

# WOLLONGONG 2022... OUR COMMUNITY STRATEGIC PLAN SUMMARY

From the mountains to the sea



# IN 2022...



*I love  
Wollongong  
because...*

**DRAW  
WRITE  
SNAP  
SHARE**

## IMAGE CREDITS

FRONT COVER: Margaret Panozzo and Skoolz Out

BACK COVER: Jack Simmons, Jeff Thom and Hein

INSIDE COVER: Rowan Hentschel, Lis White, Vi Phillips and Jack Simmons

PAGE 1: Natasha Granzien, Thea Stephenson, Bree Goodwin

PAGE 2: Matthew Robson

PAGE 3: Alex Egan-Jesson, Tony Beard, Tyron King and Martin Jameson

PAGE 4: Fiona Jordan, Rachael Baez and Stephanie Edgecombe

PAGE 6: Angela Douglas and Kerry White

PAGE 8: Rosemarie Pollum

PAGE 9: James, Jack, Margaret Panozzo and Caleb Whittington

PAGE 11: Skoolz Out

PAGE 12: Alex Egan-Jesson, Nasreen Jahan and Vanessa Ford

PAGE 13: Elisabeth White and Skoolz Out





# IN 2022...



## → LORD MAYOR'S WELCOME



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

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

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

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

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

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

**Lord Mayor  
Councillor Gordon Bradbery OAM**



## → ACKNOWLEDGEMENT OF COUNTRY

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



# IN 2022...



*I love  
Wollongong  
because...*

## → INTRODUCTION

**Wollongong 2022 is a long term Community Strategic Plan for the City of Wollongong. It outlines a partnership between the community, all levels of government, business, non-government sector and educational institutions to make Wollongong a better place to live, work, play and learn.**

Wollongong 2022 will assist in shaping the future of the Wollongong Local Government Area, and enable us to collectively respond to emerging challenges and opportunities. It provides direction for the delivery of key projects and services which enable us to meet the needs of our community.

Wollongong 2022 has been informed by significant community input and involvement, and will be delivered by a range of government agencies, Wollongong City Council, non-government organisations, local business and individuals.

Wollongong City Council plays an important role in monitoring and reporting on the success of Wollongong 2022 to the community and other partners. It directly informs Council's Delivery Program for the next five years and the Annual Plan for the next twelve months.



## FROM THE MOUNTAINS TO THE SEA



# IN 2022...



I love  
Wollongong  
because...

## OUR VISION FOR WOLLONGONG IS:

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

## OUR GOALS

To support the achievement of our community vision, collaborative efforts will focus on six interconnected 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 are a healthy community in a liveable city

We have sustainable, affordable and accessible transport





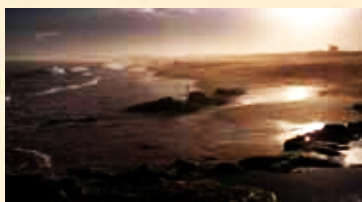
# IN 2022...



## → HOW TO READ THIS DOCUMENT

This document is a summary of a more comprehensive Community Strategic Plan. It provides details of the vision, our six goals, and the strategies for achieving these goals.

Also included are the indicators that will be used to measure our achievement of these goals.



## WHAT WE LOVE ABOUT WOLLONGONG...

Wollongong enjoys a rich sense of community and cultural heritage, with a deep respect for the traditions of others. Our local community acknowledges the traditional custodians of this land, and respects our Aboriginal elders past and present.

We live in a magnificent geographic setting from the rainforests to the spectacular sea cliffs and pristine beaches. Based on a proud heritage in steel-making and coal mining, our city is now emerging as an important education, business and financial services centre.

*What we value most is:*

**Wollongong's natural beauty, access to our beaches and the coastline, the escarpment backdrop and the lifestyle and amenity this affords us.**

*WCC Vision Survey 2011*

## PLANNING PRINCIPLES...

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

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

These principles are reflected in the strategies outlined in this document, including the provision of material infrastructure, recognition of our diverse population, and through democratic and effective leadership and governance.

## FROM THE MOUNTAINS TO THE SEA,





# IN 2022...



We value and protect our environment

I can contribute by...

- Recycling waste more effectively
- Creating a community garden

## → WE VALUE & PROTECT OUR ENVIRONMENT

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

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

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

### WE WILL ACHIEVE THIS WHEN:

#### The natural environment is protected and enhanced:

- The community is actively involved in the expansion and improvement of our green corridors connecting the escarpment to the sea
- Agencies work together to reduce pollution and its impacts on our environment
- The potential impacts of natural disasters, such as those related to bushfire, flood and landslips are managed and risks are reduced to protect life, property and the environment
- Projects and programs that achieve enhancement of the natural environment and escarpment are developed and implemented.

#### Our coastal areas and waterways are protected and enhanced:

- A suite of actions to manage and protect against the future risks of sea level rise is enacted
- The impacts of increasing numbers of visitors to the coast and Lake Illawarra and on our assets are managed effectively.

#### Wollongong's ecological footprint is reduced:

- The community actively avoids, reduces, reuses and recycles - in that order
- Methods to reduce emissions are investigated and utilised
- All sectors of our community are proactively engaged in a range of environmentally sustainable initiatives.

#### Local food production and community food initiatives are supported:

- We work towards ensuring that all people in our community have access to safe, nutritious, affordable and sustainably produced food.

#### Community awareness and appreciation of heritage is increased:

- Programs and projects that achieve proactive heritage management, education and promotion are developed and implemented
- Our Aboriginal community is actively engaged in the management of Indigenous heritage.

#### The sustainability of our urban environment is improved:

- Our urban environment minimises impacts on habitat and biodiversity and areas of high conservation value are protected
- Urban density and expansion, such as West Dapto are carefully planned and balance economic, social and environmental considerations
- Development is functional, attractive and sympathetic with the environment, and avoids unnecessary use of energy, water or other resources.



I love Wollongong because...



# IN 2022...



We have an innovative & sustainable economy

I can contribute by...

- Assisting in identifying and developing diverse industry bases...
- Mentoring new business

## → WE HAVE AN INNOVATIVE & SUSTAINABLE ECONOMY

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

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

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

### WE WILL ACHIEVE THIS WHEN:

Local employment opportunities are increased within a strong local economy:

- Cross-sector initiatives are implemented to increase business investment and jobs growth, particularly for young people
- Wollongong's Central Business District continues to expand as the regional centre for commercial services, health services and other high order services, retail, entertainment and dining to stimulate and retain local employment
- Initiatives to retain local talent are developed and implemented
- Innovation through social enterprise and social business opportunities is encouraged and supported
- Opportunities for training and education for unemployed and disadvantaged community members in employment growth areas are pursued
- Major new urban growth areas such as West Dapto are managed effectively to balance employment and population growth.

### The region's industry base is diversified:

- A coordinated approach to business and investment attraction results in an increase in the number of new businesses opening in the Wollongong area
- Working in partnership with industry and education institutions, an Enterprise Hub is supported within the city
- Lobbying for the necessary infrastructure required to support tourism in the region and to attract new industries is coordinated
- Organisations work in collaboration to support the development of innovative industries, including the regional Information Communication Technology (ICT) sector and creative cultural industries.

### The profile of Wollongong as the regional city of the Illawarra is expanded and improved:

- Wollongong's City Centre is revitalised and active
- Wollongong is promoted as a preferred conference and events destination, and the place to live, learn, work and visit.

### New industries and green technologies are established and flourish:

- The development of renewable energy products and services is supported
- Partnership opportunities in research and development are expanded.

### Wollongong continues to expand as a place of learning

- Wollongong is established as a learning place of excellence.





# IN 2022...



Wollongong is  
a creative and  
vibrant city

I can contribute by...

- Increasing the sense of community
- Assisting in developing local artists...

## → WOLLONGONG IS A CREATIVE, VIBRANT CITY

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

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

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

### WE WILL ACHIEVE THIS WHEN:

#### Creative industries are established and fostered:

- 'Made in Wollongong' is established as a well known and loved brand
- Artists and innovators have increased access to employment, mentoring and support
- Partnerships across diverse sectors and industries are facilitated and promoted.

#### The visibility of our cultural diversity is increased:

- Museums and galleries are recognised and promoted as part of the regional cultural landscape
- Our cultural diversity and heritage is incorporated within our public spaces through signage and public art
- Partnerships are established between Indigenous and culturally and linguistically diverse communities and schools.

#### Community access to the arts and participation in events and festivals is increased:

- Signature and major events and festivals are held across the city
- The arts precinct in the heart of the city is consolidated and enhanced.

#### Strong diverse local cultures thrive:

- Local groups and communities are actively supported to provide community-based programs, events, and festivals that celebrate cultural traditions and contemporary practices
- Using community cultural development practices, our places and spaces reflect the creativity and identity of its people
- Communities have access to quality local spaces and places to meet, share and celebrate.



I love  
Wollongong  
because...



# IN 2022...

## → WE ARE A CONNECTED & ENGAGED COMMUNITY

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

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

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



We are a connected and engaged community

I can contribute by...

- Saying hello to my neighbours
- Tell others about this being the time to introduce community spirit into Wollongong life...

### WE WILL ACHIEVE THIS WHEN:

Residents are able to have their say through increased engagement opportunities and take an active role in decisions that affect our city:

- Engagement activities by all levels of government are enhanced and improved to achieve diverse community representation and to encourage participation
- Technology and social media is utilised to support engagement and involve residents in decision making
- Our Council's plans, intentions, actions and progress are clearly communicated to the community and other stakeholders.

### Our residents feel an increased sense of community:

- Residents, businesses and visitors are actively involved in diverse non-profit activities helping to connect neighbourhoods
- Diverse, intergenerational projects and programs are implemented across the city
- Civic pride grows and shows.

### Residents have easy and equitable access to information resources and services:

- High-speed broadband and communication is available across the city
- Quality district level services, libraries and facilities are available to local communities
- The local community services sector is strong and sustainable.

### Our local council has the trust of the community:

- Positive leadership and governance, values and culture are built upon
- Working together, levels of service are established and services continuously improve and offer best value for money
- Innovation is encouraged and supported
- Policies and procedures are simplified to ensure transparency and efficiency
- Finances are managed effectively to ensure long term financial sustainability
- Customer service is delivered to a high standard.



I love  
Wollongong  
because...



# Big Slide IN 2022...



We are a healthy  
community in a  
liveable city

I can contribute by...

- Organising sporting events for children
- Volunteering more...

## → WE ARE A HEALTHY COMMUNITY IN A LIVEABLE CITY

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

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

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

### WE WILL ACHIEVE THIS WHEN:

There is an increase in the physical fitness, mental health and emotional wellbeing of all our residents:

- We work in partnership to build on opportunities to strengthen vulnerable communities
- Child-friendly and age-friendly principles are incorporated in design, planning and service delivery within the city
- Residents have improved access to affordable and timely medical services
- Flexible services are provided and can adapt to changing community needs and service demands
- Involvement in lifelong learning, skills enhancement and community-based activities is promoted
- The long term needs of the community, including our people and our places, are effectively planned for
- Urban areas are created to provide a healthy living environment for our community.

Residents have improved access to a range of affordable housing options:

- Housing choice in the Wollongong Local Government Area is improved, taking into account population growth, community needs and affordability
- Integrated services are provided to residents in need of urgent shelter.

The public domain is maintained to a high standard:

- Litter in public places is reduced
- Public facilities in key locations are clean and accessible
- Well maintained assets are provided that meet the needs of current and future communities.

Community safety is improved:

- Partnerships continue to strengthen and achieve a safe and accessible community
- Local crime continues to be prevented and levels of crime reduced
- Safety is considered in the planning and design of any development.

Participation in recreational, lifestyle and learning activities is increased:

- The built and natural environment provide access and connectivity
- A variety of quality public spaces and opportunities for sport, leisure, recreation, learning and cultural activities are provided
- Healthy, active ageing programs are promoted in partnership with government agencies and community organisations
- Residents have access to a variety of learning opportunities, both formal and informal.

Residents have a high level of life satisfaction and personal happiness

- Projects that build on community strengths are encouraged.





# IN 2022...



We have sustainable, affordable and accessible transport

I can contribute by...

- Continuing to ride my bike to work

## → WE HAVE SUSTAINABLE, AFFORDABLE & ACCESSIBLE TRANSPORT

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

The local government area (LGA) continues to be linked to the broader region and the city of Sydney via efficient, safe and affordable networks.

### WE WILL ACHIEVE THIS WHEN:

Walking, cycling and public transport is an accessible and well resourced means of transport, and the use of private cars is reduced:

- The city is established as bike-friendly
- The free Gong Shuttle Bus service is extended
- Interconnected and accessible cycle ways and footpaths are in place
- A 'Park n Ride' commuter bus network is established and the community is encouraged to 'leave the car at home'.

### Wollongong is supported by an integrated transport system:

- Effective and integrated regional transport, with a focus on road, bus, rail and freight movement (including the port of Port Kembla), is provided
- Integrated communities are planned for and encouraged close to major transport links and major commercial centres
- Rail services and stations are improved across the LGA.
- Opportunities to reduce travel time between Sydney and Wollongong are pursued and implemented
- Availability of late night transport options is improved.

### Transport-disadvantaged communities have increased access to services:

- Community transport options for frail older people, people with disabilities and the transport-disadvantaged are actively promoted and available.

significant community input and involvement





# IN 2022...



*I love  
Wollongong  
because...*

## → HOW WILL WE KNOW WE'VE MADE A DIFFERENCE

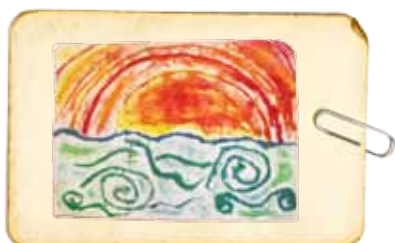
It's important we keep track of progress against the goals and objectives set out for Wollongong 2022. To help do this, a set of draft indicators has been identified to tell us whether we are making a difference to the city and our people.

These draft indicators are not the sole responsibility of any one person or agency. Instead they reflect on the profile of our population and whether our collective efforts are contributing to making Wollongong a better place to live, learn, work and play.

Some of the measures are outcome related and others are about output or effort. Together they paint a picture of progress.

These measures will be reviewed and updated in 2012-13 to incorporate the Australian Bureau of Statistics (ABS) 2011 Census Data, targets and further research and engagement on future levels of service.

For the complete set of indicators please refer to the comprehensive version of the Wollongong 2022, Community Strategic Plan.



### Some of our community indicators (>increase, <decrease)

- % of people employed in creative sector >
- % of creative business contributing to business in the city >
- % of people who participated in arts and related cultural activities >
- % of household waste diverted from landfill >
- Number of days when polluting concentration exceeds National Environmental Protection Measures (NEPM) guidelines <
- Level of satisfaction (%) with accessibility and appearance of public space >
- % of people employed in highly skilled occupations >
- % of young people employed and/or in training >
- % of people unemployed <
- % of people aged over 25 years who have a bachelor degree or higher qualification >
- Level of public transport utilisation >
- % of residents who cycle or walk to work >
- Kilometres of dedicated walking and cycling trails >
- Number of trees and shrubs planted across the city >
- Proportion of children 'developmentally vulnerable' (0-10th percentile) on two or more AEDI domains <
- Average life expectancy of key target groups compared to state and national averages >
- % of population with obesity and type 2 diabetes <
- % of households with housing costs 30% or more of gross income <
- Number of people experiencing homelessness <
- % of people who feel safe or very safe walking alone in their local area during the day/night >
- Decrease in the recorded offences for crimes against persons <
- % of the community who utilise parks, leisure and recreational facilities on a weekly basis >
- % of people who feel they are part of the local community >
- % of people who help out as volunteers >
- Satisfaction with life >
- % of people who feel they have a say on important issues >
- % of people with internet access at home >
- The level of community trust in Council >
- Positive increase out-of-region perception >
- % improvement in tourism, community, business perception of Wollongong >



# IN 2022...

*I love  
Wollongong  
because...*

## → SHARED EFFORT

What makes Wollongong 2022 different to many of the existing plans for Wollongong is that it is what's called a 'whole of community' plan. It is not the responsibility of Council, federal or state governments, the business community and industry or the non-government sector alone. It requires both individual and collective efforts to create better places and spaces, and to improve the lives of the people who call Wollongong home.

The full version of Wollongong 2022 identifies roles and responsibilities for the delivery of strategies. Some of these are shared and some are more targeted. Please refer to the full version for more details.

The following is a list of those who share a responsibility in the delivery of this strategic vision for Wollongong.

Over time, identification of responsibility will become more specific, and we encourage you to get involved if you can contribute as a lead agency, funder, deliverer, partner or supporter.

### Partners in the delivery of Wollongong 2022

- You and me
- Our community
- Wollongong City Council
- Regional Development Australia – Illawarra
- Federal government agencies
- State government agencies
- Community, sports and cultural groups
- Non-government organisations
- Peak bodies such as the Property Council
- Business
- Industry
- Learning institutions such as TAFE NSW





# IN 2022...



## CONTACT DETAILS

**This plan supports Wollongong 2022: Community Strategic Plan. Wollongong 2022 has been led and facilitated by Wollongong City Council with substantial community input.**



### Community involvement

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

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

Wollongong 2022 is currently an unfunded Community Strategic Plan based on our communities' aspirations for the city. Council is committed to delivering on those actions for which it is responsible through our Delivery Program 2012-17 and Annual Plan 2012-13. Future engagement is planned regarding how Council will resource this new direction. This is likely to result in changes to the Resourcing Strategy 2012-17 to reflect the desires of the community and available resources. Sixty five submissions were received and 1,300 people were engaged during the exhibition of the Draft Wollongong 2022 documents.





# Beach

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