Community Strategic Plan

2018 - 2028

Shellharbour
CITY COUNCIL

Acknowledgement

Shellharbour City Council recognises and respects the traditional custodians of this land, the Wodi Wodi and Dharawal people and acknowledge them as the First Peoples of this region. Shellharbour City Council would also like to pay respects to all Elders past and present. Council works together with our Aboriginal community to ensure our local cultural heritage is recognised, protected and celebrated.

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Message from the Mayor

I am proud to present Shellharbour City's Community Strategic Plan – 2018 to 2028.

The Community Strategic Plan (CSP) focuses on what residents have told us they want for Shellharbour City. It explains the community's vision and objectives to help us make our city an even better place to live, work and play.

The CSP is our most important document. It belongs to the community and guides Council's decisions regarding services, projects and works programs. It guides us through the challenges of addressing the diverse economic, environmental and social needs of our community.

This essential document was compiled directly from extensive, creative community consultation including workshops, social media feedback, online surveys and special projects including 'Host a Conversation', 'If Shellharbour Were a Book', and 'What I Want'. Individual feedback given by Councillors and Council staff was also included.

We engaged with a wide cross section of the community including schools, businesses, community groups, sporting clubs and State Government departments. All of this information and feedback was then used to refine the CSP, which is a long term plan for our city.

Council can never assume it understands all the needs of our community at all times. This ongoing conversation with the community must continue. Working in partnership with the community is the only way to truly achieve our collective goals.

I encourage everyone to take any opportunity to communicate with Council. You can call, write, email, complete on-line surveys, attend workshops, use online and social media platforms or organise to meet directly with myself and/or Council staff.

Public consultation is a vital element of creating a thriving city. Council looks forward to working hard to meet the objectives set out by you – our community.

Councillor Marianne Saliba
Mayor, Shellharbour City

Message from the General Manager

The Community Strategic Plan (CSP) is the highest level planning document in Council's suite of plans. It guides our delivery of strategy, services, operations, facilities and the management and renewal of assets to the Community, Councillors, Customers and Council itself.

Through this document, Council aligns its own efforts with the priorities of, and to meet the needs of the community. It does this by establishing objectives, which in turn enable the development of strategies and actions that will be undertaken by Council with the resources provided. The CSP was reviewed and revised following a significant level of engagement and involvement with local residents, business people, community organisations and other key groups.

For me, the community is the reason Local Government exists. Its purpose then is to be at one with its community, doing things the community truly values, either now or at some point in the future. The decisions we make today affect the opportunities we create for tomorrow.

This CSP strengthens Shellharbour City Council's ties with the community it serves. It captures the needs and aspirations of the residents of Shellharbour City. Council staff need to check that it has understood the messages received from the community during the review the CSP. To that end, it is important that Council continues to engage the community on the CSP and it will continue to seek and accept feedback at any time. In this way, future revisions will better reflect the views of our residents.

I look forward to reporting to the Council in the future on progress toward fulfilling the objectives of this plan on behalf of the community we serve.

Carey McIntyre
General Manager

Integrated Planning & Reporting Framework

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

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

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

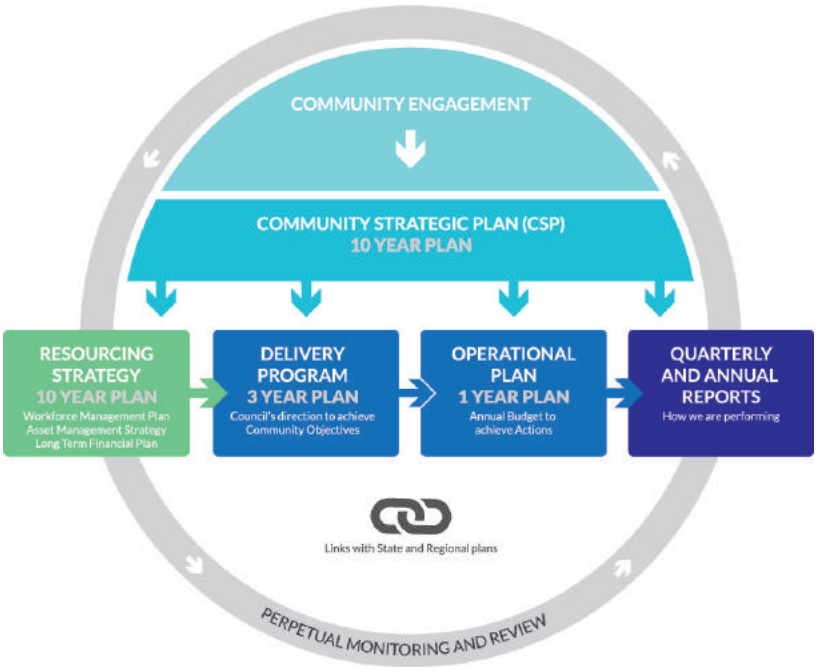
This Framework encourages Councils to draw their various plans together, to understand how they interact and to ensure the greatest benefits are achieved from comprehensively planning for the future.

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

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

Layers of the Integrated Planning Framework

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



The ten year Community Strategic Plan is the guiding document, which identifies the community's vision and priorities for the future, and it outlines the strategies that will achieve these objectives.

The Resourcing Strategy informs the development of the Community Strategic Plan and describes the resources we are going to utilise to achieve the objectives and strategies. It ensures there is an appropriate mix and delivery of infrastructure services combined with sufficient financial and human resources available. It comprises the Sustainable Financial Strategy, Long Term Financial Plan, Workforce Management Plan and Asset Management Plan.

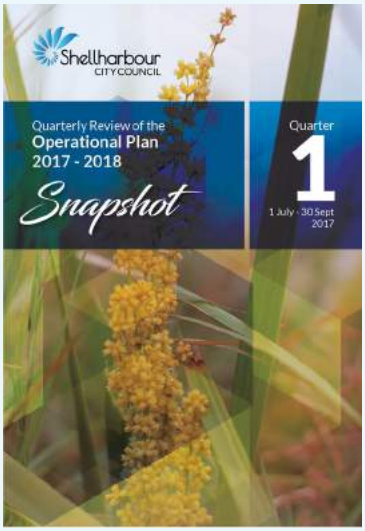
The three year Delivery Program is the point at which Council outlines what it intends to do towards achieving the community objectives and what its priorities are.

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

Reporting our Progress

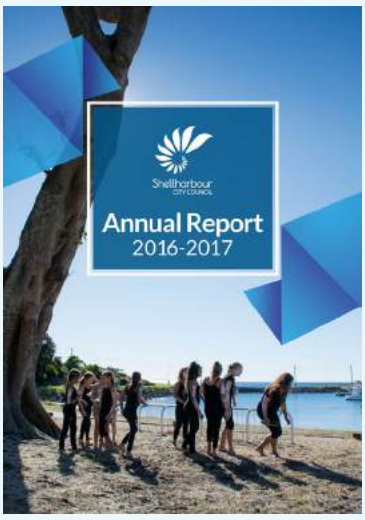
It is important to track how we are progressing in delivering on our Community Strategic Plan over the next 10 years. Council will report back to the community at regular intervals on what has been achieved and how we are progressing on the desired outcome.

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



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

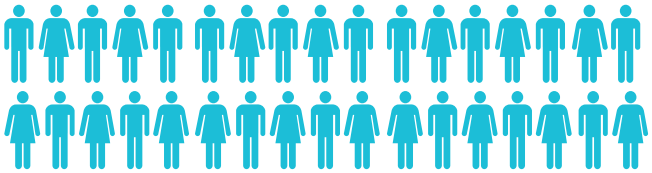
Biannual Delivery Program Review - every six months Council reports on the progress that has been achieved in implementing the Community Strategic Plan Strategies identified in the Delivery Program.



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

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

Our City



The estimated resident population of Shellharbour City Council in 2018 is 72,000 people. In 2036 it is estimated that an additional 15,000 people will be living in the city which is an average annual growth rate of around 1.2 percent. The population density of the city is around 4.78 persons per hectare.

Our population is ageing. The biggest change in population estimated in the next ten years will be the 'over 65's', which is expected to increase by over 30%.

Population forecasts

	2016	2036
Infants (0-4)	4684	5387
5 to 9	4907	5863
10 to 24	14234	16445
25 to 34	8605	9075
35 to 49	13415	16505
50 to 59	9350	10738
60 to 69	7608	10298
70 – 85+	7708	12889
Totals	70,511	87,200

Source: ABS 2016 Census Data

Current Profile - Shellharbour City LGA vs NSW

Median age
39
NSW - 38

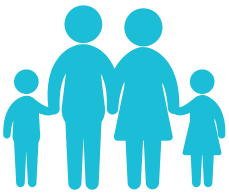
Largest age group in LGA
50 - 54

35% Live and work in LGA

50% Work outside LGA

Median Weekly Household income

$1,340
NSW - $1,481



Couples with children
34%
NSW - 32%

Older couples without children
12%
NSW - 10%

Households with a mortgage
34%
NSW - 30%

Households renting
26%
NSW - 30%

Aboriginal & Torres Strait Islander Population
3.8%
NSW - 2.9%

Non-English speaking
10%
NSW - 25%

Overseas Born
17%
NSW - 28%

University Qualification
10%
NSW - 23%

Unemployment
6.9%
NSW - 6.3%

Public Transport to work
3%
NSW - 16%

Total tonnes collected at kerbside

30,949.75

18,420.27t recycled or reprocessed

12,529.48t landfilled

= **59%** resource recovery rate

fogo SHELLHARBOUR

Green lid collection ▲ **2,851.17t**

Red lid collection ▼ **2,047.62t**

16,373t

of carbon dioxide equivalent abated via the landfill gas management system and flare

1,195 preschool children

1,880 primary age children

1,228 community members

attended waste education sessions in 2016/17

2,400 residents participated in **26** environmental activities

1,000+ subscribers to the monthly Sustainable Shellharbour e-newsletter

15,000+

trees are planted in our reserves and more than 2000 trees donated to community groups every year

ENDANGERED

15 endangered ecological communities

1 endangered plant population

There are 12 species of threatened plants and 35 species of threatened animals plus a wide variety of migratory birds that visit our shores each year.

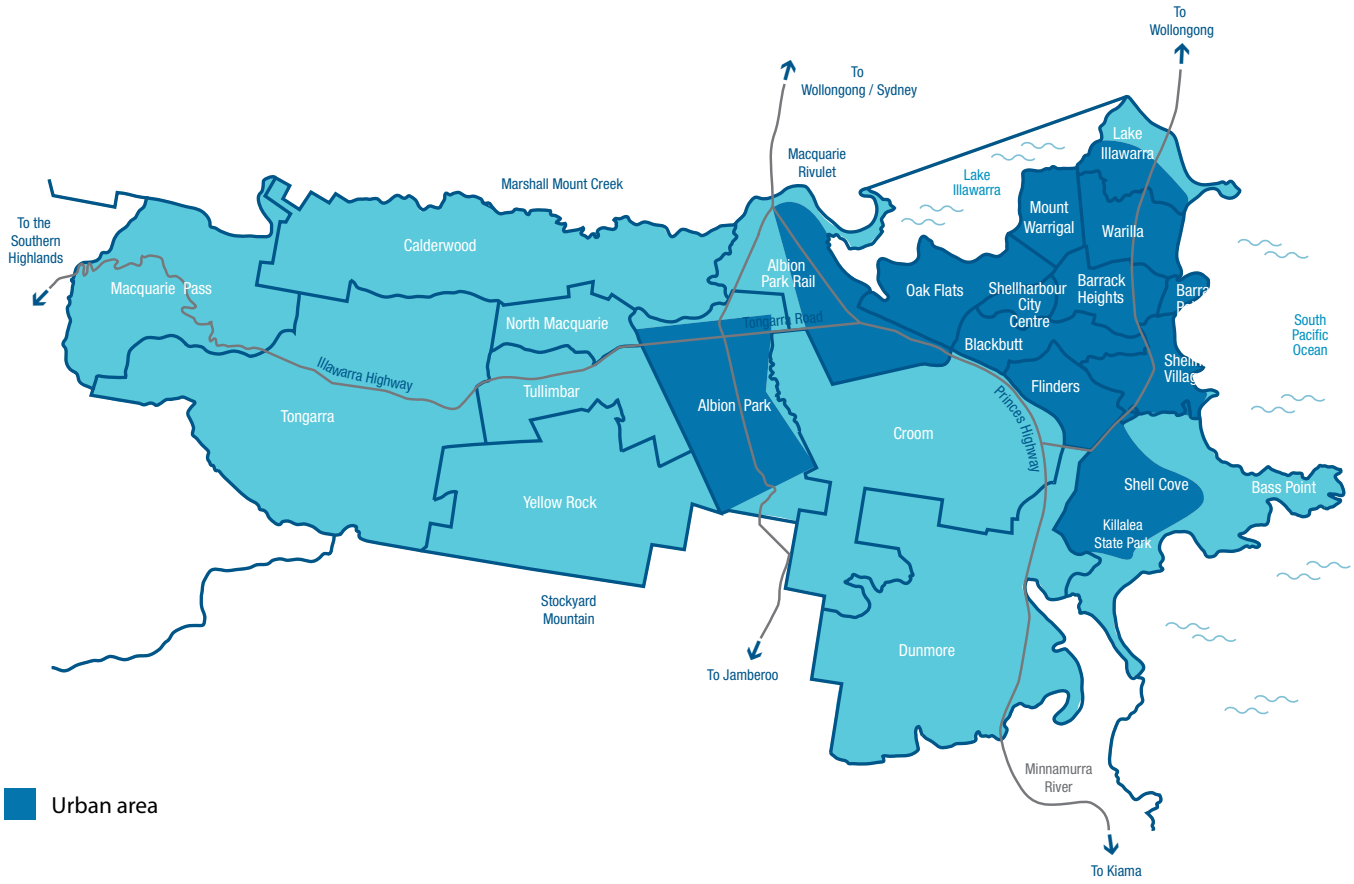
571 Full time, Part time, Casual & Temporary employees at Shellharbour City Council

59% Council employees live in LGA

$102m annual operating budget (approximate)

27,311 rateable properties at 31/12/17

Our Local Government Area



About this plan

What is the Community Strategic Plan?

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

The CSP seeks to provide benefits to four key stakeholders - Community, Councillors, Customers and Council - to ensure Council's financial sustainability. What Council does and the actions we take to achieve these benefits, in the form of services, operations, infrastructure and amenity, are detailed in this document in four key focus areas known as the Quadruple Bottom Line (QBL) - Community, Environment, Economy and Leadership.

The CSP is reviewed, developed and delivered as a partnership between Council and the community. It seeks to respond to community, environmental, economic and leadership challenges. It also integrates with key Council documents such as:

- Shellharbour Safety Strategy 2016-2021
- Keeping Shellharbour Safe (Domestic Violence Management Plan)
- Shellharbour Local Environment Plan 2013
- Shellharbour Development Control Plan 2013
- Shellharbour Section 94 Contributions Plan 2016
- Disability Access and Inclusion Plan 2017 -2021
- Illawarra Regional Biodiversity Strategy
- Healthy Ageing Strategy 2015-17
- Illawarra Regional Food Strategy
- Aboriginal Employment Strategy 2012 - 2015
- Libraries and Museum Strategy 2024
- Waste Management Strategy
- Economic Development Strategy 2014-2018
- Make Play Grow - Creative Strategy 2015-2019
- Illawarra Regional Airport Strategic and Business Plan
- The Links Shell Cove Business Plan 2018-22
- Community Engagement Strategy
- Shellharbour City Stadium Strategic Business Plan
- Shellharbour City Nursery Strategic Business Plan
- Road Safety Strategic Plan
- Tourism Shellharbour – Destination Management and Strategic Marketing Plan 2018 – 2022
- Sustainable Financial Strategy
- Lake Illawarra Floodplain Risk Management Study and Plan (2012)
- Elliot Lake - Little Lake Floodplain Risk Management Study and Plan (2016)
- Horsley Creek Floodplain Risk Management Study and Plan (2017)
- Illawarra Local Emergency Management Plan
  (in conjunction with Wollongong City and Kiama Municipal Councils)

This Plan is an update of the Community Strategic Plan 2013-2023 that was adopted by Council in 2013. It retains the long term vision and key areas of the original plan, thereby ensuring Council's planning process remains consistent. As with the previous CSP the current plan identifies the main priorities and aspirations for our community.

How you can contribute to the delivery of the CSP

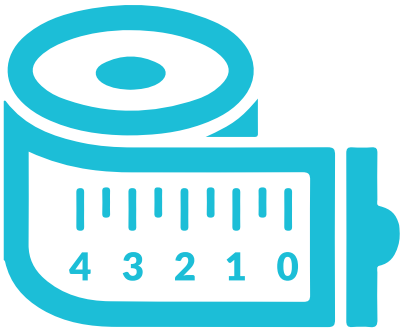
The delivery of the CSP brings together anyone with a stake in the community vision - community members, business groups, government agencies and other stakeholders. Each will partner with Council to help deliver the Objectives and Strategies. There are several ways in which the community can assist; these are listed throughout the CSP starting from page 28 and were suggested by community members who participated in community engagement activities.

Links to State and Regional Plans and the United Nations Sustainable Development Goals

The CSP has been developed and reviewed incorporating a number of State and Regional Plans and the United Nations Sustainable Development Goals. The objectives reflected in the CSP are reinforced through linkages to the goals identified in these documents.

Through linking goals with the State Government, the CSP provides the opportunity for Council to develop stronger partnerships to help deliver the community's needs and priorities. To view how the CSP links to State and Regional goals see page 39.

Through linking with with the United Nations Sustainable Development Goals, the CSP provides the opportunity for Council to connect its plan on a universal and international level. These 17 global goals are a call to action to end poverty, protect the planet and ensure that all people enjoy peace and prospertiy. These links commence on page 43.



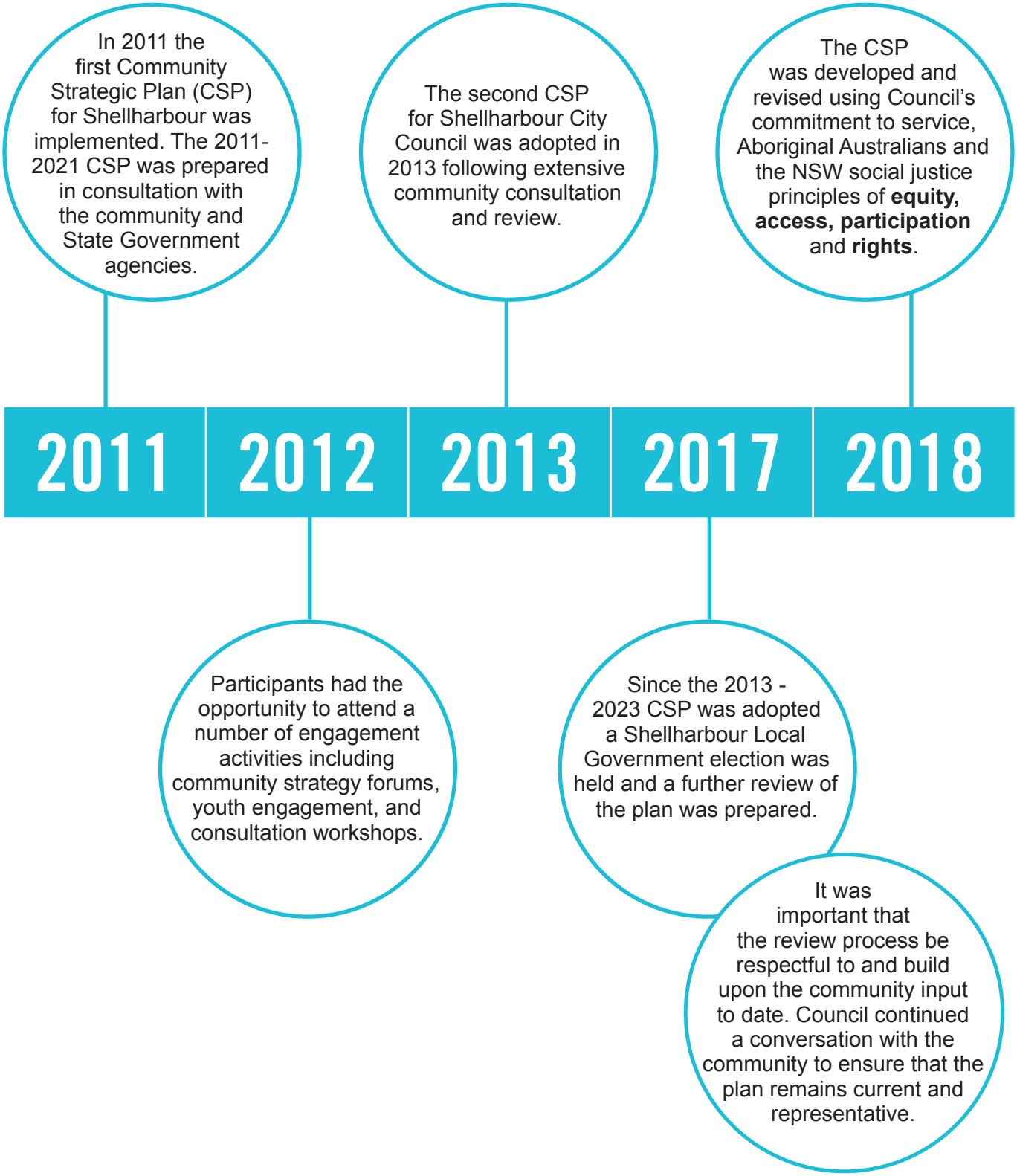
Measuring Success

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

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

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

How was the Plan Developed



Community Engagement

From January 2017

Vision Statement – Check In

- Australia Day Celebrations
- Online

Postcards

- Learner Log Book Run
- Bike About
- Loot in Ya Boot
- Sculptures by the Sea
- Online
- Available at Council customer service points across the City

let's chat

Host a Conversation

- Economic Business Network
- Aboriginal Advisory Committee
- Disability Access and Inclusion Advisory Committee
- Councillor Workshops
- Staff Workshops
- Focus Groups
- Online

community
LET'S CHAT about...
Community events and celebrations
A city that promotes a healthy lifestyle
Safe, vibrant and diverse city
Accessible community facilities
Art and culture
Opportunities to volunteer
Shared pathways
Modern Libraries that are easy to use
Other:
environment
LET'S CHAT about...
A city planned with the environment in mind
Reducing and reusing waste effectively
Reduce ecological footprint
Protect biodiversity
Environmental sustainability education programs
Clean natural environment
Other:
economy
LET'S CHAT about...
Build new facilities
A Council that is financially sustainable
JOBS AVAILABL
Opportunities to study and work locally
Repair ageing facilities
Promote Shellharbour City as a tourist destination
Helping local business to grow
Well maintained parks and recreation places
Other:
leadership
LET'S CHAT about...
Councillors that represent the community
Open communication
Strategic minded leadership
Approachable and relatable civic leaders
A Council that is financially sustainable
Opportunities to participate in decision making
Proactive and innovative decision makers
Other:

‘What I want for my City’ Speech Bubbles

- Scouts
- Sculptures by the Sea
- Loot in Ya Boot
- Dogs Day Out
- Illawarra Convoy

‘If Shellharbour was a book’ Competition

Cr Marianne Saliba with Charlotte, the winner of the ‘If Shellharbour was a book’ competition

Online survey and social media

Consultation with children and youth

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

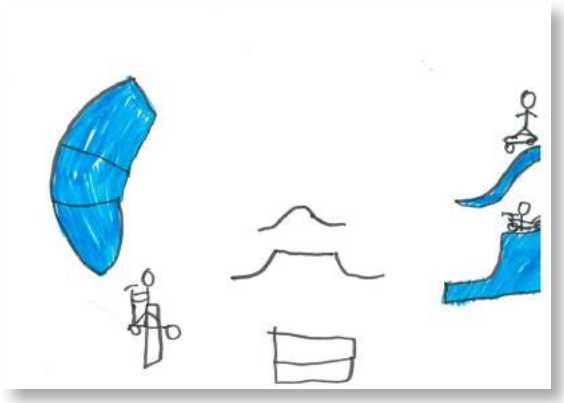
During Local Government Week, primary school children from various schools were given the opportunity to express through drawings what they love about Shellharbour.

At the Day of Silly Hats (DOSH) Shellharbour's youth were asked to tell us what is important to them and what they would like to see in Shellharbour.

Their key focus was on

- **Skate Park improvements;**
- **providing a variety of activities and entertainment;**
- **and Community Events and Programs**

I love the beach and I go body boarding!
Isabella



This is a skate park at Shellharbour.
Tyrell

At the beach I had fun. I love it because there is a park.
Bella

I like surfing, it is awesome. You should try it.
Mack

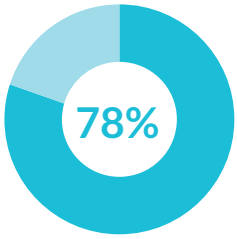
Community Survey

The aim of the Community Survey 2017 was to canvass resident attitudes and opinions about the services and facilities provided by Council.

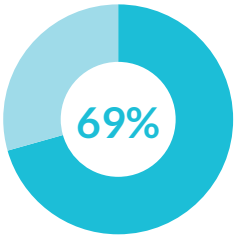
A total of 602 telephone interviews were conducted by IRIS with randomly selected residents of the City. The information in the survey provided vital feedback about how Council and its partners are progressing in meeting the objectives set out in the Community Strategic Plan 2013-2023.

The 2017 survey focused on key areas and asked for details when a response was very positive or negative. Council plans to use this information to complete work in a more focused manner.

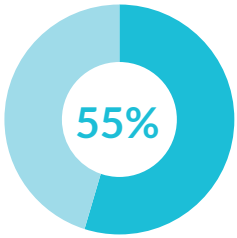
The 2017 survey included the following responses from participants.



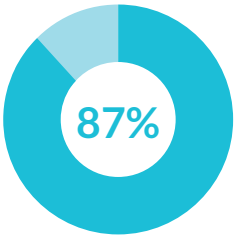
support initiatives that will reduce people's impact on the environment



want more resources for the maintenance of Council's assets



were satisfied with Council's overall performance



support for businesses and local employment opportunities

What the community told us...

Community

Feeling safe and being involved in the local community is important to residents. A range of recreational facilities to provide opportunities for active and healthy lifestyles and access to a range of community and cultural services and facilities is important. These services and facilities need to be vibrant, accessible and well maintained. Council needs to provide better communication to the broader community on Council matters, activities and events.

Environment

The preservation and enhancement of our natural environment is important, as is the efficient use of our natural resources and a sustainable and healthy built environment. Better public transport systems to move around our city and opportunities available for our citizens to be able to live, work and consume locally is also important.

Economy

Well maintained infrastructure is important to our local economy, access to technology and tourism as a significant industry needs to be supported. The completion of the Shell Cove Boat Harbour is seen as important to the ongoing development of Shellharbour City. Training opportunities, strong local businesses and local jobs for local people are also key to the success of Shellharbour's economic future.

Leadership

The community values fair and honest representative government that is transparent and accountable. They wish to see innovative future planning, sustainable outcomes and the opportunity to engage with Council in deciding the future of Shellharbour.

Our Vision

In 2030, Shellharbour is a

dynamic

city that values

and celebrates the unique diversity

of our people, places and environment. We are a

connected

community working together to create a

safe, sustainable

future that provides

opportunities

for all to achieve their potential

Our Objectives

To guide us forward we will focus on ten objectives below.

Our City (is)...

1.1 Vibrant, safe, creative and inclusive

1.2 Active and healthy

2.1 Protects, promotes and enhances its natural environment

2.2 Practices sustainable living

2.3 A city that is connected through places and spaces

3.1 Plans, builds and manages infrastructure for the community

3.2 Supports and increases employment and business opportunities within a strong local economy

3.3 Welcomes, engages and attracts visitors

4.1 Led through collaboration

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

community

objectives

Our City is....

1.1 Vibrant, safe, creative and inclusive

1.2 Active and healthy

Our strategies

1.1	**Vibrant, safe, creative and inclusive**
1.1.1	Deliver and promote events and activities for our community
1.1.3	Keep Shellharbour a friendly environment where people feel safe
1.1.4	Provide a liveable community that is accessible and inclusive
1.1.5	Nurture a creative community participating in arts and cultural activities
1.1.6	Provide responsive community services and programs across the City
1.1.7	Provide dynamic and responsive library and museum services

1.2	**Active and healthy**
1.2.1	Provide access to services and facilities where people can live, learn and play
1.2.2	Provide diverse opportunities for sport, recreation and enjoyment in the City's parks, open spaces and facilities

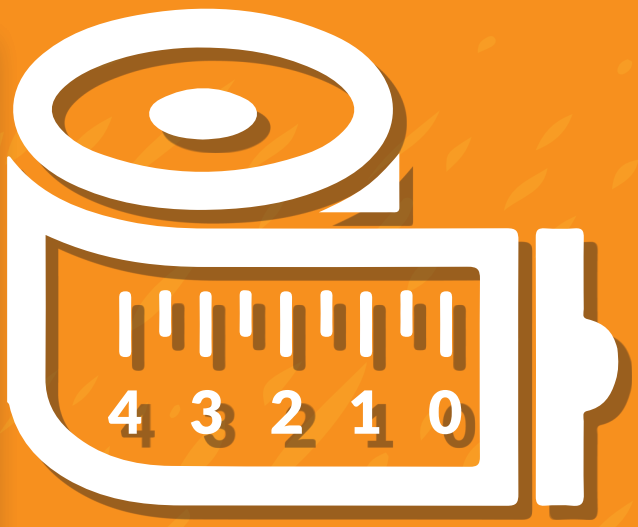
what you can do....

1.1 Vibrant, safe, creative and inclusive

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

1.2 Active and healthy

- Join a local sporting club or association
- Get active - walk and cycle along our network of cycle and path ways
- Embrace a healthy lifestyle and encourage others to do the same
- Visit our City's pools, beaches and stadiums



measuring our success

1.1 Vibrant, safe, creative and inclusive

- An increase in community members participating in community, arts and cultural events, activities and organisations
- An increase in the number of Shellharbour residents who feel connected to their community
- An improvement in the proportion of people who feel and are safe within our City
- An increase in community members who are satisfied with our facilities

1.2 Active and healthy

- An improvement in the proportion of people who are and feel healthy
- Increased community participation in sporting and passive recreational opportunities
- An increase in community members who are satisfied with the range and quality of our recreational facilities

environment

objectives

Our City (is)....

2.1 Protects, promotes and enhances its natural environment

2.2 Practices sustainable living

2.3 A city that is connected through places and spaces

Our strategies

2.1	**Protects, promotes and enhances its natural environment**
2.1.1	Manage and improve catchments cleanliness, health and biodiversity of creeks, waterways and oceans
2.1.2	Deliver plans and programs that enhance and protect biodiversity in our natural areas
2.1.4	Facilitate active community engagement in caring for the natural environment

2.2	**Practices sustainable living**
2.2.1	Provide community engagement and education on environmental sustainability
2.2.2	Provide effective and sustainable waste operations and services for the City
2.2.3	Reduce our ecological footprint

2.3	**A city that is connected through places and spaces**
2.3.1	Activate a vibrant City Centre
2.3.2	Undertake land use planning in a socially, economically and environmentally responsive manner
2.3.3	Provide and promote a sustainable, safe and connected transport network
2.3.4	Facilitate the development of the built environment to meet community needs
2.3.5	Recognise, protect and celebrate our heritage
2.3.6	Deliver sustainable whole of life asset management for the community

what you can do....

2.1 Protects, promotes and enhances its natural environment

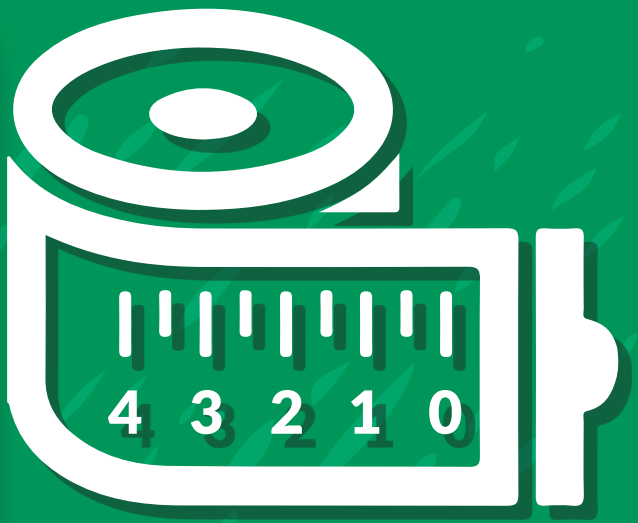
- Consider solar and other energy sources in your home
- Become a Bushcare volunteer
- Retain and plant native vegetation and trees in your property
- Take steps to become environmentally friendly in and around the home
  - stop using plastic bags
  - use environmentally friendly products
  - grow your own fruit and vegetables
  - buy organic
- Help stop illegal dumping by reporting incidents

2.2 Practices sustainable living

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

2.3 A city that is connected through places and spaces

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



measuring our success

2.1 Protects, promotes and enhances its natural environment

- Improved standards of water quality for our creeks, waterways and oceans
- An increase in the number of residents who spend time caring for the natural environment

2.2 Practices sustainable living

- A reduction per capita of tonnes of waste to landfill
- An increase in community participation in sustainable initiatives

2.3 A city that is connected through places and spaces

- Increased community participation in the City Centre
- Reduction on the dependence of vehicles within our City and promotion of sustainable transport options
- An increase in community satisfaction with the quality of our community assets

economy

objectives

Our City....

3.1 Plans, builds and manages infrastructure for the community

3.2 Supports and increases employment and business opportunities within a strong local economy

3.3 Welcomes, engages and attracts visitors

Our strategies

3.1	**Plans, builds and manages infrastructure for the community**
3.1.1	Provide the community with a range of infrastructure delivered in a sustainable manner
3.1.2	Maintain the City's assets to meet community needs and the delivery of services
3.2	**Supports and increases employment and business opportunities within a strong local economy**
3.2.1	Activate the Shell Cove Harbour Precinct as a lifestyle and boating destination providing development, tourism and community opportunities
3.2.2	Create, promote and maintain local business, job, investment and lifestyle opportunities
3.3	**Welcomes, engages and attracts visitors**
3.3.1	Promote our City as a tourist destination of choice

what you can do....

3.1 Plans, builds and manages infrastructure for the community

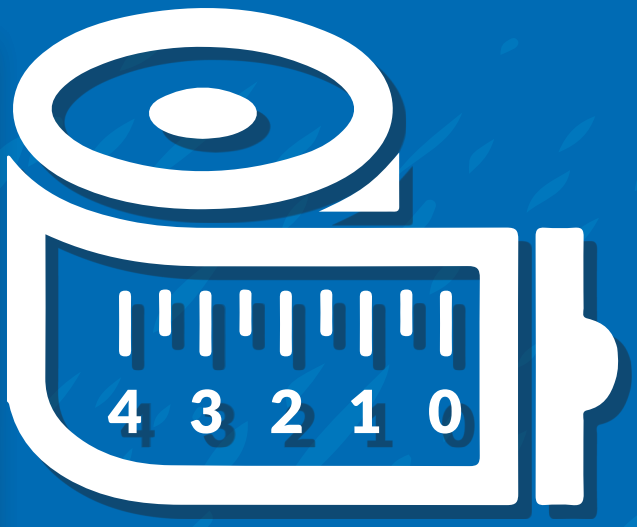
- Look after our City's community facilities, sports grounds and parks
- Visit your local library, youth and neighbourhood centres
- Hire one of our public halls, pools or facilities for your next function

3.2 Supports and increases employment and business opportunities within a strong local economy

- Live, work and play locally
- Support local businesses by buying locally
- Participate in education workshops or take a class at a registered training organisation

3.3 Welcomes, engages and attracts visitors

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



measuring our success

3.1 Plans, builds and manages infrastructure for the community

- An increase in utilisation and satisfaction of our assets and facilities
- Increase our asset renewal ratio

3.2 Supports and increases employment and business opportunities within a strong local economy

- Progress of the Shell Cove Harbour Precinct is efficiently managed and on schedule
- An increase in the number of local businesses and jobs

3.3 Welcomes, engages and attracts visitors

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

leadership

objectives

Our City is....

4.1 Led through collaboration

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

Our strategies

4.1	**Led through collaboration**
4.1.1	Ensure that the Mayor and Councillors are representative of the community providing strong, innovative and proactive leadership
4.1.2	Actively engage, consult and inform the community
4.1.3	Acknowledge and respect the Aboriginal community as the traditional custodians of the land

4.2	**Supported by a Council that is responsive, accountable and financially viable**
4.2.1	Undertake Council activities within a clear framework of strategic planning, policies, procedures and service standards
4.2.2	Continually improve services to enhance the customer experience and meet customer expectations
4.2.3	Ensure Council is financially sustainable and continues to be transparent and accountable
4.2.4	Provide a diverse range of business technology to facilitate information sharing
4.2.5	Minimise risk, ensure continuity of critical business functions and assist in the delivery of service for emergency events including flooding, coastal/oceanic, bushfire and other events

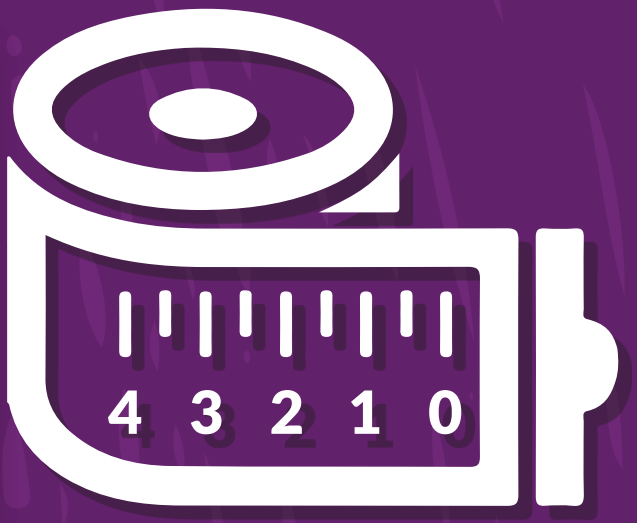
what you can do....

4.1 Led through collaboration

- Talk to one of our Councillors about ideas and suggestions for improving our City
- Attend Council meetings and participate in decision making
- Have your say - participate in community engagement opportunities

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

- Regularly visit Council's website and read local media to keep up to date with local activities
- Subscribe online to one of the many Council community newsletters
- Participate in one of Council's committees or working parties as a community representative
- In an emergency take care and listen to emergency services and Council



measuring our success

4.1 Led through collaboration

- Increased confidence in our City's elected representatives
- Increased community participation in community engagement opportunities

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

- Maintain compliance with the requirements of the Office of Local Government guidelines and legislation
- Increase levels of customer satisfaction through the provision of accessible information
- Maintain a healthy, sustainable financial position

What happens next

Progress towards achievement of the Objectives and community indicators in the Community Strategic Plan (CSP) will be comprehensively reported to Council.

The CSP will be reviewed again in three years before 30 June in the year following the local government elections. This means this version of the CSP will be reviewed and updated before 30 June 2021. However, Council continues to seek and accept feedback at any time.

Thank You

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

For more information on the Community Strategic Plan please contact Shellharbour City Council on 4221 6111 or email OurCity@shellharbour.nsw.gov.au

Links to Regional & State Plans

Shellharbour City Council Community Strategic Plan Objective	Links to Regional and State Plans		
	Plan / Strategy	Action Number	Action Detail
COMMUNITY			
1.1 Vibrant, safe, creative and inclusive	Premier's Priorities	Priority 9	Protecting our kids
		Priority 10	Reducing domestic violence
		Priority 11	Reducing homelessness
	NSW Long Term Transport Master Plan	Action 8.1	Reducing transport inequality
		Action 8.2	Making travel safer
		Action 8.6	Moving towards an accessible transport system
		Action 8.7	Improving the safety of our transport system
	Draft Future Transport Strategy 2056	Outcome 1	Customer focused
		Outcome 4	Safety and performance
		Outcome 5	Accessible Services
	Lake Illawarra Coastal Management Plan (Draft Report)		
1.2 Active and healthy	Premier's Priorities	Priority 11	Tackling childhood obesity
	Strategic Directions for Illawarra Shoalhaven Local Health District: 2017-2020	Strategy 1	Excellence in models of care, health programs and health services
	Draft Future Transport Strategy 2056	Outcome 1	Customer focused
		Outcome 4	Safety and performance
		Outcome 5	Accessible Services
	Lake Illawarra Coastal Management Plan (Draft Report)		
	NSW Healthy Eating and Active Living Strategy	Strategic Direction 1	Environments to support healthy eating and active living
	NSW Tobacco Strategy 2012-2017		

Shellharbour City Council Community Strategic Plan Objective	Links to Regional and State Plans		
	Plan / Strategy	Action Number	Action Detail
ENVIRONMENT			
2.1 Protects, promotes and enhances its natural environment	Premier's Priorities	Priority 7	Keeping our environment clean
	Illawarra-Shoalhaven Regional Plan 2036	Direction 5.2	Build the Illawarra-Shoalhaven's resilience to natural hazards and climate change
		Direction 5.4	Secure the health of coastal landscapes by managing land uses and water quality
	NSW Long Term Transport Master Plan	Action 8.3	Promoting sustainability and protecting the environment
		Action 8.8	Protecting the environment
	Draft Future Transport Strategy 2056	Outcome 6	Sustainability
	Lake Illawarra Coastal Management Plan (Draft Report)		
	Illawarra Escarpment State Conservation Area: Draft Plan of Management		
2.2 Practices sustainable living	Premier's Priorities	Priority 7	Keeping our environment clean
	Illawarra-Shoalhaven Regional Plan 2036	Direction 5.3	Improve the environmental outcomes for waste management and air quality
	NSW Long Term Transport Master Plan	Action 8.3	Promoting sustainability and protecting the environment
		Action 8.8	Protecting the environment
	Draft Future Transport Strategy 2056	Outcome 6	Sustainability
	Lake Illawarra Coastal Management Plan (Draft Report)		
	Illawarra Escarpment State Conservation Area: Draft Plan of Management		
2.3 A city that is connected through places and spaces	Illawarra-Shoalhaven Regional Plan 2036	Direction 1.3	Grow regional strategic assets to support economic growth across the region
		Direction 1.4	Support new and expanded industrial acitvity by providing well-located and serviced supplies of industrial land
		Direction 2.2	Support housing opportunities close to existing services, jobs and infrastructure in the region's centres
		Direction 2.3	Deliver housing in new release areas best suited to build new communities, provide housing choice and avoid environmental impact
		Direction 3.2	Enhance community access to jobs, goods and services by improving connections between centres and growth areas
		Direction 3.3	Build socially inclusive, safe and healthy communities
		Direction 3.4	Protect the region's cultural heritage
		Direction 4.1	Protect regionally important lands as an asset to food and fibre production
		Direction 5.1	Protect the region's environmental value by focusing development in locations with the capacity to absorb development
	Premier's Priorities	Priority 2	Delivering infrastructure
	Illawarra Regional Transport Plan	Theme 1	Provide better transport services
		Theme 2	Ensure effective regulation
		Theme 3	Improve transport infrastructure
	NSW Long Term Transport Master Plan	Action 8.4	Maintaining our transport infrastructure
		Action 8.5	Integrating land use and transport planning
		Action 8.9	Maintaining our infrastructure
	Draft Future Transport Strategy 2056	Outcome 2	Successful places
	Lake Illawarra Coastal Management Plan (Draft Report)		
	NSW Healthy Eating and Active Living Strategy	Strategic Direction 1	Environments to support healthy eating and active living

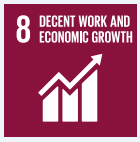
Shellharbour City Council Community Strategic Plan Objective	Links to Regional and State Plans		
	Plan / Strategy	Action Number	Action Detail
ECONOMY			
3.1 Plans, builds and manages infrastructure for the community	Destination 2036	Initiative 7	Establish a range of funding models to enable the long term maintenance, replacement and creation of different classes of assets (i.e. Asset Management Plan)
	Illawarra-Shoalhaven Regional Plan 2036	Direction 1.4	Support new and expanded industrial acitvity by providing well-located and serviced supplies of industrial land
		Direction 2.2	Support housing opportunities close to existing services, jobs and infrastructure in the region's centres
		Direction 2.3	Deliver housing in new release areas best suited to build new communities, provide housing choice and avoid environmental impact
		Direction 2.5	Monitor the delivery of housing to track supply and demand
	Premier's Priorities	Priority 2	Delivering infrastructure
	NSW Long Term Transport Master Plan	Action 8.4	Maintaining our transport infrastructure
		Action 8.9	Maintaining our infrastructure
	Draft Future Transport Strategy 2056	Outcome 3	Growing the economy
	Lake Illawarra Coastal Management Plan (Draft Report)		
3.2 Supports and increases employment and business opportunities within a strong local economy	Premier's Priorities	Priority 1	Creating jobs
		Priority 4	Improving education results
	Illawarra-Shoalhaven Regional Plan 2036	Direction 1.3	Grow regional strategic assets to support economic growth across the region
		Direction 1.4	Support new and expanded industrial acitvity by providing well-located and serviced supplies of industrial land
		Direction 4.2	Secure the productivity and capacity of resource lands
	Destination 2036	Initiative 1	Establish Local Government as an employer of choice (i.e Workforce Management Plan)
	Draft Future Transport Strategy 2056	Outcome 3	Growing the economy
3.3 Welcomes, engages and attracts visitors	Illawarra-Shoalhaven Regional Plan 2036	Direction 1.3	Grow regional strategic assets to support economic growth across the region

Shellharbour City Council Community Strategic Plan Objective	Links to Regional and State Plans		
	Plan / Strategy	Action Number	Action Detail
LEADERSHIP			
4.1 Led through collaboration	Destination 2036	Initiative 4	Ensure strong and effective local governance
	Premier's Priorities	Priority 5	Improving government services
	Illawarra-Shoalhaven Regional Plan 2036	Direction 1.5	Strengthen the economic self-determination of Aboriginal communities
	Lake Illawarra Coastal Management Plan (Draft Report)		
	Illawarra Escarpment State Conservation Area: Draft Plan of Management		
4.2 Supported by a Council that is responsive, accountable and financially viable	Destination 2036	Initiative 1	Establish Local Government as an employer of choice (i.e Workforce Management Plan)
		Initiative 5	Review the revenue system to ensure greater flexibility and self reliance
		Initiative 6	Develop strategies that maximise opportunities to secure funding from other levels of Government
		Initiative 7	Establish a range of funding models to enable the long term maintenance, replacement and creation of different classes of assets
		Initiative 10	Align State and Local Government planning frameworks (i.e. IP&R)
	Premier's Priorities	Priority 5	Improving government services
	Illawarra-Shoalhaven Regional Plan 2036	Direction 1.3	Grow regional strategic assets to support economic growth across the region
		Direction 1.5	Strengthen the economic self-determination of Aboriginal communities
	Draft Future Transport Strategy 2056	Outcome 6	Sustainability
	NSW State Emergency Management Plan		

Links to SUSTAINABLE DEVELOPMENT GOALS

Shellharbour City Council Community Strategic Plan Objective	Links to United Nations Sustainable Development Goals	
	Goal Number	Goal
COMMUNITY		
1.1 Vibrant, safe, creative and inclusive		Gender Equality
		Reduced Inequalities
1.2 Active and healthy		No Poverty
		Zero Hunger
		Good Health and Well-Being

Shellharbour City Council Community Strategic Plan Objective	Links to United Nations Sustainable Development Goals	
	Goal Number	Goal
ENVIRONMENT		
2.1 Protects, promotes and enhances its natural environment		Life Below Water
		Life On Land
		Clean Water and Sanitisation
2.2 Practices sustainable living		Clean Water and Sanitisation
		Affordable and Clean Energy
		Responsible Consumption and Production
		Climate Action
2.3 A city that is connected through places and spaces		Sustainable Cities and Communities

Shellharbour City Council Community Strategic Plan Objective	Links to United Nations Sustainable Development Goals	
	Goal Number	Goal
ECONOMY		
3.1 Plans, builds and manages infrastructure for the community		Sustainable Cities and Communities
		Industry, Innovation and Infrastructure
3.2 Supports and increases employment and business opportunities within a strong local economy		Quality Education
		Decent work and Economic Growth
3.3 Welcomes, engages and attracts visitors		Decent work and Economic Growth

Shellharbour City Council Community Strategic Plan Objective	Links to United Nations Sustainable Development Goals	
	Goal Number	Goal
LEADERSHIP		
4.1 Led through collaboration		Partnerships of the Goals
4.2 Supported by a Council that is responsive, accountable and financially viable		Peace, Justice and Strong Institutions

Shellharbour
CITY COUNCIL

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

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