

Central Coast Strategic Plan
2014-2024



CENTRAL COAST
COUNCIL

Strategic Plan 2014-2024

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CENTRAL COAST STRATEGIC PLAN 2014-2024

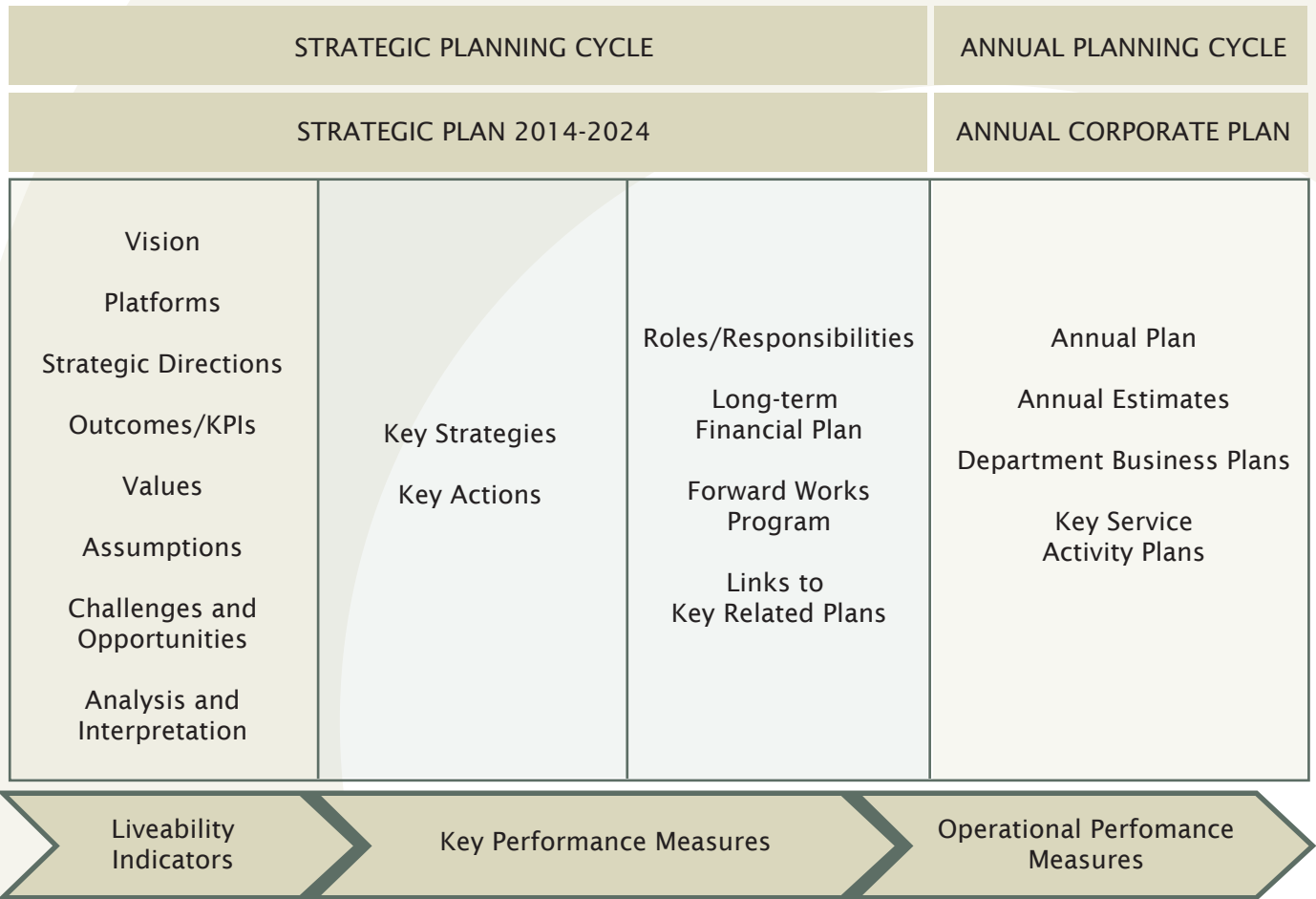
The Central Coast Strategic Plan 2014–2024
builds on the work commenced in 2009.

The Strategic Plan focuses on the distinctiveness of our location, lifestyle and strengths to achieve the aspirations of local communities and to set the direction for the Council in determining how best to target its resources and efforts. It identifies the key strategic directions, strategies and actions that the Council plans to pursue over the coming 10-year period. The Strategic Plan is an integrated document that frames the Council's Annual Corporate Plan:

- **CENTRAL COAST STRATEGIC PLAN 2014-2024** – a 10-year time horizon with overarching strategic direction and priorities. It also provides the context and resources for turning strategy into action; and
- **CENTRAL COAST ANNUAL CORPORATE PLAN** – the Council's detailed annual implementation plan including the Annual Budget Estimates.




Council's Planning Cycle



PLATFORMS FOR THE FUTURE - LEVERAGING OUR RELATIVE ADVANTAGES

Four platforms have been identified to provide the launching pads for future economic and social development in Central Coast. They seek to leverage the area's key attributes in ways that:

- **REFLECT** key qualities such as the distinctiveness, character, capability and resources already embedded in our place and on which we can build;
- **RESPOND** to community aspirations and tap into opportunities that are increasingly apparent at the regional, national and global scale; and
- **IMPROVE** our ability to deal with shocks, generating new economic opportunities, sustainability and future liveability.



*distinctiveness, character,
capability and resources
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The Platforms include:

LIVEABILITY – encompasses notions such as quality of life, the character of our place, ease of living, the health and well-being of our community who live here, and the sense of security afforded by living and working in a given community.

SUSTAINABILITY – the Council and its community need to have within their control and/or at their disposal the capability and resources to meet the needs of the community now and into the future. This means building into planning and decision-making processes an implicit consideration of the environmental, social and economic sustainability of all development, now and into the future.

INNOVATION – there is an increasing recognition of the importance of the role of innovation and entrepreneurship in social and economic growth. In our community there are people with intelligence, entrepreneurial spirit and ideas who are transforming, or with support, can transform these ideas into reality. This implies:

- Self-growth, community spirit, innovation and entrepreneurship are drivers of growth and prosperity;
- People should be placed front and centre and our focus should be on facilitating personal and collective growth;
- Focusing efforts on supporting and empowering the next generation of innovators and entrepreneurs; and
- A spirit of reciprocity where capable communities organise themselves to help people turn their ideas into reality.

DISTINCTIVENESS – this is about the qualities and combinations of qualities that define an area's identity and what makes a place different from other places.

Central Coast shares many qualities and attributes with the rest of the Cradle Coast Region. Our challenge is to define, cultivate, protect and grow the attributes that matter most to us. This is ultimately what defines the distinctiveness and special character of Central Coast and its community.

A VISION FOR CENTRAL COAST

Central Coast – Living our potential

We are a vibrant, thriving community that continues to draw inspiration and opportunities from its natural beauty, land and people and connected by a powerful sense of belonging.

WHAT THE PEOPLE OF CENTRAL COAST VALUE

Central Coast comprises Ulverstone, Penguin, Turners Beach, Forth, and other towns and localities that each have a distinctive character. The character of these places is largely influenced by the relationship between the coastline, the rivers and ranges and fertile agricultural land to the south. The major towns are distinguished by the dominant landforms within which they sit.

We value:

OUR NATURAL ASSETS

- Coastline, beaches and river foreshore parks;
- Diversity of flora, fauna and natural features;
- Picturesque and productive rural landscape; and
- Temperate year-round climate and significant assets in terms of hours of sunshine, water and soils.

OUR BUILT ASSETS

- CBD precincts;
- Parks, reserves and playgrounds;
- Road network, shared pathways/ cycleways;
- Sporting, health and community related facilities; and
- Place and location – proximity to regional education, ports, airports and health facilities.

OUR SOCIAL AND CULTURAL ASSETS

- Relaxed lifestyle;
- Richness/variety of opportunities;
- Strong sense of community;
- Proud history;
- Community networks/connections and relationships;
- Friendly and inclusive;
- A sense of safety and belonging;
- High levels of community engagement;
- Service, sport and community clubs;
- Community service and volunteering;
- Schools and education;
- Arts and theatre culture;
- Community and cultural events; and
- Stable local government.

OUR HUMAN ASSETS

- Traditional skills (farming and trades);
- Experienced older generations;
- Our young people;
- Leadership and collaboration/ partnerships;
- Creative and insightful;
- Innovative and entrepreneurial spirit;
- Can do attitude; and
- Resilience.

OUTCOMES

- Sustainable population growth;
- Socio-economic well-being;
- Economic prosperity and resilience;
- Resilient and engaged community;
- Healthy community and healthy lifestyle;
- Healthy environment; and
- Sustainable and effective Council.

TURNING THE STRATEGY INTO ACTION

THE STRATEGIC PLAN IS:

- Based on a longer term coherent and consistent strategic direction;
- Achievable, sustainable and relevant to future needs, capabilities and potential of the Council and municipal area;
- Realistic about what the Council can achieve and focused on outcomes it can control or influence. This also implies that the Council may need strategies to adapt/adjust to major impacts that are ultimately beyond the Council/community control or influence;
- Focused on achieving what matters most so that resources are allocated to make the best possible contribution to our sustainable future;
- Focused on longer term goals yet adaptable to address short-term trends, issues and opportunities;
- Dealing with the Council's organisational readiness and sustainability to continue to effectively deliver the Plan;
- Based on the assumption that our community is quite capable of and prepared to take more responsibility for its own growth trajectories and prosperity; and
- Based on the belief that those who are affected by a decision have a right to be involved in the decision-making process. This implies improved community engagement and coordination between government and community led approaches to development.

STRATEGIC DIRECTIONS

Strategic directions identify and leverage key assets and capability already in place and ensure that we focus our energy, resources and action where they matter most.

STRATEGIC DIRECTION 1

The Shape of the Place

When planning for a vibrant and liveable place, it is important to focus on its shape – planning, precincts, open spaces, the physical environment and augmenting these to highlight the distinctiveness of Central Coast.

KEY RELATED PLANS:

- Central Coast Settlement Strategy and related Cradle Coast Regional Land Use Strategy;
- Asset Management Plans and Forward Works Program;
- Long-term Financial Plan;
- Community Plans; and
- Open Space and Recreation Plan.

KEY STRATEGIES AND KEY ACTIONS

1. Improve the value and use of open space:

- Staged implementation of the Dial Sports Complex Master Plan;
- Refurbish the Merv Wright Memorial Fountain;
- Investigate feasibility for development of an off-road criterion track at River Park;
- Progress the consolidation of equestrian activities to Batten Park;
- Investigate opportunities for the development of a suite of adventure outdoor visitor/leisure experiences in Central Coast and adjacent hinterland;
- Investigate feasibility of further development of the Leven Canyon Floor Walk as a major adventure tourism experience;
- Review the Dial Range Recreation Management Plan in conjunction with land managers;
- Support the staged development of the Dial Range Mountain Bike Park;
- Develop a strategy to leverage the opportunities of our peri-urban area (rural-urban fringe);
- Implement the Central Coast Cycling Strategy;
- Review of areas suitable for motorhome, caravan and campervan overnight parking; and
- Implement actions in the Ulverstone, Penguin and Forth Urban Design Guidelines.

2. Conserve the physical environment in a way that ensures we have a healthy and attractive community:

- Identify and develop resources to promote energy-efficient urban design and development of community infrastructure; and
- Continue to develop the Central Coast shared pathways network.

3. Encourage a creative approach to new development:

- Investigate affordable housing opportunities;
- Finalise and implement rural living design guidelines for Central Coast rural areas;
- Investigate improved road connections to Cradle Mountain; and
- Identify and promote appropriate land for industrial and commercial use.

STRATEGIC DIRECTION 2

A Connected Central Coast

Seeks to enhance connectivity both within Central Coast and the region – how people move from place to place, how accessible places are, and how people connect with each other and with services within Central Coast.

KEY RELATED PLANS:

- Asset Management Plans and Forward Works Program;
- Long-term Financial Plan;
- Community Plans;
- Open Space and Recreation Plan; and
- Social Plan.

KEY STRATEGIES AND KEY ACTIONS

1. Provide for a diverse range of movement patterns:

- Develop a range of promotional activities to encourage greater use of walking routes;
- Review the Council's gateway signage; and
- Develop a sense of place within our central business districts.

2. Connect the people with services:

- Improve access for the disabled and disengaged in our community to key social and community support services;
- Devise and implement a range of activities that link institutions and employers to improve employment opportunities;
- Lobby for improved local public transport services; and
- Identify opportunities to improve social outcomes/community benefit through the Council's procurement policy/processes.

3. Improve community well-being:

- Develop and implement the Central Coast Social Plan;
- Support and/or develop local, sustainable food initiatives;
- Engage with the community to achieve meaningful positive local ageing outcomes;
- Engage with the community to achieve meaningful local youth outcomes;
- Engage with the community to achieve meaningful local arts and cultural outcomes;
- Continue to plan for/mitigate potential community risks and maintain business continuity capacity associated with natural disasters and emergencies;
- Identify opportunities to improve utilisation of the Community Shed; and
- Review Council's role in the direct provision of community related events and programs.

STRATEGIC DIRECTION 3

Community Capacity and Creativity

In conjunction with community, volunteer and business groups, develop capacity and cultivate a culture that values and showcases creativity, encourages community-based solutions, stimulates innovation and supports innovators in order to achieve quality opportunities and outcomes across all sections of the community.

KEY RELATED PLANS:

- Local Economic Development Plan and related State and Regional Economic Development Plans; and
- Social Plan.

KEY STRATEGIES AND KEY ACTIONS

1. Community capacity-building:

- Investigate feasibility of developing youth-specific spaces;
- Support programs and activities that promote innovation and enterprise to young people;
- Develop a pool of mentors and program of activities to support emerging community leaders, innovators and entrepreneurs;
- Support actions that improve education attainment, retention and engagement;
- Develop and support a collaborative, online platform that enables residents and communities to come together to initiate, incubate and implement solutions to current and future challenges and opportunities;
- Investigate feasibility of developing/supporting intermediate labour market programs;
- Provide/facilitate programs that support innovation and enterprise;
- Develop/support programs that improve digital literacy and doing business online; and
- Develop and implement a local volunteering strategy.



2. Facilitate entrepreneurship in the business community:

- Identify opportunities to attract highway traffic into towns and rural areas;
- Work with the local health, community and aged-care services sectors to improve local business and employment opportunities;
- Work with local business leaders to increase business development and investment in Central Coast, particularly new/niche opportunities;
- Investigate feasibility/establish a business case to support the development of local business incubation/co-working spaces;
- Investigate feasibility of developing a local digital hub;
- Investigate provision of free Wi-Fi in the Ulverstone and Penguin central business districts; and
- Develop feasibility/establish business case for a local food innovation centre (including market research capability).

3. Cultivate a culture of creativity in the community:

- Review Council venue management plans to improve promotion of venues for major community, sporting and corporate events;
- Develop an interpretation plan to showcase the stories of Central Coast;
- Investigate feasibility of creating a local creative industries and arts hub;
- Conduct a review of the Ulverstone Civic Centre to optimise usage and improve community outcomes;
- Progress the implementation of the Ulverstone History Museum Strategic Plan;
- Review the Central Coast Arts and Culture Strategy; and
- Implement the Central Coast Events Strategy.



STRATEGIC DIRECTION 4

The Environment and Sustainable Infrastructure

Sustaining built infrastructure and the natural environment by encouraging innovation and investment in Central Coast.

KEY RELATED PLANS:

- Central Coast Settlement Strategy and related Cradle Coast Regional Land Use Strategy;
- Asset Management Plans and Forward Works Program;
- Long-term Financial Plan;
- Community Plans; and
- Open Space and Recreation Plan.

KEY STRATEGIES AND KEY ACTIONS

1. Invest in and leverage opportunities from our natural environment:

- Upgrade of Leven River embankments.

2. Contribute to a safe and healthy environment:

- Continue to work with community event organisers to improve safety standards at community events.

3. Develop and manage sustainable built infrastructure:

- Conduct a review of all Council community/operational assets;
- Develop and implement an Ulverstone and Penguin central business district revitalisation strategy;
- Progress the development of a bus interchange on Wongi Lane;
- Improve recreational amenities and play equipment in the Council's key foreshore parks;
- Market test the development of Maskell's land;
- Continue to invest in the Council's stormwater infrastructure; and
- Proactively seek/optimize grant funding opportunities to invest in assets.

4. Contribute to the preservation of the natural environment:

- Promote and participate in regional, State and national climate change related initiatives;
- Develop a strategy to mitigate the impacts of climate change on the Council's assets;
- Increase diversion of waste from landfill and increase waste stream recycling capacity;
- Investigate and plan for the effects of climate change on our local areas; and
- Work with and support land and river care and other groups to improve environmental outcomes around our waterways and public space.

STRATEGIC DIRECTION 5

Council Sustainability and Governance

A leading Council is well governed and managed and engages effectively with its community.

KEY RELATED PLANS:

- Asset Management Plans and Forward Works Program;
- Long-term Financial Plan;
- Local Economic Development Plan and related State and Regional Economic Development Plans;
- Social Plan; and
- Sustainability Action Plan.

KEY STRATEGIES AND KEY ACTIONS

1. Improve corporate governance:

- Develop a Professional Development Plan for elected members to improve governance, leadership and strategic capability;
- Complete and implement the Strategic HR Plan;
- Develop an ‘Employer of Choice’ Strategy;
- Implement the findings of the cultural and leadership impact surveys;
- Undertake a Compliance Audit; and
- Develop an implementation plan to review Council roles and responsibilities.

2. Improve service provision:

- Continue program of business unit service and process reviews;
- Develop service levels for all services delivered by the Council;
- Develop improvement plans in areas identified as requiring attention from the Community Survey;
- Implement recommendations of the Local Visitor Centre Process Review; and
- Investigate/implement processes for the electronic provision of all Council application forms.



3. Improve the Council's financial capacity to sustainably meet community expectations:

- Review existing asset investment and performance;
- Identify new opportunities to expand the Council's relatively narrow revenue base;
- Develop a Central Coast Investment Policy; and
- Progressively implement site specific master plans through the Long-term Financial Plan and Cradle Coast Regional Land Use Strategy.

4. Effective communication and engagement:

- Work together with service clubs and community groups to sustainably improve local community infrastructure and activities;
- Work collaboratively with Cradle Coast Innovation and other key organisations to build community capability and improve innovation and enterprise in our community;
- Review the Coast to Canyon Brand;
- Develop a social media and digital marketing plan;
- Review/update the Coast to Canyon website and Facebook pages;
- Implement the Council's Communication and Engagement Plan, including the development of a community engagement toolkit; and
- Train staff in contemporary community engagement, social media and digital marketing skills/applications.

5. Strengthen local-regional connections:

- Investigate strategic alliance opportunities to improve economies of scale and scope in service delivery and the further development of Central Coast;
- Joint development of Liveable Region Strategy to address population growth, employment, skills and investment issues, etc.; and
- Review participation in the Devonport and Cradle Country Cooperative Marketing Group.





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COUNCIL

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