

# 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.



## Wingecarribee – Who and Where

Wingecarribee 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. Wingecarribee 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.

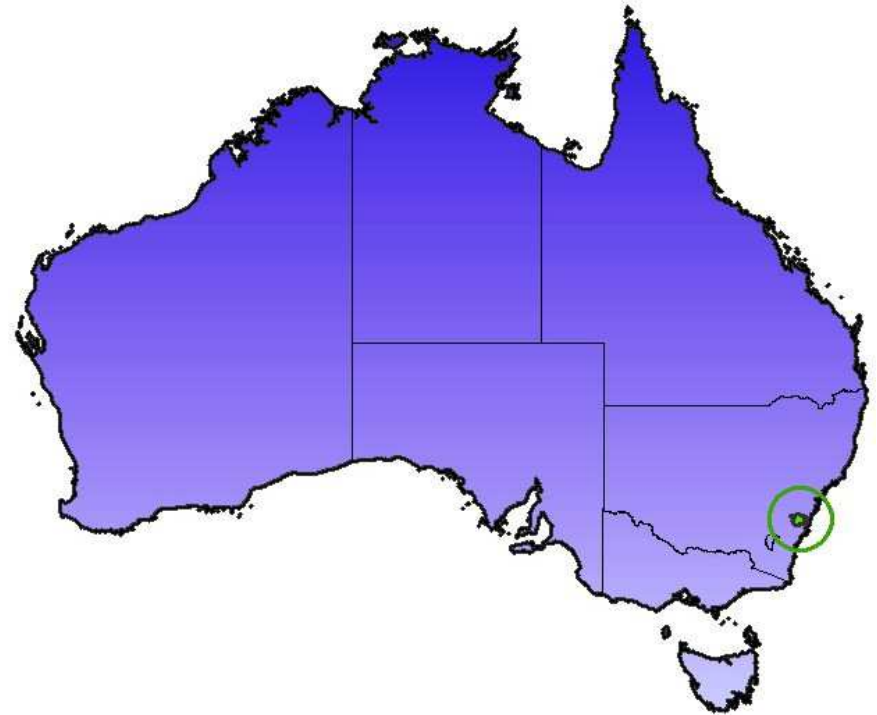
In 2010 we have a population of approximately 44,000 people, 1.3% of our residents identify as Aboriginal, 32% are 55 years of age or older, 15% born overseas, 4% speak a language other than English at home, 51% are overweight or obese and 19.5% are current smokers.

Wingecarribee 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 Wingecarribee 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

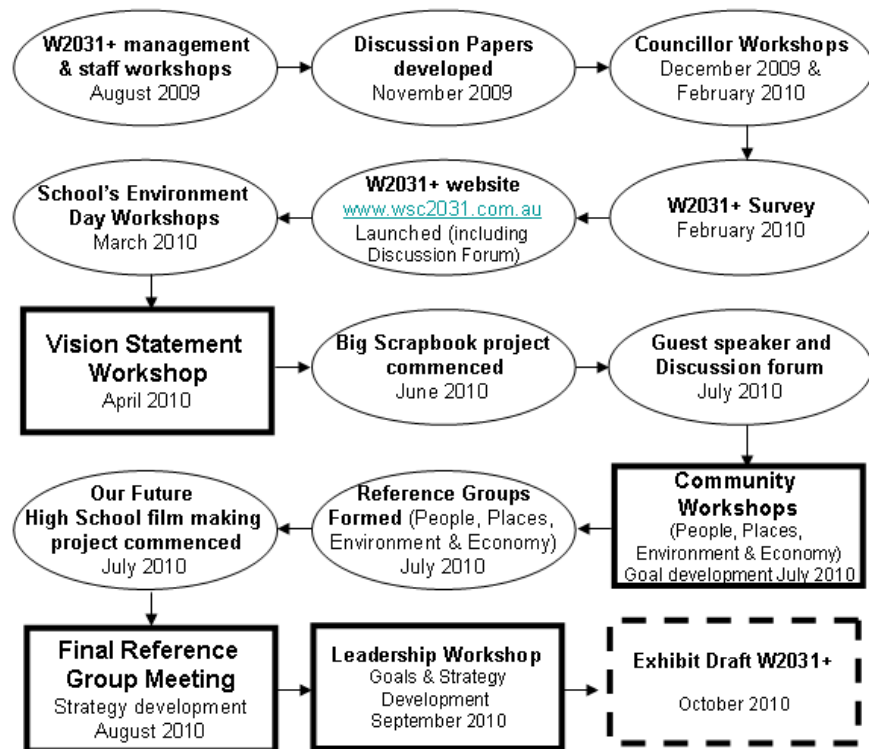
It is important that we take into consideration the regional and state context and impacts on our Shire. The NSW State Plan was considered during development of W2031+ and the relevant priority areas are referenced in each theme.

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



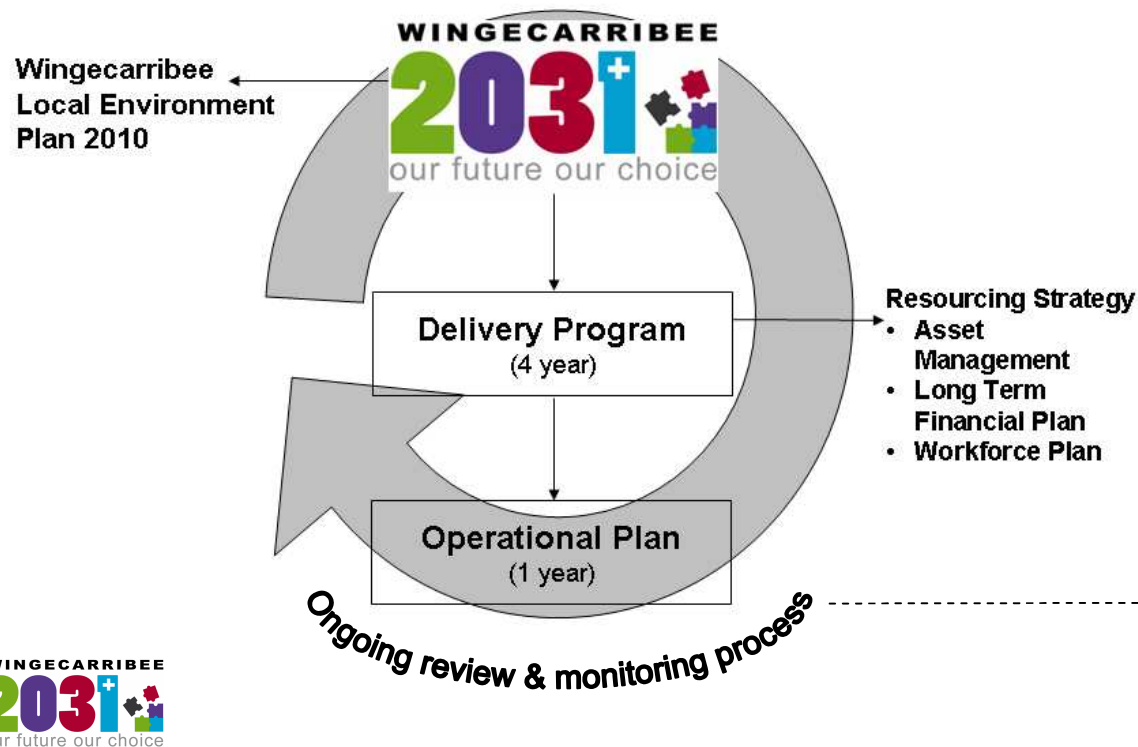


## Our Vision

In 2031 we will be...

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

## Framework



### Ongoing review and monitoring process

#### W2031+

In the year of an ordinary election of Council the outgoing Council must report on progress of implementation and effectiveness of W2031+.

#### Delivery Program and Operational Plan

An annual report focusing on the implementation of the Delivery Program and Operational Plan will also be developed by Council and will include a report on the State of the Environment (SoE) in the Shire.

## 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*

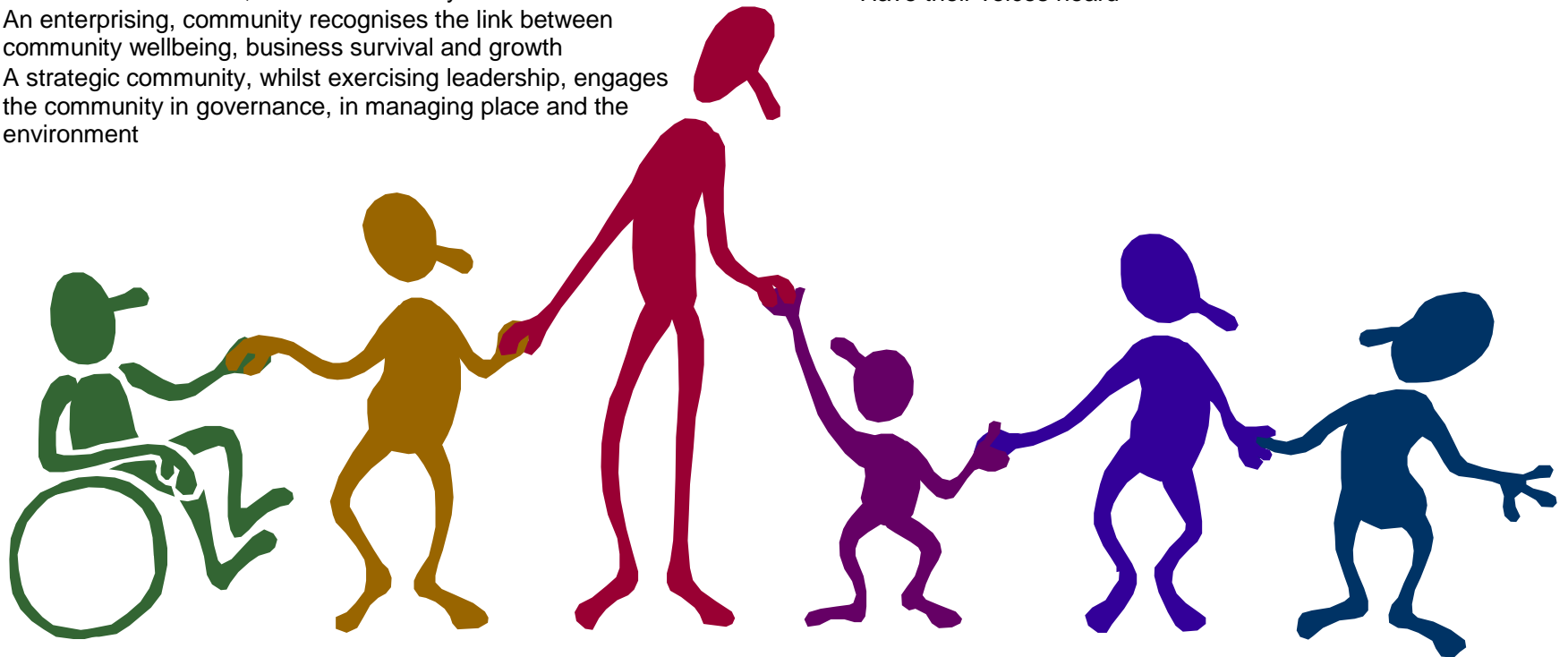
## People

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

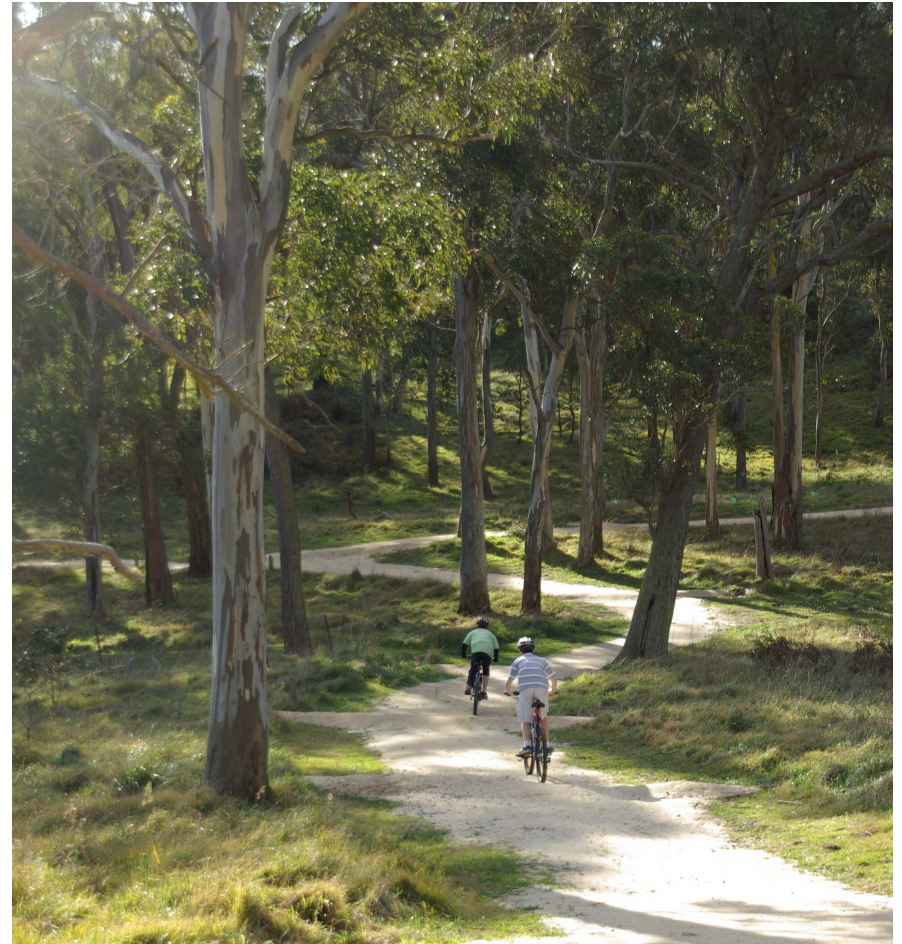




## Places

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***

<b>Goal 5.1 Wingecarribee is a centre for learning</b>		<b>Council's role</b>	<b>Other stakeholders</b>
<b>5.1.1</b>	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
<b>5.1.2</b>	Encourage the networking of learning and teaching communities across the Highlands	Advocate and Facilitator	Government agencies and community groups
<b>5.1.3</b>	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
<b>Goal 5.2 The 'Southern Highlands' is a recognised tourist destination throughout Australia</b>		<b>Council's role</b>	<b>Other stakeholders</b>
<b>5.2.1</b>	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
<b>5.2.2</b>	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
<b>Goal 5.3 Wingecarribee has agribusiness suited to our distinct climate and geography</b>		<b>Council's role</b>	<b>Other stakeholders</b>
<b>5.3.1</b>	Optimise our current agribusiness economy by developing closer and mutually beneficial relationships between producers and consumers in the Southern Highlands	Facilitator	Local business
<b>5.3.2</b>	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
<b>5.3.3</b>	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
<b>5.3.4</b>	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> What strategy or goal can you address?	<b>What?</b> What actions will you take to work toward this strategy?	<b>Who?</b> Who will you work with to achieve this?	<b>When?</b> 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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PO Box 141  
Moss Vale NSW 2577

**Email:** [2031@wsc.nsw.gov.au](mailto:2031@wsc.nsw.gov.au)

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# Report on Community Engagement Strategy



April 2011

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## Introduction

### Purpose

The purpose of this report is to provide an overview of the engagement strategy led by Council to commence work towards to Integrated Planning and Reporting (IP&R) framework.

### Background

The IP&R framework introduced in 2009 provided the basis on which community engagement was undertaken and Wingecarribee 2031+ (W2031+) developed. The framework as shown below, encourages a participatory approach toward the development and implementation of strategies and plans which aim to ensure long terms goals and aspirations of the community are delivered through alignment of Council resources.



An internal project team was formed who initially established the internal framework for community engagement then guided the development of Wingecarribee 2031+. The activities undertaken by the group included:

- Develop terms of reference for the group
- Undertake training in the International Association of Public Participation (IAP2)
- Develop a Community Engagement Policy (Attachment 1)
- Develop a Community Engagement Strategy (as an internal working tool)
- Plan the phases and activities to enable the development of Wingecarribee 2031+

An IP&R Committee was also established. This committee consisted of Councillor representatives, senior council staff and project staff in order to maintain communication flows between Councillors and staff and enable Councillors clear direction and ownership of the planning processes.

## **Staff Project Team**

An internal project team was established to plan and guide community engagement for the development of W2031+. The project team consisted of the following staff members:

- Director Environment and Planning
- Manager Community and Strategic Development
- Manager Environment and Sustainability
- Manager Organisational Performance
- Corporate Planning
- Media & Communications Officer
- Asset Management Coordinator/Manager Engineering Services

All team members undertook training by the IAP2 and the foundations of this training were used to guide the process undertaken. Specifically, the IAP2 spectrum was used when planning engagements, to ensure the appropriate level of engagement was targeted for the expected outcome. Following is an overview of the spectrum:

Level	Public Participation Goal
Inform	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions
Consult	To obtain public feedback on analysis, alternatives and/or decisions
Involve	To work directly with the public throughout the process to ensure that public concerns are aspirations are consistently understood and considered
Collaborate	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution
Empower	To place final decision-making in the hands of the public

The planned level of engagement is noted in the body of this report for each engagement undertaken.

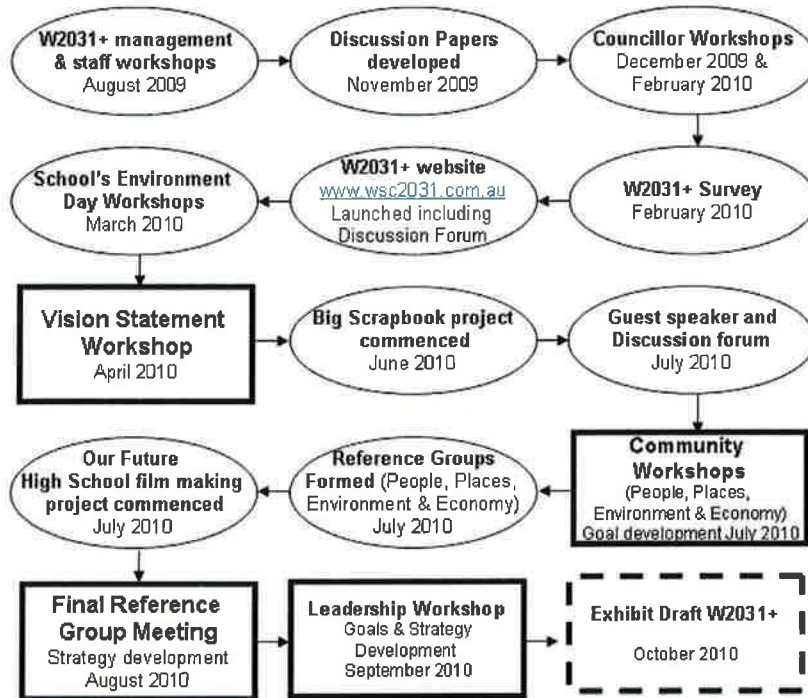
The role and membership of the project team was revised following development of W2031+. The new group have been refocussed, with a view to developing a more corporate approach to community engagement.

## **Integrated Planning and Reporting Committee**

The Integrated Planning and Reporting Committee were established in February 2010 as a consultative process between Council staff and Councillors. The committee was established to oversee and lead the work being undertaken to develop a Community Strategic Plan (W2031+) for the Shire.

## Engagement Methodology

Following is a diagram of the engagement process that was undertaken to develop W2031+.



Following is a list of the communication tools used during this process to promote the project and provide information:

- Dedicated project website
- W2031+ brand/logo developed
- Emails
- Letters
- Newsletter articles
- Newspaper advertisements
- Radio advertisements
- Media releases
- Flyers
- Posters
- Briefing papers
- Terms of Reference
- Presentations
- Temporary tattoos





## **Engagements to develop Wingecarribee 2031+ - our future, our choice**

### ***Managers workshop – August 2009***

#### ***Objective***

Engagement level = Involve

To obtain high level goals or aspirations from the management team regarding the future of the Shire and to capture their ideas/suggestion as to how this future can be achieved. Answers to each question would be used as input to future work on goals and strategy development.

#### ***Process***

A workshop was held with Managers where they were asked what they want the Shire to look like in 15-20 years and how will we get there? A briefing paper was distributed prior to the workshop to provide some context regarding the legislative framework and what we were trying achieve.

#### ***Outcomes***

The management team discussed the long term aspirations for the community and how they can be achieved.

#### ***Implications for W2031+***

The notes from this workshop were collated together with the Councillor, staff and community workshop notes and were considered together with the results of the community survey to develop the W2031+ goals.

### ***Staff workshops – August 2009***

#### ***Objective***

Engagement level = Involve

To obtain high level goals or aspirations from staff members regarding the future of the Shire and to capture their ideas/suggestions as to how this future can be achieved. Answers to each question would be used as input to future work on goals and strategy development.

#### ***Process***

Workshops were held with staff where they were asked what they want the Shire to look like in 15-20 years and how will we get there? A briefing paper was distributed prior to the workshop to provide some context regarding the legislative framework and what we were trying achieve.

#### ***Outcomes***

Staff members discussed the long term aspirations for the community and how they can be achieved.

#### ***Implication for W2031+***

The notes from these workshops were collated together with the Councillor, management team and community workshop notes and were considered together with the results of the community survey to develop the W2031+ goals.

## ***Councillor workshop – December 2009 & February 2010***

### ***Objective***

Engagement level = Involve

To obtain high level goals or aspirations from Councillors regarding the future of the Shire and to capture their ideas/suggestions as to how this future can be achieved. Answers to each question would be used as input to future work on goals and strategy development.

### ***Process***

Workshops were held with Councillors where they were asked to what they want the Shire to look like in 15-20 years and how will we get there? A briefing paper was distributed prior to the workshop to provide some context regarding the legislative framework and what we were trying to achieve.

### ***Outcomes***

Councillors discussed long term aspirations for the community and how they can be achieved. The initial plans and breadth of engagement to be undertaken to develop a Community Strategic Plan were also discussed.

### ***Implication for W2031+***

The notes from these workshops were collated together with the management team, staff and community workshop notes and were considered together with the results of the community survey to develop the W2031+ goals.

## ***Peer review of model developed – February 2010***

### ***Objective***

Obtain external expert feedback as to the proposed model for engagement and developing W2031+.

### ***Process***

Twyfords were engaged to conduct a peer review of the process developed by the internal project team.

### ***Outcomes***

Agreed to place two items regarding asset management on hold until after W2031+ was developed allowing further work to be undertaken internally to facilitate this.

### ***Implication for W2031+***

Review finalised engagement framework for development of W2031+ and allowed more detailed plans to be developed for each engagement.

## ***Media launch – February 2010***

### ***Objective***

Engagement level = Inform

Launch the project to local media.

### **Process**

Invite local media and provide briefing paper. Provide information and opportunity to ask questions of Council officers and Councillors in regard to the project.

### **Outcomes**

Local media informed of the project and advised of the first stages of community engagement.

### **Implication for W2031+**

Increase potential for media coverage and therefore community awareness of the project and opportunities to participate.

## **Staff information sessions – February 2010**

### **Objective**

Provide a consistent message to staff about the project, what will be happening and how it related to the community and their role with Council.

### **Process**

Compulsory staff information sessions were held by the General Manager at the main sites of the Council. Information was provided to staff on the project, how the plan will be developed, what the plans role is in guiding the community and council, staff were also advised of their roles in communicating, developing and implementing the plan.

### **Outcomes**

Increased understanding of the project through provision of a consistent message detailing how the plan will be developed, opportunities to be involved and how it will guide the organisation once developed.

### **Implication for W2031+**

Staff awareness of the project and how it will have the capacity to influence the organisation and staff members work.

## **Community survey – February/March 2010**

### **Objective**

Engagement level = Consult

Create an opportunity to provide feedback and direction from the community regarding what is and isn't working currently, what they would like in the future and what challenges we may face in achieving that.

### **Process**

A survey was included in the community newsletter that is developed by council and distributed to every mailbox and PO Box in the Shire. The survey included demographic questions as well as the following project specific questions:

- What do you like about the Wingecarribee Shire?
- What don't you like about the Wingecarribee Shire?
- What do you like most about your town or village?
- What would make Wingecarribee a great place to live, work or play in 2030?
- What do you think are the big issues facing the Wingecarribee community in the next 20 years?

The results of the survey were then collated and a report provided to Council for consideration. The results were then posted on the website and reported in the next edition of the website. (Attachment 2)

The same questions were included on a discussion forum on the project website hosted by Bang the Table. The discussion forum content and statistics were considered together with the paper-based survey. (Attachment 3)

### **Outcomes**

Community provided opportunity to provide direction/information.

### **Implication for W2031+**

Report on survey results used by workshop participants to assist goal development.

## **Schools Environment Day – March 2010**

### **Objective**

Engagement level = Consult

Discuss the future environment and W2031+ project with local primary school students.



**Dream Tree – Moss Vale Public School student**

### **Process**

The following questions were workshoped with students from St Michael's, Colo Vale, Mittagong, Robertson, Moss Vale, Kangaloon and home schooling association.

- Where is your school located?
- What do you notice about your local/school environment?
- What is special about your local/school environment?
- What needs to improve?
- What would you like to see in your local/school environment in the future?

Students were then given a 'dream tree' and asked to draw or write on the tree what they would like their environment to look like in the future.

Participants were then given with temporary W2031+ tattoos.

### **Outcomes**

A cross section of primary schools students throughout the Shire have discussed the project and provided their aspirations for the environment in the future.

### **Implication for W2031+**

Dream trees included in Big Scrapbook project and workshop responses considered by project team.

## **Vision statement workshop – April 2010**

### **Objective**

Engagement level = Empower

Develop a vision for the Wingecarribee Shire for 2031.

### **Process**

Participants (community representatives, Councillors, and senior council staff) were given a briefing paper prior to the workshop. During the workshop participants were asked provide words that described the a shire that they would aspire to for 2031. These words were then grouped and short listed. Small groups were then formed to each develop a statement. Each group presented their statement back to the whole group. All participants then agreed on a final statement to become the vision.

### **Outcomes**

Vision statement:

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

### **Implication for W2031+**

This vision is the aspirational statement of our community. W2031+ goals and strategies developed to work towards this vision.





## ***Guest speaker and discussion forum – July 2010***

### ***Objective***

Engagement level = Inform

Re-launch/introduce the project, set the scene for the workshops being held the following day, obtain buy-in to the project from attendees, provide a fun, educative and participatory event and publicise the project.

### ***Process***

Five guest speakers spoke for 10 minutes about their vision for 2031, what it might look like and some of the challenges we may face along the way. Q&A style questions from the audience were answered as well as questions from the floor.

### ***Outcomes***

The event provided an opportunity to inform the community, develop relationships and obtain last minute nominations for workshops being held the following day.

### ***Implication for W2031+***

Provide information to workshops participants and other interested community members.



Guest Speakers (L-R)  
John Hewson, Jan Edwards, Phil Yeo, David Tranter, Leslie Jonson-Hoye

## **Community workshops – July 2010**

### **Objective**

Engagement level = Involve

To provide background information and current status on issues and challenges to participants, start to define the parameters of the themes according to the community and start to break down the vision statement.

### **Process**

Registrations were sought prior to workshop, the registration form asked participants to nominate two of four workshops themes i.e. People, Places, Environment & Economy. Participants were provided discussion papers on each theme highlighting the main issues and challenges in each area. The four workshop were held twice concurrently for approximately one hour. A nominee from each workshop then presented back to all participants in an information session at the end of the process.

### **Outcomes**

A group of community members informed and educated about the project, a basis of information and direction to develop long term goals (see workshop notes Attachment 4). Nominations were taken for participation in reference groups, the next stage of the project.

### **Implication for W2031+**

Information developed at these workshops was used by the project team to develop the goals for each of the four themes. Nominations were received from people interested in further participation.



## Big Scrapbook – July/August 2010

### Objective

Engagement level = Involve

Provide a visual/artistic means for participation in development of W2031+.

### Process

A local artist was engaged by Council and the Arts and Culture Board to develop a digital scrapbook of anything which was important to people about the Southern Highlands. Workshop participants were asked to bring an item along for inclusion that could be photographed or scanned. The artist attended Council's Civic Centre for several days in July, allowing community members could to bring items in. Digital items such as photos and stories were also emailed for inclusion.

### Outcomes

The Big Scrapbook was developed as a piece of digital art and also as a book that could be published or viewed digitally. The Scrapbook was also exhibited in the Foyer Gallery of the Civic Centre.

### Implication for W2031+

The Big Scrapbook captures many things people would like to see preserved and created for 2031. The Scrapbook is a source of information and guidance to achieving the vision for 2031.



**the BIG scrapbook**

*How to put a piece of yourself in the future ...*

**ONE**  
**Discussion Forum**  
An entertaining evening with MC Anthony Akroyd  
Friday Night, 2 July at Mittagong RSL 6:30pm-8:30pm  
RSVP: 23 June, 2010 (RSVP is essential)  
Email: [2031@wsc.nsw.gov.au](mailto:2031@wsc.nsw.gov.au)  
Phone: 4868 0888

**TWO**  
**Workshops for all ages**  
This is where we brainstorm our ideas as well as photograph and scan any items you want to put into The Big Scrapbook.  
Saturday, 3 July at Mittagong RSL 1pm - 4pm

**THREE**  
Deliver your Big Scrapbook contribution to Council  
Wednesday 7th July and Thursday 8th July 10:00am - 4:30pm

**IMAGINE**  
the economic, environmental, social and civic leadership issues for OUR future...

As part of 'Wingecarribee 2031+' we will together set the agenda for the next 20 years and beyond by identifying the long term aims and visions of the community.

**The Big Scrapbook**  
is a unique way to collect our ideas.

It will include anything that can be scanned or photographed which is important to you about the Southern Highlands.

It could be a drawing, photo, story, pressed flower, special object, or anything that sums up the special things that need to be preserved and created for **OUR future...**

**MORE INFO ?**  
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Website: [www.wsc2031.com.au](http://www.wsc2031.com.au)

## ***Youth filmmaking project – July/September 2010***

### ***Objective***

Engagement level = Involve

To conduct a youth specific engagement to inform and contribute to the W2031+ project

### ***Process***

Council's Youth Liaison Officer together with a local film production company worked with three local high schools (Oxley College, Chevalier College and Bowral High) to review and discuss the youth W2031+ survey results. Students were interviewed and participating in editing the video.

### ***Outcomes***

Council's Youth Liaison Officer and Corporate Planner analysed the content of the interviews in line with the goals and strategies of the Draft W2031+. It was felt that the suggestions and direction in the interviews was consistent with the content of the plan, therefore no additional goals or strategies were needed to reflect these views.

A final video was edited and produced on students thoughts about the area both currently and for the future. Copies of the video were distributed back through the schools and placed on the W2031+ website.

### ***Implication for W2031+***

The video captures the ideas and thoughts of local youth that can be a source of information and guidance to achieve the vision for 2031 or community has set.

## ***Reference Groups – August 2010***

### ***Objective***

Engagement level = Collaborate

To develop and draft strategies to achieve the goals and vision developed in previous engagements. This was also seen as an opportunity for group members to develop ownership of the project.

### ***Process***

Nominations were sought during the community workshops. Nominations forms required potential participants to identify in order of preference which group they would like to be involved in (People, Places, Environment and Economy). Nominees were split into the four themes, Terms of Reference distributed and council officers assigned to assist and guide the teams. Each team met at least two times. A joint meeting was held to conclude this process where each team presented the strategies they had developed for each of their goals, shown at Attachment 5.

### ***Outcomes***

Strategies developed to achieve the goals of each theme and the vision.

A group of informed community members that understand how the plan was developed and will be used.

### ***Implication for W2031+***

These groups were responsible for developing the strategies as worded in the plan.



## ***Leadership workshop – September 2010***

### ***Objective***

Engagement level = Involve

The obtain a common understanding of leadership, develop high level goals for leadership in 2031 and strategies to achieve those goals.

### ***Process***

A conversation about leadership started the workshop to think of examples of when participants had seen leadership done well. Groups were asked to provide characteristics of good leadership, these characteristics were discussed then grouped to provide key areas. Participants broke out into small groups and worked on each area, and formed statements which became the goals. Participants were then asked to look back from 2031 and think about how we achieved that goal, these ideas or methods for achievements were worded up into strategies.

### ***Outcomes***

Clear direction on goals and strategies for the Leadership theme. A group of community members, councillors and councils staff who have an even greater understanding of and commitment to the project. Workshop notes are shown at Attachment 6.

### ***Implication for W2031+***

The goals and strategies of the leadership theme of the plan were drafted at this workshop

## ***Exhibition of draft plan – October/November 2010***

### ***Objective***

Engagement level = Consult

To exhibit the draft version of the plan to allow feedback, comments and submission before adopting the final version of the document.

### ***Process***

The draft document was placed on exhibition from 14 October 2010 to 12 November 2010. All feedback, comments and submissions were collated and considered.

### ***Outcomes***

The community were provided an opportunity to comment on the draft plan before it was adopted as a final document and implementation commenced.

### ***Implication for W2031+***

This part of the engagement process put the draft document on exhibition to the greater community. It was the first opportunity for those who participated in developing the plan and the wider community to see the plan as a whole.





## ***Draft feedback workshop – November 2010***

### ***Objective***

Engagement level = Consult

To provide a transparent process for assessing the proposed amendments to the draft plan and ensure that any changes recommended are in keeping with the intent of the body of work undertaken to develop the draft.

### ***Process***

W2031+ Reference Team leaders (or an alternate representative), Councillors, senior council staff and the internal project team were invited to attend a workshop to consider the proposed amendments. Comments, feedback and submissions were collated and distributed prior to the workshop. Participants broke out into small groups, with Reference Group team leader assigning themselves to the theme they worked on. Other participants joined these teams and discussed each suggested amendment. Each group reported back the whole workshop where each point was discussed and revised recommendations agreed, where relevant.

### ***Outcomes***

The group discussed and agreed on recommended amendments to the draft plan, see Attachment 7. These were submitted to the Integrated Planning and Reporting Committee for adoption then recommended to Council to adopt in the final plan at an Ordinary Meeting.

### ***Implication for W2031+***

The process allowed recommendations for changes to be made to the Integrated Planning & Reporting Committee and in Council at an Ordinary Meeting to adopt.

## **Other engagements relevant to W2031+ and IP&R**

### ***Customer Satisfaction Survey – October 2010***

#### ***Objective***

Engagement level = Consult

To measure current community satisfaction with council services and priorities.

#### ***Process***

An independent research organisation was engaged on behalf of Council to conduct a survey on customer satisfaction. The survey was conducted via telephone with a sample number of 400 giving a deviation of +/- 4.9% at 95% confidence, meaning that if the survey was conducted 100 times we would expect to get the same results with up to a +/- 4.9% variance 95 times out of 100.

#### ***Outcomes***

The survey measured response to 38 Council delivery areas. Importance and satisfaction of the 38 areas was used in all rating questions, where 1 was the lowest importance or satisfaction and 5 the highest importance or satisfaction.

#### ***Implication for W2031+***

The results of the survey will be used by Councillors and council staff to commence prioritisation and implementation of W2031+ through the development of short to medium terms plans.

## ***Delivery Program Development – March 2011***

### ***Objective***

Engagement level = Consult

To provide opportunity for input from community representatives who were heavily involved in the process of developing W2031+ into drafting medium and short term Council plans.

### ***Process***

Representatives from W2031+ Reference Groups were invited to a workshop to meet with senior Council staff. Participants discussed the intent of the W2031+ strategies in each theme and the potential actions that Council could take to assist in a Draft Delivery Program and Operational Plan.

### ***Outcomes***

Council staff were able to further discuss content with community representatives that were heavily involved in developing W2031+ and hear some of the ideas for implementation generated through that process. Council staff were able to discuss with community representatives what resource and mechanisms were available to enable implementation of the ideas.

### ***Implication for W2031+***

This process together with many staff workshops and meetings formed the basis for the *Draft 2011-2013 Delivery Program and Draft 2011/12 Operational Plan*.

## **Evaluation and recommendations for future engagement**

The development of W2031+ was the most extensive and widely undertaken community engagement initiative undertaken by Council. The process was seen as successful, opportunities for improvement in community engagement planning, techniques and methods were identified through the debrief process.

Further engagements will be undertaken regarding council asset management, specifically on levels of service of our community of our services and facilities

The goals and strategies within the *Leadership* theme of W2031+ centre around greater participation and involvement from the community in decision making as well as further developing and enhancing partnerships and relationships between Council, the community and other stakeholders.

## **Conclusion**

The engagement process undertaken for the development of W2031+ was a participatory and transparent process, providing an opportunity for a wide range of community members to be involved through a variety of means.

Council would like to build on the participation, information sharing and relationships that were established during this process. Further opportunities for community participation have been identified for specific projects and council has undertaken a review of the approach taken across the organisation, as well as the level of resources dedicated to community engagement, with a view to improving participation, transparency and accountability.

## Attachments

Attachment 1	Community Engagement Policy
Attachment 2	Survey results
Attachment 3	BTT discussion forum outcomes
Attachment 4	Workshop notes
Attachment 5	Reference group presentation
Attachment 6	Leadership workshop notes
Attachment 7	Draft workshop recommendations



## COMMUNITY ENGAGEMENT

**DIVISION:** CORPORATE SERVICES

**SECTION:** ORGANISATIONAL DEVELOPMENT

**SUBJECT:** COMMUNITY ENGAGEMENT

**FILE NOS:** 500/2.4, 104/5

**APPROVAL DATE:** 26 August 2009

**MINUTE NO:** 378/09

### BACKGROUND

Wingecarribee Shire Council has outlined its commitment to community engagement through our Mission:

'To augment the economic, environment and social quality of life in the Wingecarribee Shire by servicing the community well'

Areas of our Vision:

- Enhance transparency and accountability in all decision making processes and outcomes
- Gain the trust and confidence of our community by keeping our communities informed and respect their input

And our Values:

- Trust and integrity
- Respect and responsibility
- Communication
- Service quality

### OBJECTIVE

The objective of this policy is to describe how Council will engage with the community and what the various roles and responsibilities will be to ensure that community engagement becomes part of our business operation.

### SCOPE

This policy will describe the responsibilities of Councillors and employees of Wingecarribee Shire Council for engaging with the Community.

### POLICY

Community engagement is an important element in the planning decision making process of local government.

Community engagement aims to:

- Ensure that significant policies and programs submitted to Council have community input regarding social, economic, environmental and governance issues.
- Ensure that community engagement is considered in the development of Council policy and programs prior to decision-making.
- Ensure that the community is adequately informed of Council's plans and the rationale for Council's decisions.

# Attachment 1



- Foster collaboration and cooperation between Council and the community and other spheres of government in the planning and implementation of programs and services for the Wingecarribee area.

Organised input from community members and groups into the Council decision-making process provides the potential for a better, more informed decision for everyone. This results in:

- Improving the quality of relations between the Council and its community, thereby making the work of Council easier and less controversial.
- Satisfying community expectations of social justice principles.
- Enhancing community ownership of decisions and the resultant outcomes.
- Adding value to Council's decision-making processes by drawing on the skills and wisdom of community members
- Maximising the possible positive impacts of Council decision and minimising the possible negative impacts.

## Responsibilities

There is a need to ensure that everyone in Council is aware of their responsibilities to ensure Community Engagement is used successfully by Council.

Councillors should ensure that all new proposals that are brought to their attention have the appropriate community engagement completed (or specified as part of the project brief). Councillors should encourage a positive attitude to involving the community at the appropriate level.

Executive should support the community engagement process and encourage the appropriate level of engagement by all staff.

Council employees need to be aware of the importance of community engagement and people directly involved in major projects should be trained to the appropriate level of the community engagement techniques and practices (or should have access to trained advisers).

Council acknowledges that quality consultation and engagement are essential foundations of good governance. With effective communication, dialogue and increased involvement, Council will be better positioned to make informed decisions about issues that affect the local community.

## Techniques

Council employees will need to be versed in the techniques that apply to good community engagement.

Council will call for different levels of engagement depending on the issue, and its immediate or long term impact on the community and at different stages of a project. The five various levels of engagement with the community may include:

**Inform:** To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.

**Consult:** To obtain public feedback on analysis, alternatives and/or decisions.



# Attachment 1



## POLICY

**Involve:** To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.

**Collaborate:** To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.

**Empower:** To place final decision-making in the hands of the public.

The identified level of engagement and its financial implication for each project will be noted in Council Committee Papers and Council Business Papers. The level will be determined in consultation with the appropriate Manager and Director.

### DEFINITIONS/RELATED INFORMATION

Legislation and References:

- Local Government Act 1993
- Draft Local Government Amendment (Planning and Reporting) Bill 2009
- Draft Local Government (General) Amendment (Planning and Reporting) Regulation 2009
- Draft Planning and Reporting Guidelines for local government in NSW 2009
- Draft Planning and Reporting Manual for local government in NSW 2009

Related Plans:

- Management Plan
- Social Plan
- Local Environment Plan (LEP)
- Development Control Plans (DCPs)
- Economic Development Strategic Plan

The Policy will be reviewed within 12 months of the election of a new Council.

### CONTACT

Comments and feedback on this policy are welcome and should be directed to Council's Corporate Planner, Organisational Development Unit, by:

Email: wscmail@wsc.nsw.gov.au

In person: Council Civic Centre  
Elizabeth Street  
Moss Vale  
Monday to Friday 8:30am – 4:30 pm

Mail: General Manager  
PO Box 141  
Moss Vale 2577

Phone: 02 4868 0888  
Monday to Friday 8:30am – 4:30 pm

Fax: 02 4869 1203

## Attachment 2

# Wingecarribee 2031+ Survey Results Report

### Background

The February 2010 edition of Wingecarribee Today was distributed to all households, businesses and PO Boxes in the Shire. The edition contained a survey regarding the development of Wingecarribee 2031+, a Community Strategic Plan for the Shire. A total of 530 useable surveys were analysed by OWL Research and Marketing.

### Executive Summary

When asked what they liked best about living in Wingecarribee Shire in general and in their own town or village, residents usually offered 3, 4 or 5 different reasons. The most common attributes given to the area were:

1. The landscape, beautiful scenery, trees, gardens and parks
2. The climate and the 4 different seasons
3. The rural atmosphere combined with a residential setting
4. The good medical and hospital facilities combined with good restaurants and shopping
5. The general lifestyle of the area with a sense of community and friendliness
6. The proximity to Sydney, Canberra and the South Coast
7. The well defined villages and towns, each with their own character

When asked what they disliked about living in the Wingecarribee Shire, the most frequent answers were:

1. Concern about over development, incorrect development and poor density strategy
2. The increase in population perhaps turning the area into a suburb of Sydney and Campbelltown
3. The lack of public transport and poor rail service (lacking a fast train to Sydney and Canberra).

When asked what would make the area a great place to live, work and play in 2030, answers centred around limiting the growth of the local population (22%), retaining the green corridors between the villages (20%) and the provision of a sports and leisure centre (17%). It was also seen as important to provide activities and entertainment for the youth of the area (15%).

Residents are of the opinion that over development (32%) and the retaining of the rural character of the area (22%) are the two uppermost major issues facing the community in the next 20 years. Whilst a list of several other issues were raised, many of them centred around these two primary points.

## Survey results

### Respondents demographic information

99% of respondents to the survey currently live within Wingecarribee Shire with 1% living in - Sydney CBD, Bargo, Tahmoor and Yanderra.

All but 4% of respondents to the survey had lived in the Wingecarribee Shire for more than 1 year, with 59% having lived in the area for more than 11 years.

The majority of responses (80%) came from residents who described where they lived as "residential", however areas surrounding the major towns were well represented by the 20% who stipulated they lived in rural/semi rural parts of the Shire.

There was representation in every age bracket with approximately one third of respondents represented in the 65-75 years and 75+ years and 20% of respondents were aged less than 15 years.

The preferred method for hearing more about the 2031+ project was Council newsletter followed newspaper, mail outs, radio, website and community specific newsletters.

### Aspects liked about living in the Wingecarribee Shire

Response	%*
Landscape/beautiful scenery/trees/gardens/parks/open space	46
Climate/clean air/4 seasons	34
Rural atmosphere with residential setting	21
Facilities/medical/hospital/shopping/restaurants /cinema	19
Lifestyle/country hospitality/neighbourliness/friendliness	19
Sense of community/village like atmosphere/country feel	19
Proximity to Sydney/Canberra/South Coast	19
The quietness/peaceful/relaxed atmosphere	15
Well defined villages/separate identities/green space between	11
Access to art/music/festivals/cultural activities	8
Cycle paths/sports grounds/facilities/Mittagong pool/cricket/walking tracks	7
On-street parking/lack of traffic lights/side road signage	7
Safe/reasonably secure	6
Absence of high rise/public housing/development controlled/industry	6
Family feeling/good place to raise kids/good schools/play areas	5
Everything/great place to live/cosmopolitan	4
Many activities/choice/intellectual	4
Original/similar heritage facades/local history	4
Lack of congestion/quiet	3
Area is unique/different to Sydney	3
Train services/on the rail line/public transport	3

*\*It is noted that the total percentage figures do not calculate to 100%, this is due to the multiple answers provided by respondents. The figures provided should be used as a guide to the frequency of answers provided.*

Whilst all districts of the Shire chiefly spoke of the beautiful scenery and the 4 season climate, this was particularly attractive to residents of Bowral/Burradoo, Bundanoon and Robertson. Mittagong residents, as well as liking these same attributes, were those particularly pleased with their proximity to Sydney, Canberra and the South Coast. The two aspects liked about living in Wingecarribee that were common to all age groups were:

1. Landscape, beautiful scenery, trees, gardens, parks and open space
2. Sense of community, village like atmosphere and country feel

## Aspects disliked about living in the Wingecarribee Shire

Response	%*
Concern about over development/incorrect development/poor density strategy	20
Increase in population/suburb of Sydney/Campbelltown/over development	16
Lack of public transport/frequency/poor rail service	16
Poor roads/condition	14
Difficult to park/lack of parking places	10
Council management/planning/inept/slow	10
Lack of activities/amenities for youth/children	9
Traffic congestion/lack of road development/planning	9
Merging of towns and villages/lack of preservation of rural	8
Too much emphasis on the elderly/housing/over 55 developments	8
Vandalism/graffiti/litter	6
Lack of footpaths/poor upkeep	6
Large shopping centres/commercialisation/industrial/car yards	6
Lack of sporting facilities/for young people/pool/water park	5
Need for indoor swimming pool/activity centre/sports centre	5
Decline in attitudes/patience/priorities/nor have snobbishness	5
Lack of civic services/performance space/lecture space	4
Noxious weeds not controlled/gigantic leylandii hedges/trees/vegetation not controlled	3
Insufficient medical/hospitals/poor standard/run down	3
No green waste bins	3
Need for bike tracks to connect the villages/more tracks	3
Children's parks uncovered/lack of shade	3
Increased strain on limited facilities/services/lack of infrastructure	3

*\*It is noted that the total percentage figures do not calculate to 100%, this is due to the multiple answers provided by respondents. The figures provided should be used as a guide to the frequency of answers provided.*

15-24 year olds were those most unhappy about the lack of activities and amenities for youth and children as well as a lack of sporting facilities

25-44 year olds were those most aware of the lack of activities for children and sporting facilities/swimming pool

45-64 year olds were most concerned about the growth in population in the area and the danger therefore of the area becoming an extension of Campbelltown and Sydney

## Aspects liked most about living in your town/village

Response	%*
Friendly/sense of community/local people	25
Its small/easier to get around/quiet/the right size	23
The character/uniqueness/village/country atmosphere	18
Local shops/cafes/restaurants	14
Open spaces/semi-rural/green belt between/location	14
Parks/gardens well maintained/scenery	11
Streetscape/trees/birds	11
Active community/progressive/supportive	10
All the facilities I need/facilities within easy reach	9
Lower housing density/range/small population	6
Cycle ways/walking tracks/bush walking	5
Safe	4
Climate/clean air	4
Large blocks of land	4
Lack of traffic/don't have to pay for parking/good roads	4
Heritage feel/history	4
Local hospital/medical/dental	4
Council services/recycle centre/library	4
Sports oval/sporting facilities/swimming pool	3
Local cinema	3
Local schools/colleges	3
Transport availability	3
Lake Alexandra/Mittagong pool	3
Proximity to shops/services in the Shire	3
Classy/cosmopolitan/intellectual	3
Proximity to Sydney/Canberra/South Coast	3
Cleanliness	3

*\*It is noted that the total percentage figures do not calculate to 100%, this is due to the multiple answers provided by respondents. The figures provided should be used as a guide to the frequency of answers provided.*

When thinking of their own town or village respondents liked the sense of community they felt, the fact that it was small, quiet and easy to get around and the general character and uniqueness of their particular area.

Local shops, cafes, restaurants were often mentioned by Bowral, Burradoo and Mittagong residents, with the open spaces and green belt being frequently mentioned by both town and village residents.



## Aspects which would make Wingecarribee a great place to live, work or play in 2031

Response	%*
Limit population growth/over development	22
Retain green corridors between villages/retain rural space/character	20
Sports and leisure centre/with skating rink/10 pin bowling	17
Activities for young people other than pubs/youth entertainment needed	15
Better public transport/bus and rail services	14
Maintain the balance of residential, business and rural	11
Better rail service to Sydney/Canberra/Very Fast train	11
Covered, heated swimming pool/indoor pool	9
More employment opportunities/attract light industry	8
Better planning/bigger vision	8
Better roads/4-lane roads	8
An Arts/Cultural Centre/major park with open air theatre	8
Improve hospital facilities/more hospital facilities	6
Bike tracks between villages/more bike tracks	6
Encourage more retail development/more restaurants open Sunday/Monday	5
Better footpaths/more footpaths/better lighting	5
More parks and reserves	4
2-storey parking station at Coles/more parking in town	4
A university campus/tertiary education/TAFE	4
More landscaping around town/planters/flower beds	4
More community/social groups/festivals/events	4
Botanical gardens	4
Limit pub hours at night	3
Qualified people to help mentor young	3
A proper bypass – Old South/Eridge Park roads	3
Sustainable development/grey water	3
More recreational facilities in general	3

*\*It is noted that the total percentage figures do not calculate to 100%, this is due to the multiple answers provided by respondents. The figures provided should be used as a guide to the frequency of answers provided.*

With the number one concern in the 'aspects disliked about the Shire' question being the over development/poor development in the Shire, residents then went on to comment the aspect which would make Wingecarribee a great place in 2031 would be to limit population growth and over development. Retaining green corridors between the villages and retaining the rural space and the character of the area was also a frequent comment. The next most frequent responses were a sports and leisure centre as well as activities and entertainment for young people, which was mentioned by respondents of all ages.

The 45–54 year age group were those most often mentioning the need for a variety of infrastructure services i.e. better public transport, better rail service to Sydney and Canberra, more employment opportunities and better roads.

15–24 year olds wanted more retail development, more restaurants and longer trading hours.

## Major issues facing the Wingecarribee community in the next 20 years

Response	%*
Over development/high rise/like Sydney and Campbelltown	32
Loss of/retaining rural character/green space	22
Lack of infrastructure/water/sewerage/electricity	19
Population growth/over population	17
Traffic management in town/handling more traffic	12
Need for more health care/for aging population/more nursing homes/home care	12
Lack of activities/entertainment for youth	11
Lack of employment	10
More 'big picture' planning needed	8
Maintaining good roads/footpaths/bike paths/more bike paths	8
Lack of public transport	8
More off street parking in town	7
Council managing money better	6
Improved transport to Sydney and Canberra	6
Vandalism/hooliganism/petty crime/graffiti	5
Being dominated by State Government on local planning issues	4
Sustainable development	4
Pollution	3
Keeping crime under control/more police	3
An aging population	3
Better civic leadership in council	3
Increasing cost of living	3

*\*It is noted that the total percentage figures do not calculate to 100%, this is due to the multiple answers provided by respondents. The figures provided should be used as a guide to the frequency of answers provided.*

The respondents generally answered this question by summarising their responses to several of the previous questions in the survey and centred around:

- Development and population growth
- Loss of rural character and green space
- Infrastructure
- Increasing traffic
- Health care facilities required to service an ageing population

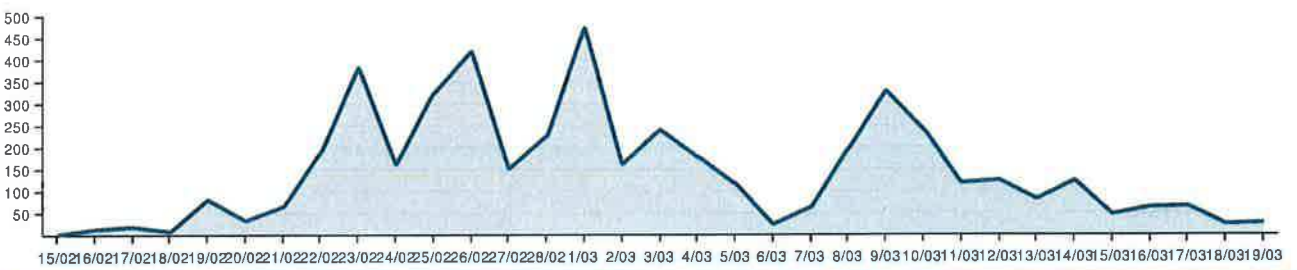
Attachment 3

Activity Report

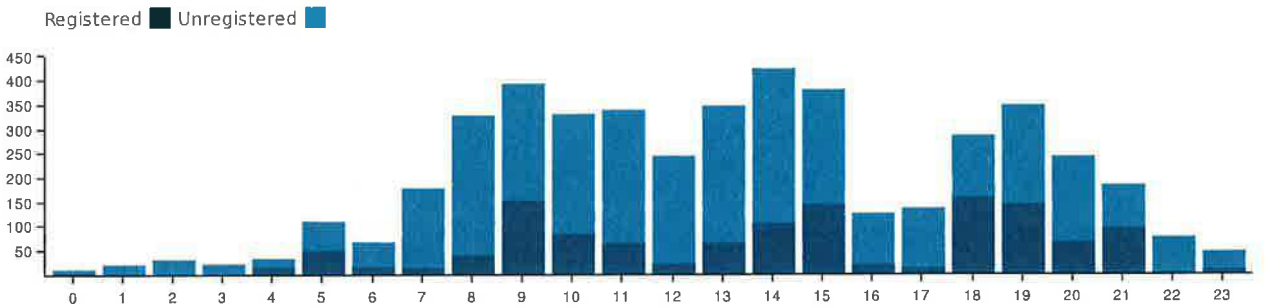
February 15, 2010 - March 19, 2010

Activity Overview		(lifetime)	Number of Participants who	
Site visits	949	(5,392)	Registered	41 (46)
Page views	4,723	(11,209)	Commented	19 (19)
Visitors	375	(1,487)	Agreed	22 (22)
Comments	66	(66)	Disagreed	8 (8)
Agrees	179	(179)	Downloaded documents	45 (223)
Disagrees	36	(36)	Downloaded videos	0 (43)
Document downloads	0	(724)	Viewed FAQs	7 (9)
Video plays	0	(43)	Took polls	17 (17)

Page Views By Date



Page Views By Hour



Engagement Depth			Average	Total	Participant Conversion	
Time on site	3m 36s	(2m 29s)	2d 8h (9d 7h)		Visitors who	
Page views	5.0	(2.1)	4,723(11,209)		▶ registered	10.9% (3.1%)
Visits	2.5	(3.6)	949 (5,392)		▶ downloaded documents	12.0% (15.0%)
Comments	3.5	(3.5)	66 (66)		Registered participants who	
▶ primary			44 (44)		▶ commented	46.3% (41.3%)
▶ replies			22 (22)		▶ agreed/disagreed	56.1% (50.0%)
Agrees	8.1	(8.1)	179 (179)		▶ took polls	41.5% (37.0%)
Disagrees	4.5	(4.5)	36 (36)			

Tools	Total	Page views	Votes	Comments	Agrees	Disagrees	Participants
Forum Topics	5	1,089 (2,798)	24 (24)	68 (68)	181 (181)	36 (36)	53 (53)
News Articles	2	111 (198)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)

Age (Top 20)	Participants	Comments	Agrees	Disagrees
56-65	11 (12)	34 (34)	96 (96)	17 (17)
Over 65	10 (11)	17 (17)	11 (11)	0 (0)
46-55	9 (10)	6 (6)	14 (14)	0 (0)
36-45	7 (7)	6 (6)	52 (52)	18 (18)
26-35	3 (3)	3 (3)	6 (6)	1 (1)
Under 18	1 (2)	0 (0)	0 (0)	0 (0)
18-25	0 (1)	0 (0)	0 (0)	0 (0)
<b>TOTAL</b>	<b>41 (46)</b>	<b>66 (66)</b>	<b>179 (179)</b>	<b>36 (36)</b>

Gender (Top 20)	Participants	Comments	Agrees	Disagrees
male	26 (29)	62 (62)	161 (161)	36 (36)
female	15 (17)	4 (4)	18 (18)	0 (0)
<b>TOTAL</b>	<b>41 (46)</b>	<b>66 (66)</b>	<b>179 (179)</b>	<b>36 (36)</b>

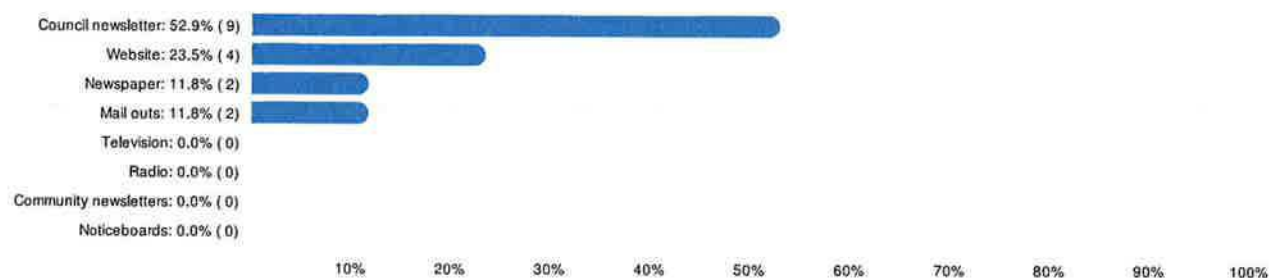
Document Downloads	Document downloads
Briefing paper	0 (166)
Final W2031+	0 (98)
Draft Wingecarribee 2031+	0 (81)
Draft W2031+ flyer_high res	0 (67)
Draft W2031+ flyer_email version	0 (57)
Workshop outcomes - 3 July 2010	0 (33)
Big Scrapbook Poster	0 (31)
W2031+ guest speaker and workshop flyer	0 (29)
Economy Discussion Paper	0 (26)
W2031+ survey findings report	0 (25)
Guest speak and workshop advertisement	0 (25)
People Discussion Paper	0 (25)
Leadership workshop notes	0 (22)
Environment Discussion Paper	0 (22)
Places discussion paper	0 (17)
<b>TOTAL</b>	<b>0 (724)</b>

Video Download Activity		
W2031+ Youth video	0	(43)
<b>TOTAL</b>	<b>0</b>	<b>(43)</b>

Polls	1 (1)
Voters (total)	17 (17)
Voters (% of participants)	4.5% (1.1%)

## Polls

How would you like to hear more about Wingecarribee 2031+? (17)



Surveys			0 (0)
Survey takers (total)		0	(0)
Survey takers (% of participants)		0.0%	(0.0%)
Guestbook			0 (1)
Guestbook entries (total)		0	(0)
Guestbook participants (total)		0	(0)
Guestbook participants (% of total participants)		0.0%	(0.0%)

## Topic Breakdown

5 forum topics

### What do you like about the Wingecarribee Shire?

Page views	164	(357)
Votes	2	(2)
Comments	9	(9)
Agrees	36	(36)
Disagrees	2	(2)
Participants	9	(9)

### What don't you like about the Wingecarribee Shire?

Page views	211	(688)
Votes	4	(4)
Comments	15	(15)
Agrees	42	(42)
Disagrees	11	(11)
Participants	12	(12)

### What do you like most about your town or village?

Page views	123	(377)
Votes	3	(3)
Comments	7	(7)
Agrees	22	(22)
Disagrees	2	(2)
Participants	6	(6)

### What would make Wingecarribee a great place to live, work or play in 2030?

Page views	204	(465)
Votes	2	(2)
Comments	16	(16)
Agrees	38	(38)
Disagrees	11	(11)
Participants	11	(11)



What do you think are the big issues facing the Wingecarribee community in the next 20 years?

Page views	387	(911)
Votes	13	(13)
Comments	21	(21)
Agrees	43	(43)
Disagrees	10	(10)
Participants	15	(15)

## News Article Breakdown

2 news articles

Wingecarribee 2031+ project commences

Page views	110	(156)
Votes	0	(0)
Comments	0	(0)
Agrees	0	(0)
Disagrees	0	(0)
Participants	0	(0)

2031+ survey concludes

Page views	1	(42)
Votes	0	(0)
Comments	0	(0)
Agrees	0	(0)
Disagrees	0	(0)
Participants	0	(0)

## Attachment 4



# Wingecarribee 2031+ Community Workshops

## ENVIRONMENT GROUP 1

### *Preserved. Accessible/not accessible. Natural environment*

- Complete biodiversity corridors. Define offset formulae
- Do not let mining or coal seam gas develop
- Bush regeneration in remnant natural areas
- No Lleylandi hedges
- Eastern ranges project developed
- Support bushcare and landcare works eg revegetation of degraded areas
- Maintain existing biodiversity by guarding
- Preserve all natural parks, reserves, forests etc
- National Parks remain
- Wildlife corridors habitat "Ark". Flora and Fauna
- Maintain and extend wildlife corridors
- Tourism and environment: publish local guide for bushwalkers
- Maintain local tracks
- Balanced land use that protects natural environment
- Balance of land use: food production, wild natural spaces, built environment
- Want to see a healthy AUSTRALIAN landscape encompassing natural biodiversity
- Maintain green landscape and native vegetation of the region
- Development is contained and sustainable and merged with natural environment
- GREEN orientation in all thinking
- Provide/maintain an environment which is attractive not only to locals but also visitors to further promote tourism
- Reduced footprint of people allows environment to support more people
- Biodiversity considered first and highly valued: policy, planning and action
- Restorative recreational green scene for tourism industry
- Large outdoor recreation areas and parks
- Small neighbourhood green blocks for children
- Towns separated, rural landscape by limiting greenfield development and promoting denser town development

### *Valued natural, indigenous and european heritage*

- Zero waste to landfill
- Recycled materials used before virgin materials

### *Local food production and distribution*

- Provide food at local level to remove impact of transporting food over long distances
- See food production interspersed with native shelter belts, and remnant native areas preserved/interconnected

- Local food cooperative
- Localise production of essential energy, food, water needs
- Community gardens everywhere
- Local sustainable food production
- Biodiversity comes first
- Commitment to biological restoration of degraded areas

*Accessible, sustainable, energy efficient, diverse, integrated transport system*

- Energy efficient public transport
- Safe access between centres and corridors. dedicated walking/bike tracks, slow vehicles
- Thought-based transportation, teleportation
- Public transport options replacing individual cars, especially oil
- Green, efficient transport
- Ways through urban areas for people: on foot/by bike
- Inter-town network of bike tracks

*Access to education on environment and sustainability*

- An education facility which educates people in relation to the natural environment, and human dependency on the natural environment. Eg “Eden Project”, Cornwall type facility

*Participatory, inclusive governance*

- Return to community. Inclusive, respectful, diverse
- Don't take population/development growth as inevitable. Goal should be to meet existing needs first
- Sensible planning via less governance and more involvement by the people in the process. People to be assets, not mushrooms

*Carbon-neutral economy, local renewable energy sources*

*Water highly valued*

- High quality water
- Reduce sewage, use dry system
- Evaluate dollar value of Shire's water resources
- Clean air

*Sustainable development*

- Ecologically sustainable development
- Change lending authority restrictions and in concert with planning regulations to allow introduction/implementation of modern technology
- Council to be major provider of seniors housing on old sewage site at Mittagong ie what Kiama Council does
- Attract clean industry
- Ban longwall mining and coal seam gas development

- Promote low energy house design
- Orientation of all houses to the sun and not to the street
- Require all new buildings to acquire 5 star GBCA rating
- Broad availability of all housing types that represent national percentage of types of housing

#### *Healthy, complete community*

- Freedom to jump in without fear of toxicity, encouraging human interaction
- Full sustainability: recycling everything, reinventing our jobs and our lives, renewal of past practices
- Share a sense of belonging as custodians: as deep as “traditional owners”
- Connected, not conquered: we coexist with the environment rather than compete and exploit

### **ENVIRONMENT GROUP 2**

- A local Co-op in each town for local eco-products & organic local food
  - All restaurants/cafes prefer locally grown food and suppliers where possible and support local wineries
  - More local food production on public land (including bush food) and seasonal community celebrations.
  - All humanure returned to food production
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- Every road a green road -verge (council-owned & therefore achievable)
  - Bong Bong St. to be greened with trees and vegetation to reflect the green landscape of the shire
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- Build a culture of community relationships e.g. public community gardens
  - Appreciation and respect for natural environments
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- A more cohesive community that allows for sharing resources and fosters individual environmental responsibility
  - Collaboration to achieve community goals
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- No air carbon pollution – solar, electric vehicles, etc.
- New road crossing over rail track in Bowral
- Provision for use of eco-friendly transport for individuals and public
- A much more comprehensive cycleway network & better respect for cyclists and pedestrians

- Low-carbon travel – bike paths, walkways, small electric buses within villages and between villages
  - More effective and better patronised public transport network with simpler universal ticketing system
  - Promote non-licensed transport, small motorbikes and electric motorbike
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- Actively managed carbon sinks and carbon trading
  - Energy plan for shire to become carbon neutral by 2031
  - Council is a fund of knowledge and expertise on good environmental management and is a resource for communities to draw upon
  - Enforcement of environmental protection
  - record where we are – Shire sustainability audit
  - Environment to receive equal weight in planning with economic and social objectives, e.g. proper water flows in rivers and creeks compared to water extraction for human usage.
  - In-perpetuity environmental levy
  - Realistic vegetation offset policy
  - Every centre of population has a green plan that mobilises everyone for water quality, energy generation- conservation, biodiversity and low carbon footprint.
  - We can demonstrate outstanding or world-leading environmental management skills and performance. This attracts people to transition to green jobs and brings people to want to live here and build businesses here. Measure: more green jobs per capita than anywhere else
  - Increase percentage of EECs
  - Consideration to exponential speed at which change is occurring so that we don't make the mistake of making future predictions based on past rate of change.
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- Centre for environmental learning eg University of Environmental Science
  - Education of community/households in sustainability
  - Sustainable industries such as solar, wind & education expanded where possible to make Southern Highlands centre of excellence
  - Become better educated in needs of natural environment and scenic beauty
  - Information awareness & feedbacks on impacts and achievements
  - Responsibility/accountability for our actions
  - Green conscious community
  - Local Government has a real concern for catchment guide/or future developments
  - Sustainability education/re-skilling centre
  - Education to create and reinforce awareness and concern for environment
  - a green conscious household. Fewer chemicals in use. A lifestyle change
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- Less food miles consumed in Shire than today even with increased population



- Gardens of all kinds – private/public/native/cool climate used as drawcards for the area
  - Solar access – own your own shadow
  - Room to move – same not less
  - Maintenance of rural aspect of villages
  - Lower consumption – more ‘Revive’ centres, second hand Sunday events and workshops to increase skills to repair
  - Green space – same not less
  - Environment to be clean and green
  - Vibrant local communities: arte/entertainments; food; work – all close to home
  - enjoyment of landscape
  - Private benefit vs public benefit eg leylandii
  - Keep population within limits of small villages and towns- within sustainable limit re food and natural environment
  - Our villages are exemplars for sustainable living
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- Where high density housing is planned, have small green parks, interspersed between every 6 or so dwellings
  - Greenbelt all urban areas, towns and villages
  - Beautify all urban blight areas eg Moss Vale car park and Bunnings industrial area
  - Retain all green spaces between towns and villages. Maintain 40ha lots – no 5 acre lots
  - Design wider streets in new developments and avenues with trees
  - Aesthetic design
  - All new development to be high standard not developer standard
  - Council to require power lines to be underground in new development eg lost opportunity with Big W site
  - When in doubt go with a beautiful solution in new development (beauty not to be a bad word)
  - Good design will reduce community anxiety about new development
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- Strong local renewable energy base: solar ( domestic and rural); wind (towns/villages)
- Shire is a NET clean energy exporter, as are individuals
- Average energy consumption of residents is lower than it is today with numerous local energy generating schemes producing a proportion of local needs
- Households know exactly what their environmental impact is and know how to manage that in responsible and skilful ways
- Smart metering of water, gas, electricity
- More responsible use of energy and water at home. Do we really need air conditioners in the Southern Highlands?
- Solar and wind used for sustainable energy generation

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- Protecting aquifers especially as climate dries
  - Tell Sydney that they are already drinking recycled water
  - Catchment areas are maintained properly
  - Water catchment – minimum flow to the environment with nutrients, and more recycling of wastewater
  - Enhancement of water areas (vegetation)
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- Air purity better, not worse
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- Community woodlots
- Not just maintained, but improved environment
- Incentives/rate relief for landowners protecting natural ecosystems
- Combine native flora and introduced flora to be respected
- Habitats increased and preserved for all native species
- No extinctions!
- Enhanced natural environment and protected areas continually maintained and expanded where possible
- Identified and respected wildlife corridors
- Integrated wildlife corridors/spaces using unmade crown roads

## PLACES GROUP 1

### *Grow and preserve*

- Threshold planning for every 10,000 population
- Build in resilience and adaptability
- Keep our own strengths: heritage, character, tourism, unique identity but embrace opportunity to connect with major cities nearby
- Green-wooded shire with well thought out industrial/commercial areas which provide careers, not just jobs and which do not degrade the general ambience
- No growth without in-place services
- A better servicing

### *Healthy community, well being, connectedness*

- Expand public spaces
- Leisure Centre
- Leisure Centre: provide healthy place for our youth to interact

### *Maintain the character*

- Better parking
- Maintain landscape character: well-kept gardens, green spaces between villages, healthy farms, clever infill between towns and villages
- Technical specifications plus performance expectations
- Protecting amenity
- Appropriate modernisation of building stock whilst retaining heritage characters
- Village atmosphere
- Aesthetic values
- Aesthetic design

### *Maintain open space/responsible use of open space*

- Relocalisation of agriculture: protect arable land
- Ring around towns: responsibility for use of land within
- Conservation
- Maintaining open spaces between towns
- Keeping rural lands
- Concentration of population, no sprawl

### *Employed and skilled community*

- Tourism as main economy: heritage sites, vineyards, farm visits, unique festivals (gardens, arts, music)
- IT infrastructure (wireless broadband, virtual teamworking), global reach through local village, innovation networks, Web 2.0 and beyond
- Moss Vale Enterprise Zone
- University campus
- Better tertiary education facilities
- Better access to services

- Better transport for increasing population
- Overlapping walkable (400M radius) precincts centred on neighbourhood exchange and shop
- Better connection between towns
- Better public transport
- Maintain “villages” – walkable

## GROUP 2 PLACES

- A centre for education and employment
  - Educational buildings spread
  - Old-age industry
  - Education focus
  - Eco-tourism Identity
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- Maximise sustainable community (independence)
  - Water – clean industry
  - Sustainable heating, north facing Bay window,
  - reduce use of coal, oil and gas
  - Be protected from exploitation by mining companies and heavy industry as a water catchment
  - Be famous for sustainable living and energy efficiency
  - Enough water for all
  - Highland Food Bowl with rural land producing food for local consumption
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- Preserve and promote our local heritage
  - Place of environmental beauty and valued heritage
  - Maintain our heritage, buildings and places
  - Berrima heritage preservation
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- Inclusive community
  - Well utilised public facilities which are flexible and accessible
  - A centre of excellence for the arts and culture
  - Recognition of Aboriginal culture
  - more meeting spaces and places
  - Balanced and diverse community
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- A place to be proud of

- A thriving, beautiful environment in which a cohesive yet diverse community takes pride
  - Green and clean safe place
  - Make our towns clean and tidy for all people to be proud of
  - Sense of place: pride, beauty, productive, healthy
  - Make entrance to towns look good
  - Commercial hubs that service the inhabitants eg greater mixture of shops
  - Improve Moss Vale town centre plan
  - A sustainable, secure, self-sufficient community
  - A safe place
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- Maintain unique character
  - High-rise vs spread
  - Recognise value of green spaces and bushland
  - No urban sprawl
  - Maintain uniqueness of the four environments with emphasis on developing suitable concepts for the less affluent ones
  - Intelligent compact development of our existing towns
  - Retain 50% natural vegetation with biodiversity corridors connected
  - An integrated environment: residential/rural/farmland/parks (local and national)
  - retain individual towns and villages with sense of community
  - towns and villages separated by rural landscape
  - self-sustaining villages
  - appropriate development
  - to achieve the maintenance of the unique character of the Shire, all the components need to be economically viable
  - towns separated by greenbelt land
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- More efficient, sustainable transport
- Effective transport networks for bikes and walkers
- necessary carparking multi-story
- Contain the transport corridors through the Shire – No airport
- Better rail service



## People (Groups 1 & 2 notes combined)

### *Health*

- All age groups and under-privilege
- Prevention through healthy activities
- Integration of mental health and legal support x2
- Crematorium x2
- Health services for those of all ages but especially for those of the under privileged
- Helping to maintain the health of people – so they are keen and able to participate in what the community has to offer already
- Healthy community embracing all age groups
- Strong preventative health systems – tai chi & exercise, herbal medicines, meditation
- Health / low carbon travel
- Lots of bike paths and community pathways
- Small efficient buses between villages and within villages
- Fit and health people

### *Education*

- Greater access to tertiary education and sharing knowledge between generations
- A technology savvy community
- Practical skills university – share skills between age groups (skills for sustainable and self efficient living, eg, backyard food gardening, chook care, preserving, mending etc)
- Youth to preserve our history and heritage
- Employment education for youth
- A learning community, we need every town and village to have a learning centre linked by the national broadband connection
- Increased education opportunities – youth, mature age
- Topping the resources of retirees
- Mentoring – seniors to youth and youth to seniors
- Education of environment and sustainability via an education centre
- Work on principle that health population creates a wealthy future society
- Opportunities for education provided
- More facilities for higher education
- Education facilities courses to cover most of the requirement of the community
- IT training for all
- Health courses in high school
- Large expansion TAFE for more trades
- Apprenticeships skills training for local jobs
- Environment and sustainability education centre

### *Housing*

- Affordable integrated age groups, energy efficient, in/near town and villages
- Balancing rural (productive) and residential
- Utilise surplus of large houses to reprofit sustainability and share either between generations or between families to provide affordable housing with low energy costs
- No segregation of population groups
- More housing – affordable for younger families x2
- Maintaining a balance of rural lifestyle and residential living
- Range of housing types
- Housing for low income families
- Adjustment of block size to suit budgets
- Green space between residential areas and between houses
- Appropriate housing for population needs
- Higher density housing in large towns to preserve countryside
- Place where a backyard is not a thing of the past
- Green space within residential areas for community recreation and food gardens
- Wide range of housing options – cooperatives, multiple occupancy, community sites
- Housing size of land bank
- Affordable housing for low income individuals and families within easy access of facilities – preferably by foot or bike
- A range of housing to meet the needs of the whole community
- Affordable 1-2 bedroom efficient housing.

### *Employment*

- Improved employment opportunities for young people within the shire and families in general
- Increased youth employment opportunities
- Youth activities/sports
- Job opportunities within the shire
- Jobs for the young people to return with their families to keep this area thriving
- Trade and retail job opportunities

### *Youth*

- Providing opportunities for a youth voice within the Wingecarribee, through technology, education and employment while maintaining an awareness of our heritage and agricultural, encouraging acceptance of multicultural is including indigenous Australians
- Education skills sharing employment communication awareness of heritage & technology
- Providing opportunity for a voice through technology education, employment while maintaining an awareness of our heritage and encourage our acceptance of multiculturalism including the indigenous.
- Better youth services – ie medium long-term accommodation

- Farming opportunities for the young generations on multicultural emphasis – along with opportunity of expression for young people
- More courses for youth at TAFE
- Communication between youth and citizens
- Maintenance of young people in the area work and living opportunities – a voice
- Ensuring youth are fully engaged in the Wingecarribee community
- Place where young people can gain a career not just a job
- Jobs for the people particularly youth – ie careers
- Youth their vision for 2031
- Communication to youth about community initiatives which involve them and encouraging communication between youth about those issues.
- Discussion forum on community issues in which youth are strongly encouraged to participate

#### *Arts*

- Encourage community involvement and participation in festivals, exhibitions theatre and arts events
- Tertiary education in music, drama, film, dance and visual arts
- Celebrate own cultural connections and differences
- A multipurpose building for performing and visual arts
- Friendly – people not afraid / intimidated to communicate
- Respect for each other spiritually and culturally
- More community events for socialisation
- Healthy, optimistic, cohesive society where all age groups and cultures are welcome, catered for, respected and nurtured.
- More sharing and communication of culture
- Maintain our cultural aspects
- Children and youth engaged in environmental leisure pursuits
- A well organised program for greater volunteer participation
- Encourage participation in arts and culture to bring joy and happiness
- Treating and maintaining meeting places inviting people to interact
- Celebrates cultural diversity
- Healthy vibrant community
- Regular celebrations, festivals sharing aboriginal culture
- Encourage community involvement – encourage people to participate and welcome their ideas
- Value and actively engage people from all diverse categories
- A theatre/arts centre to encourage arts in the community and performances by travelling theatre groups
- Proactively attract a diverse population that is sustainable
- Proactively attract diversity – age, culture, SES
- A cultural melting pot of united nations

#### *Odds 'N' Sodds*

- A safe community environment with access to services and environmentally sensitive transport
- Equity of access to services
- Improved transport
- Safe community minded people
- Environmentally aware
- Nursing staff for me in my cottage in my nursing home
- Place where mature people can be assured of medical services
- A healthy community must consist of all age groups from cradle to grave
- Objectively evaluate the carrying capacity (population) of the shire at current unsustainable consumption levels to at post carbon sustainable consumption level
- Safe area for people to live work and play in
- Focus on creating a community that creates healthy children
- Have researched knowledge regarding what makes a resilient adaptable creative population spread through community
- Creative structures to ensure participation of people in governance
- Mix of ages
- Strong connected sustainable community – resilient people
- Healthy population

#### *Food*

- Using rural lands for local food production affordable for all local people
- Create food security. Support local food production and consumption example; plant nut trees, fresh healthy food affordable to all, more young people supporting to grow food.
- More opportunity to participate and live rural lifestyle
- Local food production
- Local people producing food for local consumption

#### *Community*

- Use skills across all ages to build a sense of a respectful community where elders and youth feel a sense of contribution and conflicts are resolved through mediation and local legal services.
- Maintain sense of community
- Use aged people for their living skills – teaching and survival
- More legal access and local resolution through mediation
- Maintain a balance of “ages” across community
- More people of all groups and backgrounds
- Respect for the elderly in our community and their contribution to build this shire

#### *Jobs*

- A varied and diverse community embracing all socio-economic groups including but not limiting tax relief options green jobs and green industries amongst others
- Diverse employment opportunities to maintain population needs,

- Tax relief to encourage companies to move to the Southern Highlands
- Green jobs and clean industries
- 50% tax relief for all companies moving from Sydney to the Southern Highlands
- A Community embracing all age groups with opportunities available across the socio-economic spectrum
- Diverse employment opportunities to match populations need
- Varying work opportunities
- Community alternatives to prison

#### *Recreation*

- Improved social and opportunities for all demographics
- Preservation of bush for recreation
- Working together
- Social opportunities for the aged
- Recreation opportunities for all
- Leisure centre where people, especially the young, can connect in a healthy environment

#### *Transport*

- Adverse, efficient affordable transport
- Diverse and low carbon ways of moving people and goods around and within communities
- Community public transport options
- Free and efficient transport between townships



## Economy Group 1

- Only quality development – no large scale subdivisions, keeping “small” feel
- Intensification of villages
- Water and sewage training centres
- Two new villages
- Youth activities
- WSC – separate entity
- Money – infrastructure bonds
- Centre of health service excellence
- Global mindset
- A dynamic and sustainable economy
- One strong business chamber
- Career industries
- Medical Pharmaceutical hub x2
- Logistics hub
- Decentralised local economy
- Investment enterprise centre
- Diversified economy
- Broad based economy
- Every new business established is carbon neutral
- Eco friendly shire
- Wind power industry
- Employment through green industry solar wind
- Moss Vale is the preferred place of work in NSW for the new industries of 21st century
- Self Sustaining
- A sustainable food source and biodiversity community supported agriculture
- Quality food production to aid tourism
- The garden centre of NSW Private/Public gardens
- National Railway museum
- National heritage site
- A centre for cultural development arts, music and heritage
- Major arts centre
- International tourism
- Shires bushwalks are equal to blue mtns
- Intensification of horticulture/gardens
- Bed and breakfast focus for growth
- Marketing
- Boutique small towns and village centres drawing tourists
- Small scale eco tourism based on conserved natural environment
- Passenger train to Wollongong
- An effective transport system
- Very fast train

- Road and rail hub
- Southern highlands council of learning
- Education centre
- A centre of education
- Quality secondary education expanded and specialist tertiary learning
- Youth learning centre
- University campus research centre

## **Economy Group 2**

### *Environment Values*

- Clean Water Catchment
- Resource conservation

### *Housing*

- “Bowral – Brae” – cluster retirement population
- Cheap diverse environmentally sound recreation
- Seniors housing provided by council on old sewerage site at Mittagong – similar to what Kiama Council does
- Housing of various forms to provide for various household types
- Highlands specific housing design

### *Health/values*

- Healthy connected workplace
- A community marked by cooperation and reciprocity
- Environment individual impact, collective impact, individual expectations, collective expectations = we are the environment
- Small workshop making large variety of necessities

### *Education*

- University campus
- Education and business going hand in hand
- Sustainable environment training and education centre

### *Local business*

- A compact town centre of mixed – residential, retail, commercial and light industrial
- Hi value business – using proximity to Sydney
- Whole range of services
- Biggest industry in the area (after food) will be the RRC
- Town centre of Bowral developed in a coordinated manner to provide an interesting and vibrant environment
- Lot of money in nightclubs
- Commercially astute council

- Small business dominate
- Connectivity
- Businesses are centred locally from primary production to retail
- Encourage manufacturing business in enterprise zone

#### *Local business: IT*

- Virtual offices
- High tech
- High technology industry point of excellence eg clean energy technology
- More compatible industry to the garvan institute and similar development.
- E-waste processing

#### *Agriculture*

- Food industry from grow to plate
- Hi value added agricultural business
- More local agriculture
- Local food local agriculture
- Small scale horticulture
- Productive land in shire protected for local agricultural production and export.  
Soils continually built from locally recycled organics
- Encourage food growing business
- Local cooperatives for food services
- Jobs that build on and encourage agriculture locally

#### *Economic vales*

- Balance books environmental extraction rehabilitation
- Development rather than growth
- Base economy on sustainable environment/resources
- People matter, people need stimulation from their usual urban mundane lives.  
Transport and support are core needs from any economic issue
- Examine assets, do not destroy them for money alone, capitalise on assets
- Process: integrated and coordinated government policy, specifically including and encouraging community groups and business where appropriate to meaningfully participate and temper and/or amend policy.

#### *Economic principles*

- Steady state population
- Local economy CESH
- Integrate property for everyone
- A drawing in of the extremes of wealth and poverty
- Housing for everyone that is dignified and fair
- Steady state economy
- Local trade in used and recycled materials to make some/other items
- More industry moved out of Sydney taking advantage of the clean air, cheaper land and access to the freedom

- Holistic
- Waste free
- Encouraging agglomeration

#### *Green energy*

- Local energy production from renewable sources
- Energy generation and add on business
- Encourage local green power

#### *Tourism*

- Major tourism development providing accommodation, conferencing, education, bathhouse, walks, canoeing, venue for major performance, gardens, vineyards, food production
- 52 weeks a year tourism
- Gastro Tourism – showcasing our local procedures and encouraging better health outcomes by eating fresh produce
- Adventure tourism
- Eco tourism
- Tourism is escapism the desire to enjoy things unfamiliar. These assets equate to money = management = sympathetic/appropriate development
- Bush walking tourism
- High value added tourism
- Conference and event centre for NSW
- Vibrant ecotourism industry
- A network of well maintained walking and cycling tracks
- A published useful guide to tracks
- A published guide to flora and fauna

#### *Jobs and Employment*

- Jobs that are of the present – fulltime, career, 52 weeks in the year
- Mixture of job opportunities – apprentices, skilled and unskilled, professional
- Jobs for the people who now commute out
- Jobs for those who live here now not for those who might come
- Jobs that provide us with better (higher order) services education health and recreation
- Jobs close to residents (eg Moss Vale jobs for Moss Vale residents)
- Clean high vale industries, IT, education, Health care and administration
- Sustainable diverse employment
- 18-34 yr old retained via youth jobs, education, skilled jobs
- be able to attract the right people to the area for employment, families, youth, jobs
- many businesses making or selling items needed in the home from soap to furniture

### *Transport*

- very fast train
- infrastructure for industry centred on train stations and rail routes
- better transport for industry more attracted to new businesses.
- Easy access between centres – roads, rail, bus and cycleways
- Many central roads in towns closed to motor traffic pedestrian access and alternative transport predominates






# Wingecarribee 2031+ Reference Groups

## Strategies

People Places Environment Economy

1



# Agenda

- Each group present their strategies
- Break
- Suggestions and recommendations

2

## W2031+ vision statement

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

## Economy

Southern Highlands: the “*smart growth*” community

## Goals

1. Wingecarribee is a centre of learning
2. The “Southern Highlands” is a recognised tourist destination throughout Australia
3. Wingecarribee has agri-business suited to our distinct climate and geography
4. Sustainable business and industry thrive in Wingecarribee
5. Wingecarribee’s diverse economy drives a wide range of job and career opportunities

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## Importance of job creation

- Larger proportion of personal income to come from jobs within the Shire
- Larger proportion of new jobs to come from ‘higher-paid’, permanent, fulltime jobs
- Faster rate of job growth than population growth
- A faster rate of job growth in the age range 16-30: well-paid, permanent fulltime jobs.

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## Analysis of jobs and sectors

### ACTUALS

	1991	2006	1991-2006
Total Population	34180	42272	+23.6%
Total Employment*	15955	18999	+19%

\*of which about 20% out of area

### Fulltime and Part time jobs

### For 2006

F/T 48% P/T 35% U/E 5%

### Sector Distribution %

Ag, For, Fish	5.7	4
Manufacturing	13.2	11
Construction	7.8	9
Trade (who+ret)	19.6	16
Accom/ services	7.8	8
Finance/services	10.4	~10
Pub/admin,hlth,educ	22.1	~20

THUS: Little change between 1991 and 2006

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## 1. Wingecarribee is a centre for learning

Support rapid, and broad-based, social and economic flourishing through establishing a Community Learning Initiative (CLI), which delivers benefits to the broadest spectrum of community members (both in and beyond the Southern Highlands), and meets our diverse learning needs as we progress through all life stages.

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## CLI aims

- connect and foster existing community/vocational/sustainability learning situations
- promote networks to form a stronger sense of community among the central three towns and the smaller villages
- promote a learning ('smart') culture
- promote flourishing workplace goals and culture

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## CLI aims

- promote the Southern Highlands as a 'beacon' especially in the areas of
  - enhancement of learning as an individual/social characteristic 'the Smart Shire'
  - community partnerships facilitated and supported by WSC
  - economic development as set out in the WSC Strategic Plan and, more particularly, in
    - green business in general, sustainable business, agribusiness, energy
    - established manufacturing/engineering activities
    - enhancement of public sector activities
    - 'exemplar' retiree destination, and related learning, research, health activities
    - new incoming projects/industries

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## CLI approach

- Establish Southern Highlands Community Learning Partnership nucleus of governance to develop enhanced learning potentials among existing education bodies and across Shire communities
- Liaise with established community learning initiatives and relevant knowledge resources in Australia and elsewhere, and review governance and organisational arrangements
- Attract funding from Local, State and Federal Governments, business and other community/philanthropic resources
- Develop and implement detailed short, medium and long term programs, aiming in particular at the other WSC 2031 goals.

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## 2. The 'Southern Highlands' is a recognised tourist destination throughout Australia

- 1.2.1 Develop and implement a comprehensive Tourism Strategy for the Southern Highlands, incorporating and supporting the goals of the community's 2031+ strategy, and the Southern Highlands brand identity.
- 1.2.2 Develop and implement a compelling brand identity for the Southern Highlands, which defines our uniqueness/distinctiveness as a place to live, work, start a business, play, retire, join a vibrant and smart community etc.

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### 3. Wingecarribee has agri-business suited to our distinct climate and geography

#### 1.3.1 Optimise our current agri-business economy through catalysing closer and mutually beneficial relationships between producers and consumers in the Southern Highlands:

- build on Southern Highlands Harvest
- quickest and least cost route between farm gate and dinner table
- build relationships of confidence and loyalty
- reduce business risk for producers and prices for consumers
- "produced in the Southern Highlands" becomes a valued brand identifier
- "bought and consumed locally" adds value to customer satisfaction, and builds ecological resilience
- include agribusiness as a core part of our brand identity and PR and advertising of the Southern Highlands
- <http://www.hawkesburyharvest.com.au/>

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### New agri-business

#### 1.3.2. Develop and implement programs to extend our agri-business economy by pursuing new lines of business which best fit our climate and brand identity:

- encourage agri-entrepreneurs to explore possible businesses in aquaculture, refrigeration, wagu and marbled beef, exotic mushrooms, new grape varieties, petting farms, alternative uses for Bong Bong Racecourse eg. tourism, horse activities, fairs etc

#### 1.3.3. Attract agricultural industry actors to establish operations within the Shire, both to support local producers and to design products and services for export to other markets:

- such actors include CSIRO, National Parks and Wildlife, National Farmer's Federation, TAFE and Universities affiliated with the agriculture industry, forestry, animal research like the Garvan Institute etc

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## Self-provisioning economy

### 1.3.4. Encourage communities and residents to create a self-provisioning economy by growing their own food:

- Council to release land for use as allotments/community gardens for those who cannot access suitable land
- build eco-resilience in anticipation of future national/global food security issues
- encourage local communities of shared interest and practice
- encourage healthy physical activity which brings intrinsic and extrinsic benefits.

15

## 4. Sustainable business and industry thrive in Wingecarribee

### "Green" residential built environment

#### 1.4.1 Establish the Southern Highlands as a leading centre of industry, innovation and expertise, which provides tried and tested, cost-effective solutions for the "greening" of our residential built environment (both existing and new):

- take advantage of economic development arising from housing expansion
- networked cluster of SMEs who share market and technological knowledge
- hardware, software, and conceptware (design, marketing, consulting service)
- provision of innovative financing and business models to speed consumer adoption and business growth
- supported by knowledge and skills training through the Community Learning Initiative
- creates green jobs and careers for multiple segments: engineers, designers, marketing, advertising, and finance professionals, and all tradespeople

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## Expertise in water management

1.4.2. 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 in all aspects of life:

- take on the "net zero water" challenge. "Net zero water is an analogous concept to net zero energy. Through a combination of rainfall harvesting, aggressive conservation, and water recycling, buildings can achieve self-sufficiency from the water "grid."
- covers the full water spectrum, from clean rainwater to grey water to black water (sewage) to brown water (storm runoff) to green water (for landscapes) to new water (desalination and reclaimed water from sewage treatment)
- same approach as above, but goes beyond the residential built environment

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## Local energy generation and alternative energy expertise

1.4.3. Exploit fast-emerging business opportunities in the field of alternative and decentralised energy generation:

- same approach as above, hardware/software/conceptware
- reduce energy costs and create income streams for businesses, other organisations, and residents
- reduce CO2 emissions
- build energy resilience

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## 5. Wingecarribee's diverse economy drives a wide range of job and career opportunities

### Government and public sector

- 1.5.1 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/ green-field operations. Key stakeholders include our Federal and State MPs and the staff of their parliamentary offices.

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## Local Council role

- 1.5.2. Wingecarribee Shire Council to develop and implement a plan to give full support to social and economic flourishing in the Shire, both directly as a significant actor in its own right, and indirectly through facilitating broad-based community actions to drive social and economic development:
- WSC to ensure its organisation, staffing, operating procedures, planning and budgeting fully support the Shire's social and economic flourishing:
  - all procurement decisions to be aligned with objective to support local jobs, and minimise "escape expenditure" from the Shire
  - Council to appoint a Director-level specialist in economic development, who is effective in working on a peer-to-peer level with multiple stakeholders, including federal and state politicians, senior business leaders, entrepreneurs, local councillors, community leaders etc

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## Move full speed ahead with MV Enterprise Zone

- all development of the Zone is seen as having a positive economic benefit for the whole of the SH, not least in the creation of new jobs
- seek to minimise economic benefits escaping outside the SH
- the new Zone offers the best opportunity for significant acquired growth through attracting new industry
- may need a broad-based community SWAT team to cut through red tape and other barriers: power and telecomms, fast track DA approval, streamlined relocation grant assistance etc
- make it easy and quick for people to relocate to SH

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## Networked clusters: manufacturing and engineering

**Optimise existing strengths in manufacturing and engineering clusters, which cooperate in finding new ways to attract similar industries to relocate to the Southern Highlands.**

- build the profile of both manufacturing and engineering in SH, and "join up the dots" in collaborative networks
- economic benefits include better representing shared interests to different stakeholders, locally and nationally
- the people leading these enterprises are best placed to advise on how to attract similar industries to SH
- recognise and celebrate the innovation and entrepreneurialism of these ventures, and learn from their success

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## ICT as a business and general enabler

Build appropriate Information and Communications Technology (ICT) as an important industry in its own right, and as an enabler for economic development generally.

- ICT not a current strength in SH, needs to become one, and be readily available sooner rather than later
- most of the other strategies recommended assume that ICT is an enabler, and not a barrier, to economic development
- ICT itself is an attractive industry which itself attracts other attractive industries to move to SH
- can we leverage the proximity of the main fibre optic cable that runs throughout the SH?

23

Turn "grey" into "gold" through wealth capture and creation



*[We] should concentrate on turning problems into opportunities to ensure seniors continue to be a national asset rather than being seen as a liability.... If plans to meet the "grey wave" are made now, rather than let it crash in on us, "grey" could become an asset of "gold".*

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## Attract more grey migrants to relocate to the Shire

- We have more than the state average of people aged 55 and over (31.3% vs 24.3% in 2006)
- This sector is growing at almost double the rate of the state as a whole (21.2% vs 12.2% for the years 2001-2006).
- 22.5% of the employed population of the Shire are over 54 years of age.
- Expected that national aged care expenditure will almost double by 2050.
- That is half of all government spending, or 27 per cent of GDP.

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## Provide services to support the needs of this growing market

Services for 'the ageing' include transport and access, activities and entertainment, home deliveries, home maintenance, housing provision, domestic help, support and care, nursing homes, health services etc. A strategy to develop jobs for this market might include:

1. Encouraging entrepreneurs to deliver domestic help, home maintenance etc, as needed by
2. TAFE training and Community Learning Initiative facilities for particular ageing (probably health-related) services
3. Rethinking the way that seniors' living opportunities are encouraged locally

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## Build supporting infrastructure

- Encourage development of a 'cluster' of public and private establishments aimed at the ageing market locally
- Increase supply and capacity of assisted living and nursing homes
- Promote the Southern Highland as *the* premier place to live in retirement
- Increase supply of facilities such as the East Bowral Community Centre where ageing-oriented enterprises (eg U3A) could be based as well as serving the wider community
- Establish a University School of Geriatric Medicine in the Shire.

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## Tapping into this rich resource

**Better utilise the skills and experience of older Australians who want to work, run businesses, and pass on their wisdom to younger generations**

The Australian economy loses \$10.8 billion a year for not utilising the skills and experience of older Australian who want to work. [Glenn Milne The Drum ABC 16 August 2010]

Utilise the strengths/resources that the grey population bring to the Shire, and not view them as passive recipients or consumers of services.

An increasing proportion of over 55s will be coming to the Shire not to retire but to begin their third age, including the next major phase of their careers which may extend well through their sixties and into their seventies.

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## Not covered in the strategy

- Retail (seen as a follower of growth and not a source of highly paid jobs)
- Housing growth needed to sustain additional population. Covered in Places Team? Important driver of economy.
- Large infrastructure projects such as a Very Fast Train, or Sydney's second airport have also been excluded. Need to see a "real" Corridor Strategy.
- Mining (not seen as high priority and incomplete consensus)
- Special programs to encourage young people to stay in SH and to ease transition into first jobs:
  - CLI should help here

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## Places

### Goals

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

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## 1. Wingecarribee is linked by an integrated and efficient transport network



- 1.1.1 Provide convenient, affordable, and high speed public transport to major urban centres outside Wingecarribee Shire. (flexible, frequent)
- 1.1.2 Connect towns and villages with efficient public transport networks which are affordable, convenient, flexible, and comfortable.
- 1.1.3 Provide comfortable and efficient transport interchanges at transport nodes. (convenient, safe, accessible)
- 1.1.4 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.

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## 1. Wingecarribee is linked by an integrated and efficient transport network cont.



- 1.1.5 Encourage cycling and walking.
- 1.1.6 Encourage development that will increase the viability of public transport, cycling and walking infrastructure.
- 1.1.7 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.

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## 2. Wingecarribee maintains a distinct character of separate towns and villages



- 1.2.1 Ensure expansion of towns and villages does not compromise separation distance between its towns and villages. (No expansion beyond town boundaries)
- 1.2.2 Retain the rural landscape between towns and villages.
- 1.2.3 Retain and make more distinctive the special qualities that make each town or village unique.

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## 3. Urban design in Wingecarribee creates inspiring places where people want to be



- 1.3.1 Strengthen the connectivity, liveability and vibrancy of towns and villages. (emphasis on generating community, walkable precincts, public spaces, tree lined streets, comfortable outdoor spaces, minimum at-grade parking, personal and property safety, community gardens).
- 1.3.2 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
- 1.3.3 Encourage development that emphasises towns as distinctive destinations (in terms of residential, business, industrial and tourist character).
- 1.3.4 Encourage responsible compact development and usable open space within the current urban growth boundary of each town and village.

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## 4. Wingecarribee housing options are diverse

- 1.4.1 Provide for housing types that match projected demographic and household needs in appropriate locations (aging population, smaller households, affordable housing, review development options in towns and villages).
- 1.4.2 Provide housing options in all towns and villages that will enable residents to age in their communities (intelligent ageing).
- 1.4.3 Provide for higher density development within the towns of Mittagong, Bowral, Moss Vale, Bundanoon and Robertson.
- 1.4.4 Promote "universal design" in housing to enable people of all ages and abilities to live independently.

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## 5. Wingecarribee is recognised as a place of significant heritage conservation

- 1.5.1 Identify and promote buildings, places, trees, gardens, landscapes and other areas of significant cultural heritage value (non-Aboriginal, Aboriginal, natural and archaeological).
- 1.5.2 Ensure that the unique heritage qualities of towns, villages and special areas are protected. (provide technical as well as performance controls)
- 1.5.3 Recognise where the Shire's cultural heritage contributes to its character and manage change appropriately to reinforce local distinctiveness. (Conserve items and areas of heritage significance)

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## Environment

Major outside influences:

- The NSW State Plan
- New off-ramps from the freeway.
- Fast train corridor linking Sydney-Canberra-Melbourne
- Ongoing removal of local planning determinations from the Council
- Wingecarribee being rolled into a larger council
- The effect of climate change and peak oil The possibility of mining in the Wingecarribee
- The continuing heavy reliance on the Wingecarribee for both surface and underground water

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## Environment

Goals:

- Wingecarribee achieves continuous reduction of waste to landfill
- Wingecarribee communities live sustainably by choice
- Wingecarribee's distinct and diverse natural environment is protected and enhanced
- Wingecarribee community has a carbon neutral economy

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## Over arching statement

The Wingecarribee possesses many valuable natural and man made landscapes which are appreciated and used by the local and wider community including Sydney. We may not be able to control population in Wingecarribee Shire but we need to manage it intelligently. In particular we need to ensure that no development takes place that would threaten the underpinning natural resources of the area in its pre-eminent role as a water catchment, potential food bowl area and recreational attraction.

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## 1. Wingecarribee achieves continuous reduction of waste to landfill

- 1.1 Minimise waste through education, promotion of alternatives, financial incentives, prosecution of dumpers and Council's own waste management program.

### Recommended Actions:

1. Establish disincentives to waste generation through service provision e.g. reward reduced collection frequencies/bin size, charge more for extra services
2. Reward the most efficient kerbside waste generators & recyclers and promote the awards
3. Promote 'Waste Wise' events e.g. at events, provide volunteers in attractive council-subsidized uniforms to attend all council recycling bins and explain what goes where.
4. Pursue, publicise and prosecute dumpers e.g. Illegal Dumping Squad
5. Provide low cost compost bins/worm farms through as many outlets as possible
6. Regulate waste generation from building and development industry through DCPs
7. Advertise widely the "reduce, reuse and recycle" ethic, including on all Council stationery
8. Promote the use of the Council's Resource Recovery Centre
9. Follow Waverley Council's example of organized Garage Sale Trails

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# 1. Wingecarribee achieves continuous reduction of waste to landfill cont.

## 1.2 Promote Product Stewardship (PS) and Extended Producer Responsibility (EPR) at a local level.

### Recommended Actions:

1. Support local industry in developing 'Green' business that leads to local ownership of waste e.g. local electronic waste processing
2. Encourage local business to 'take ownership', from a waste perspective, of goods and services they provide
3. Develop a long term Waste Education Plan to support Strategy

## 1.3 Continue to reduce, reuse, recycle and return to maker.

### Recommended Actions:

1. Promote a "reduce, reuse and recycle and return to maker" culture in all council material including Council stationery
2. Promote the use of the Council's Waste Resources Centre
3. Follow Waverley Council's example of organised Garage Sale Trails
4. Invite event organisers to educate the public about which kinds of waste go in which bins

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# 1. Wingecarribee achieves continuous reduction of waste to landfill cont.

## 1.4 Promote alternatives to single use packaging and other disposables

### Recommended Actions:

1. Copy the Bundy-on-Tap program throughout Shire by providing accessible, good quality water in public places.
2. Copy Coles Bay, Tasmania by eliminating plastic bags

## 1.5 The implementation of these recommended strategies and actions to be the core business of Council's Environment & Sustainability Committee.

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## 2. Wingecarribee communities live sustainably by choice

- 2.1 **Imagine a very different world in 2031, and plan accordingly, taking into consideration the realities of peak oil, climate change, steady-state economy and population growth.**
- 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.**
- 2.3 **Engage and encourage community by developing programs to explore the ways that all may live more sustainably, e.g. using "Open Space" Technology and CANWin's Climate Change Circles.**

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## 2. Wingecarribee communities live sustainably by choice cont.

### 2.4 **Educate the Community about how to live sustainably**

#### Recommended Actions:

- 1. Develop, as a high priority, an "icon" sustainability education centre such as the SETEC project (Sustainability Education Training Exposition Project) put forward by the Wingecarribee Resource Centre, the planning for which is already well advanced.
- 2. Promote food production in urban areas eg provision of community garden plots agriculturally-productive nature strips
- 3. Promote food production in rural areas eg by promoting its current farming rate concessions for bone fide owner occupier farming and share farming.
- 4. Promote, through education and financial incentives, water conservation measures to developers, builders and homeowners, such as the recycling of grey water, waterless toilets and increased water harvesting (larger tanks etc)

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## 2. Wingecarribee communities live sustainably by choice cont.

### 2.5 Regulate and encourage the Community to maximise sustainable living through best building practice

#### Recommended Actions:

1. Encourage infill development as the first preference for all new urban development
2. Ensure best practice in sustainable building, working proactively with owners and developers to achieve the best outcome in both new and retrofit projects (e.g power reduction, skylights, solar hot water, off grid power, insulation, water collection and composting), guiding developers with appropriate DCPs and leading by example with regard to Council's own buildings.

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## 3. Wingecarribee's distinct and diverse natural environment is protected and enhanced

### 3.1 Conserve the key natural resources of the Shire; namely, water catchments, arable land, key wildlife corridors, vegetation and scenic landscapes.

#### Recommended Actions:

1. Oppose any development that would place these in jeopardy, such as long wall coal mining, coal seam gas development and urban sprawl.
2. Using DCPs and other available measures, Council will prevent development on agricultural land or in wildlife corridors.
3. Promote a major tree planting program throughout the Shire including trees on marginal farms and on roadside verges.
4. Support Voluntary Conservation Agreements.
5. Support the 2010 Great Eastern Ranges Corridor project designed to connect natural areas from Cairns to Melbourne.

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### 3. Wingecarribee's distinct and diverse natural environment is protected and enhanced cont.

#### 3.2 Maintain and enhance biodiversity.

##### Recommended Actions:

1. Support the work of voluntary Landcare groups, e.g. through a permanent Environment Levy
2. Promote low development buffer zones around national parks
3. Offset, monitor and disseminate information on vegetation loss, commission & update a vegetation biodiversity survey, publish the collective biodiversity index with the annual rate notices.

#### 3.3 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.

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### 4. Wingecarribee community has a carbon neutral economy

#### 4.1 Promote the kind of development that would reduce the use of fossil fuel

##### Recommended Actions:

1. Enlarge the network of bike paths/slow ways and provide security bike racks
2. Support more extensive and frequent local public transport including consideration of the re-activation of the disused loop line connecting the northern villages of the Shire.
3. Lobby for a better local and commuter train service
4. Lobby for the Very Fast Train
5. Take a lead in the provision of recharging stations and battery exchange for electric cars and buses
6. Adopt DCPs that will locate population density close to town centres

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#### 4. Wingecarribee community has a carbon neutral economy cont.

##### **4.2 Encourage residents and businesses to source goods locally.**

###### Recommended Actions:

1. Promote use of a local exchange program e.g. CESH (Community Exchange Southern Highlands)
2. Support frequent local markets at which home-made and home-grown goods may be exchanged.

##### **4.3 Promote local sources of renewable energy, e.g. wind, solar and thermal, that would enable the Shire to be independent of the electricity grid.**

###### Recommended Actions:

1. Lead by example by making Council's own facilities (eg community centres, depots and swimming centres) carbon neutral.

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#### 4. Wingecarribee community has a carbon neutral economy cont.

##### **4.4 Monitor and publish performance in the reduction and offsetting of greenhouse gas emissions.**

###### Recommended Actions:

1. Publish the data in rate notices
2. Subsidize "shop-fronts," manned by volunteers, in all the towns and villages to disseminate the information

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## the “connected” community

## People Reference Group 2031+ Goals

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

## Converging challenges

WINGECARRIBEE  
2031



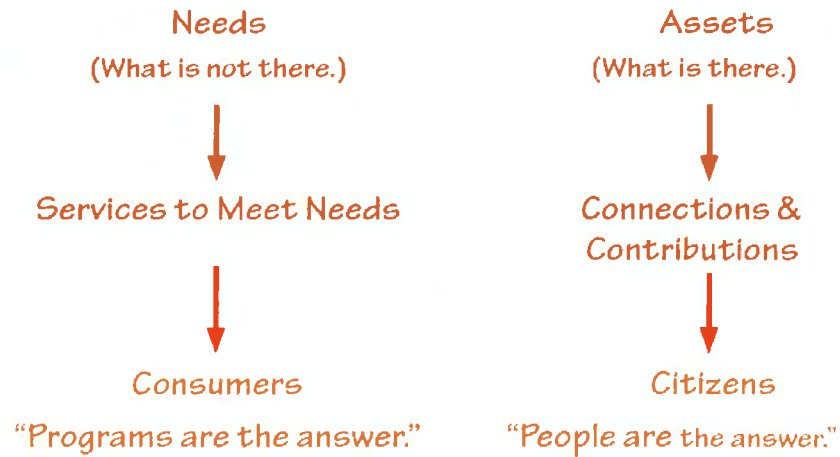
## The People theme is essentially about community building

WINGECARRIBEE  
2031



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## Two Paths -- Two Solutions



When people care enough to act: abcd in action, Mike Green, 2006

55

## Building Relationships is the key



image: When people care enough to act: abcd in action, Mike Green, 2006

56



## Bundanoon Community Association

WINGECARRIBEE  
203

- large and committed membership that provides coordination and governance
- 14 established sub-committees (& growing)
- very high rates of volunteering
- teams are involved in continual organising of activities
- news magazine of very high quality delivered free to every household

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## Berrima School Food Garden

WINGECARRIBEE  
203

Children  
+  
Teachers  
+  
Parents  
+  
Local  
tradespeople  
+  
Community  
organisations  
(PSH)  
+  
Funding  
bodies



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### **1.1 Wingecarribee community has access to a variety of cultural, recreational and sporting opportunities**



- 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 & funding
- Foster community participation
- Council actively facilitate and support the coordinated use of existing public and private facilities to ensure equitable access

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### **1.2 Wingecarribee people have a healthy lifestyle and inclusive community**



- Increase access to fresh local produce for all and build local food security through supporting local food production and consumption
- Increase community inclusion, cohesion and social interaction.
- Foster preventative health systems & activities to promote physical, mental and social health
- Provide structure in the Shire to encourage physical activities and enable access

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### **1.3 Services and facilities are locally provided to meet the needs of our community**

- Create community hubs to engage residents and organisations in the provision of appropriate decentralised or mobile essential services
- Maintain strong public institutions and facilities in the district to match the evolving needs of the community.
- Prioritise improved, environmentally sensitive public and private transport both within and between villages and towns

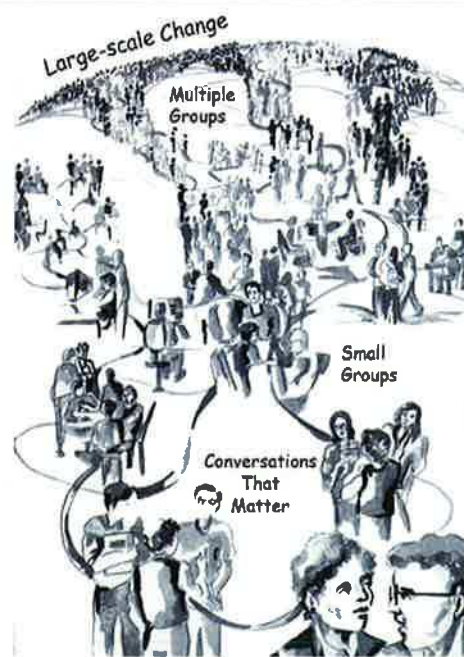
61

### **1.4 Wingecarribee fosters a diverse, creative and vibrant community**

- Proactively value, attract and hold a diverse population of young people, families, cultures and classes to the Shire to ensure a balanced community.
- Identify and measure social trends and issues to enable the formal and informal development of appropriate leadership, knowledge, skills and early responsiveness
- Engage the under-represented in the life and decision making of the Shire
- Encourage and implement activities that strengthen community spirit

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An integrated approach in  
the  
'connected  
community'



Co-Evolving Our Futures



Wingecarribee – the “connected” community



“We may have all come on different ships,  
But we are in the same boat now” Martin Luther King

## 5 min break

- Groups to convene before re-grouping for suggestions and recommendations

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## Suggestions & Recommendations

- Environment:
  - Add and 'waste generation and disposal to landfill' to goal 1.
  - Add 'and necessity' to the end goal 2, it would then read:  
*'Wingecarribee communities live sustainably by choice and necessity.'*
- The implementation of recommended strategies and actions to be the core business of Council's Environment & Sustainability Committee.

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## Next steps

- Develop leadership goals and strategies for theme
- Exhibit draft document
- Adopt and implement



## Notes

### W2031+ Leadership Workshop

29 September 2010

Mittagong RSL

Workshop commenced 10:15am

#### Characteristics of good leadership

Leadership – Do what you say will do

Listens 60%, Does 40%

- Focus on business in hand
- Team understanding
- Delegates
- Courageous
- Volunteers/Government/Business

---

Leadership is decision making by.....

- Integrity
- Inclusive
- Management and organisation skills
- Accountable
- Transparent
- Trust
- Law Abiding
- Societies values
- Morales

---

1

- Alan Border
- Mark Taylor
- Barack Obama
- Bill Clinton
- Ben Chifley
- Peter Reynolds
- Winston Churchill

2.

- Good listener
  - Integrity
  - Thoughtful
  - Brave
  - Innovative
  - Credibility
  - Imaginative
  - Able to cope with change
  - Diplomatic
  - Consultative
  - Visionary
  - Dignity
  - Inspirational
-

- Empowering community by participation
  - Creating a shared vision
  - Developing a model to share
  - Thinking globally acting locally
  - Imagine alternative futures that might better suit the times
  - Transforming problems into challenges and opportunities
  - Chart such a safe course to a chosen destination that others are inclined to follow
  - Plot the chose route from end point to start point to get to the chose destination on time (and not some place else)
- 
- Empowerment mechanisms with some element of authority
  - Creates a shared vision
  - Passion
  - Courage
  - Clear and consistent communication
  - Positive and confident
  - Not populist
  - Fair and equitable
  - Non-vindictive
- 
- Humility
  - Reflective capacity
  - Holds the 'vision'
  - Empowers others
  - Values diversity
  - Unshakable 'faith'
  - Capacity for fun
  - Recognise and evoke talent
- 

#### Key themes:

- Do what you said
- Creates a shared vision....consistently/clearly communicates vision
- Empowers communities to participate in decision making
  - Develops the process to make it happen
- Embodies "society's values"
- Unshakable faith in the vision
- Humility – holds the vision humbly
- Integrity
- Able to cope with change
- Consultative
  - Working with people
  - Gathers information
- Listening – not just doing!
- Imagine alternate futures
- Informed leadership
- Responsible – in terms of decision making
- Transforms problems into opportunities
- Focus in future

### Goal

All **working** together in a flexible and responsive way utilising community values to achieve the final objectives of the 2031 plan.

### Strategies (looking back from 2031 how did we achieve the goal?)

- Developed an engagement and communication strategy
- Define "sustainability"
- Solicited widespread public endorsement which directed a mandate for (council and) community action from 2010 to 2031
- Invited community groups to add communication channels
- Utilised skills in the community
- Defined how to measure, review and celebrate our progress regularly (monthly) towards each of the goals

### Additional Notes (from other team review)

- Remove 'final' from goal
- Need a better word for 'mandate' in 3rd strategy, empowers was suggested.

### Goal

Act in an **inclusive** manner with open information, open communication, open views and open participation (providing opportunities for all of the above)

- Ownership of decision by community
- Empowerment of whole of community

### Strategies (looking back from 2031 how did we achieve the goal?)

- A focus on researching methods of engagement, community needs and views
- A focus on community engagement
- Investment in communication technology and in direct interaction with the community
- Adhere to the developed strategies of the 2031 plan by continuing engagement with community

### Additional Notes (from other team review)

- Broadcast Council Meetings
- Weekly TV – decisions made of forthcoming
- Open space technology is the means
- Centre of learning excellence is the key!!
- Alternative ways for community to consult/feedback/interact with Council
- Develop strategies to reach/consult/involve broader community
- Task forces and project group
- Conversation café/pub

### Goal

Our leadership is based in mutual trust to foster/and embody values of:

- Respect
- Responsibility
- Integrity
- **Ethical Governance**

### Strategies (looking back from 2031 how did we achieve the goal?)

- Ensure systems and processes are in place to achieve mutual trust
- Define values in a contract of understanding between Council and the community

- Communication and respect through continuing engagement and activities through various modes and mediums (eg social networking, blogs, meetings etc.)
- Change our paradigm from self-interest to mutual benefit (win/lose; win/win)

**Additional notes** (from other team review)

- Inclusion of sustainability principles, especially environmental sustainability
- (with integrity and ethical governance) to 1st strategy
- (key to achieving goal) to 2nd strategy
- Well on the way already, self interest is already reduced from past levels (in regard to the 4th strategy)

**Goal**

Wingecarribee community is **visionary** through creative and practical futures thinking.

**Strategies** (looking back from 2031 how did we achieve the goal?)

- Provide opportunities for the community to participate in futures thinking
- Be open to new ideas
- Be creative in our use of resources including population
- All ideas and proposals are assessed on their lifecycle impacts
- Important decisions are made on the basis of how they meet our goals
- Provide practical ways to achieve consensus on the vision

**Additional notes** (from other team review)

- Checked against environmental sustainability

**Goal**

Goal/benchmark driven (vision 2031+), polycentric networked supporting collaboration, partnerships and empowerments across all sectors – **network model**

**Strategies** (looking back from 2031 how did we achieve the goal?)

- Completed ideal/vision 2031+ process
- Identified and networked what we have that is working well
- Foster diverse communities of "practice"
- Harness skills, energy, time of community members
- Council staff to facilitate and remove barriers
- Invite participation in leaders (council providing leadership education)

**Additional notes** (from other team review)

- Define community
- Need ownership and accountability from community (in regard to measuring and reporting progress and outcomes)
- Communication are developed to ensure outcomes are aligned with vision (groups to council, council to groups and groups to groups)

**Workshop closed 3:30pm**

## Attachment 7

### Draft W2031+ Feedback Meeting

The meeting was held Tuesday 23 November 11:00am – 2:00pm in the Civic Centre and attended by representatives from the community, Council and council staff. The purpose of the meeting was to review the comments, feedback and submissions with specific focus on consideration of the proposed amendments. The meeting was split into sub-groups to consider the proposed amendments specific to individual themes. Each group considered the proposed amendments in regard to the information used and work undertaken to prepare the draft document. Each group then presented back to the whole meeting. Some recommendations were agreed and other items were discussed further with revised recommendations agreed. The outcomes of the meeting are detailed below:

Proposed Amendments		Recommendation
<b>Vision Statement</b>		
Remove nurturing and replace with “caring” for our environment		No action. Original intent and meaning as agreed at workshop to remain.
<b>Leadership</b>		
More overt focus on equity with the inclusion of strategies aimed at engaging with and addressing the long term needs of vulnerable and disadvantaged groups, eg. single parent households, unemployed, Aboriginal and Torres Strait Islanders, people with disabilities		No changes to strategies as plan underpinned by principles of Social Justice. Include ‘ <i>particularly the disadvantaged and vulnerable</i> ’ wording in introductory/explanatory pages.
<b>People</b>		
Strategy 2.1.2 - council be a leader and include individuals as stakeholders		Agreed.
Add a strategy that specifically targets disadvantaged and vulnerable groups in terms of access to opportunities for items included in this section (physical activity, food security, public transport)		To be recorded as a potential action
Add a strategy around encouraging a range of opportunities for supply of healthy food (supermarkets, fruit and vegetable shops, farmers markets)		To be recorded as a potential action
Expand through reference to some of the relevant sections of the Healthy Urban Development Checklist, eg. Healthy Food; Transport and Physical Connectivity; Social Cohesion and Social Connectivity. <a href="http://www.health.nsw.gov.au/pubs/2010/pdf/hud_checklist.pdf">http://www.health.nsw.gov.au/pubs/2010/pdf/hud_checklist.pdf</a>		To be included as a reference
Add a strategy to 2.2 around working with Health (SSWAHS) to implement health promotion activities and provide supportive environments for physical activity		To be recorded as a potential action
Relevant measures of progress included relating to fresh food access, healthy eating and physical activity. The NSW Report of the Chief Health Officer would provide some useful data. <b>Also included in the General section of this document page 3</b>		Agreed, add to measures
<b>Places</b>		



Proposed Amendments	Recommendation
Suggested goal for 3.2 to maintain a distinct character of separate towns and villages: <i>"Greenfields development sites that do not compromise the separation and character of towns and villages should be identified only if future housing needs to 2031 cannot be met from redevelopment at higher urban densities and infill within the existing urban footprint."</i>	Not agreed, however revised wording of existing of 3.2.1 by removing 'expansion' and adding 'growth'
Goal 3.4 could have a more specific focus on provision of affordable housing	To be recorded as a potential action
There could be an increased focus on supporting the development of alternative transport systems such as car share programs, electric taxis and bike hire schemes	To be recorded as a potential action
Strategy 3.1.4 (p18) could include secure bike parking and end-of-trip facilities	To be recorded as a potential action e.g. <i>Investigate and support cycle hire schemes</i>
An additional goal - <i>'There are places for the community to meet and interact'</i>	No action, part of goal 3.3
Ensure the public transport serves employment centres	3.1.2 revise wording from 'towns and villages' to 'towns, villages and employment centres'
Incorrect goals listed for 3.2, should be 'Wingecarribee has maintained a distinct character of separate towns and villages' as per pg 9	Agreed, typo.
Re-order strategies in goals 3.2 i.e. 3.2.1 becomes 3.2.3, 3.2.2 becomes 3.2.1, 3.3.3 becomes 3.2.2	Agreed
<b>Environment</b>	
Goals around appropriate population size eg. audit of carrying capacity which is linked to the average footprint of residents (smaller the footprint the greater numbers the Shire can support.)	Possible future action when science in this field is further progressed
Reword goal 4.1 to: <i>'Wingecarribee achieves a continuing reduction in waste generation and disposal to landfill'</i>	Agreed
The first item should be the Protection of water quantity and quality. (The neutral or beneficial effect of any development should be the overriding parameter for all sections of the plan. The aquifers should be preserved for the future).	Swap order of 4.1 and 4.3
Environment should not have rubbish and waste as its first goal even though it is an important point.	Swap order of 4.1 and 4.3



Proposed Amendments	Recommendation
<p>The second item should be the present item 4.3 natural environment is protected an enhanced. 'Ensure no net loss of the natural resources of the Shire' is absolutely fundamental to future well-being.</p> <ul style="list-style-type: none"> <li>Item 4.3.2 Maintain and enhance biodiversity – should read 'Identify, maintain and enhance biodiversity.' Measuring our progress should include regular aerial photo analysis.</li> <li>Include a Clean Air point that discourages polluting emissions and establishes a monitoring program in order to protect this very important asset.</li> <li>Clearly stated at the meetings that themes and goals should be achievable, therefore they should qualified: <ul style="list-style-type: none"> <li>It is impossible for 'communities to live sustainability by choice' – should be live as sustainably as possible</li> <li>It is impossible 'to have a carbon neutral economy' – should be work towards a carbon neutral economy</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>No action</li> <li>Capture as action</li> <li>No action, goals are what we aim for</li> </ul>
Goal 4.2 the word 'choice' should be removed.	Disagreed, social movement more powerful
Specific measures in the planning and maintenance of revegetation and regeneration areas, e.g. Bushcare	To be recorded as a potential action
Goal 4.3 – something more specific which clearly values and promotes Australian habitat and biodiversity, and recognises that ecosystems services such as clean water are dependent upon nature and integral to the health of our environment throughout the Shire.	No action
Could be increased focus on issues of air quality and mitigation of potential natural and man-made hazards, eg. flooding and bushfires. Reference to the Health Urban Development Checklist may be beneficial. <a href="http://www.health.nsw.gov.au/pubs/2010/pdf/hud_checklist.pdf">http://www.health.nsw.gov.au/pubs/2010/pdf/hud_checklist.pdf</a>	Suggest rewording 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.'
Reference should be made to the Drinking Water Catchments Regional Environmental Plan (REP 1)	No action, will be addressed through the development of the Local Planning Strategy
Reference should be made to the Sydney Drinking Water Catchments Local Planning Direction (5.2) issued under Section 117 of the <i>Environment Planning and Assessment Act 1979</i> (EPA&A).	No action, will be addressed through the development of the Local Planning Strategy
Reference the SCA's model "Development with Sydney's Drinking Water Catchment" clause	No action, will be addressed through the development of the Local Planning Strategy
Include brief description of the Sydney drinking water catchment and Special Areas that fall within the LGA are included in W2031	No action, will be addressed through the development of the Local Planning Strategy
<b>Economy</b>	

Proposed Amendments	Recommendation
Strategy that audits and protects food producing land in the shire and a stronger statement of intention to make this a food bowl not just for locals but perhaps even for Sydney	No action, covered by goal 5.3
Introduction include specific mention of the University of Wollongong Outreach Centre, Moss Vale TAFE and the number of secondary schools in the Shire, particularly as the first strategy is about making the Shire a centre of learning.	Agreed, additional wording will be included in theme introduction
Measuring our progress includes using Australian Bureau of Statistics information including level of education being achieved by the local population.	Agreed, measure to be included

Suggested changes were received on wording, context and information contained in other parts of the document such as the Introduction, theses were considered as general editing not amendment to vision, goals or strategies. Some other general comments received include:

- The principles and values outlined in the draft Strategic Plan are sound and very positive. The focus on social justice and the emphasis on equity, access and active participation by the community and service provider are to be commenced. Similarly the underpinning principle of sustainability as defined is very appropriate for this longer term plan.
- Congratulations to each & every person who contributed to the comprehensive W2031 document. It appears to be a well thought out & visionary plan, which I trust will provide incentive & direction across many diverse areas. I'd be happy to adopt it as our shire's north star from now until 2031. Well done indeed!
- I have been impressed by the 2031 process. It has been well-run, attracted much community participation and has given at least the impression that the Council is serious 1) about planning for the longer term, and 2) involving the residents of Wingecarribee in the planning process.

The report is sufficiently wide in scope to include and hold the interest of a wide range of people, and gives everyone a role in the creating the best future for the Shire. About the only ones who do not have a role are those who don't want to be involved or who don't want anything to change. The nature of reality is such that an unchanging future is impossible, so we either become involved in shaping the future or we have someone else or something else do it for us. I am grateful to be included among those who will shape the future.

Of course, there will always be differing views on the shape that the Shire will take, but at least we have a process that allows discussion and compromise when there is not consensus. Even the cut and thrust of negotiating a compromise can work to build community. The future that is ours to help shape is not a guaranteed positive one. We will have some massive challenges forced upon us over which we have no control, e.g. rising energy costs, rising population, financial instability, shortages of oil and all of the goods and services that depend upon oil; nevertheless, it is possible to create a community that is sufficiently resilient not only to weather these storms, but even to prosper. If we fail to even try, we will be blown away like the dust in drought.

I commend the Shire of Wingecarribee for giving us and future generations a chance to grow and prosper.