

SHOALHAVEN PROFILE

Shoalhaven is a special place with a unique character that combines a spectacular natural environment, with a growing population and economy. Stretching from Berry and Kangaroo Valley in the north to Durras in the south, the City of Shoalhaven takes in a diversity of places, people and environments. The beautiful qualities of Shoalhaven come from, in part, the distinct characteristics of the City's protected areas such as Jervis Bay, Morton, Conjola and Murramarang National Parks and un-spoilt lakes, rivers, beaches and mountain ranges.

The Shoalhaven is a place where residents enjoy a range of lifestyle options, recreational activities and work opportunities and which is a popular visitor destination. The City and its community will continue to grow and change in the future and develop over time. It is important that the distinct character of the Shoalhaven and the environmental values that make the area such an attractive place, are retained to ensure the best possible city and community for present and future generations.

Shoalhaven City Council has crafted, in collaboration with the community, a vision for the Shoalhaven in 2020.

A clear sense of how we can retain the values and character of the City while meeting the needs of future growth will enable Council to ensure that we create a better future for the residents, businesses and visitors of our City.

LOCATION

Shoalhaven is located on the south coast of New South Wales, approximately 160 kilometres from the centre of Sydney. As one of the largest coastal local government areas in the State, Shoalhaven City Council covers 4660 square kilometres and is approximately 120km long and 80km wide. Shoalhaven coastline is approximately 170kms, excluding all bays and inlets, and comprises 19 major water catchments including rivers, bays, lakes and major creeks. Nearly 70% of the Shoalhaven is national park, state forest or vacant crown land.

MAJOR CENTRES

Nowra/Bomaderry is the major centre of the Shoalhaven, located on the banks of the Shoalhaven River, providing administrative, commercial and other high order services for the City.

The other major centres are Milton/Ulladulla in the south as well as the group of towns and settlements that make up the Bay and Basin area.

MEASURING AND REPORTING ON PROGRESS

Council will monitor its progress towards achieving the Objectives of the Community Strategic Plan using three sets of measures at the objective, strategy and activity levels. These are:

Community Indicators: "big picture" measures of Council's progress in achieving the Objectives of the Community Strategic Plan.

Strategic Progress Indicators: Council will measure results and progress in implementing the Strategies of the Community Strategic Plan.

Operational Performance Measures: these measures will be used to report on Council's performance in delivering the activities contained within the Delivery Program and annual Operational Plan.

INTEGRATED PLANNING AND REPORTING FRAMEWORK

Full Community Strategic Plan, Shoalhaven 2020

Resourcing Strategy 2010-2011

Delivery Program 2010-2013 & Operational Plan 2010-2011

Indicator Framework

www.shoalhaven.nsw.gov.au

COMMUNITY STRATEGIC PLAN

SHOALHAVEN VISION 2020

We will work together in the Shoalhaven to foster a safe and attractive community for people to live, work, stay and play; where sustainable growth, development and environmental protection are managed to provide a unique and relaxed lifestyle.

COUNCIL'S MISSION

To enhance Shoalhaven's strong communities, natural, rural and built environments and appropriate economic activities through strategic leadership, good management, community engagement and innovative use of resources.

CORE PRINCIPLES

Ecologically Sustainable Development

Social Justice

Effective Governance

SHOALHAVEN 2020



Adopted by Council, 22 June 2010

Community

OBJECTIVE 1.1 - A CITY OF DIVERSE, UNITED AND CONNECTED COMMUNITIES

STRATEGIES

- 1.1.1 Create and implement community development programs which address the needs of the community.
- 1.1.2 Lead and advocate on key social issues, in order to make a difference to the quality of life of all citizens.
- 1.1.3 Develop active partnership programs and projects which build community strengths.
- 1.1.4 Maintain and improve road, cycling and pedestrian networks and associated infrastructure.
- 1.1.5 Develop partnerships which enhance public and community transport services centred on the major towns.
- 1.1.6 Attract and support activities, events and festivals at which communities in Shoalhaven can gather and celebrate.
- 1.1.7 Advocate for broadband internet access throughout the city and support the digital awareness of the community.

OBJECTIVE 1.2 - A CREATIVE VIBRANT, GENEROUS, ACTIVE AND LEARNING COMMUNITY

STRATEGIES

- 1.2.1 Provide modern library services that are linked with other community facilities and services.
- 1.2.2 Plan and provide community, cultural and recreational facilities to ensure they reflect community needs and aspirations.
- 1.2.3 Provide and manage spaces and programs that support the Shoalhaven arts and heritage sectors.
- 1.2.4 Manage the Shoalhaven Entertainment Centre as a focal point and facility for the performing arts, business functions and educational, community and civic events.
- 1.2.5 Develop a coordinated volunteer management strategy to maximise the benefit of volunteering to the community.
- 1.2.6 Advocate for educational facilities, programs and opportunities that can enhance community skills and abilities.

OBJECTIVE 1.3 - A COMMUNITY THAT FEELS SAFE

STRATEGIES

- 1.3.1 Improve community safety and reduce crime in the City.
- 1.3.2 Collaboratively plan and deliver emergency response and recovery services for emergency events.
- 1.3.3 Design, locate, construct and manage Council facilities, public spaces, buildings and landscapes to enhance neighbourhood amenity and reflect community values and pride.
- 1.4 - A HEALTHY AND ACTIVE COMMUNITY
- 1.4.1 Provide and maintain a diverse range of high quality passive and active open space.
- 1.4.2 Manage and maintain sporting and recreation facilities for maximum community use and value.
- 1.4.3 Advocate for health care facilities that will evolve and grow to meet the changing needs of the Shoalhaven community.
- 1.4.4 Provide a range of dignified, affordable and sustainable bereavement and funeral services to meet the social and cultural needs of the community.
- 1.4.5 Support collaborative initiatives that deal with the impacts of population increase in "sea change" areas.
- 1.4.6 Integrate health initiatives and programs into Council's strategies, policies and practices.

OBJECTIVE 1.5 - MAJOR TOWN CENTRES THAT ARE ATTRACTIVE, VIBRANT AND POPULAR DESTINATIONS

STRATEGIES

- 1.5.1 Sustainably develop the City's major town centres of Nowra, Vincentia and Ulladulla, to include attractive public spaces, entertainment and recreation options for the community.
- 1.5.2 Develop and progressively implement beautification plans for town entrances and major town thoroughfares.
- 1.5.3 Deliver and ensure high quality city planning and urban and landscape design outcomes for the City.
- 1.6 - SUSTAINABLE WATER SUPPLY AND SEWERAGE SERVICES PROVIDING RESPONSIBLE COMMUNITY RETURNS
- 1.6.1 Review and implement the Shoalhaven Water Strategic Business Plan in accordance with the Best Practice Management of Water Supply and Sewerage Guidelines.
- 1.6.2 Deliver to Council an appropriate annual community dividend from the Shoalhaven Water operations.
- 1.6.3 Implement a range of new services and/or strategic infrastructure through the use of Shoalhaven Water community dividends for targeted priority purposes.

Environment

OBJECTIVE 2.1 - A CITY THAT PROTECTS, VALUES AND CARES FOR THE SHOALHAVEN ENVIRONMENT

STRATEGIES

- 2.1.1 Ensure that the ecological and biological environments of the Shoalhaven are protected and valued through careful management.
- 2.1.2 Facilitate community involvement in caring for the natural environment through Bushcare and other environmental enhancement programs.
- 2.1.3 Enhance links between the natural environment and educational programs and recreational activities.
- 2.1.4 Implement an active program of environmental regulation, compliance and enforcement.

OBJECTIVE 2.2 - POPULATION AND URBAN SETTLEMENT GROWTH THAT IS ECOLOGICALLY SUSTAINABLE, CAREFULLY PLANNED AND MANAGED TO MEET THE NEEDS OF THE COMMUNITY

STRATEGIES

- 2.2.1 Develop and implement land use and related strategies for future growth of the City, based on the principles of connectivity, ecological sustainability, flexibility and accessibility.
- 2.2.2 Facilitate the provision of housing that meets the changing needs and expectations of the community.

OBJECTIVE 2.3 - A COMMUNITY THAT SEEKS TO REDUCE GLOBAL WARMING IMPACTS AND INCREASE OUR ABILITY TO ADAPT TO THE EFFECTS AND IMPACTS OF CLIMATE CHANGE

STRATEGIES

- 2.3.1 Responsibly manage community exposure to natural hazards and resulting risks.
- 2.3.2 Develop and implement a corporate carbon emissions audit, reduction and reporting scheme to reduce the City's carbon footprint.
- 2.3.3 Establish a risk based strategic adaptation response to climate change.
- 2.3.4 Sustainably manage coastal processes.

OBJECTIVE 2.4 - A CITY THAT SHOWS LEADERSHIP IN ECOLOGICALLY SUSTAINABLE DEVELOPMENT AND LIVING

STRATEGIES

- 2.4.1 Promote and advocate for ecologically sustainable living through a range of projects, initiatives and incentives.
- 2.4.2 Create urban environments that meet community needs while ensuring the qualities and ecological integrity of the natural environment are protected.
- 2.4.3 Investigate and establish sustainable and responsible stormwater management measures.
- 2.4.4 Promote solar, wind and other renewable energy sources as options for energy provision.

OBJECTIVE 2.5 - COMMUNITY INFRASTRUCTURE AND SERVICES THAT ARE ENVIRONMENTALLY RESPONSIBLE AND ECOLOGICALLY SUSTAINABLE

STRATEGIES

- 2.5.1 Ensure that the provision of community infrastructure and services meets best practice environmental standards and controls.
- 2.5.2 Provide best practice waste management programs and facilities.
- 2.5.3 Develop a strategic position and approach to monitoring and managing contaminated lands.

Economy

OBJECTIVE 3.1 - AN ECONOMY THAT IS BASED ON SHOALHAVEN'S DISTINCT CHARACTERISTICS, ADVANTAGES AND NATURAL QUALITIES

STRATEGIES

- 3.1.1 Implement the Economic Development Strategy to create a diverse economy.
- 3.1.2 Collaborate with stakeholders to facilitate the sustainable development of key Shoalhaven economy sectors including tourism, defence, manufacturing, healthcare and government
- 3.1.3 Retain and enhance the agricultural production capacity of the City.
- 3.1.4 Maintain, renew and enhance existing infrastructure to support economic activity and investment.
- 3.1.5 Provide best practice management of the Holiday Haven Tourist Parks as a key element of the responsible care and management of Crown Lands assets.
- 3.1.6 Create active and connected foreshores and waterfronts that support recreational and community use and respect local environmental constraints.

OBJECTIVE 3.2 - AN ECONOMY THAT SUPPORTS AND IS SUPPORTED BY A GROWING, DIVERSE AND CHANGING COMMUNITY

STRATEGIES

- 3.2.1 Encourage local spending and local production.
- 3.2.2 Support and seek educational and employment opportunities that retain young people, attract new workers and provide opportunities for the unemployed.
- 3.2.3 Enhance the economic strengths of the Shoalhaven including education and research and the natural environment.
- 3.2.4 Advocate for the location of government service providers in the Shoalhaven.
- 3.2.5 Facilitate support for sustainable companies to move to the City.

OBJECTIVE 3.3 - EFFECTIVE PROMOTION OF SHOALHAVEN'S INVESTMENT, BUSINESS AND JOB OPPORTUNITIES, LIFESTYLE ATTRACTIVE AND VISION

STRATEGIES

- 3.3.1 Actively encourage sustainable employment opportunities.
- 3.3.2 Create and promote a positive image of the Shoalhaven and the work, investment and lifestyle opportunities that it provides.
- 3.3.3 Develop and implement a pro-active marketing program for investment in the Shoalhaven region.

Leadership

OBJECTIVE 4.1 - A COUNCIL THAT IS ACTIVELY ENGAGED WITH THE COMMUNITY AND OTHERS IN ITS DECISION MAKING

STRATEGIES

- 4.1.1 Provide opportunities for genuine and representative community engagement in Council's decisions.
- 4.1.2 Ensure that Council's communications make optimum use of the national broadband network.
- 4.1.3 Promote the achievements of Council and the local community.
- 4.1.4 Report regularly on Council's progress against the measures linked to the Community Strategic Plan, Delivery Program and Resourcing Strategy.

OBJECTIVE 4.2 - A COLLABORATIVE COUNCIL WITH REWARDING PARTNERSHIPS AND EFFECTIVE ADVOCACY

STRATEGIES

- 4.2.1 Develop and foster effective networks and relationships with the community, Government and other organisations.
- 4.2.2 Ensure there is a broad representation of the community within Council's appointed Committees, groups and Community Consultative Bodies.
- 4.2.3 Provide timely and effective advocacy and leadership on key community issues.
- 4.2.4 Make the best use of future funding to local government from other spheres of government.

OBJECTIVE 4.3 - A COUNCIL THAT IS RESPECTED, PROFESSIONAL, TRUSTWORTHY AND TRANSPARENT

STRATEGIES

- 4.3.1 Ensure transparent and accountable fulfilment of Council's charter and functions under the Local Government Act.
- 4.3.2 Implement ongoing professional development in best practice governance for elected Councillors and Council staff.
- 4.3.3 Investigate the value, practical application and feasibility of creating a 'brand' for the promotion of the City.

OBJECTIVE 4.4 - A COUNCIL THAT IS EQUITABLE, STRATEGIC AND CONSIDERS THE NEEDS OF ALL GENERATIONS, NOW AND IN THE FUTURE

STRATEGIES

- 4.4.1 Undertake Council activities within a clear framework of strategic and business planning, policies, procedures and service standards.
- 4.4.2 Maintain and continually improve corporate systems for risk management and compliance assurance.
- 4.4.3 Integrate the principles of ecologically sustainable development and ensure legislative compliance in all Council planning, decision making and actions.
- 4.4.4 Ensure Council is flexible in its approach to unforeseen impacts and influences.

OBJECTIVE 4.5 - A COUNCIL THAT IS ACCOUNTABLE AND SUSTAINABLE

STRATEGIES

- 4.5.1 Manage Council's finances and resources in accordance with the Resourcing Strategy.
- 4.5.2 Enhance an organisational culture of using resources wisely, achieving quality outcomes, providing excellent customer service and seeking continuous improvement.
- 4.5.3 Complete the implementation of the Integrated Planning and Reporting framework through all aspects of Council's activities.
- 4.5.4 Implement and regularly review Council's Resourcing Strategy.
- 4.5.5 Assess and rationalise Council's property portfolio to ensure that the properties held in Council's ownership are suitable and necessary for the community's needs