

**Wingecarribee Shire Council**

**Attachment 2**

Community Strategic Plan Wingecarribee 2031+



# Wingecarribee Shire

## Community Strategic Plan



**Acknowledgement**

We acknowledge the Gundungurra clan who are the traditional custodians of the land.

We also pay respect to the Elders past and present of the Eora Nation and extend that respect to all indigenous Australians.

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## Introduction

Wingecarribee 2031+ (W2031+) our future, our choice is the blueprint for the future of the Southern Highlands. It represents the vision, aspirations, goals, priorities and challenges for our community. The purpose of Wingecarribee 2031+ is to:

- Describe the vision and goals the community has for this Shire
- Outline the strategies to achieve the vision and goals
- Provide a long term focus for decision making and resource allocation
- Provide a basis for measuring our progress
- Provide an opportunity for community participation in decision making
- Address social, economic, environmental and civic leadership issues

W2031+, as developed by the community, will be maintained and implemented by Council on behalf of the Wingecarribee local government area. It is a plan for the future of the Shire and will be a guide for other levels of government, private business and non-government agencies.

This plan signifies a change in the way planning by Council and the community is developed and implemented. Developing W2031+ has created an opportunity to work together to deliver outcomes that benefit everyone.

## Wingecaribee – Who and Where

Wingecaribee Shire is located 75 kilometres from the south western fringe of Sydney and 110 kilometres from Sydney central business district. The Shire lies within the Sydney – Canberra – Melbourne transport corridor on the Southern rail line and Hume Highway. The M5 motorway provides rapid access to Campbelltown, Liverpool and other key metropolitan centres within Sydney. Wingecaribee is also referred to as the Southern Highlands due to its position on a spur of the Great Dividing Range some 640 to 800 metres above sea level.

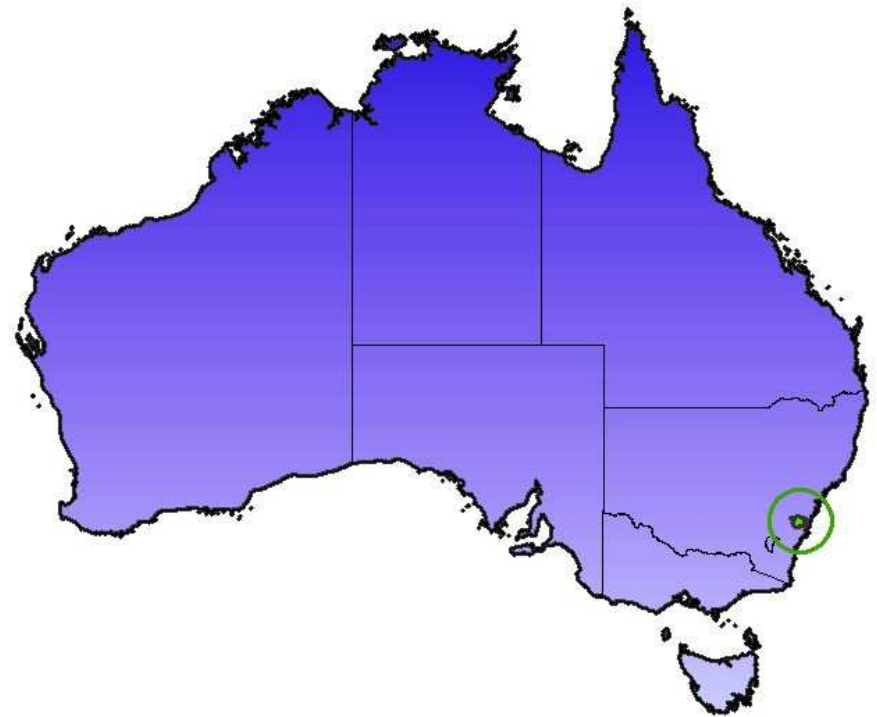
In 2010 we have a population of approximately 44,000 people, 1.3% of our residents identify as Aboriginal, 32% are 55 years of age or older, 15% born overseas, 4% speak a language other than English at home, 51% are overweight or obese and 19.5% are current smokers.

Wingecaribee Shire is predominantly rural in character with agricultural lands separating towns and villages characterised by unique landscape and aesthetic appeal. Development pressures are significant and include subdivision for residential and lifestyle purposes, for infrastructure, industry and agriculture. The Southern Highlands forms part of Gundungurra tribal lands and preservation of Aboriginal heritage is significant. European settlement dates back to the early 1800s with first contact between Aboriginal people and Europeans occurring in 1798. Settlement followed in 1821 at Bong Bong.

The Shire is rich in biodiversity with large areas of high conservation value including part of the World Heritage Greater Blue Mountains area and two declared wilderness areas. Environmental features include cold climatic conditions, rugged topography and significant areas of state forest, national park and other protected lands that form part of the Sydney water catchment area.

Eastern parts of the Shire are bounded by the Illawarra escarpment and Morton National Park. The north abuts Nepean and Avon dam catchments and is rugged eucalypt bushland. In the west, the

Wollondilly and Wingecaribee rivers flow through deep sandstone valleys which form part of the Warragamba dam catchment. Southern reaches of the Shire are bounded by Uringalla Creek and comprise sandstone plateau dissected by deep gorges.







## Guiding principles

The principles and values that underpinned the framework for developing Wingecarribee 2031+ are Social Justice and Sustainability. These principles and values were genuinely considered when developing the goals and strategies contained in this plan. All goals and strategies seek to attain an outcome that is sustainable and strives for equity, access, participation and equal rights, particularly for the disadvantaged and vulnerable.

### ***Social Justice***

|                |                                                                                                                                                                                      |
|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Equity:        | There should be fairness in decision making, prioritising and allocation of resources, particularly for those in need                                                                |
| Access:        | All people should have fair access to services, resources and opportunities to improve their quality of life                                                                         |
| Participation: | Everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives                                                                          |
| Rights:        | Equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life |

### ***Sustainability***

Development of Wingecarribee 2031+ was underpinned by the foundations and principles of sustainability. Sustainability means different things to different people. It can be described as the integration of environmental, social, economic and governance goals, processes and performances. However, these dimensions are not always in harmony.

The broader definition or paradigm that underpinned the development of W2031+ was: *“meeting the needs of the present without compromising the ability of future generations to meet their own needs.”* (Brundtland 1987)

These principles and values provide the platform to drive the implementation of W2031+ through further engagement with the community and continued planning to achieve strategies outlined in this plan.



## State and regional context

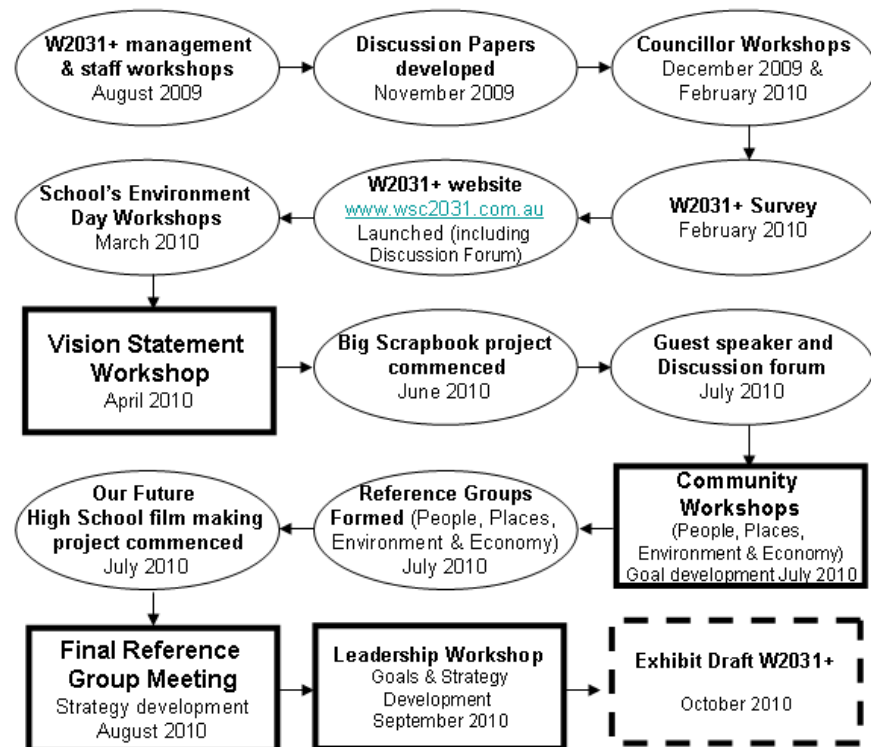
It is important that we take into consideration the regional and state context and impacts on our Shire. The NSW State Plan was considered during development of W2031+ and the relevant priority areas are referenced in each theme.

The Sydney to Canberra Corridor Regional Strategy 2006-2031 outlines population and housing projections for the Shire, as Wingecarribee is one of the three main regions of the Corridor. The timeframe for Wingecarribee 2031+ was specifically aligned to this strategy as this is seen as having a major influence over the future of the Shire.

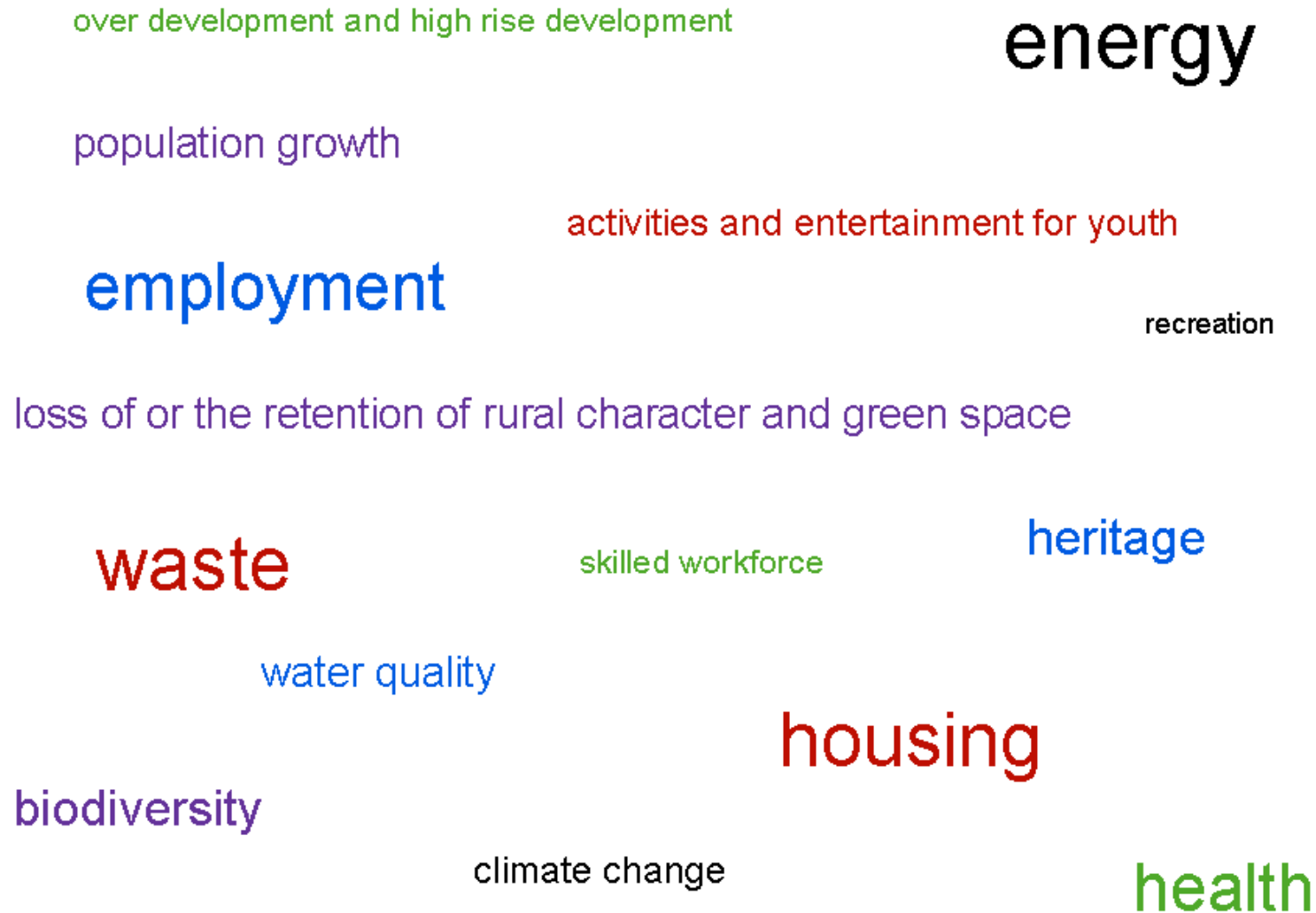
## How Wingecarribee 2031+ was developed

W2031+ is the blueprint for the future of the Shire as developed by the community. A number of methods were undertaken to gather feedback from a wide range of people in our community including residents, business owners, Councillors, Council staff and stakeholders. More than 800 people participated in the development of the plan through various activities and processes which encouraged people to express what they value and think should be preserved, what should be created in terms of long term aspirations and how we can achieve those goals for the future. Council asked independent experts in community engagement to review and guide the framework developed by Council staff to ensure wide and appropriate consultation with the community in development of W2031+.

Engagement with our community is ongoing through the exhibition process with meetings planned with local community organisations, government agencies and individuals throughout the Shire. The following diagram shows the engagement process that was undertaken to develop Wingecarribee 2031+ together with the community.



## Issues and Challenges

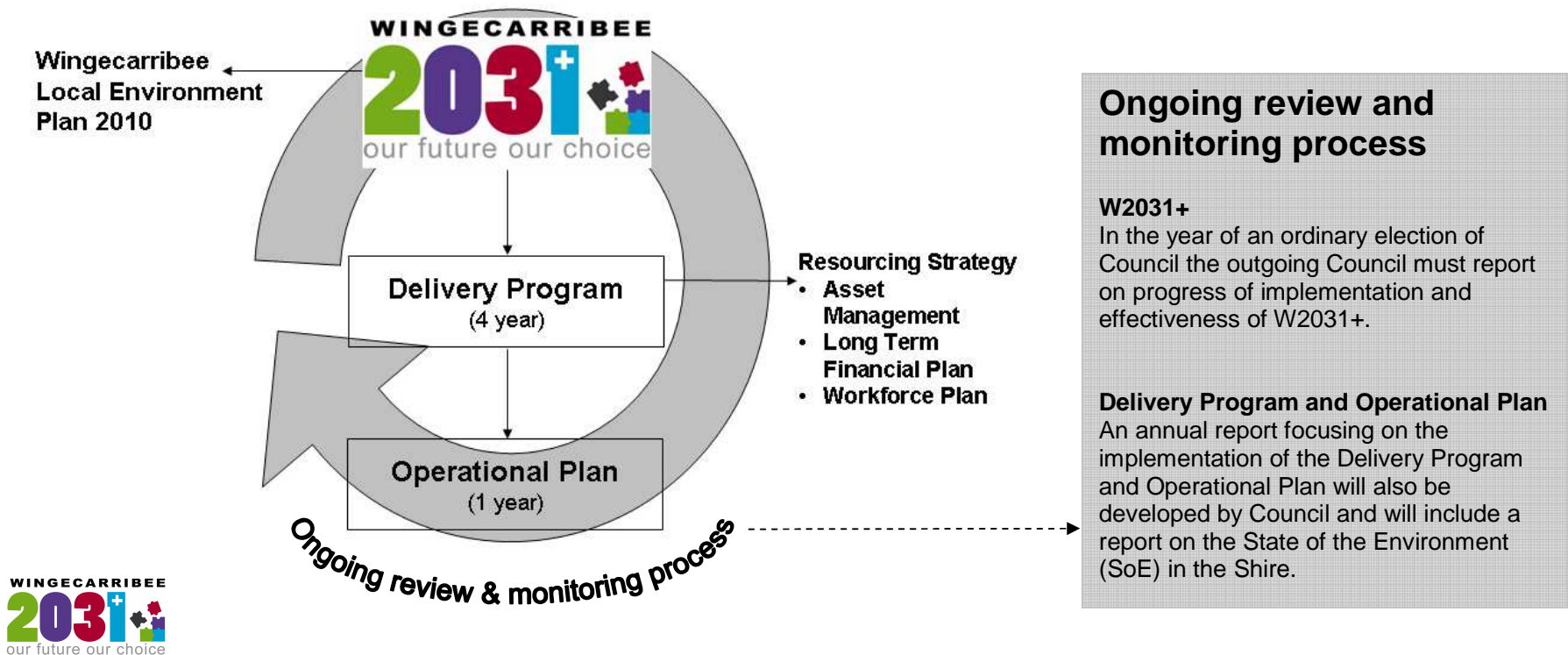


## Our Vision

In 2031 we will be...

***“A healthy and productive community, learning and living in harmony, proud of our heritage and nurturing our environment.”***

## Framework



## How to read Wingecarribee 2031+

The overarching driver behind Wingecarribee W2031+ is the vision statement. The content of W2031+ was developed to achieve this vision taking into account the current and anticipated challenges and issues as well as other plans and strategies relevant to our Shire.

W2031+ is comprised of five themes – People, Places, Environment, Economy and Leadership. These five themes provided the focus and direction for the development of goals and strategies by our community. These provide a framework for delivery of sustainable and equitable outcomes to make our choices for our future and achieve our vision together.

Each theme contains a number of goals which are the aspirations or destinations as identified or described by our community for 2031+ and beyond. Each goal contains a number of strategies which were developed as the pathways to achieving our goals. Council's role in the implementation of each strategy is identified and defined as follows:

|              |                                                                                                                                                                                                |
|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Leader:      | Council will lead the development and implementation of detailed plans and actions to implement this strategy and achieve progress towards the identified goal.                                |
| Facilitator: | Council will facilitate the development and implementation of detailed plans and actions with other stakeholders to implement this strategy and achieve progress toward the identified goal.   |
| Advocate:    | Council will advocate for the development and implementation of detailed plans and actions with other stakeholders to implement this strategy and achieve progress toward the identified goal. |

Also, contained in each theme are the measures against which we will assess our progress, as well as the appropriate priority areas in the NSW State Plan and other relevant plans and strategies.

Throughout W2031+ the terms 'our' and 'community' are frequently used. Unless specified both terms are intended to mean the whole of the Wingecarribee community including:

- Community groups and organisations
- Local businesses
- Council
- Non-government organisations
- Government agencies
- Individuals:
  - Ratepayers
  - Residents
  - People who work in the Shire
  - Anyone with an interest in the future of the Shire



## Themes and Goals

### Leadership

- 1.1 Our leadership is based on mutual trust to foster and embody values of respect, responsibility, integrity and ethical governance
- 1.2 Wingecarribee leadership is visionary through creative thinking and practical planning
- 1.3 The Wingecarribee community has strong networks that supports collaboration, partnerships and empowerment
- 1.4 We act in an inclusive manner with open information, communication, views and participation
- 1.5 We all work together in a flexible and responsive way utilising community values to achieve our vision for Wingecarribee 2031+

### People

- 2.1 Wingecarribee community has access to a variety of cultural, recreational and sporting opportunities
- 2.2 Wingecarribee people have a healthy lifestyle and inclusive community
- 2.3 Services and facilities are provided locally to meet the needs of our community
- 2.4 Wingecarribee fosters a diverse, creative and vibrant community

### Places

- 3.1 Wingecarribee is linked by an integrated and efficient transport network
- 3.2 Wingecarribee has maintained a distinct character of separate towns and villages
- 3.3 Urban design in Wingecarribee creates inspiring places where people want to be
- 3.4 Wingecarribee housing options are diverse
- 3.5 Wingecarribee is recognised as a place of significant heritage conservation

### Environment

- 4.1 Wingecarribee's distinct and diverse natural environment is protected and enhanced
- 4.2 Wingecarribee communities live sustainably by choice
- 4.3 Wingecarribee achieves continuous reduction in waste generation and disposal to landfill
- 4.4 Wingecarribee community has a carbon neutral economy

### Economy

- 5.1 Wingecarribee is a centre for learning
- 5.2 The 'Southern Highlands' is a recognised tourist destination throughout Australia
- 5.3 Wingecarribee has agribusiness suited to our distinct climate and geography
- 5.4 Sustainable business and industry thrive in Wingecarribee
- 5.5 Wingecarribee's diverse economy drives a wide range of job and career opportunities



## Leadership

There are many stakeholders in the leadership of the Shire. Leadership can be found in elected leaders, community representatives, business and industry as well as Council staff.

There is a change in the nature of participation at the local level in NSW as we move towards a more participatory governance and decision making model. Planning the future of our Shire is a shared responsibility which can be achieved through focused partnerships and relationships enabling the outcomes identified by our community. Leadership is needed not only by Council and other levels of government, but also other organisations, groups and individuals within Wingecarribee.



## Leadership - Goals and Strategies

| Goal 1.1 Our leadership is based on mutual trust to foster and embody values of respect, responsibility, integrity and ethical governance |                                                                                                                                                                                | Council's role         | Other stakeholders                                                    |
|-------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|-----------------------------------------------------------------------|
| 1.1.1                                                                                                                                     | Ensure systems and processes are in place to achieve mutual trust and collaboration                                                                                            | Leader                 | Community groups, local business, individuals and government agencies |
| 1.1.2                                                                                                                                     | Foster respect through continuing engagement and communication activities using a variety of modes and mediums                                                                 | Leader and Facilitator | Community groups, local business and individuals                      |
| 1.1.3                                                                                                                                     | Change our paradigm from self-interest to mutual benefit                                                                                                                       | Leader and Facilitator | Community groups, local business and individuals                      |
| Goal 1.2 Wingecarribee leadership is visionary through creative thinking and practical planning                                           |                                                                                                                                                                                | Council's role         | Other stakeholders                                                    |
| 1.2.1                                                                                                                                     | Provide opportunities to participate in futures thinking and nurture ideas                                                                                                     | Leader                 | Community groups, local business and individuals                      |
| 1.2.2                                                                                                                                     | Encourage creativity in utilisation of our community assets                                                                                                                    | Leader and Facilitator | Community groups, local business, individuals and government agencies |
| 1.2.3                                                                                                                                     | Ensure all ideas and proposals are assessed on their life cycle impacts                                                                                                        | Leader                 | Community groups, local business, individuals and government agencies |
| Goal 1.3 The Wingecarribee community has strong networks that supports collaboration, partnerships and empowerment                        |                                                                                                                                                                                | Council's role         | Other stakeholders                                                    |
| 1.3.1                                                                                                                                     | Identify good examples of leadership and map community assets (individuals, organisations and institutions)                                                                    | Leader and Facilitator | Community groups, local business and individuals                      |
| 1.3.2                                                                                                                                     | Stimulate networking in local communities and across areas of common interest                                                                                                  | Leader and Facilitator | Community groups, local business and individuals                      |
| 1.3.3                                                                                                                                     | Foster and support diverse interest groups to harness the skills, passion, time and commitment of community members and organisations, and to leverage effective participation | Leader and Facilitator | Community groups, local business and individuals                      |
| 1.3.4                                                                                                                                     | Facilitate and support leadership within the community by removing barriers to participation                                                                                   | Leader and Facilitator | Community groups, local business, individuals and government agencies |

| Goal 1.4 We act in an inclusive manner with open information, communication, views and participation                                    |                                                                                                                   | Council's role         | Other stakeholders                                                    |
|-----------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|------------------------|-----------------------------------------------------------------------|
| 1.4.1                                                                                                                                   | Create a focus on community engagement                                                                            | Leader and Facilitator | Community groups, local business, individuals and government agencies |
| 1.4.2                                                                                                                                   | Invest in communication technology for direct interaction with the community                                      | Leader and Advocate    | Community groups, local business and government agencies              |
| 1.4.3                                                                                                                                   | Ensure the implementation and review of Wingecarribee 2031+, and plan by continuing engagement with the community | Leader and Facilitator | Community groups, local business, individuals and government agencies |
| Goal 1.5 We all work together in a flexible and responsive way utilising community values to achieve our vision for Wingecarribee 2031+ |                                                                                                                   | Council's role         | Other stakeholders                                                    |
| 1.5.1                                                                                                                                   | Create an inclusive process for measurement and celebration of our progress toward achieving the goals of W2031+  | Leader and Facilitator | Community groups, local business, individuals and government agencies |
| 1.5.2                                                                                                                                   | Solicit widespread public endorsement which directs and empowers action from 2010 to 2031 by the whole community  | Leader and Facilitator | Community groups, local business, individuals and government agencies |
| 1.5.3                                                                                                                                   | Ensure important decisions are made on the basis of how they meet our goals                                       | Leader                 | Community groups, local business, individuals and government agencies |

### ***Measuring our progress***

- People who are satisfied with opportunities to participate in Council decision making  
*Source: Wingecarribee Shire Council Customer Satisfaction Survey*
- Development of an Engagement and Communication Strategy with the community
- Performance against targets of the Delivery Program and Operational Plan  
*Source: Wingecarribee Shire Council*

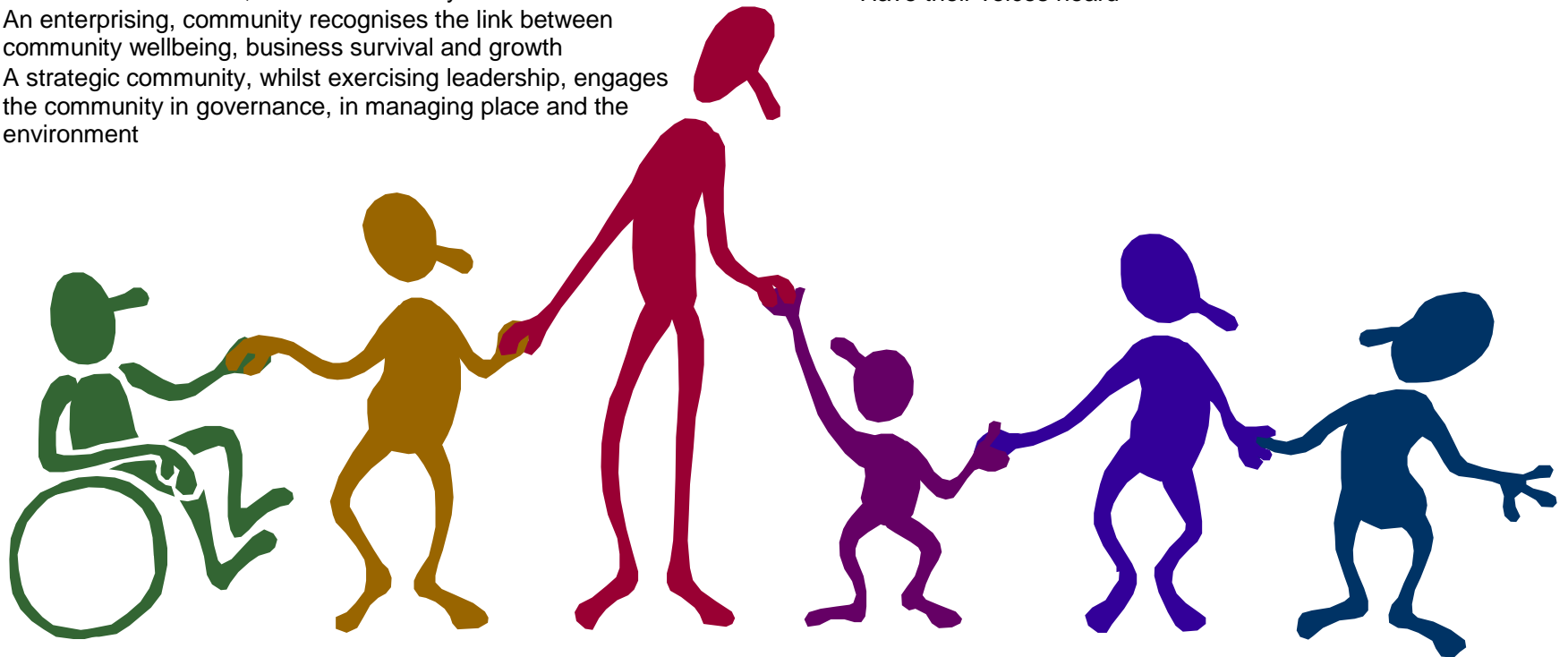
## People

When people, organisations and government pull together across environmental, social, cultural and economic spheres, a community develops sustainable qualities such as being healthy and safe, inclusive and vibrant, enterprising and strategic.

- An inclusive community is characterised by access and equity, cultural diversity and reconciliation
- Health and safety rely on good stewardship of both natural and built environments
- Arts and culture, recreation and appreciation of heritage contribute to an active, vibrant community
- An enterprising, community recognises the link between community wellbeing, business survival and growth
- A strategic community, whilst exercising leadership, engages the community in governance, in managing place and the environment

All residents - the young, old, people with a disability, families, individuals, migrants, indigenous Australians - need to be able to play a full role in all aspects of life. To be socially inclusive, all residents must be given the opportunity to:

- Secure a job
- Access services
- Connect with family, friends, work, personal interests and local community
- Deal with personal crisis, and
- Have their voices heard



## People - Goals and Strategies

| Goal 2.1 Wingecarribee community has access to a variety of cultural, recreational and sporting opportunities |                                                                                                                                                                                                                                | Council's role           | Other stakeholders                                        |
|---------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-----------------------------------------------------------|
| 2.1.1                                                                                                         | Leverage and network what we have that is good and working well in a particular field to establish core working groups that, with Council collaboration and support, will provide leadership, coordinated planning and funding | Leader and Facilitator   | Community groups and local organisations                  |
| 2.1.2                                                                                                         | Foster community participation                                                                                                                                                                                                 | Leader and Facilitator   | Community groups and individuals                          |
| 2.1.3                                                                                                         | Council actively facilitates and supports the coordinated use of existing public and private facilities to ensure equitable access                                                                                             | Facilitator              | Community groups, local organisations and sporting groups |
| Goal 2.2 Wingecarribee people have a healthy lifestyle and inclusive community                                |                                                                                                                                                                                                                                | Council's role           | Other stakeholders                                        |
| 2.2.1                                                                                                         | Increase access to fresh local produce for all and build local food security through supporting local food production and consumption                                                                                          | Facilitator              | Local business, community groups and individuals          |
| 2.2.2                                                                                                         | Increase community inclusion, cohesion and social interaction                                                                                                                                                                  | Leader and Facilitator   | Community groups, government agencies and individuals     |
| 2.2.3                                                                                                         | Foster preventative health systems and activities to promote physical, mental and social health                                                                                                                                | Facilitator and Advocate | Government agencies and community groups                  |
| 2.2.4                                                                                                         | Provide structure in the Shire to encourage physical activities and enable access                                                                                                                                              | Leader and Facilitator   | Government agencies and community groups                  |
| Goal 2.3 Services and facilities are provided locally to meet the needs of our community                      |                                                                                                                                                                                                                                | Council's role           | Other stakeholders                                        |
| 2.3.1                                                                                                         | Create community hubs to engage residents and organisations in the provision of appropriate decentralised or mobile essential services                                                                                         | Facilitator              | Community groups                                          |
| 2.3.2                                                                                                         | Maintain strong public institutions and facilities in the district to match the evolving needs of the community                                                                                                                | Advocate and Facilitator | Government agencies                                       |
| 2.3.3                                                                                                         | Prioritise improved, environmentally sensitive public and private transport both within and between villages and towns                                                                                                         | Advocate                 | Government agencies, local business and community groups  |



| Goal 2.4 Wingecarribee fosters a diverse, creative and vibrant community |                                                                                                                                                                         | Council's role         | Other stakeholders                                    |
|--------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|-------------------------------------------------------|
| 2.4.1                                                                    | Proactively value, attract and hold a diverse population of young people, families, cultures and socio-economic backgrounds to the Shire to ensure a balanced community | Leader and Advocate    | Government agencies, community groups and individuals |
| 2.4.2                                                                    | Identify and measure social trends and issues to enable formal and informal development of appropriate leadership, knowledge, skills and early responsiveness           | Leader and Advocate    | Government agencies                                   |
| 2.4.3                                                                    | Engage the under-represented in the life and decision making of the Shire                                                                                               | Leader and Facilitator | Community groups, government agencies and individuals |
| 2.4.4                                                                    | Encourage and implement activities that strengthen community spirit                                                                                                     | Leader                 | Community groups and individuals                      |

### Measuring our progress

- Sense of community in Wingecarribee that is steady or increasing
  - Number of residents who volunteer to help in the community is increasing
  - People who can get help from support networks when needed
  - Opportunities to participate in arts and related activities
  - Opportunities to participate in recreational and sporting opportunities
  - Wingecarribee community values diversity
- Source: Wingecarribee Shire Council Customer Satisfaction Survey*
- People in Wingecarribee who are overweight or obese
  - People in Wingecarribee who reported food insecurity in the last 12 months
  - People in Wingecarribee who have sufficient vegetable intake
  - People in Wingecarribee who have sufficient fruit intake
  - People in Wingecarribee who reported sufficient physical activity
  - People in Wingecarribee who are current smokers
- Source: NSW Chief Health Officer's Report*

## NSW State Plan links

### Relevant Priorities

- Promote healthy lifestyles
- Reduce preventable hospital admissions
- Improve outcomes in mental health
- Improve child wellbeing, health and safety
- Support people with disabilities
- Reduce homelessness
- Increase volunteering
- Increase participation in recreational and sporting activities
- Increase participation in the arts and cultural activity

### Other relevant Plans and Strategies

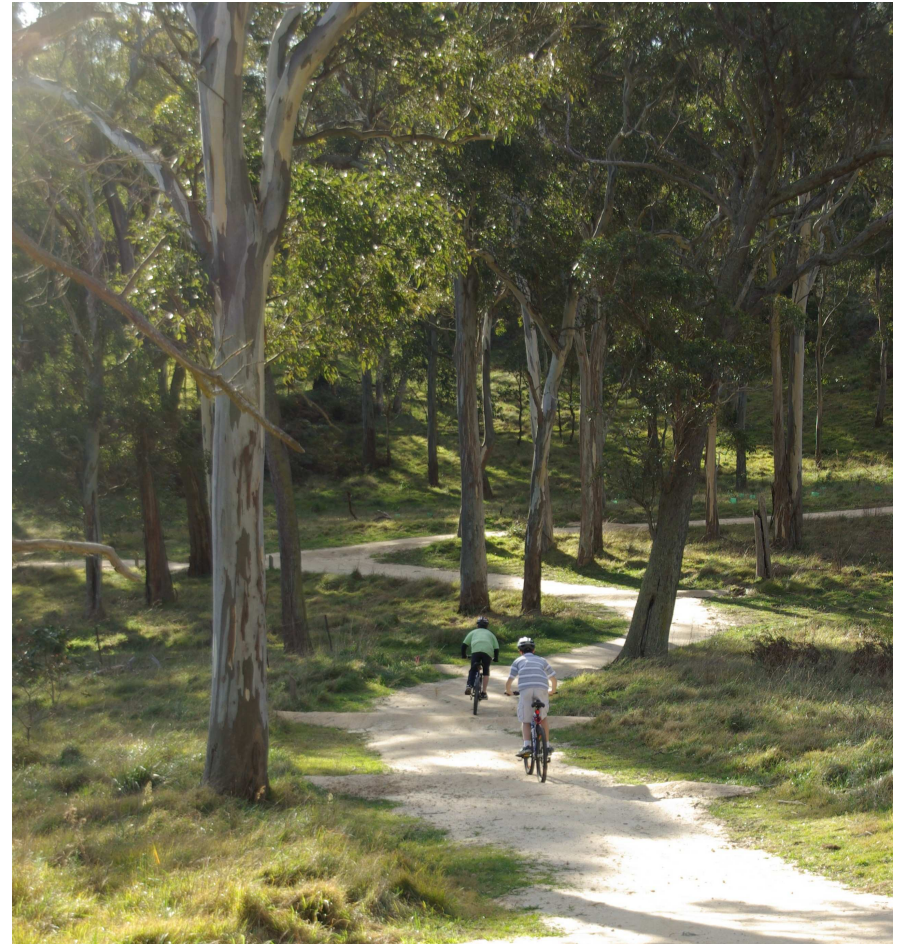
- NSW State Health Plan: *A New Direction for NSW Health*
- Future Directions for Health in NSW: *Towards 2025*
- Towards 2030: Planning for our changing population (NSW)
- Aboriginal Affairs: Plan, *Two Ways Together* (NSW)
- Stronger Together: *A new direction for disability services in NSW 2006-2016* (NSW)
- Keep them safe: *A shared approach to child wellbeing* (NSW)
- A Way Home: *Reducing homelessness in NSW*
- NSW: *A new direction in mental health*
- Caring Together: *The health action plan for NSW*
- Healthy Urban Development Checklist



## Places

Communities need places that are safe, maintained, accessible, support needs and are sympathetic to the environment. The types of infrastructure and facilities we choose to maintain and create have a major effect on the Shire's community now and into the future. Infrastructure includes things such as recreation and cultural facilities, roads, transport, emergency services, education facilities and health care facilities.

Connecting people to places of interest such as shops, parks and entertainment in an efficient, effective and safe way increases the standard of living for our community.



## Places - Goals and Strategies

| Goal 3.1 Wingecarribee is linked by an integrated and efficient transport network         |                                                                                                                                                                                                                                                                | Council's role                   | Other stakeholders                                    |
|-------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-------------------------------------------------------|
| 3.1.1                                                                                     | Provide convenient, affordable, and high speed public transport to major urban centres outside Wingecarribee Shire                                                                                                                                             | Advocate                         | Government agencies and local business                |
| 3.1.2                                                                                     | Connect towns, villages and employment centres with efficient public transport networks that are affordable, convenient, flexible, and comfortable                                                                                                             | Advocate and Facilitator         | Government agencies and local business                |
| 3.1.3                                                                                     | Provide comfortable and efficient transport interchanges at transport nodes                                                                                                                                                                                    | Leader, Facilitator and Advocate | Government agencies                                   |
| 3.1.4                                                                                     | Provide safe and efficient road, cycle, and where appropriate, walking paths between and within towns and villages, and conveniently located parking areas for cars and bicycles. Ideally, all road reserves to include provision for safe walking and cycling | Leader                           | Government agencies                                   |
| 3.1.5                                                                                     | Encourage cycling and walking                                                                                                                                                                                                                                  | Leader                           | Government agencies, community groups and individuals |
| 3.1.6                                                                                     | Encourage development that will increase the viability of public transport, cycling and walking infrastructure                                                                                                                                                 | Leader and Advocate              | Government agencies                                   |
| 3.1.7                                                                                     | Maximise the efficiency of freight transport through and within the area to encourage activities which will use rail, provide local employment and minimise impact on the Shire's roads and residents                                                          | Advocate                         | Government agencies                                   |
| Goal 3.2 Wingecarribee has maintained a distinct character of separate towns and villages |                                                                                                                                                                                                                                                                | Council's role                   | Other stakeholders                                    |
| 3.2.1                                                                                     | Retain the rural landscape between towns and villages                                                                                                                                                                                                          | Leader and Advocate              | Government agencies                                   |
| 3.2.2                                                                                     | Retain and make more distinctive the special qualities that make each town or village unique                                                                                                                                                                   | Leader and Facilitator           | Local business, community groups and individuals      |
| 3.2.3                                                                                     | Ensure growth of towns and villages does not compromise separation distance between those towns and villages                                                                                                                                                   | Leader and Advocate              | Government agencies                                   |

| <b>Goal 3.3</b> | <b>Urban design in Wingecarribee creates inspiring places where people want to be</b>                                                                                   | <b>Council's role</b>  | <b>Other stakeholders</b>                                |
|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|----------------------------------------------------------|
| <b>3.3.1</b>    | Strengthen the connectivity, liveability and vibrancy of towns and villages                                                                                             | Leader and Facilitator | Government agencies, local business and community groups |
| <b>3.3.2</b>    | Ensure future development respects the character of the area in which it is located, and reinforce that character with appropriately sited and designed new development | Leader and Facilitator | Government agencies                                      |
| <b>3.3.3</b>    | Encourage development that emphasises towns as distinctive destinations                                                                                                 | Leader and Facilitator | Government agencies and community groups                 |
| <b>3.3.4</b>    | Encourage responsible compact development and usable community space within the current urban growth boundary of each town and village                                  | Leader and Facilitator | Government agencies and community groups                 |

| <b>Goal 3.4</b> | <b>Wingecarribee housing options are diverse</b>                                                         | <b>Council's role</b>  | <b>Other stakeholders</b>                |
|-----------------|----------------------------------------------------------------------------------------------------------|------------------------|------------------------------------------|
| <b>3.4.1</b>    | Provide for housing types that match projected demographic and household needs in appropriate locations  | Leader and Facilitator | Government agencies                      |
| <b>3.4.2</b>    | Provide housing options in all towns and villages that will enable residents to age in their communities | Leader and Facilitator | Government agencies                      |
| <b>3.4.3</b>    | Provide for higher density development within the towns of Mittagong, Bowral, Moss Vale and Bundanoon    | Leader and Facilitator | Government agencies                      |
| <b>3.4.4</b>    | Promote 'universal design' in housing to enable people of all ages and abilities to live independently   | Leader                 | Government agencies and community groups |

| <b>Goal 3.5</b> | <b>Wingecarribee is recognised as a place of significant heritage conservation</b>                                                            | <b>Council's role</b>  | <b>Other stakeholders</b>                                          |
|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------|------------------------|--------------------------------------------------------------------|
| <b>3.5.1</b>    | Identify and promote buildings, places, trees, gardens, landscapes and other areas of significant cultural heritage value                     | Leader and Facilitator | Government agencies, community groups, local business, individuals |
| <b>3.5.2</b>    | Ensure that the unique heritage qualities of towns, villages and special areas are protected                                                  | Leader and Advocate    | Government agencies and community groups                           |
| <b>3.5.3</b>    | Recognise where the Shire's cultural heritage contributes to its character and manage change appropriately to reinforce local distinctiveness | Leader and Advocate    | Government agencies and community groups                           |



## Measuring our progress

- Availability and access to public transport is adequate for needs
- Revitalisation/beautification of town and village centres and surrounding areas  
*Source: Wingecarribee Shire Council Customer Satisfaction Survey*
- Number of heritage sites and listings  
*Source: Wingecarribee Shire State of the Environment Report*
- Kilometres of dedicated walking, cycling and shared paths  
*Source: Wingecarribee Shire Council*

## NSW State Plan links

### Relevant Priorities

- Maintain road infrastructure
- Improve road safety

### Other relevant Plans and Strategies

- Sydney-Canberra Corridor Regional Strategy 2006-31
- NSW Bike Plan

## Environment

Our Shire's environment comprises bushland, national parks, waterways and a diverse range of flora and fauna in many habitats. Because of the importance of the wellbeing of our environment to the Shire and community, and for its own sake, we must ensure that the natural environment is maintained and enhanced.

Modern life generates air pollution and greenhouse gases which are contributors to climate change. Ongoing drought, increasing population and changing lifestyles mean we are looking at conserving resources as well as creating alternative sources of supply.



## Environment - Goals and Strategies

| Goal 4.1 | Wingecarribee's distinct and diverse natural environment is protected and enhanced                                                                                                                       | Council's role                   | Other stakeholders                                                    |
|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-----------------------------------------------------------------------|
| 4.1.1    | Conserve the key natural resources of the Shire water catchments, arable land, key wildlife corridors, vegetation and scenic landscapes                                                                  | Leader, Facilitator and Advocate | Government agencies, local business, community groups and individuals |
| 4.1.2    | Maintain and enhance biodiversity                                                                                                                                                                        | Leader, Facilitator and Advocate | Government agencies, local business, community groups and individuals |
| 4.1.3    | Ensure no net loss of the natural resources of the Shire by replacement and/or offset of the unavoidable loss of trees, vegetation and other resources using an effective and transparent offset formula | Leader, Facilitator and Advocate | Government agencies, local business, community groups and individuals |

| Goal 4.2 | Wingecarribee communities live sustainably by choice                                                                                                                                                | Council's role                   | Other stakeholders                                                    |
|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-----------------------------------------------------------------------|
| 4.2.1    | Establish mitigation and adaptation plans and imagine a very different world in 2031. Take into consideration the realities of peak oil, climate change, steady state economy and population growth | Leader, Advocate and Facilitator | Government agencies, local business, community groups and individuals |
| 4.2.2    | Ensure that no development takes place in Wingecarribee that would threaten the underpinning natural resources of the area as a water catchment, food bowl, and tourist and recreational attraction | Leader and Advocate              | Government agencies                                                   |
| 4.2.3    | Engage and encourage community by developing programs to explore ways by which we may all live more sustainably                                                                                     | Leader and Facilitator           | Government agencies, local business, community groups and individuals |
| 4.2.4    | Educate the Community about how to live sustainably                                                                                                                                                 | Leader and Facilitator           | Government agencies, local business, community groups and individuals |
| 4.2.5    | Regulate and encourage the Community to maximise sustainable living through best building practice                                                                                                  | Leader and Advocate              | Government agencies                                                   |

| Goal 4.3 | Wingecarribee achieves continuous reduction in waste generation and disposal to landfill                                                             | Council's role         | Other stakeholders                                                    |
|----------|------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|-----------------------------------------------------------------------|
| 4.3.1    | Minimise waste through education, promotion of alternatives, financial incentives, prosecution of dumpers and Council's own waste management program | Leader and Facilitator | Local business, individuals and community groups                      |
| 4.3.2    | Promote Product Stewardship (PS) and Extended Producer Responsibility (EPR) at a local level                                                         | Leader and Advocate    | Government agencies, local business, community groups and individuals |
| 4.3.3    | Continue to reduce, reuse, recycle and return to maker                                                                                               | Leader and Facilitator | Government agencies, local business, community groups and individuals |
| 4.3.4    | Promote alternatives to single use packaging and other disposables                                                                                   | Advocate               | Government agencies                                                   |

| Goal 4.4 | Wingecarribee community has a carbon neutral economy                                        | Council's role      | Other stakeholders                                       |
|----------|---------------------------------------------------------------------------------------------|---------------------|----------------------------------------------------------|
| 4.4.1    | Promote the type of development that would reduce the use of fossil fuel                    | Leader and Advocate | Government agencies                                      |
| 4.4.2    | Encourage residents and businesses to source goods locally                                  | Leader              | Community groups and individuals                         |
| 4.4.3    | Promote local sources of renewable energy                                                   | Leader and Advocate | Government agencies, local business and community groups |
| 4.4.4    | Monitor and publish performance of the reduction and offsetting of greenhouse gas emissions | Leader and Advocate | Government agencies and community groups                 |

### Measuring our progress

- Encouraging recycling
- Encouraging waste reduction initiatives  
*Source: Wingecarribee Shire Council Customer Satisfaction Survey*
- Waste to landfill (tonnes/per capita)
- Council's energy consumption
- Commercial and household water usage
- Regenerated bushland  
*Source: Wingecarribee Shire Council's Management Plan*
- Number of Threatened Species both endangered and vulnerable  
*Source: Wingecarribee Shire State of the Environment Report*



## *NSW State Plan links*

### **Relevant Priorities**

- Tackle climate change
- Develop a clean energy future
- Secure sustainable supplies of water and use our water more wisely
- Protect our native vegetation, biodiversity, rivers and coastal waterways
- Improve air quality
- Reduce waste

### *Other relevant Plans and Strategies*

- NSW Greenhouse Plan
- NSW Action Plan for Energy Efficiency
- NSW Metropolitan Water Plan 2010
- NSW Action for Air Plan: 2009 Update
- NSW Sustainability Policy
- NSW Waste Avoidance and Resource Recovery Strategy 2007
- Hawkesbury-Nepean Catchment Action Plan 2007-2016
- Southern Rivers Catchment Action Plan





## Economy

The Shire's economic base is dispersed across a relatively wide range of market sectors. This has a positive feature, in that the local workforce is characterised by having a range of skills appropriate to different types of industry employment needs. This strength helps to establish a buffer to structural change in the local economy where there is no specific sensitivity to the viability of one or two market sectors.

The Wingecarribee Shire with its proximity to Sydney, Canberra and Wollongong has a strong base of economic development. The main contributors to employment currently include tourism, manufacturing, rural activities, education, health, retail, construction and business. Existing education opportunities in the form of the University of Wollongong Outreach Centre, Innovation Campus, TAFE and a strong secondary sector can provide further opportunity for life long learning, contributing to the economic base of the Shire.

The Shire's main transport links are via highways and railways to the Sydney Metropolitan area in the north, Canberra and beyond to the south and Wollongong to the east. This infrastructure provides high level linkages to main markets.

The major retail centres are Bowral, Mittagong and Moss Vale which service local, Shire and out of Shire visitors. Berrima has a high proportion of tourist type retailing. The remaining commercial areas within the towns and villages have more localised retailing outlets.

Moss Vale Enterprise Corridor has been recognised as the major location for future industrial development within the Shire and is expected to develop within the life of the Wingecarribee 2031+ plan.



## Economy - Goals and Strategies

| Goal 5.1 Wingecarribee is a centre for learning                                            |                                                                                                                                                                                                                                                             | Council's role                   | Other stakeholders                                       |
|--------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|----------------------------------------------------------|
| 5.1.1                                                                                      | Promote the Southern Highlands as "The Smart Shire" by establishing a Community Learning Initiative (CLI), that delivers benefits to the broadest spectrum of community members and meets our diverse learning needs as we progress through all life stages | Advocate and Facilitator         | Government agencies, community groups and local business |
| 5.1.2                                                                                      | Encourage the networking of learning and teaching communities across the Highlands                                                                                                                                                                          | Advocate and Facilitator         | Government agencies and community groups                 |
| 5.1.3                                                                                      | Expand further education and training institutes and opportunities available locally and leverage these to attract related public and private sector research bodies                                                                                        | Advocate                         | Government agencies and business sector                  |
| Goal 5.2 The 'Southern Highlands' is a recognised tourist destination throughout Australia |                                                                                                                                                                                                                                                             | Council's role                   | Other stakeholders                                       |
| 5.2.1                                                                                      | Develop and implement a compelling and competitive brand identity for the Southern Highlands, based on our distinctive lifestyle factors of climate, horticulture, recreation, landscape and heritage                                                       | Leader, Facilitator and Advocate | Government agencies and local business                   |
| 5.2.2                                                                                      | Develop and implement a comprehensive Tourism Strategy for the Southern Highlands, based on the unique Southern Highlands brand of climate, horticulture, recreation, landscape and heritage                                                                | Leader                           | Government agencies and local business                   |
| Goal 5.3 Wingecarribee has agribusiness suited to our distinct climate and geography       |                                                                                                                                                                                                                                                             | Council's role                   | Other stakeholders                                       |
| 5.3.1                                                                                      | Optimise our current agribusiness economy by developing closer and mutually beneficial relationships between producers and consumers in the Southern Highlands                                                                                              | Facilitator                      | Local business                                           |
| 5.3.2                                                                                      | Develop and implement programs to extend our agribusiness economy by pursuing new lines of business which best fit our climate and brand identity                                                                                                           | Facilitator                      | Government agencies and local business                   |
| 5.3.3                                                                                      | Attract agricultural industries and research institutes to establish operations within the Shire, both to support local producers and to design products and services for export to other markets                                                           | Advocate and Facilitator         | Government agencies and business sector                  |
| 5.3.4                                                                                      | Encourage communities and residents to create a self-provisioning economy by growing their own food                                                                                                                                                         | Facilitator                      | Community groups and individuals                         |

| <b>Goal 5.4 Sustainable business and industry thrive in Wingecarribee</b>                           |                                                                                                                                                                                                                                                                                                                                 | <b>Council's role</b>    | <b>Other stakeholders</b>                                |
|-----------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|----------------------------------------------------------|
| <b>5.4.1</b>                                                                                        | Create green jobs and careers for multiple segments: engineers, designers, marketing, advertising, finance professionals, and all tradespeople by establishing the Southern Highlands as a leading centre of industry, innovation and expertise for the "greening" of our residential built environment (both existing and new) | Facilitator and Advocate | Government agencies and business sector                  |
| <b>5.4.2</b>                                                                                        | Establish the Southern Highlands as a leading centre of industry, innovation and expertise, which provides tried and tested, cost effective solutions for the sustainable management and use of scarce water resources                                                                                                          | Facilitator and Advocate | Government agencies and business sector                  |
| <b>5.4.3</b>                                                                                        | Exploit fast emerging business opportunities in the field of alternative and decentralised energy generation                                                                                                                                                                                                                    | Facilitator and Advocate | Government agencies and business sector                  |
| <b>Goal 5.5 Wingecarribee's diverse economy drives a wide range of job and career opportunities</b> |                                                                                                                                                                                                                                                                                                                                 | <b>Council's role</b>    | <b>Other stakeholders</b>                                |
| <b>5.5.1</b>                                                                                        | Develop and implement a lobbying program to build a persuasive profile of the Southern Highlands as the destination Shire for all public sector agencies considering relocations greenfield operations.                                                                                                                         | Leader and Advocate      | Government agencies and business sector                  |
| <b>5.5.2</b>                                                                                        | Council to develop and implement a plan to give full support to social and economic flourishing in the Shire, both directly and as a significant actor in its own right, and indirectly through facilitating broad-based community actions to drive social and economic development                                             | Leader                   | Government agencies, local business and community groups |
| <b>5.5.3</b>                                                                                        | Move full speed ahead with the development of Moss Vale Enterprise Zone                                                                                                                                                                                                                                                         | Facilitator              | Business sector and government agencies                  |
| <b>5.5.4</b>                                                                                        | Optimise existing strengths in manufacturing and engineering clusters of enterprises, which cooperate to find new ways to attract similar industries to relocate to the Southern Highlands                                                                                                                                      | Facilitator and Advocate | Business sector                                          |
| <b>5.5.5</b>                                                                                        | Build appropriate Information and Communications Technology (ICT) as an important industry in its own right and as an enabler for economic development generally                                                                                                                                                                | Advocate                 | Government agencies and business sector                  |
| <b>5.5.6</b>                                                                                        | Turn 'grey' into 'gold' by attracting more retirees to the Shire and utilising their skills and experience to volunteer, work, run businesses, and pass on their wisdom to younger generations                                                                                                                                  | Leader and Facilitator   | Community groups and local business                      |
| <b>5.5.7</b>                                                                                        | Encourage school leavers to remain in the Shire by developing effective 'Transition to Work' programs                                                                                                                                                                                                                           | Facilitator and Advocate | Government agencies, community groups and local business |
| <b>5.5.8</b>                                                                                        | Work with neighbouring local Councils, business, business groups, business organisations, universities and TAFE to better integrate economic strategies to maximise the economic opportunities for the whole of the region (i.e. the Sydney Canberra corridor)                                                                  | Leader                   | Government agencies, other Councils and local business   |

#### Measuring our progress

- Gross value of agricultural production
- Level of unemployment
- Level of education of shire residents
- Number of secondary and tertiary places offered within the Shire  
*Source: Australian Bureau of Statistics*
- Development of a Tourism Strategy  
*Source: Wingecarribee Shire Council*
- Support for tourism
- Support for local business and employment  
*Source: Wingecarribee Shire Council Customer Satisfaction Survey*

#### **NSW State Plan links**

##### **Relevant Priorities**

- Increase business investment and support jobs
- Drive innovation to grow productivity
- Make sure children have the skills for learning by school entry
- Support students to reach their full potential at school
- Engage students in learning for longer
- Improve access to jobs and training

##### **Other relevant Plans and Strategies**

- Wingecarribee Shire Council Economic Development Strategic Plan 2008-2016
- Sydney-Canberra Corridor Regional Strategy 2006-31
- NSW Business Sector Growth Plan



## Next steps

As a community we need to take steps together to ensure we are making progress towards the future outlined in this plan. There are several roles and responsibilities each of the main stakeholders will need to assume to ensure successful implementation of W2031+.

### ***Council***

Wingecarribee Shire Council will undertake a number of processes to facilitate and support the delivery and review of W2031+ including:

- Development a 4 year Delivery Program
- Reporting to the community on progress against W2031+ every 4 years (at the end of a Council term)
- Supporting the community
- Building and developing strong partnerships with agencies identified in W2031+

### ***Government Agencies***

As this plan is not limited to what Council is responsible for, participation by identified stakeholders is essential to ensure delivery. Roles and responsibilities of Agencies include:

- Partnering with other stakeholders to implement strategies
- Participating in the review and reporting of the implementation of W2031+

### ***Community and Non-Government Organisations***

The community has a key role to play in implementation of W2031+ including:

- Identifying strategies within W2031+ that are relevant to you
- Participating in community groups addressing component of W2031+
- Participating in reviews of W2031+

Page 30 contains a table to assist community members in action planning to commence implementation of W2031+. This table can be used to break strategies down into smaller actionable items for which time frames and responsibilities can be assigned.



***What I can do?***

| <b>Strategy?</b><br>What strategy or goal can you address? | <b>What?</b><br>What actions will you take to work toward this strategy? | <b>Who?</b><br>Who will you work with to achieve this? | <b>When?</b><br>By what date do you want to achieve your outcome? |
|------------------------------------------------------------|--------------------------------------------------------------------------|--------------------------------------------------------|-------------------------------------------------------------------|
|                                                            |                                                                          |                                                        |                                                                   |
|                                                            |                                                                          |                                                        |                                                                   |
|                                                            |                                                                          |                                                        |                                                                   |
|                                                            |                                                                          |                                                        |                                                                   |
|                                                            |                                                                          |                                                        |                                                                   |

## Review process

Council will review Wingecarribee 2031+ on a regular basis to ensure the intent of the plan is being met. A formal review will be undertaken every four years in alignment with the Council term.

## References

- NSW State Plan: Investing in a Better Future
- Bright Future, Better Lifestyle: Kogarah 2020
- The Randwick City Plan: A 20 Year Plan
- Waverley Together 2 Strategic Plan
- Coffs Harbour 2030 Plan
- Cowra Futures 30
- Rangitikei District Council Long Term Council Community Plan: 2009-2019
- Community Indicators Victoria

## Acknowledgements

We would like to thank everyone who participated in the development of this plan. Without the dedication and commitment of our community members to sustainable and prosperous outcomes for our people and Shire this document, our blueprint for the future, would not have been possible.





## Contact details

Council welcomes feedback on Wingecarribee 2031+, which will be considered as part of our review process. Submissions should be made in writing to:

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