towards and these documents have been considered in the development of Our Wollongong Our Future 2032.

These include the Premier's Priorities, Future Transport 2056 (2020), Building Momentum - NSW State Infrastructure Strategy 2018-2038, NSW 2040 Economic Blueprint, Net zero plan stage 1 2020-2030, Illawarra Shoalhaven Regional Plan 2041, Illawarra Shoalhaven Transport Plan 2056, Ageing Well in NSW: Seniors Strategy 2021-2031 and the Illawarra Shoalhaven Joint Organisation Statement of Regional Priorities to name to but a few.

The plan builds on existing regional strengths and supports a number of key outcomes including:

- Strengthening Metro Wollongong
- Growing the Port of Port Kembla
- Increasing urban tree canopy
- Building resilient places and communities
- Reducing emissions
- Improving transport connectivity
- Increasing active and public transport usage

There are several key projects Council is working on with state agencies, some of these include:

- Wollongong Shellharbour Integrated Transport Plan
- Northcliffe Drive Extension Project to facilitate east/west connection to West Dapto.
- State zero emissions by 2050 targets
- Port Kembla Regional Employment Precinct Profile
- Open Coast Coastal Management Program
- Plans of Management for Crown Lands
- Floodplain Planning

Council's Supporting Document Roadmap

Our Wollongong Our Future 2032 represents the highest level of strategic planning undertaken by Council. Council has many other strategies and plans for specific focuses that are developed following planning and engagement.

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 development of the Community Strategic Plan. These Supporting Documents have been informed by extensive data, research and community input, making them an important source for consideration in the future vision and goals for the Wollongong Local Government Area.

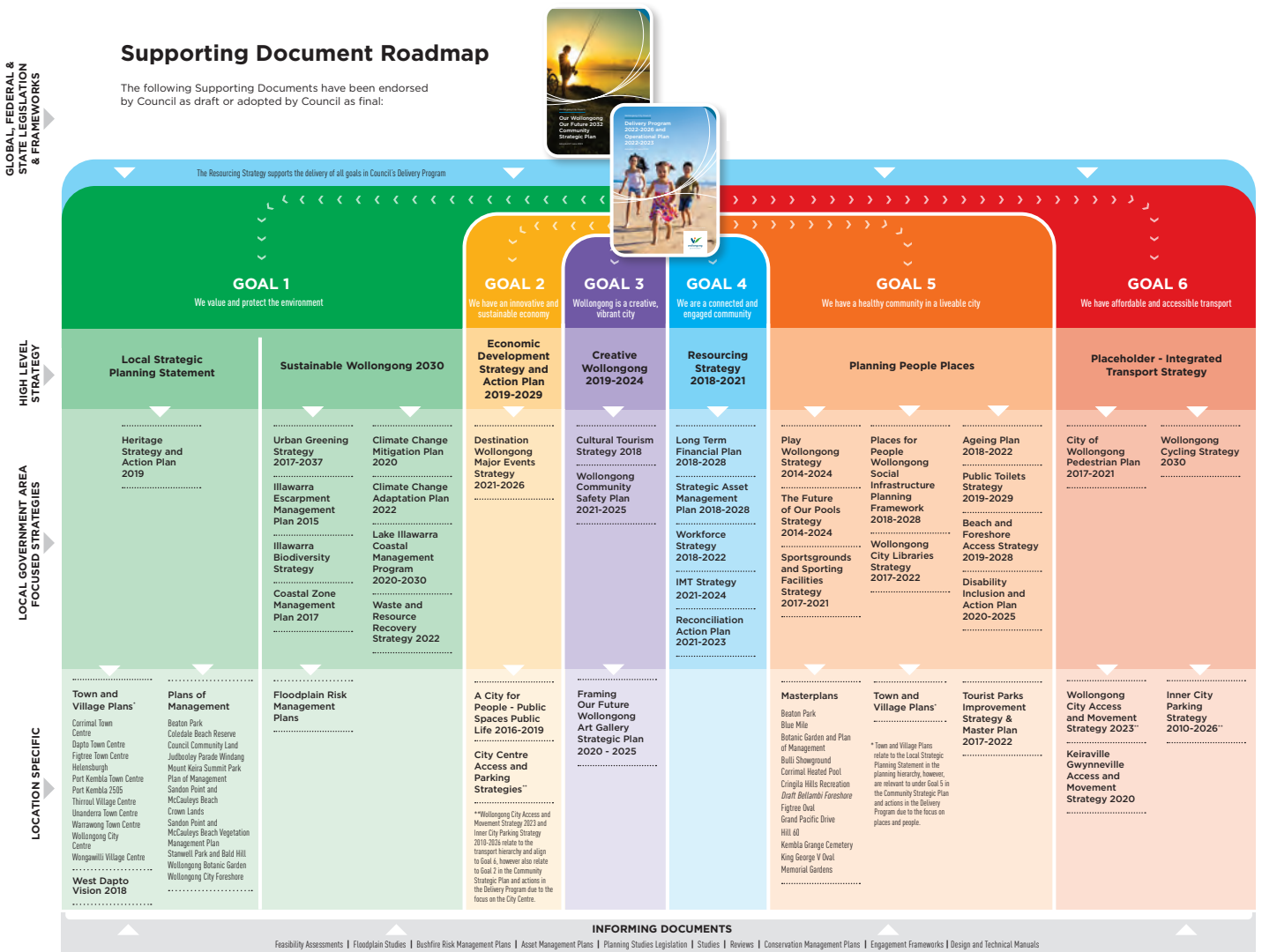




Image: Illawarra Cycle Club, Sea Cliff Bridge

Resourcing and Implementing the Community Strategic Plan

Council's Delivery Program and Operational Plan responds to the community's vision and goals and outlines the services and projects that Council has capacity to deliver. It is a result of rigorous planning and prioritisation and aims to provide the best valuable services to the community. The Resourcing Strategy outlines the finances, assets, workforce and information management technology that will be used to achieve the Program and Plan.

To help make the aspirations of this plan a reality, Council will work together with other levels of government, business, educational institutions, community groups and individuals to contribute to the delivery of goals and strategies.

Monitoring and Reporting

Wollongong City Council regularly tracks and monitors the Delivery Program and Operational Plan, and reports to the community on progress on a quarterly and annual basis. Council also tracks progress towards the Community Strategic Plan through the State of the City Report. All reports will be available on Council's website at www.wollongong.nsw.gov.au

All Councils in New South Wales are required to plan and report on their activities as part of an integrated planning and reporting framework set out by the Local Government Act 1993 and Local Government (General) Regulation 2005.





Image: Wollongong Botanic Garden

Appendix 1: Our Wollongong Our Future 2032 Community Strategic Plan Planning Principles

Our Wollongong Our Future 2032 is underpinned by the Social Justice Principles of equity, access, participation and rights. 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.

These principles have also been applied in the development of this Delivery Program and Operational Plan.

Our Community Engagement Policy outlines Council's commitments and principles for engaging with our community. In developing the Community Strategic Plan, we wanted to push our engagement goals further than we have before and aimed to:

Increase the accessibility of our engagement

Use Plain English, Easy English, translated materials and various engagement methods.

Increase the diversity participants

Use methods to reach people with disability, Aboriginal people, CALD, LGBTQIA + community, the homeless, young people and children.

Understand the aspirations of our community

Undertake meaningful engagement, ask purposeful questions and use methods to ascertain the vision our community has for Wollongong.

Create a memorable, innovative campaign

Use new and creative approaches to spark interest and engage with our community.



Our Wollongong Our Future

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

We value and protect our environment

We have an innovative and sustainable economy

Wollongong is a creative, vibrant city

We are a connected and engaged community

We have a healthy community in a liveable city

We have affordable and accessible transport



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