



ONE

COMMUNITY

EUROBODALLA
COMMUNITY STRATEGIC PLAN
2017



WE WILL BE FRIENDLY,
RESPONSIBLE,
THRIVING AND PROUD

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WELCOME

MESSAGE FROM OUR MAYOR

I am pleased to present One Community, our roadmap for the future which outlines how we can best work together over the next 20 years to enable and achieve a strong, vibrant and diverse community that we can all be proud of.

One of the first responsibilities of the new Council elected in September 2016 was to review this Community Strategic Plan and build on the thoughts and ideas already articulated by our community.

When we recommenced this discussion with our community about vision and priorities and how we could make them a reality, it was my goal to instil a sentiment of mutual responsibility. This mutual responsibility applies to Council, our strategic partners and all members of the community, and is important in establishing our shared vision and in committing to deliver the actions that will make that vision.

I was inspired to see so many of our community members directly involved in the review of this Plan as everyone has a role in shaping the region we are proud to call home. Over 2,000 individuals contributed their ideas and priorities through surveys, workshops, written submissions, information stalls and local media. I am confident that One Community reflects our community's



collective insight, experience, vision, priorities, challenges and hopes for the future. And what a future it will be!

The unique nature of One Community is that it is a document for us all – Council, government and agencies, community, business and organisations. If we are to succeed in creating the community we have envisioned with this plan, we need to work together and I encourage you to play an active role in whatever way you can. This plan is your plan. It belongs to you, our community.

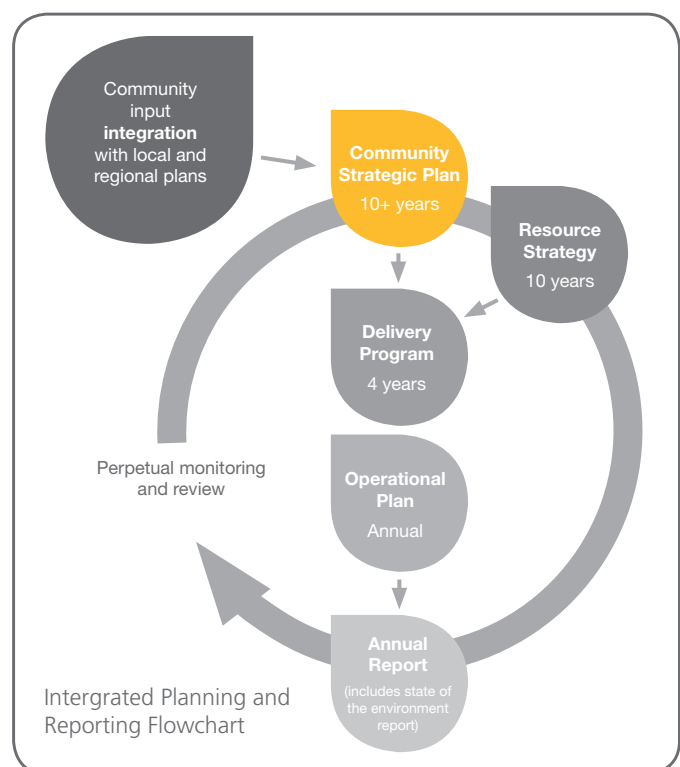
This is our commitment to the long term future of Eurobodalla. I am proud of this plan and I applaud our community on their commitment to a friendly, responsible, thriving and proud future. In practice, for Council, this will be at the heart of all that we do. We will align our future plans and decisions made by this Council to our community vision. I am looking forward to working together in the years ahead to make our vision a reality and Eurobodalla a better place to live.

Eurobodalla Shire Council Mayor
Clr Liz Innes

ABOUT THIS PLAN

All councils are required to develop short, medium and long term plans under the NSW Integrated Planning and Reporting (IPR) Framework. The Community Strategic Plan is a whole of community plan and is prepared by Council and the community. Its purpose is to identify the community's main priorities and aspirations for the future, and to provide strategies for achieving these goals. Essentially, it provides a roadmap for our future. In doing this, the planning process considers the issues and pressures that may affect the community.

While Council has a custodial role in initiating, preparing and maintaining the plan on behalf of the community, it is not wholly responsible for its implementation. Other partners, such as NSW and Australian Government, business, and community groups and the broader community are also responsible for the delivery of the Community Strategic Plan. The aim of this plan is to encourage Council, the community and other agencies to work together as one community to deliver on our shared vision for the future.



COUNCIL'S ROLE

At an organisational level, the Community Strategic Plan is implemented by Council's four year Delivery Program and one year Operational Plan which outline the activities and actions that are the responsibility of Council in achieving our community vision. These plans are supported by a Resourcing Strategy that includes an Asset Management Strategy, Long Term Financial Plan and Workforce Management Plan and identifies the people, budget and assets required to deliver on its part of our community.

DEVELOPING THE PLAN

In September 2016, the Eurobodalla local government elections were held and, in accordance with Integrated Planning and Reporting legislation, a review of the Community Strategic Plan was required. It was important that the review process be respectful to the strong community involvement in previous iterations of the Plan and that it was able to build on past engagement outcomes as well as identify any new issues, challenges and opportunities. In undertaking the review, engagement was structured around five key questions:

- Where are we now?
- Where do we want to be?
- How will we get there?
- Who can help?
- How are we tracking?

WHERE ARE WE NOW?

Determining where we are now allows us to more clearly identify what we, as a community, value about Eurobodalla and what issues we might face in the future. It helps in monitoring progress towards community vision to date and provides a foundation for community discussions.

To determine progress towards implementing the previous Community Strategic Plan, Council prepared the End of Term Report and **Our Story**, a State of the Shire Snapshot. These documents assessed our current outlook against key community indicators and explained Council's contribution to community vision over the past four year Council term.

Throughout our engagement we asked key questions to determine what people valued about our community and what they saw as current issues. The #myeurobodalla

campaign was a key part of our engagement which asked residents and visitors to post images of what they loved about Eurobodalla.

A comprehensive review of engagement outcomes to date was also undertaken, specifically the work that informed the development of the first Community Strategic plan in 2010 subsequent review in 2012.

WHERE DO WE WANT TO BE?

Understanding where we want to be in the future is vital in developing the Community Strategic Plan. It helps us to communicate a shared community vision and a set of outcome statements that describe the hopes and aspirations of our community and also provides the basis for our road map for the future.

Given this was a review process, with significant community input provided in the original plan, the main focus was to confirm that the vision still accurately reflects the hopes and aspirations of our community.

Throughout our engagement process we asked key questions to establish what people want in their future in Eurobodalla. We undertook a statistically reliable and demographically representative survey specifically asking about future vision. As well as undertaking an online survey through media and local events.

The review process involved over 2,000 community members and took over twelve months to complete. The challenge for Council was taking all the valuable community input and documenting it into the Plan that you see on the following pages.

HOW WILL WE GET THERE? AND WHO CAN HELP?

Delivering on a long term community vision takes a thorough, thoughtful and coordinated approach. In exploring 'how will we get there' we looked in detail at what actually needs to be done and who might be able to assist. From this information we developed the strategies and roles associated with delivering on community vision.

Throughout the engagement we asked key questions around what the community thought Council could do, who they thought might be able to assist or work in partnership to deliver and equally important, what they themselves could contribute to working towards our community vision.

HOW ARE WE TRACKING?

With so many contributors to developing and delivering on this Community Strategic Plan it is crucial that we have a clear and effective way to measure and track its implementation.

The final step in the process was to ask what does our community vision look like when it is realised and what are the key indicators we need to monitor and report against in order to measure progress. In response to this a set of community indicators was developed. These indicators respond to the engagement outcomes and are drawn from a range of different sources. When they are viewed together they tell a story about advances or change in Eurobodalla and progress towards our community vision.

OUR COMMUNITY VALUES

The responsibility to work towards our vision for one community extends well beyond that of Council. It is something we will only achieve if we work together. To do this, we need to understand the values we hold as a community, and how these can be woven through everything we do. These are the foundation on which we will build our future and sustain our community.

- **Community spirit:** We are friendly and resilient, and proudly live in harmony
- **Mutual respect:** We take responsibility for our actions and give everyone a fair go
- **Care:** We take interest in the wellbeing of each other
- **Trust:** We value honest and open decision making
- **Responsible:** We make decisions for the benefit of all current and future communities, taking into account research and community engagement
- **Participation:** We take opportunities to be involved in our community
- **Cooperation:** We recognise the value of partnerships and shared responsibility to help us achieve our goals
- **Innovation:** We act dynamically when planning for a balanced and prosperous future

OUR STORY

A SNAPSHOT OF EUROBODALLA IN 2017

WHERE ARE WE NOW?

Who we are today plays an important part in shaping our future. Our story is one of a vibrant community with strong rural, coastal, heritage and indigenous culture. Our local industry, once based on dairying, forestry and fishing, is now a diverse economy built around tourism, agriculture, aquaculture, retail, property and health services.

Eurobodalla's unique natural environment of waterways, coastline and open spaces is both an opportunity and a challenge. The mix of urban and rural land uses is influenced by environmental constraints, and infrastructure constructed during strong subdivision in the 1950's and 60's now requires significant upgrades to meet current standards.

Our population is spread along the coastline, in the regional centre of Batemans Bay, the main towns of Moruya and Narooma and smaller villages and rural areas. Our long term land-use plans allow for growth through increased density in select areas, and urban expansion in key centres such as Sunshine Bay, Lilli Pilli, Rosedale and Broulee. We have made provision to increase employment lands in Batemans Bay, Moruya, Narooma and Dalmeny to open up opportunities for eco-tourism and increased rural production. Our plans take account of coastal, bushfire and other risks, and aim to balance development, population growth, economic opportunity and environmental impacts.

Our key transport linkages are via the Princes and Kings Highway. Moruya Airport provides daily air service and an Airport Masterplan will provide for continued enhancement of this facility. Our Council infrastructure is well cared for, yet many challenges exist due to ageing infrastructure, funding limitations, growth, changing community, environmental and transport needs and a desire to better support employment generating and tourism activities. Water security and providing sewage to smaller villages are emerging issues requiring resolution in the short to medium term.

Eurobodalla's estimated resident population was 38,119 and based on current projections expected to reach more than 44,000 by 2036. In addition, Eurobodalla attracts around 1.2 million visitors annually with higher visitation during the holiday peak seasons. Our demographic profile and rate base are not aligned. 38% of property owners have their principal address outside of Eurobodalla and 31% of dwellings are not permanently occupied. Based on these estimates, in 2031 Eurobodalla can expect an average daily population of 55,000 and a peak population of more than 100,000.

The high seasonal variation in population due to tourism creates both opportunities and challenges for local businesses and Council. This results in a need to provide infrastructure capable of handling peak loadings, paid for by our ratepayers, and a lower ability to collect fees and charges relative to the scale of the infrastructure we require. These characteristics need to be planned for and considered by Council.

Located close to Canberra and Sydney, Eurobodalla offers an affordable alternative to city living. On offer is a growing local economy, access to education and health services, a relaxing outdoor lifestyle, and a strong sense of community.

All these elements make Eurobodalla an exciting place to live, work and do business. We confidently look toward the future as one community. Eurobodalla is our story.

Home to 38,119 people with a median age of 50

26% of residents are over the age of 65

5.1% of our community identify as Aboriginal or Torres Strait Islander

14% were born overseas

90% feel safe at home at night

95% of residents indicated that they have a good to excellent quality of life

110km of coastline, 3,422km²

64% consider the environment and beaches to be the most valuable aspect of Eurobodalla

72% National Park and State Forest

42% of households earn less than \$600 per week

83% of our working residents are employed locally

63% are satisfied with their work/life balance

1.15m visitors each year

Our local economy is worth \$1.31 billion each year

Median
HOUSE price

\$408,000

Median
RENT

\$300pw

three bedroom house

2,200+ community members involved in the review of the Community Strategic Plan

76% agree they have a responsibility to contribute to the community they live in

WHAT DO YOU LOVE ABOUT EUROBODALLA?

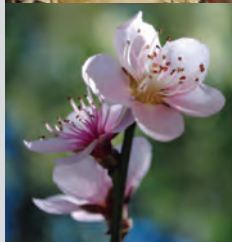
WHERE ARE WE NOW?

Throughout the engagement process we asked our community what does Eurobodalla mean to you, what makes it 'My Eurobodalla'? Our individual experiences, what we value and what we love about Eurobodalla helps shape our shared vision for the future.

Our community told us some of the things they loved included:



"Clean, beautiful environment, friendly, not overcrowded, lovely beaches."



"An inviting tourism town that has a lot of potential to capitalise on location."



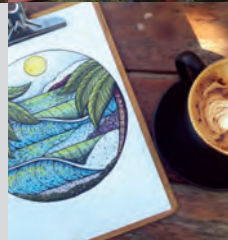
"Relaxed coastal area, still quite undeveloped, nice restaurants and cafes."



"We love the beach, we love the natural environment, we love the community!"



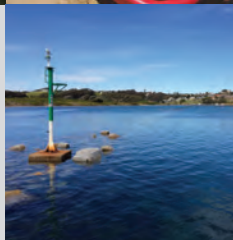
"Laid back coastal living with easy access to major cities."



"Relaxed. Good sense of community."



"A great place to visit and a great place to live."

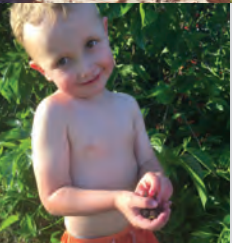




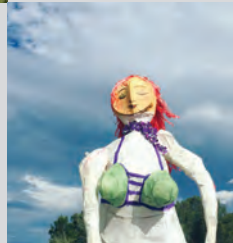
"Beautiful people, beautiful community, the best beaches, nice cafes, fresh produce markets."



"Very friendly, lots of space, good place to live and work."



"Paradise with a perfect blend of coast to country."



"It is a paradise for gourmands, beach aficionados and sports lovers."



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THE PLAN



HOW TO READ THE PLAN

The following pages provide the detail of the Community Strategic Plan. They outline the nine outcomes that show what our vision will look like, the strategies that will be implemented to achieve them and who can help us get there. The outcomes are numbered from one to nine to assist with structuring and linking within the Plan and subsequent documents and it is not a representation of priority.

VISION: Where do we want to be?

Our community vision shows where we want to be as a community in the future. The Plan outlines community vision, to be friendly, responsible, thriving and proud, along with a statement of what each of these, in broad terms, will look like in the future.

OUTCOMES: Where do we want to be?

An outcome is a desired state, something that we aspire to be or have. The nine outcomes listed in the Plan provide the next level of detail on what our vision will actually look like on the ground. The Plan provides the outcome, a brief outline on what it would look like when it is achieved and a broader description of what it encompasses.

STRATEGIES: How we will get there?

A strategy is a grouping of actions that describes what will actually be done to work towards achieving the outcome. The Plan provides the list of strategies that contribute to each outcome and shows how they link back to and support the achievement of our community vision.

We have shown how each outcome and strategy links back to community vision to highlight the integrated approach we have taken to our forward planning. You will see a colour coded symbol associated with each outcome and strategy on the following pages.

Friendly (F)	
Responsible (R)	
Thriving (T)	
Proud (P)	

For example: maintaining clean healthy waterways ensures swimmer safety and assists in meeting lifestyle, environmental and tourism outcomes. This helps us to achieve a friendly, responsible and thriving community.

ROLES: Who can help?

The Community Strategic Plan is owned by the whole community who is also responsible for its delivery. This includes community members, community groups, government, business and non-government agencies. Really anyone who lives, works or visits in Eurobodalla. Within the Plan we have identified who will help us deliver the strategies. This list is not exhaustive. It is provided to give an idea of real on the ground activities that could be done to help work towards our community vision.

MONITORING PROGRESS: How are we tracking? How will we know we have arrived?

Community indicators measure progress towards our community vision. The Plan identifies a set of community indicators. Tracked over time they will tell a story about our community and measure change and progress towards our community vision.



OUR VISION

WHERE DO WE WANT TO BE?

Our community vision was developed by our community and reflects the kind of community we would like to be in ten to twenty years' time. It is designed to encourage commitment to our future and a sense of common purpose and responsibility.



FRIENDLY

We are happy, supportive and welcoming

A liveable community has pride of place, ease of access, community harmony, and a mobile and healthy population that is encouraged and motivated to participate in community life. There is a feeling of safety and security, a strong vibrant cultural base, and places to relax, study and play which means people are happy with their work life balance.



RESPONSIBLE

We make balanced decisions that benefit current and future generations

A sustainable community is characterised by appreciation of our natural surroundings that support our economy and lifestyle. It has responsible planning and management practices to maintain our biodiversity and unique character, and is supported by the actions we agree to, to minimise our impact and make best use of valuable resources.



THRIVING

We are successful and sustainable in growth and development

A productive community works together to enable positive investment and employment opportunities. An innovative, diverse and resilient economy ensures that funding, planning and support for infrastructure and economic development exists to grow and enhance business confidence, market strength and industry diversity.



PROUD

We build community spirit and our Eurobodalla leads the way

A collaborative community is engaged, informed, proactive and involved. It has responsible decision making and a sound financial position supported by capable leaders, functional assets and efficient operations to meet the changing needs of the community.



OUR OUTCOMES & STRATEGIES

WHERE DO WE WANT TO BE? HOW WILL WE GET THERE?

The Community Strategic Plan describes what we need to do to take Eurobodalla forward into the future and to be one community. The Plan has a vision to be friendly, responsible, thriving and proud. This vision is at the heart of what we need to do together to achieve the future our community desires. The Plan supported by nine outcome areas that provide more detail about what our vision really means. The strategies show how we will go about achieving the outcomes and vision of our community.

These pages provide a summary of all outcomes, how they link to community vision and lists the strategies that will be implemented to achieve them. Further detail is provided in the following pages.

1. Strong communities, desirable lifestyle

- 1.1 Work in partnership to ensure safety at home and within the community
- 1.2 Improve local access to health services
- 1.3 Encourage and enable healthy lifestyle choices
- 1.4 Ensure activities, facilities and services meet changing community needs
- 1.5 Retain our unique identity, relaxed lifestyle and strong community connections



2. Celebrated creativity, culture and learning

- 2.1 Support and encourage the expression of our vibrant creative arts sector
- 2.2 Improve local access to higher education and lifelong learning opportunities, facilities and services
- 2.3 Embrace and celebrate local history, cultural heritage and diversity
- 2.4 Strengthen community life through the delivery of a range of community events and activities



3. Protected and valued natural environment

- 3.1 Respond to our changing environment and build resilience to natural hazards
- 3.2 Value, protect and enhance our natural environment and assets
- 3.3 Maintain clean healthy waterways and catchments
- 3.4 Develop community awareness of environmental opportunities, issues and impacts



4. Sustainable living

- 4.1 Maximise the efficient use and reuse of our water resources
- 4.2 Targeted reduction of waste with an emphasis on resource recovery and waste minimisation
- 4.3 Support and encourage sustainable choices and lifestyles
- 4.4 Work together to reduce our environmental footprint and develop a clean energy future



5. Vibrant and diverse economy



- 5.1 Diversify the region's economy, attract investment and target new and emerging employment sectors
- 5.2 Support our business community to grow and adapt and assist in building capacity
- 5.3 Focus on the development of sustainable tourism, events and visitor experiences
- 5.4 Ensure businesses have access to supportive public and technology infrastructure

6. Responsible and balanced development



- 6.1 Plan for growth and encourage increased investment and development outcomes
- 6.2 Encourage and support the development of a more diverse, innovative and affordable range of housing
- 6.3 Ensure development is sustainable, and reflects community values and the desired local setting

7. Connected and accessible places



- 7.1 Work in partnership to provide an integrated transport network
- 7.2 Improve provision and linkages of our pathway network
- 7.3 Explore and develop public transport options and systems
- 7.4 Enhance connectivity into and out of Eurobodalla through improved air, road and sea transport links

8. Collaborative and engaged community



- 8.1 Encourage shared responsibility through an informed community
- 8.2 Provide opportunities for broad and meaningful engagement
- 8.3 Work together to enhance trust, participation and community pride

9. Innovative and proactive leadership



- 9.1 Provide strong leadership and work in partnership to strategically plan for the future and progress towards our community vision
- 9.2 Ensure financial sustainability and support the organisation in achieving efficient ongoing operations
- 9.3 Leverage our skills, knowledge and systems to continually improve and innovate

WHERE DO WE WANT TO BE?

1. STRONG COMMUNITIES, DESIRABLE LIFESTYLE

Our community is strong, safe and connected with equal access to services and facilities that enable a great quality of life for all ages. We have access to a diverse range of high quality health care services and are supported in living a healthy and active life and maintaining our enviable lifestyle.

This outcome focuses on the importance of encouraging health and wellbeing, community pride and a sense of belonging. We can achieve this by maintaining a caring and connected community with active community participation and high volunteer rates. This outcome is also about providing affordable lifestyle and recreational facilities and services coupled with the right programs and opportunities for all of our community members, especially target groups like young people, old people and people with a disability. This all contributes to a work life balance that will help strengthen our community.

WHO CAN HELP?

COUNCIL ROLE

- Advocate for better health services
- Support provision of home and community care services
- Promote healthy lifestyle choices
- Support local sporting groups and clubs
- Ensure recreation opportunities meet changing needs
- Provide Healthy Community Grants

COMMUNITY ROLE

- Be physically active – walk, cycle or play a sport
- Embrace a healthy lifestyle and encourage others to do as well
- Have regular medical check ups
- Have a good work/life balance
- Enjoy your local park, sportsground or beach
- Report criminal activity and anti-social behaviour
- Be a responsible pet owner
- Be a responsible driver

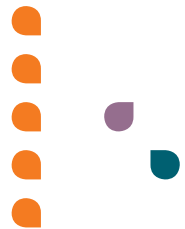
PARTNERS

- NSW and Australian Government
- Southern NSW Local Health District
- Peak industry bodies
- Local sporting groups
- Volunteer rescue associations
- Emergency services
- Police
- Business and industry
- Health care providers and organisations
- National Parks and Wildlife Service

HOW WILL WE GET THERE?

- 1.1 Work in partnership to ensure safety at home and within the community
- 1.2 Improve local access to health services
- 1.3 Encourage and enable healthy lifestyle choices
- 1.4 Ensure activities, facilities and services meet changing community needs
- 1.5 Retain our unique identity, relaxed lifestyle and strong community connections

F R T P



WHERE DO WE WANT TO BE?

2. CELEBRATED CREATIVITY, CULTURE AND LEARNING

Our community is well educated, innovative and creative. We celebrate diversity and are aware of and embrace our history and culture. Our access to arts, events and life-long learning opportunities help us to create an incubator of creativity and community spirit.

This outcome focuses on the knowledge, diversity and creativity of our community. It looks at how our lives are enriched through access to community based lifelong learning and quality education at all levels. It recognises the need to respect and acknowledge our heritage and history and help to develop opportunities, activities and events that celebrate our diversity, culture and community.

WHO CAN HELP?

COUNCIL ROLE

- Conduct NAIDOC week activities
- Coordinate and promote arts programs
- Provide library services
- Support and promote community events and festivals
- Support and advocate for the growth of tertiary education opportunities in our area

COMMUNITY ROLE

- Visit your local library
- Share your cultural events
- Participate in events and celebrations
- Respect each other's differences
- Undertake education and vocational training
- Practice tolerance
- Show mutual respect and acceptance of diversity

PARTNERS

- University, TAFE and education providers
- NSW and Australian Government
- South East Arts Region
- Chambers of Commerce
- Event organisers
- Aboriginal community
- Tourism operators
- National Parks and Wildlife Service

HOW WILL WE GET THERE?

- 2.1 Support and encourage the expression of our vibrant creative arts sector
- 2.2 Improve local access to higher education and lifelong learning opportunities, facilities and services
- 2.3 Embrace and celebrate local history, cultural heritage and diversity
- 2.4 Strengthen community life through the delivery of a range of community events and activities

F R T P



WHERE DO WE WANT TO BE?

3. PROTECTED AND VALUED NATURAL ENVIRONMENT

Our natural environment is valued and respected for the lifestyle and economic benefits it provides. We make wise environmental management decisions that enable us to support growth and change, retain balance and address impacts and issues in a measured way.

This outcome seeks to recognise the importance of our diverse natural environment. It involves protecting our rivers, creeks, waterways, mountains, bushland and ecological communities. Maintaining our natural assets ensures we are able to retain and enhance our current lifestyle, visitor experiences and support a growing economy.

WHO CAN HELP?**COUNCIL ROLE**

- Undertake invasive species programs
- Plan for the impacts of climate change
- Undertake bush and wetland regeneration
- Support environmental management volunteers
- Provide information and education on environmental impacts
- Administer relevant legislation

COMMUNITY ROLE

- Get involved in activities and events that assist to protect our environment
- Dispose of green waste carefully
- Plant a tree
- Volunteer
- Comply with relevant legislation
- Managing invasive species on private property

PARTNERS

- South East Local Land Services
- Office of Environment and Heritage
- Landcare groups
- Sustainable Agriculture and Gardening Eurobodalla (SAGE)
- NSW and Australian Government
- State Forestry
- National Parks and Wildlife Service
- Land owners
- Rural Fire Services
- State Emergency Services
- NSW Fire and Rescue
- Aquaculture and fishing industry

HOW WILL WE GET THERE?

- 3.1 Respond to our changing environment and build resilience to natural hazards
- 3.2 Value, protect and enhance our natural environment and assets
- 3.3 Maintain clean healthy waterways and catchments
- 3.4 Develop community awareness of environmental opportunities, issues and impacts

F R T P



WHERE DO WE WANT TO BE?

4. SUSTAINABLE LIVING

Our community choose to lead sustainable lifestyles in harmony with our natural environment. We take responsibility for the management and consumption of our valuable resources and recognise the impact that our actions have both today and for future generations.

This outcome involves supporting our community to make sustainable lifestyle choices, to use materials, energy and water resources efficiently and to work together to recognise, manage and strive to reduce our impact on the natural environment.

WHO CAN HELP?

COUNCIL ROLE

- Implement the Greenhouse Action Plan
- Undertake waste minimisation and education programs
- Support producers networks
- Encourage community gardens
- Provide and promote initiatives to reduce water and energy use
- Provide information and education about sustainable living options and outcomes
- Provide safe reliable water supply and sewage systems

COMMUNITY ROLE

- Reduce, reuse, recycle
- Reduce energy consumption and/or switch to green energy
- Use water thoughtfully
- Install a rainwater tank
- Choose energy efficient appliances
- Compost kitchen and garden waste
- Carpool, ride a bike or walk
- Use recyclable bags and say no to plastic
- Volunteer on Clean Up Australia Day

PARTNERS

- Energy providers
- NSW and Australian Government
- Chambers of Commerce
- Progress associations and community groups
- Local producers
- Environmental organisations

HOW WILL WE GET THERE?

- 4.1 Maximise the efficient use and reuse of our water resource
- 4.2 Targeted reduction of waste with an emphasis on resource recovery and waste minimisation
- 4.3 Support and encourage sustainable choices and lifestyles
- 4.4 Work together to reduce our environmental footprint and develop a clean energy future

F R T P



WHERE DO WE WANT TO BE?

5. VIBRANT AND DIVERSE ECONOMY

Our business and industry sector is smart, innovative, and resilient and is supported and prepared for future growth and challenges. Our workforce is skilled and has access to local job opportunities. We recognise and leverage our unique competitive advantages to ensure Eurobodalla is the choice to live, visit and invest.

This outcome looks at how we attract and grow strategic investment and facilitate employment diversity. It includes strengthening and diversifying our economy by targeting new industries as well as building on our existing strengths such as tourism, local food production and our diverse and unique natural assets.

WHO CAN HELP?

COUNCIL ROLE

- Advocate for funding for economic infrastructure
- Promote and support business and employment growth
- Develop and promote tourism investment
- Provide visitor information services
- Advocate for National Broadband networks
- Partner with business and industry to attract funding
- Actively seek events
- Focus on reducing red tape and simplifying process
- Promote growth through forward planning

COMMUNITY ROLE

- Shop locally
- Use local and regional service providers
- Promote Eurobodalla as the place to live, visit and invest
- Seek employment in the local area
- Employ local people
- Support and or join your local Chamber of Commerce
- Attend and support local events
- Work together to invest in growth of the local area and industry
- Appreciate impacts of peak seasons on infrastructure

PARTNERS

- Chambers of Commerce
- Roads and Maritime Service
- Business and industry
- Destination NSW
- Regional Development Australia
- NSW and Australian Government
- Community banks
- Private institutions and businesses
- Neighbouring councils
- Canberra Region Joint Organisation of Councils
- Tourism operators
- Financial institutions
- Local builders and tradesmen
- Developers
- National Parks and Wildlife Service

HOW WILL WE GET THERE?

- 5.1 Diversify the region's economy, attract investment and target new and emerging employment sectors
- 5.2 Support our business community to grow and adapt and assist in building capacity
- 5.3 Focus on the development of sustainable tourism, events and visitor experiences
- 5.4 Ensure businesses have access to supportive public and technology infrastructure

F R T P



WHERE DO WE WANT TO BE?

6. RESPONSIBLE AND BALANCED DEVELOPMENT

Our community develops sustainably to support growth while retaining balance between economic, development and environmental outcomes. Our housing options are varied and affordable. The important aspects our community value are not lost and we retain our unique sense of place.

This outcome seeks to ensure planning and development to support our future growth protects our environment and rural lands, respects our heritage and provides housing choice that meets community need with regard to supply, variety, type, design quality, sustainability and affordability.

WHO CAN HELP?

COUNCIL ROLE

- Manage short and long term growth and development
- Ensure planning is responsive to current and future environment and community needs
- Encourage sustainable development
- Educate community about roles of government in development
- Engage with community about development
- Investigate and research innovative development solutions
- Keep community updated on legislation changes

COMMUNITY ROLE

- Be active in commenting on new development
- Respect differing perspectives
- Be informed of and accept the limitations of legislation
- Consider local setting, community values and amenity in development proposals
- Support plans to grow our economy and population

PARTNERS

- NSW and Australian Government
- Builders and developers
- Chambers of Commerce
- Business and industry
- Progress associations and community groups
- Local tradesmen

HOW WILL WE GET THERE?

- 6.1 Plan for growth and encourage increased investment and development outcomes
- 6.2 Encourage and support the development of a more diverse, innovative and affordable range of housing
- 6.3 Ensure development is sustainable, and reflects community values and the desired local setting

F R T P



WHERE DO WE WANT TO BE?

7. CONNECTED AND ACCESSIBLE PLACES

Our integrated accessible transport system grows to ensure social and economic needs are met now and into the future.

This outcome targets the delivery of effective transport options for our community. This involves the continual development of connections into and around Eurobodalla including local and regional roads, traffic congestion at peak times, footpaths, shared pathways, public transport, and freight and tourism connections.

WHO CAN HELP?

COUNCIL ROLE

- Provide, maintain and renew local road network
- Provide, maintain and renew local public infrastructure
- Advocate for improved transport links and services
- Support and advise businesses and service providers to meet accessibility requirements
- Work with other agencies to achieve integrated outcomes

COMMUNITY ROLE

- Provide feedback on local infrastructure
- Advocate to your local members for improvements or changes
- Make use of the existing transport network and public places
- Work in partnership to improve local infrastructure through fund raising or volunteering
- Be informed about different government roles in transport provision
- Appreciate impacts of peak seasons on infrastructure

PARTNERS

- South East Area Transport Strategy Inc
- NSW and Australian Government
- Public transport providers
- Progress associations and community groups
- Chambers of Commerce
- Business and industry
- Canberra Region Joint Organisation of Councils
- Local Government NSW
- Private investors
- NSW Road and Transport Directorate
- Institute of Public Works Engineering Australasia NSW
- Developers

HOW WILL WE GET THERE?

- 7.1 Work in partnership to provide an integrated transport system
- 7.2 Improve provision and linkages of our pathway network
- 7.3 Explore and develop public transport options and systems
- 7.4 Enhance connectivity into and out of Eurobodalla through improved air, road and marine transport links

F R T P



WHERE DO WE WANT TO BE?

8. COLLABORATIVE AND ENGAGED COMMUNITY

Our community works together and is actively involved. Our thoughts and ideas are valued, we are empowered with knowledge and have the opportunity to participate in decision making.

This outcome focuses on building a collaborative and connected community that recognises our mutual responsibility to work towards our goals, and actively participates and engages to improve outcomes for Eurobodalla. This involves being informed, having access to up to date information about local issues, and a variety of options to easily and readily engage in an open dialogue with community leaders and organisations to express their views.

WHO CAN HELP?

COUNCIL ROLE

- Provide open clear lines of communication with the community
- Encourage community participation in planning, policy development and decision making
- Provide a diverse range of opportunities for the community to be involved and engaged
- Value and consider feedback
- Support community groups and organisations
- Involve traditionally disengaged groups
- Implement the Community Engagement Framework

COMMUNITY ROLE

- Visit Council's website
- Subscribe to Council News
- Check out Council's facebook site
- Read Council's annual report
- Attend a council meeting
- Discuss your ideas and suggestions for the future with a councillor
- Encourage others to actively participate in their community
- Volunteer your spare time
- Help out your neighbours
- Share your knowledge
- Be aware of local, state and regional issue and opportunities
- Engage in decision making
- Respect differing perspectives and the decisions that are made
- Become informed of local issues and council activities

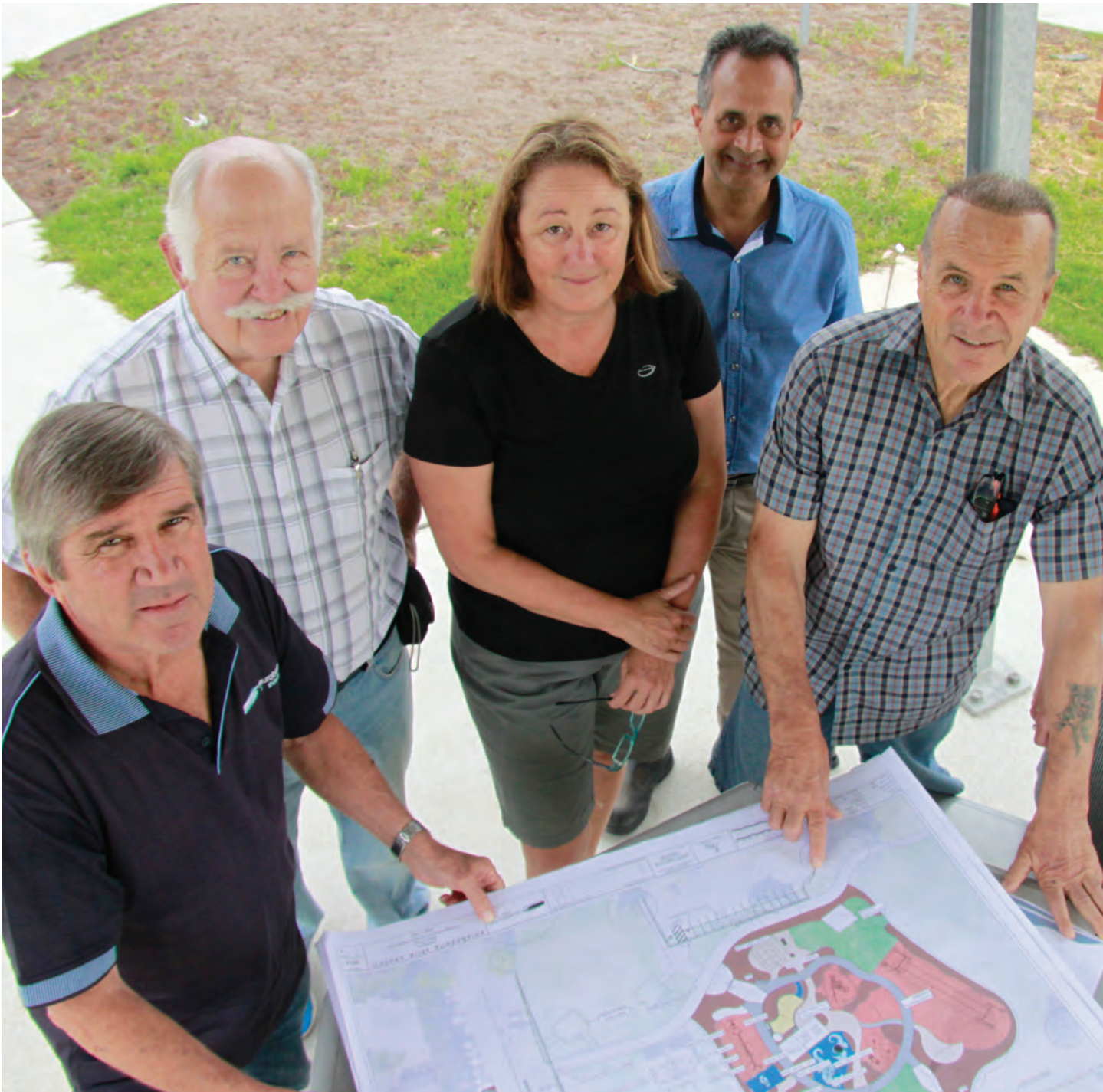
PARTNERS

- Progress and community associations
- Chambers of Commerce
- Business and industry
- Canberra Region Joint Organisation of Councils
- Media
- Not for profit and volunteer organisations

HOW WILL WE GET THERE?

- 8.1 Encourage shared responsibility through an informed community
- 8.2 Provide opportunities for broad and meaningful engagement
- 8.3 Work together to enhance trust, participation and community pride

F R T P



WHERE DO WE WANT TO BE?

9. INNOVATIVE AND PROACTIVE LEADERSHIP

Our community leaders listen to and act on our behalf, we value our community's knowledge, experience and ideas and work together to plan for and implement our vision for the future. Our Council is open, accountable and represents its constituents.

This outcome focuses on Council as a leader and the way we operate as an organisation. This involves ensuring Council practices sound, sustainable, ethical and transparent decision making, provides a fair and safe workplace and manages community finances and assets responsibly.

WHO CAN HELP?

COUNCIL ROLE

- Provide strong leadership through our elected body
- Conduct council business in an open and transparent manner
- Manage expectations
- Be responsive to new information
- Be an organisation people want to work for
- Ensure local needs are reflected in state and regional plans
- Seek sources of funding to implement community vision
- Engage in open communication within the organisation
- Develop and maintain strategic partnerships
- Provide quality customer service
- External communications

COMMUNITY ROLE

- Join a Council committee
- Get involved in a community group or organisation
- Provide feedback to Council
- Get to know your Council and how it supports our community
- Read about how our Council compares to other similar councils
- Keep an open mind
- Be aware of Council's communication channels

PARTNERS

- Progress and community associations
- Chambers of Commerce
- Business and industry
- NSW and Australian Government
- Canberra Region Joint Organisation of Councils
- Neighbouring councils
- Peak industry and professional bodies
- Local Government NSW

HOW WILL WE GET THERE?

- 9.1 Provide strong leadership and work in partnership to strategically plan for the future and progress towards our community vision
- 9.2 Ensure financial sustainability and support the organisation in achieving efficient ongoing operations
- 9.3 Leverage our skills, knowledge and systems to continually improve and innovate

F R T P



MONITORING PROGRESS

HOW ARE WE TRACKING?

To assess progress in achieving our Community Strategic Plan a set of key community indicators has been developed. The 43 indicators, which are derived from a range of sources, are designed to work together to tell a story about our community and measure change. Council will track progress against these indicators to monitor and evaluate the state of Eurobodalla in terms of the outcomes and strategies set by the community in the Community Strategic Plan.

Monitoring these community indicators will allow us to measure the impact of direct actions by Council, other partners such as the NSW and Australian Government, businesses and community groups and the broader community, as well as the impact of external factors such as changes in the environment and economy. Using this data we will be able to compare where we are now and where we are in four years' time to see if we are progressing towards our community vision.

QUADRUPLE BOTTOM LINE

In developing the Community Strategic Plan Council must ensure that it adequately addresses social, environmental,

economic and civic leadership considerations. This is also known as the Quadruple Bottom Line (QBL) approach and ensures that the Community Strategic Plan is balanced and takes a holistic view.

To demonstrate how we have achieved this, we have aligned the four areas of community vision to Quadruple Bottom Line reporting and implemented a colour coding system against the outcomes, strategies and community indicators detailed in this Plan. The table below highlights the relationship between the Quadruple Bottom Line category and community vision and shows the colour coding used to represent each area.

QBL	VISION	CODE
Social	Friendly	
Environment	Responsible	
Economic	Thriving	
Civic Leadership	Proud	

CONTROL, INFLUENCE, CONCERN

While Council takes a lead role in implementing the Community Strategic Plan, it does not have the ability to control all aspects of the desired outcomes. It is important that we differentiate between those outcomes and subsequent community indicators directly under Council's control, those that we can influence, or those that are of concern to Council and the community and we should monitor. A code has been assigned to each indicator.



CATEGORY	DEFINITION	CODE
Control	Council is able to directly control change in these areas. Council's combined Delivery Program and Operational Plan outlines the four year activities and annual actions Council will undertake to contribute to achieving our community's vision.	
Influence	Council does not control this outcome but is able to influence it through partnerships or advocacy.	I
Concern	Council neither controls nor is likely to influence this outcome but it is of interest or importance to the community.	C

Due to the broad nature of the Community Strategic Plan and the fact that implementation is the responsibility of many partners not just Council, indicators that are used to track progress are generally only able to be influenced or of concern to Council. Indicators that Council tracks, that it is able to control, are outlined in the four year Delivery Program.

Full detail on the community indicators are contained in Council's separate Community Indicator document.

REPORTING PROGRESS TO THE COMMUNITY

Each year Council produces an Annual Report which details progress against the items in the four year Delivery Program and one year Operational Plan. Information provided in this report is aligned to the Community Strategic Plan and shows Council's contribution each year towards community vision.

































Council also collates an End of Term Report every four years at the end of the Council term. This allows the outgoing councillors, and the wider community to see how Council has progressed in the delivery of outcomes identified in the Community Strategic Plan. This report will also provide information on progress or change in relation to the community indicators defined in this Plan. The next End of Term Report will be produced in 2020.











































MONITORING PROGRESS

HOW WILL WE KNOW WE HAVE ARRIVED?

The table below shows the suite of community indicators Council will use to track progress against the Plan.

Indicators able to be influenced by Council are identified with a letter I, those that are of concern to Council are identified with a letter C. The colour coded columns shows the strongest link of each indicator to the Quadruple Bottom Line reporting and community vision.

#	Indicator	I /C	F	R	T	P
CI01	Self-reported health	I				
CI02	Availability of health services	C				
CI03	Quality of Life	I				
CI04	Adequate physical exercise	I				
CI05	Obesity	I				
CI06	Psychological distress	I				
CI07	Feeling part of the community	I				
CI08	Trust	I				
CI09	Social support	I				
CI10	Volunteering	I				
CI11	Early childhood development	I				
CI12	Crime	I				
CI13	Illicit drug use	I				
CI14	Perceptions of safety	I				
CI15	Road safety	I				
CI16	Internet access	C				
CI17	Apprenticeship and vocational training enrolments	I				
CI18	School retention	I				
CI19	Income	C				
CI20	Relative socio economic disadvantage	I				

#	Indicator	I / C	F	R	T	P
CI21	Financial stress	C				
CI22	Food security	C				
CI23	Appreciation of diversity	I				
CI24	Household waste generation	I				
CI25	Household recycling	I				
CI26	Household resource recovery	I				
CI27	Water consumption	I				
CI28	Conditions of water ways	I				
CI29	Vegetation cover	I				
CI30	Alternative energy use	I				
CI31	Energy Use	I				
CI32	Greenhouse gas emissions	I				
CI33	Active transport	I				
CI34	Educational qualifications	C				
CI35	Property development activity	C				
CI36	Employment	C				
CI37	Economic growth and diversity	I				
CI38	Voting turnout	I				
CI39	Membership in local community organisations and groups	I				
CI40	Housing affordability	I				
CI41	Arts participation and opportunities	I				
CI42	Recreation participation and opportunities	I				
CI43	Events participation	I				

- Control, Influence and Concern coding: I – Influence, C – Concern
- Vision link coding: F – Friendly, R – Responsible, T- Thriving, P - Proud

PLANNING IN PARTNERSHIP

WHO CAN HELP?

Our community often calls for more action in the areas of health, safety, education, transport and environmental protection. Delivering on community expectations in these areas cannot occur in isolation and must recognise broader regional and national context. This means understanding our role and networks with other communities, industries and state-wide partners. Our Community Strategic Plan must recognise our shared responsibility and work with plans other levels of government and agencies have developed for our region.

Council will endeavour to communicate the vision and outcomes desired by our community and outlined in this Plan to our key partners including NSW and Australian Governments and the broader community to enable a collaborative approach to implementation. The NSW Government is working to achieve Premier and State priorities to grow the economy, deliver infrastructure, protect the vulnerable, and improve health, education and public services across NSW that will assist with the delivery of community expectations, while enabling coordination and alignment at a local level.

Our Community Strategic Plan has been developed with regard to the Premier's Priorities, State Priorities and other relevant Regional Plans. Detail on how key priorities and plans link at an outcome level to our Community Strategic Plan is outlined in the following table.

SOURCE	ACTIVITY	CSP OUTCOME LINK								
		1	2	3	4	5	6	7	8	9
Premier Priorities	1. Building infrastructure	✓	✓		✓	✓		✓		✓
	2. Creating jobs					✓				
	3. Driving public sector diversity		✓							✓
	4. Faster housing approvals						✓			✓
	5. Improving education results		✓			✓				
	6. Improving government services									✓
	7. Improving service levels in hospitals	✓								✓
	8. Keeping our environment clean			✓	✓					
	9. Protecting our kids	✓								
	10. Reducing domestic violence	✓								
	11. Reducing youth homelessness	✓					✓			✓
	12. Tackling childhood obesity	✓								

SOURCE	ACTIVITY	CSP OUTCOME LINK								
		1	2	3	4	5	6	7	8	9
State Priorities	1. Making it easier to start a business					✓				✓
	2. Encouraging business investment					✓				
	3. Boosting apprenticeships					✓				✓
	4. Accelerating major project assessment									✓
	5. Protecting our credit rating									✓
	6. Delivering strong budgets									✓
	7. Improving road travel reliability							✓		
	8. Increasing housing supply						✓			
	9. Transitioning to the National Disability Insurance Scheme	✓								
	10. Creating sustainable social housing									✓
	11. Improving Aboriginal education outcomes		✓							✓
	12. Better government digital services									✓
	13. Cutting wait times for planned surgeries	✓								✓
	14. Increasing cultural participation		✓							
	15. Ensure on-time running for public transport									✓
	16. Reducing violent crime	✓								
	17. Reducing adult re-offending	✓								
	18. Reducing road fatalities	✓						✓		

SOURCE	ACTIVITY	CSP OUTCOME LINK								
		1	2	3	4	5	6	7	8	9
South East Tablelands Draft Plan	1: Sustainably manage growth opportunities arising from the ACT					✓	✓		✓	
	1.1 Provide well-located and serviced land for housing in the Greater Capital to meet demand									
	1.2 Improve cross border transport connectivity							✓		
	2: Protect and enhance the region's natural environment			✓	✓					
	2.1 Protect the regions diverse environmental values			✓	✓		✓			
	2.2 Manage development to protect the Far South Coast environment			✓	✓		✓			
	2.3 Build the region's resilience to natural hazards						✓			
	2.4 Protect and secure the region's water resources			✓	✓					
	2.5 Protect the region's cultural heritage		✓							
	3: Strengthen the economic opportunities of the region					✓				✓
	3.1 Support and promote the growth of the tourism industry					✓				
	3.2 Enhance the productivity of primary industries					✓				
	3.3 Support the productivity and capacity of the regions mineral and energy resource lands									
	3.4 Grow regional strategic assets to support economic growth across the region	✓	✓		✓	✓		✓		✓
	3.5 Strengthen the economic self-determination of Aboriginal Communities		✓			✓			✓	✓
	4: Build communities that are strong healthy and well-connected	✓								
	4.1 Provide sufficient housing to suit the changing demands of the region						✓			✓
	4.2 Plan for facilities, including health and education, to service the region's growing and changing population	✓								✓
	4.3 Strengthen the commercial function of the region's centres					✓	✓			✓
	4.4 Build socially inclusive, safe and healthy communities	✓							✓	
	4.5 Enhance community access to jobs, goods and services by improving connections					✓	✓	✓		✓





HOW TO CONTACT US

In person	Customer Service Centre 89 Vulcan Street, Moruya Monday to Friday, 8.30am to 4.30pm
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Mail	PO Box 99, Moruya NSW 2537
DX	DX 4871
Email	council@esc.nsw.gov.au
Web	www.esc.nsw.gov.au
Councillors	See contact details on our website, and on Council's Noticeboard page in local papers

