

**REVISED  
COMMUNITY  
STRATEGIC  
PLAN 2018-2028**



**CENTRAL COAST**



THE CENTRAL COAST COUNCIL AREA IS LOCATED ON THE COAST OF NEW SOUTH WALES, 90 KILOMETRES NORTH OF THE SYDNEY CBD AND 80 KILOMETRES SOUTH OF THE NEWCASTLE CBD

## FAST FACTS



**335,309**  
Population in 2016  
(ERP June 2016)



**414,615**  
Projected population  
in 2036 (forecast .id 2018)



**14.6%**  
born overseas



**22.2%**  
aged <17



**25%**  
of workers  
commute outside  
the region



**41,500+**  
dwellings needed to  
meet population by  
2036 (NSW DP&E, 2016)

**6.2%**  
from a non-  
English-speaking  
background



**27.1%**  
aged >60

**3.8%**  
are Aboriginal  
and/or Torres Strait  
Islander

Unless stated information is sourced from ABS 2016 Census

# THIS IS OUR COMMUNITY STRATEGIC PLAN IT'S OUR **10 YEAR** PLAN FOR THE CENTRAL COAST

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## ACKNOWLEDGEMENT OF COUNTRY

WE ACKNOWLEDGE  
THE TRADITIONAL  
OWNERS OF THE  
LAND ON WHICH  
WE LIVE AND PAY  
OUR RESPECTS  
TO ELDERS PAST  
AND PRESENT



# ACCESS, EQUITY AND INCLUSION STATEMENT



**THE CENTRAL COAST COMMUNITY AND CENTRAL COAST COUNCIL ARE COMMITTED TO WELCOMING AND NURTURING ALL PEOPLE WHO CHOOSE TO LIVE IN OR VISIT OUR REGION AND TO BUILDING A SENSE OF PLACE AND BELONGING WHERE WORK AND PLAY CO-EXIST.**

We welcome and celebrate diversity and believe it fosters growth and strength. As such, we value the diverse range of identities, lifestyles and experiences of all members of our community, including people of all ages, abilities, cultural and linguistic backgrounds, gender, political perspectives and religious beliefs.

Inclusion and participation are key to building a strong community. We are committed to preserving the dignity of all people and to ensure services, facilities and public spaces are openly inviting and fully accessible.

# ABORIGINAL AND TORRES STRAIT ISLANDER STATEMENT



**THE CENTRAL COAST COMMUNITY AND CENTRAL COAST COUNCIL ACKNOWLEDGE OUR FIRST PEOPLES AS THE TRADITIONAL CUSTODIANS OF OUR BEAUTIFUL LANDS AND WATERWAYS.**

This acknowledgement and our commitment to honouring the history and ongoing contribution of Aboriginal and Torres Strait Islander people to the Central Coast, plays a fundamental role in shaping our region.

# SUSTAINABILITY STATEMENT



**THE VALUES OF THE CENTRAL COAST COMMUNITY ARE STRONGLY TIED TO OUR LOCAL NATURAL ENVIRONMENT, INCLUDING OUR BEACHES, WATERWAYS, RIDGES, ESTUARIES, LAKES, AND VALLEY FLOORS. THE PARKS, GARDENS AND NATURAL BUSHLAND CONTRIBUTE TO THE LIFESTYLE, CULTURE AND BEAUTY OF THE REGION.**

Large bushland and wetland areas are important for our air and water quality and provide homes for birds, animals and native plants.

We value open space that is expansive and connected and that enables passive recreation activities such as walking, cycling and getting together with family and friends. Our natural areas can be quiet and peaceful places for contemplation and enjoyment of natural beauty that enhance our emotional wellbeing as well as places for active engagement like playing sports and running on the beach.

We are committed to leaving a positive legacy for future generations through responsible stewardship of our natural areas – this is our shared responsibility as residents of the Central Coast. We encourage our community to contribute to that stewardship by minimising

resource use (energy, water, and waste) and treating these natural areas with respect.

Creating a vibrant, liveable and sustainable future for the Central Coast is a key priority.

Implementing sustainable practices requires a holistic and place-based approach to land use planning. This includes reducing environmental impacts such as pollution and loss of biodiversity, and ensuring that the built environment is sustainable and responsive to the health of our residents.

We support the United Nations 2030 agenda for sustainable development and seek to align our corporate and community values with the 17 UN Sustainable Development Goals (see page 21). This alignment is demonstrated in the five themes that underpin this strategic plan through pages 22-31 and the indicators on pages 34-35.

We recognise the need to take action to address climate change and will continue to build sustainability measures into all future planning processes.

# ADMINISTRATOR'S MESSAGE



I am pleased to present the draft Revised Community Strategic Plan (CSP) that includes some important amendments based on input received through our Community Reference Group (CRG). The Revised CSP includes an Objective (G3) that explicitly makes clear Council accountability for governance, leadership, and financial management. This was an inclusion that the community passionately wanted and aligns with Council's promising new direction.

We have achieved one of the most significant financial turnarounds of any organisation in under 12 months, with the current and forecasted surpluses repaying the emergency loans over the next 10 years. Measuring our performance against this new Objective in a clear and accessible way for the community will ensure that Council stays accountable and on track.

It is now our role to show our valued community, how we spend the money, how we invest it back into the community, all while keeping the ship on course. I encourage you to read through the changes and provide final feedback before the CSP is adopted in June 2022. Following the next local government election, we will review the entire CSP, not just the financial management aspect. During the comprehensive review, we will undertake extensive community engagement so that we can build a CSP that reflects the community's refreshed 10-year vision. It will outline clear objectives, link to Council strategies that will enable us to achieve the objectives, and indicators to show how we will measure our progress.

I would particularly like to give special thanks to the members of the CRG, who worked collaboratively over five key meetings to provide feedback on this CSP. I will be meeting with the CRG members in early June 2022 to hear their thoughts and recommendations that will help inform the comprehensive CSP review.

I am confident that this is the start of the new way forward. For now, we assure you that financial responsibility and stability will be our ongoing priority. While the Revised CSP outlines small changes only, they are a significant step in working towards building your trust, confidence, and belief in Council to be able to serve our community. We recognise it will take time to build trust back with our community and we will continue to aspire to be a region that is Smart, Green and Liveable and has a shared sense of Belonging and Responsibility.

**Rik Hart**  
Administrator

**WE LIVE IN A SPECIAL PLACE HERE ON THE COAST, ONE IN WHICH WE WANT ALL MEMBERS OF OUR COMMUNITY TO FEEL SAFE AND VALUED, AND TO HAVE ACCESS TO A RANGE OF OPPORTUNITIES TO PARTICIPATE IN THE RICHNESS OF COMMUNITY LIFE**





## COMMUNITY VISION

**WE ARE ONE CENTRAL COAST  
A SMART, GREEN AND LIVEABLE REGION WITH A SHARED SENSE OF BELONGING AND RESPONSIBILITY**

**THE COMMUNITY VISION REFLECTS WHAT MATTERS MOST TO THE PEOPLE OF THE CENTRAL COAST**

The vision was developed through consultation with community members of the Community Reference Group and the Internal Reference Group of Council staff.

Strong partnerships with community members, groups, local businesses and State and Federal Government will be essential to successfully achieving the vision.



CENTRAL COAST

# ONE

**ONE - CENTRAL COAST IS THE COMMUNITY STRATEGIC PLAN (CSP) FOR THE CENTRAL COAST LOCAL GOVERNMENT AREA**

**ONE - CENTRAL COAST DEFINES THE COMMUNITY'S VISION AND IS OUR ROADMAP FOR THE FUTURE**

**ONE - CENTRAL COAST BRINGS TOGETHER EXTENSIVE COMMUNITY FEEDBACK TO SET KEY DIRECTIONS AND PRIORITIES**

Developing the first Community Strategic Plan for the Central Coast has been a unique opportunity to understand the aspirations and concerns of the Central Coast community as a whole for the first time.

*One - Central Coast* aims to enhance the day-to-day lives and opportunities of the Central Coast community through effective decision-making, planning and service delivery across all government and non-government agencies.

The product of an extensive community consultation process (read more on page 38), *One - Central Coast* has been built around five key themes that reflect the needs and values of the people who live in our region:

**BELONGING**

**SMART**

**GREEN**

**RESPONSIBLE**

**LIVEABLE**

Close to home, *One - Central Coast* corresponds to key NSW Government plans, including the Central Coast Regional Plan and the NSW Government Premier's Priorities.

Council has reviewed a range of regional, state, national and global frameworks to establish, where possible, links between the community objectives of *One - Central Coast* and:

- the NSW State Health Plan: Towards 2021
- the NSW State Infrastructure Strategy 2018-2038
- Future Transport 2056
- the Australian Government Smart Cities Plan (2016)

As well as reflecting the voice of our local community, these five themes are also aligned with the United Nations Sustainable Development Goals (UN SDGs). This alignment positions the future of the Central Coast in a global context. An explanation of the UN SDGs can be found on page 21 and the themes of *One - Central Coast* are linked to UN SDG goals on pages 34-35.

Central Coast Council will use *One - Central Coast* to shape business activities, future plans, services and expenditure. Where actions are the responsibility of other organisations, sectors and groups to deliver, Council will work with key partners to advocate on behalf of our community.

Ultimately, every one of us who live on the Central Coast has an opportunity and responsibility to create a sustainable future from which we can all benefit. Working together we can make a difference.



# CHALLENGES AND OPPORTUNITIES



Across the globe, populations of people are growing at a rate never seen before. By the year 2100, Australia's population will be more than double what it is today.<sup>1</sup> In just 20 years, another 1.7 million people will call Sydney home<sup>2</sup> and here on the Central Coast an additional **41,500 NEW HOMES WILL BE NEEDED TO ACCOMMODATE PROJECTED GROWTH**<sup>3</sup>

The Central Coast community is our strength. **OUR LAID-BACK FAMILY FRIENDLY ENVIRONMENT IS ONE OF THE COAST'S BEST FEATURES**

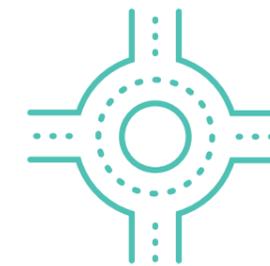


The Central Coast is a place where towns and villages are surrounded by green landscapes and beautiful oceans and waterways. Our natural environment is important to our coastal identity. **CONSERVING OUR ENVIRONMENT AND KEEPING IT FREE FROM POLLUTION IN LIGHT OF AN INCREASING POPULATION AND URBAN DEVELOPMENT IS VITAL**



Ensuring new development is sustainable, equitable and provides affordable housing is an ongoing challenge. The balance between what exists now and planned future development means that **A SUSTAINED EFFORT MUST BE MADE TO CONSIDER HOW AND WHERE NEW DEVELOPMENT WILL OCCUR**

On the Central Coast we have access to water, transport, health, education and community infrastructure worth billions of dollars.

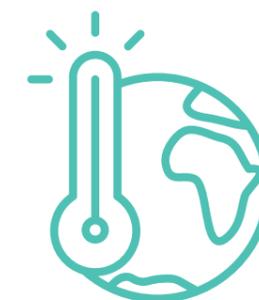


**INVESTING IN INFRASTRUCTURE TO MEET THE DIVERSE NEEDS OF OUR GROWING COMMUNITY WILL ENSURE WE**

**SERVE THE NEXT GENERATIONS WHO WILL LIVE HERE**

A thriving local economy ensures vibrant, liveable communities and local businesses. Currently 25.3% of the Central Coast area's working residents travel outside of the area to work.

**OUR FUTURE PROSPERITY AS A REGION DEPENDS ON INDUSTRY DIVERSITY, BUSINESS AND EMPLOYMENT GROWTH**



As a coastal region, the Central Coast is vulnerable to climate change impacts. Issues include sea level rise, safety in extreme weather events and secure access to fresh water.

**THE NEED TO ADDRESS CLIMATE CHANGE IS IMPERATIVE, AS IS IMPLEMENTING FRAMEWORKS THAT ADDRESS CLIMATE RISKS**

<sup>1</sup> Australian Bureau of Statistics, 3222.0 - Population Projections, Australia, 2012 (base) to 2101, accessed 14 Mar 2018, <sup>2</sup> NSW Government, Department of Environment & Planning, 2016, Planned Precincts and Growth Areas. <sup>3</sup> NSW Government Department of Planning & Environment, 2016, Central Coast Regional Plan 2036.



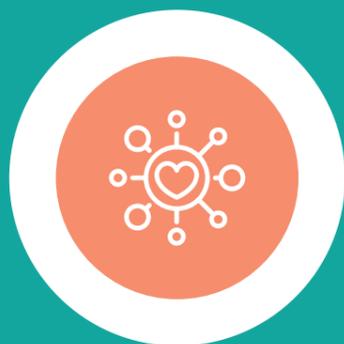
# THEMES AND FOCUS AREAS

THE PEOPLE OF THE CENTRAL COAST IDENTIFIED WHAT THEY LOVE ABOUT THEIR SUBURB AND THE CENTRAL COAST. THE THEMES AND FOCUS AREAS OF ONE - CENTRAL COAST RESPOND TO THESE IDEAS AND VALUES:

## BELONGING



OUR COMMUNITY SPIRIT IS OUR STRENGTH



CREATIVITY, CONNECTION AND LOCAL IDENTITY

## SMART



A GROWING AND COMPETITIVE REGION



A PLACE OF OPPORTUNITY FOR PEOPLE

## GREEN



ENVIRONMENTAL RESOURCES FOR THE FUTURE



CHERISHED AND PROTECTED NATURAL BEAUTY

## RESPONSIBLE



GOOD GOVERNANCE AND GREAT PARTNERSHIPS



DELIVERING ESSENTIAL INFRASTRUCTURE



BALANCED AND SUSTAINABLE DEVELOPMENT

## LIVEABLE



RELIABLE PUBLIC TRANSPORT AND CONNECTIONS



OUT AND ABOUT IN THE FRESH AIR



HEALTHY LIFESTYLES FOR A GROWING COMMUNITY

# PLANNING FOR A SUSTAINABLE FUTURE

## OUR ROLE IN A GLOBAL COMMUNITY

### SUSTAINABLE DEVELOPMENT GOALS

IN 2015, THE UNITED NATIONS GENERAL ASSEMBLY ADOPTED THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (UN SDGS)

The UN SDGs represent 17 goals and are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. Together, the SDGs cover people, equality, land, water, climate change, the environment, sustainable development, economic growth, governance and partnerships.

The community aspirations of *One - Central Coast* align with these global sustainable development goals.

Our role in a global community is demonstrated in the five themes that underpin this strategic plan through pages 22-31 and the indicators on pages 34-35.



# BELONGING

**BUILDINGS MAKE A TOWN, BUT PEOPLE MAKE A COMMUNITY – WHICH IS WHY BELONGING SITS AT THE HEART OF OUR STRATEGIC PLAN.** We're committed to strengthening our diverse population by creating new opportunities for connection, creativity, inclusion and opening the door to local sporting, community and cultural initiatives that strengthen our collective sense of self. We'll work together to solve pressing social issues, to support those in need and to enhance community safety – and we'll continue to acknowledge the Aboriginal and Torres Strait Islander culture that shapes this corner of the world.

FOCUS AREAS



**OUR COMMUNITY SPIRIT IS OUR STRENGTH**

**OBJECTIVES**

- A1** Work within our communities to connect people, build capacity and create local solutions and initiatives
- A2** Celebrate and continue to create opportunities for inclusion where all people feel welcome and participate in community life
- A3** Work together to solve a range of social and health issues that may impact community wellbeing and vulnerable people
- A4** Enhance community safety within neighbourhoods, public spaces and places



**CREATIVITY, CONNECTION AND LOCAL IDENTITY**

**OBJECTIVES**

- B1** Support reconciliation through the celebration of Aboriginal and Torres Strait Islander cultures
- B2** Promote and provide more sporting, community and cultural events and festivals, day and night, throughout the year
- B3** Foster creative and performing arts through theatres, galleries and creative spaces, by integrating art and performance into public life
- B4** Activate spaces and places to complement activity around town centres, foreshores, lakes and green spaces for families, community and visitors

SUSTAINABLE DEVELOPMENT GOALS



## ONE CAN MAKE A DIFFERENCE

MEREDITH GILMORE



Moving to the coast in 2000, Meredith Gilmore made the decision to enrol in a pastels art class at Gosford Regional Gallery and discovered a new skill and passion. Today, Meredith is a local community advocate, volunteering considerable time showcasing arts and culture around the coast.

Meredith describes the coast as a “friendly place where people support each other”. Her advice for getting to know people in the community is “pick something you like, or try something new, and join in”.

You may recognise Meredith’s voice from community radio, Coast FM. She has hosted the Coast Arts program for the past seven years, interviewing over 600 people from the local arts scene and producing stories that capture local identity.

“It’s a privilege that people trust me to get their story on the radio and to give them a voice.”

Meredith’s dedication to the arts was formally recognised in 2017 when she received an Australia Day Award for Arts, Culture and Entertainment.

“Giving comes easily when you feel part of a community.”

MOVED TO THE WOY WOY PENINSULA  
**18**  
YEARS AGO

LEARNED TO DRAW IN PASTELS AT GOSFORD REGIONAL GALLERY



“JOIN A GROUP, SOMETHING YOU LIKE, JUST GO ALONG!”

## WHAT WE WILL MEASURE

- ✔ Connection to community and perceptions of safety
- ✔ Participation in sport, recreation and community life
- ✔ Social equality and community wellbeing

## HOW YOU CAN HELP

- Get to know your neighbour
- Head out to community events and festivals



**SUPPORT YOUR FAVOURITE LOCAL SPORTING TEAM**

- Check out what’s on at the theatre and gallery
- Find out if you can lend a hand and volunteer
- Think safe and speak up for safety
- Join a local community group or club

**HELP OTHERS IN NEED**

# SMART

**WE'RE A GROWING REGION WITH AN EXPANDING SENSE OF OPPORTUNITY AND WE WANT TO CAPITALISE ON THOSE POSSIBILITIES FOR THE BENEFIT OF ALL.** Strategic economic development, revitalising key urban locations, establishing new industry partnerships and renewing our commitment to education and employment for young people are just the starting point for a **SMART** Central Coast. These initiatives, and others like them, will create new opportunities for local employment, new social enterprises and a culture of innovation that will bring new talent to the region. They'll also drive a boom in tourism that we'll shape to be accessible, sustainable and kind to the environment.

## FOCUS AREAS



### A GROWING AND COMPETITIVE REGION

#### OBJECTIVES

- C1** Target economic development in growth areas and major centres and provide incentives to attract businesses to the Central Coast
- C2** Revitalise Gosford City Centre, Gosford Waterfront and town centres as key destinations and attractors for businesses, local residents, visitors and tourists
- C3** Facilitate economic development to increase local employment opportunities and provide a range of jobs for all residents
- C4** Promote and grow tourism that celebrates the natural and cultural assets of the Central Coast in a way that is accessible, sustainable and eco-friendly



### A PLACE OF OPPORTUNITY FOR PEOPLE

#### OBJECTIVES

- D1** Foster innovation and partnerships to develop local entrepreneurs and support start-ups
- D2** Support local business growth by providing incentives, streamlining processes and encouraging social enterprises
- D3** Invest in broadening local education and learning pathways linking industry with Universities, TAFE and other training providers
- D4** Support businesses and local leaders to mentor young people in skills development through traineeships, apprenticeships and volunteering

## SUSTAINABLE DEVELOPMENT GOALS



# ONE CAN MAKE A DIFFERENCE

DERRICK HAJJE



Six years ago, Derrick Hajje picked up the keys to the Chapman Building in Wyong, with its fibro façade and pink tiles and his vision to restore a forgotten jewel to its former glory.

At the time, Wyong was a town with little going on; a far cry from the bustling town Queen Elizabeth II had visited in 1955.

Setting out to restore the Chapman Building certainly had its challenges, built in 1901 and vacant for decades with no services connected.

In 2016 Derrick's hard work repurposing the Chapman building was recognised, as a finalist in the National Trust awards for adaptive reuse. Today, the Chapman building is a bustling centrepiece, supporting local businesses and attracting weekend visitors.

When asked what making a difference means Derrick says, "Everyone makes a difference, we all do. Asking if someone is ok, looking out for people... if you are in a position to make a difference you are obliged to do so. A difference would be saying "hello", a handshake or checking in on neighbours."

Through the vision and hard work of local business owners like Derrick, the coast today is emerging as a thriving region for economic development and local employment.

## BUILDER



LOCAL HISTORY BUFF

## RESTORED THE CHAPMAN BUILDING

### GOALS INCLUDE:

Getting more involved in the community

Activating the whole Chapman Building site, including forecourt and lawn, to provide opportunities for local businesses

## WHAT WE WILL MEASURE

- ✓ Local economic growth and employment
- ✓ Education, skills and knowledge

## HOW YOU CAN HELP

- Visit your local farmer's market



BE A MENTOR

- Be a local tourist
- Support social enterprises
- Support young people in skills development
- Enrol in a course

- VOLUNTEER

# GREEN

**THE CENTRAL COAST IS KNOWN FOR ITS NATURAL BEAUTY; MAINTAINING OUR NATURAL ASSETS IS A CRITICAL COMPONENT OF WHAT WE VALUE AS A COMMUNITY.** Ongoing education is key to our **GREEN** approach, as is inviting the community to take a hands-on role in conservation, protection and remediation of our environment. Reducing litter, minimising waste and championing renewable energy in our future design and planning will minimise the impacts of climate change in our region and will enable the preservation of our beaches, waterways, wildlife corridors and inland areas for the variety of species that inhabit them.

## FOCUS AREAS



### ENVIRONMENTAL RESOURCES FOR THE FUTURE

#### OBJECTIVES

- E1** Educate the community on the value and importance of natural areas and biodiversity and encourage community involvement in caring for our natural environment
- E2** Improve water quality for beaches, lakes and waterways including minimising pollutants and preventing litter entering our waterways
- E3** Reduce littering, minimise waste to landfill and educate to strengthen positive environmental behaviours
- E4** Incorporate renewable energy and energy efficiency in future design and planning and ensure responsible use of water and other resources



### CHERISHED AND PROTECTED NATURAL BEAUTY

#### OBJECTIVES

- F1** Protect our rich environmental heritage by conserving beaches, waterways, bushland, wildlife corridors and inland areas and the diversity of local native species
- F2** Promote greening and ensure the wellbeing of communities through the protection of local bushland, urban trees, tree canopies and expansion of the Coastal Open Space System (COSS)
- F3** Improve enforcement for all types of environmental non-compliance including littering and illegal dumping and encourage excellence in industry practices to protect and enhance environmental health
- F4** Address climate change and its impacts through collaborative strategic planning and responsible land management and consider targets and actions

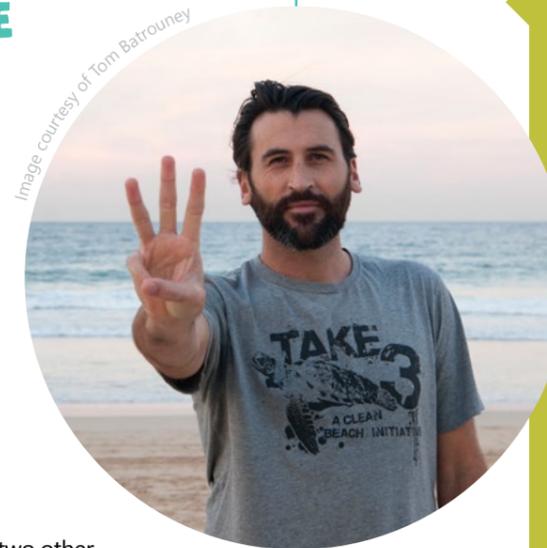
## SUSTAINABLE DEVELOPMENT GOALS



# ONE CAN MAKE A DIFFERENCE

TIM SILVERWOOD

Image courtesy of Tom Batrouney



In 2009, Tim Silverwood met two other Central Coast locals - surfing enthusiast Amanda Marechal and marine ecologist Roberta Dixon-Valk - who shared with him their idea to take 3 pieces of trash from the beach. It was this meeting that ignited the #Take3fortheSea movement.

Tim decided to join the movement and with a grant received from the Taronga Conservation Society, together they created a local not-for-profit organisation to reduce global plastic pollution through education and participation.

"It's our vision to protect wildlife and conserve oceans, waterways and the environment from plastic pollution. We provide education, research and hands-on activities to reduce plastic pollution and promote the transition to a circular economy."

Through the simple message, "Take 3 pieces of rubbish with you when you leave the beach, waterway or anywhere special, and you've made a difference", and tireless work of the 3 co-founders and many volunteers, Take 3 has grown to be a global voice on plastic pollution and waste. The #Take3forthesea hashtag has been actioned over 60,000 times in 100 countries.

Tim and Take 3 work with local councils, state government departments, businesses, corporations, schools (pre, primary and secondary), universities, surf lifesaving clubs and community/recreational groups.

GREW UP IN OURIMBAH, SPENT HIS AFTERNOONS EXPLORING THE BUSH AND SURFING - LEADING TO HIS PASSION FOR THE OCEAN

TAKE 3 FORTHESEA CEO AND CO-FOUNDER

STUDIED BACHELOR OF SCIENCE (MAJOR IN SUSTAINABILITY) AT THE UNIVERSITY OF NEWCASTLE

## WHAT WE WILL MEASURE

- ✓ Conservation and protection of natural areas
- ✓ Environmental sustainability and human impacts

## HOW YOU CAN HELP

- Put recycling in the recycling bin and green waste in the green bin
- Be water smart
- Drink tap water instead of bottled water



BRING YOUR OWN BAG AND REUSABLE CUPS

- Keep our environment clean
- Go for a bushwalk
- Be part of a community garden
- Become involved in Bushcare / Landcare in your local area
- Reduce your use of plastics
- Reuse by giving your unwanted usable clothing or goods to local charity groups
- Recycle everything you can!
- Don't litter - put it in the bin or take it home
- LEAVE YOUR CAR AT HOME - jump on your bicycle or walk to the shops, school or train station
- Join a local group that cares for the environment

# RESPONSIBLE

**WE'RE A RESPONSIBLE COUNCIL AND COMMUNITY, COMMITTED TO BUILDING STRONG RELATIONSHIPS AND DELIVERING A GREAT CUSTOMER EXPERIENCE IN ALL OUR INTERACTIONS.** We value transparent and meaningful communication and use community feedback to drive strategic decision making and expenditure, particularly around the delivery of essential infrastructure projects that increase the safety, liveability and sustainability of our region. We're taking a strategic approach to ensure our planning and development processes are sustainable and accessible and are designed to preserve the unique character of the coast.

FOCUS AREAS



## GOOD GOVERNANCE AND GREAT PARTNERSHIPS

OBJECTIVES

- G1** Build strong relationships and ensure our partners and community share the responsibilities and benefits of putting plans in practice
- G2** Engage and communicate openly and honestly with the community to build a relationship based on trust, transparency, respect and use community participation and feedback to inform decision making
- G3** Provide leadership that is transparent and accountable, makes decisions in the best interest of the community, ensures Council is financially sustainable and adheres to a strong audit process
- G4** Serve the community by providing great customer experience, value for money and quality services



## DELIVERING ESSENTIAL INFRASTRUCTURE

OBJECTIVES

- H1** Solve road and drainage problem areas and partner with the State Government to improve road conditions across the region
- H2** Improve pedestrian movement safety, speed and vehicle congestion around schools, town centres, neighbourhoods, and community facilities
- H3** Create parking options and solutions that address the needs of residents, visitors and businesses whilst keeping in mind near future technologies including fully autonomous vehicles
- H4** Plan for adequate and sustainable infrastructure to meet future demand for transport, energy, telecommunications and a secure supply of drinking water



## BALANCED AND SUSTAINABLE DEVELOPMENT

OBJECTIVES

- I1** Preserve local character and protect our drinking water catchments, heritage and rural areas by concentrating development along transport corridors and town centres east of the M1
- I2** Ensure all new developments are well planned with good access to public transport, green space and community facilities and support active transport
- I3** Ensure land use planning and development is sustainable and environmentally sound and considers the importance of local habitat, green corridors, energy efficiency and stormwater management
- I4** Provide a range of housing options to meet the diverse and changing needs of the community including adequate affordable housing

SUSTAINABLE DEVELOPMENT GOALS



# ONE CAN MAKE A DIFFERENCE

CHRIS WALLACE



Chris Wallace is a retired senior fire fighter who dedicates his time to educate the community on the importance of fire safety.

Chris served in the NSW Fire Brigade for 40 years where he attended many incidents and became involved in community fire education. These experiences have now prompted him to continue educating the community on how to survive a house fire.

“Get down low and Go Go Go!”

Chris purchased his first fire engine, a 1978 ex-army engine, and started to attend community events. Chris now owns and maintains eight fire engines, and has custom built equipment designed to teach children what to do in a fire emergency.

In 2016 Red Bus Services donated a bus, now transformed by Chris into a fire education facility, installing a house simulation and smoke machine to demonstrate what happens in a house fire. This is a unique idea and the only one of its kind in Australia!

Chris and his wife Katie continue to work in order to fund the 'Community Fire Education' program. Together they devote their spare time to the program, attending schools, community events and groups.

RETIRED DEPUTY CAPTAIN OF THE NSW FIRE BRIGADE

LOCAL BUS DRIVER

OWNS AND MAINTAINS:

**8** FIRE ENGINES

3 mini fire engines

1 community fire education bus

“IF I CAN EDUCATE THE COMMUNITY TO SAVE EVEN ONE PERSON FROM LOSING THEIR LIFE IN A HOUSE FIRE OR SOME OTHER WAY... IT'S WORTH IT.”

## WHAT WE WILL MEASURE

- ✓ Governance, consultation and service delivery
- ✓ Access to transport, walking and cycling
- ✓ Housing affordability, diversity and choice

## HOW YOU CAN HELP

- Speak up on issues that are important
- Participate in a community engagement activity
- Check out a Council meeting



TELL US WHAT YOU THINK

- Keep up to date about what's going on in the area
- Vote in elections

TALK TO YOUR LOCAL COUNCIL AND COUNCILLORS

# LIVEABLE

**CREATING A LIVEABLE COMMUNITY MEANS STRIKING A BALANCE BETWEEN PROJECTS THAT SUPPORT INFRASTRUCTURE DEVELOPMENT AND OTHERS THAT ENHANCE OUR QUALITY OF LIFE.** We're activating public spaces, increasing access to beaches and green spaces and delivering a range of amenities – like walking and cycling routes, playgrounds and sports facilities – that promote healthy living and enjoyment of the natural world. Reliable public transport is key to keeping our growing population mobile, so we're focused on enhancing train, bus and ferry networks, as well as improving the commuter experience.

FOCUS AREAS



### RELIABLE PUBLIC TRANSPORT AND CONNECTIONS

OBJECTIVES

- J1** Create adequate, reliable and accessible train services and facilities to accommodate current and future passengers
- J2** Address commuter parking, drop-off zones, access and movement around transport hubs to support and increase use of public transport
- J3** Improve bus and ferry frequency and ensure networks link with train services to minimise journey times
- J4** Design long-term, innovative and sustainable transport management options for population growth and expansion



### OUT AND ABOUT IN THE FRESH AIR

OBJECTIVES

- K1** Create a regional network of interconnected shared pathways and cycle ways to maximise access to key destinations and facilities
- K2** Design and deliver pathways, walking trails and other pedestrian movement infrastructure to maximise access, inclusion and mobility to meet the needs of all community members
- K3** Provide signage, public facilities, amenities and playgrounds to encourage usage and enjoyment of public areas
- K4** Repair and maintain wharves, jetties, boat ramps and ocean baths to increase ease of access to and enjoyment of natural waterways and foreshores



### HEALTHY LIFESTYLES FOR A GROWING COMMUNITY

OBJECTIVES

- L1** Promote healthy living and ensure sport, leisure, recreation and aquatic facilities and open spaces are well maintained and activated
- L2** Invest in health care solutions including infrastructure, services and preventative programs to keep people well for longer
- L3** Cultivate a love of learning and knowledge by providing facilities to support lifelong learning opportunities
- L4** Provide equitable, affordable, flexible and co-located community facilities based on community needs

SUSTAINABLE DEVELOPMENT GOALS



# ONE CAN MAKE A DIFFERENCE

SHANA O'BRIEN

Image courtesy of NAISDA Dance College



Shana O'Brien loves the atmosphere at Umina Beach, a place that grounds and connects her to the physical environment. Her favourite bushwalk is the ridgeline above Umina Beach with beautiful views from the mouth of the Hawkesbury River, the river on which she grew up, to the Pacific Ocean. "I'm inspired by the physical environment, the incredible shapes, the way the trees curve and the ocean".

Shana is a proud Darkinjung woman who has undertaken studies at the University of Newcastle before discovering the NAISDA Dance College. There she turned her dancing hobby into an art form and career, taking her to Israel and Honolulu.

"One person making a difference means being the best version of yourself, it's the ultimate way to have a ripple effect. One person can do a lot, but forming networks means you can work as a team and make big changes".

Shana has volunteered with the St Vincent de Paul Kids Camp Program and Mingaletta Community Centre, meeting all kinds of people who are "really genuine and love helping".

Shana is a Coastie living her life to the full, and chasing her dreams.

GRADUATE NATIONAL ABORIGINAL ISLANDER SKILLS DEVELOPMENT ASSOCIATION DANCE COLLEGE (NAISDA)

LOVES THE BEACHES AND BUSH WALKING ON THE PENINSULA

"ONE PERSON MAKING A DIFFERENCE MEANS BEING THE BEST VERSION OF YOURSELF, IT'S THE ULTIMATE WAY TO HAVE A RIPPLE EFFECT."

## WHAT WE WILL MEASURE

- ✓ Access to transport, walking and cycling
- ✓ Participation in sport, recreation and community life
- ✓ Community connection and perception of safety
- ✓ Social equality and community wellbeing

## HOW YOU CAN HELP

- Get out and about
- Walk and cycle instead of taking the car
- Join a sporting group
- Borrow a book from the library
- UTILISE PUBLIC PLACES AND SPACES



- Use public transport
- LEARN A NEW SKILL



# ONE - CENTRAL COAST COMMUNITY INDICATORS

These indicators reflect a range of social, environmental and economic factors affecting the Central Coast region and the community's wellbeing.

As part of the implementation of *One - Central Coast*, measures and targets for these indicators will be set in conjunction with our partners and reported on annually. In 2020 a comprehensive End of Term Report will outline what has been achieved in meeting the objectives of *One - Central Coast*. Additional information on the monitoring and reviewing progress can be found on page 40.



## COMMUNITY CONNECTION AND PERCEPTION OF SAFETY

- Neighbourhood safety
- Feeling safe in public areas
- Personal and property crime
- Road safety
- Sense of community on the Central Coast
- Appreciation of community and cultural diversity
- Satisfaction with neighbourhood



## PARTICIPATION IN SPORT, RECREATION AND COMMUNITY LIFE

- Opportunities to be part of community life
- Community events that bring people together
- Volunteering activities
- Sports and recreational activities
- Healthy lifestyle choices
- Arts and cultural activities
- Access and enjoyment of local environment



## SOCIAL EQUALITY AND COMMUNITY WELLBEING

- SEIFA socio-economic disadvantage
- Household income
- Resident 'Quality of Life and Wellbeing' score



## EDUCATION, SKILLS AND KNOWLEDGE

- High school completion
- Participation in higher education and training
- Local high skilled occupations
- SEIFA Education and Occupation Index



## CONSERVATION AND PROTECTION OF NATURAL AREAS

- Public conservation land
- Voluntary land conservation in perpetuity
- Voluntary wildlife protection
- Quality of local environment
- Local environmental issues



## ENVIRONMENTAL SUSTAINABILITY AND HUMAN IMPACTS

- Energy use from fossil fuels
- Solar power generation
- Water consumption
- Recycling diverted from landfill
- Water quality of local waterways
- Rate of littering
- Ecological footprint



## GOVERNANCE, CONSULTATION AND SERVICE DELIVERY

- Community organisations, boards and committees
- Participation in community engagement
- Satisfaction that Council is a well-run organisation
- Satisfaction that Council makes decisions in the community's interests
- Satisfaction with State and Local Government service delivery
- Condition of assets and infrastructure
- Leadership team (Councillors and CEO) makes clear and informed decisions around public participation, governance and finances
- Achieve the annual operating result as described in the adopted Long-Term Financial Plan (LTFP).
- Monthly, quarterly and annual financial reports available to the community
- Annual progress reporting on the financial indicators as described in the adopted Long-Term Financial Plan (LTFP) (such as ratios on operating performance, cash expense and infrastructure backlog etc)
- Number of downloads / website visits to the financial reports

- The community's confidence and trust in Council's ability to manage finances increases annually
- Number of submissions received through public exhibitions of strategic documents and changes made as a result



## ACCESS TO TRANSPORT, WALKING AND CYCLING

- Journey to work and education
- Buses, trains and ferries for local trips
- Walking and cycling



## LOCAL ECONOMIC GROWTH AND EMPLOYMENT

- Gross Regional Product
- Industry productivity
- Tourism and visitor growth
- Local employment
- Unemployment
- Disengaged young people
- New businesses
- Residential and commercial completions in major centres



## HOUSING AFFORDABILITY, DIVERSITY AND CHOICE

- New dwellings
- Housing stress
- Affordable renting and home ownership
- Homelessness



# PRINCIPLES OF ONE - CENTRAL COAST



## ONE - CENTRAL COAST MEETS THE LEGISLATIVE REQUIREMENTS SET OUT FOR LOCAL GOVERNMENT IN NSW UNDER THE INTEGRATED PLANNING AND REPORTING FRAMEWORK

One - Central Coast is a plan grounded in social justice principles – access, equity, inclusion and rights – and is underpinned by:

- many and varied opportunities for genuine and meaningful participation
- the right to positive participation that accommodates linguistic, cultural and religious diversity
- opportunities for community members to access resources and services, regardless of their social or economic circumstances
- fair and equitable distribution of resources and consideration of quality of life for the Central Coast community



# WE ARE MORE ALIKE THAN DIFFERENT WE ARE ONE

# COMMUNITY ENGAGEMENT



**ONE - CENTRAL COAST IS THE CULMINATION OF EXTENSIVE COMMUNITY ENGAGEMENT CONDUCTED IN TWO PHASES TO UNDERSTAND PRIORITIES AND CHALLENGES**

**PHASE ONE** included a range of activities both face to face and online to understand:

- what people value about their local area and the Central Coast
- aspirations for the future
- local challenges, opportunities and priorities
- ideas for what would improve living in their local area and the Central Coast

**PHASE TWO** included:

- a telephone survey to identify drivers of quality of life
- community workshops, designed and delivered by Council staff in partnership with the Community Reference Group, were held to explore these issues further to shape community objectives

**DETAILED ENGAGEMENT REPORTS FOR PHASE ONE AND PHASE TWO OF COMMUNITY ENGAGEMENT CAN BE FOUND HERE:**

[www.yourvoiceourcoast.com/help-shape-the-future-of-the-coast](http://www.yourvoiceourcoast.com/help-shape-the-future-of-the-coast)



## SUMMARY OF COMMUNITY INVOLVEMENT



**7,400+**

**PEOPLE PARTICIPATED INCLUDING:**



**3,100+**

people took part in face-to-face engagement activities



**1,000+**

telephone surveys were completed



**3,300+**

hard copy and online survey responses



**6,100+**

visits to the Community Strategic Plan engagement platform, Help Shape the Future of the Coast at [yourvoiceourcoast.com](http://yourvoiceourcoast.com)



**75,000+**

social media users, generating **1,344** likes, comments and shares



**WE RECEIVED MORE THAN 36,000 IDEAS AND OPINIONS TO HELP GUIDE THE DEVELOPMENT OF ONE – CENTRAL COAST**

# INTEGRATED PLANNING AND REPORTING



## MONITORING AND REVIEWING PROGRESS

To assess the implementation and effectiveness of Council's actions in achieving its long-term goals, each outgoing elected Council must prepare a report to the community, an End of Term Report, detailing achievements over its term.

The Central Coast Community Strategic Plan will be formally reviewed by each newly elected Council, and the community will have the opportunity to revisit the priorities and objectives to ensure they reflect the community's evolving needs and aspirations.



## HOW WE WILL MEASURE OUR SUCCESS

Each theme contains objectives that provide a transparent approach to reporting on progress achieved in implementing *One - Central Coast*. The Council End of Term report will highlight progress made towards achieving these goals and objectives.

Council's Annual Report and Quarterly Progress Reports measure Council's performance in managing its budgets and delivering programs and services. They provide a snapshot of progress made to deliver the Community Strategic Plan, Delivery Program and Operational Plan objectives.

## OUR PARTNERS

Implementing the Community Strategic Plan will be a collaborative process. *One - Central Coast* is a whole of community plan and will involve many organisations and individuals including:

- Federal and State Government
- commercial and non-government organisations
- community groups, businesses and members of the Central Coast community

# ONE - CENTRAL COAST



## DELIVERY PROGRAM AND OPERATIONAL PLAN

The Delivery Program and Operational Plan outline the programs and activities that Council has committed to in response to *One - Central Coast*.

The 2018/19 - 2020/21 Delivery Program is an overarching plan of priorities developed by the elected Council. It guides investment across all services and business units through to the next Council election.

The annual Operational Plan is a schedule of work to be completed each financial year. It demonstrates how Council will use available budgets and resources to complete planned projects in areas such as traffic and transport, economic and community development, water and sewerage, sport and recreation, environmental management, governance, finance, people management and IT systems within Council itself.

All projects listed in the Operational Plan are linked to the community objectives outlined in *One - Central Coast*.

## RESOURCING STRATEGY

Effective delivery of the Operational Plan requires strategic allocation of Council resources. The Resourcing Strategy helps us understand how much we can achieve each year. It covers:

- long-term financial projections - keeping budgets and finances on track 10 years into the future
- workforce requirements - ensuring we have the right staff in the right areas and have the skills to meet future challenges
- asset maintenance, replacement and renewal - making sure our infrastructure is in good condition and meets community needs

# ALIGNMENT WITH STATE AND REGIONAL PRIORITIES

	NSW GOVERNMENT PREMIER PRIORITIES	CENTRAL COAST REGIONAL PLAN 2036	AUSTRALIAN GOVERNMENT SMART CITIES PLAN (2016)	NSW STATE INFRASTRUCTURE STRATEGY 2018-2038	FUTURE TRANSPORT 2056	NSW STATE HEALTH PLAN: TOWARDS 2021	ECONOMIC DEVELOPMENT STRATEGY FOR REGIONAL NSW	NSW POLICE FORCE CRIME PREVENTION STRATEGY
 Our community spirit is our strength	A3		A3			A1 A3		A1 A3 A4
 Creativity, connection and local identity	B3	B1						
 A growing and competitive region	C3	C1 C2 C3 C4	C1 C3		C4		C1 C3 C4	
 A place of opportunity for people		D1 D3					D1 D2	
 Environmental resources for the future	E4	E2	E4		E4			
 Cherished and protected natural beauty	F1	F1 F2 F4	F1 F2	F4	F2			
 Good governance and great partnerships	G4	G1		G4			G1 G4	
 Delivering essential infrastructure	H2	H2 H4	H4	H2 H4	H2 H4		H4	
 Balanced and sustainable development	I2 I4	I1 I2 I3 I4	I4		I2			
 Reliable public transport connections		J1 J2 J3 J4	J4	J4	J1 J3 J4			
 Out and about in the fresh air	K1 K2 K3	K1 K2			K1 K2			
 Healthy lifestyles for a growing community	L2 L3	L1 L2 L3		L1 L2 L3	L1	L1 L2		

# WE WOULD LIKE TO THANK:

## COMMUNITY REFERENCE GROUP

- Alan Corven
  - Brad Wilson
  - Clive Blunt
  - Conan Hicks
  - Glenn Hamilton
  - Gregory Olsen
  - Heinz Muller
  - Jessica Cairns
  - Joy Cooper
  - Kathy Sokk
  - Kevin Armstrong
  - Kim Leecroft
  - Madeleine Gill
  - Michelle Cutler
  - Murray McLachlan
  - Paula Briggs
  - Shaun Deverson
  - Sidonie Shaw
  - Tony Mylan
- 2022 revision group**
- Jason McDonald
  - Kelly Swan
  - Patrick Gallagher
  - Reisha Thaker
  - Rob Kitchen
  - Shaun Clifford

## CENTRAL COAST COUNCILLORS

### COMMUNITY MEMBERS WHO PARTICIPATED IN ONE OR MORE OF THE WORKSHOPS AT:

- The Erina Centre
- Smartwork Hub Gosford
- Umina Beach Surf Club
- The Entrance Community Centre
- Wyong Civic Centre
- Blue Haven Community Centre

### and who participated in

- Telephone, hard copy or online survey
- Pop up events
- Your Voice Our Coast and the social pinpoint map
- Social media

**COUNCIL STAFF** - including the cross-functional CSP Project Team, the Internal Reference Group and all staff who assisted with community engagement activities.

### THE LOCALLY-BASED CREATIVE TALENTS OF:

- Jacs Powell - Photography, [www.jackielyn.com.au](http://www.jackielyn.com.au)
- Lena Tarasenko - Graphic Design, Dream Town Projects  
@dream.town.projects
- Thirty3South Films - Video Production and Photography, [www.33southfilms.com.au](http://www.33southfilms.com.au)



## STAY IN TOUCH

WE'D LOVE TO HEAR YOUR THOUGHTS ABOUT **ONE - CENTRAL COAST.**

Your feedback will help us with improving all future publications.

Please send your comments to:

**ONLINE:** [yourvoiceourcoast.com](http://yourvoiceourcoast.com)

**EMAIL:** [ask@centralcoast.nsw.gov.au](mailto:ask@centralcoast.nsw.gov.au)

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**FEBRUARY 2022**

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