

# Community Strategic Plan 2025-2035 (Draft)



# Acknowledgement of Country

First Nations People have been custodians of this land for at least 60,000 years but it is likely that their connection extends well beyond this. There are thousands of registered sites of cultural significance on the Central Coast, and it is a very treasured place to the First Nations People.

The Aboriginal and Torres Strait Islander communities are also to be celebrated with many inspiring young people, high achievers and respected Elders all calling the Central Coast home. Our area is one of the largest and fastest growing Aboriginal and Torres Strait Islander communities in Australia with many moving here for the environment, opportunity, and connection to family.

We acknowledge that the Central Coast is a land with Traditional Custodians that has ancestral connections to Country spanning back thousands of years, and which are evident in the landscape and cultural sites across the region.

We acknowledge that these were people of the First Nations of Australia.

We pay our respects to Darkinjung country and Elders past and present.

We Acknowledge that Traditional Custodians protected and defended this Land.

We acknowledge that the Central Coast has become home to thousands of First Nations People from across Australia, who now care for Country and community.

We pay our respect to the Elders of the past and the legacy they have left.

We pay our respect to the Elders of the present and their teachings.

We pay our respect to the young leaders, and those who are yet to come.

We cherish the rich and enduring culture of the First Nations People.

We regret past hurts, disconnection to Land, family and community.

We honour Indigenous wisdom, knowledge, and connection to Land.

We recognise that reconciliation is built on trust and affirmative action.

We acknowledge the connection between First Nations People and Country and their important role in shaping the future of the Central Coast.



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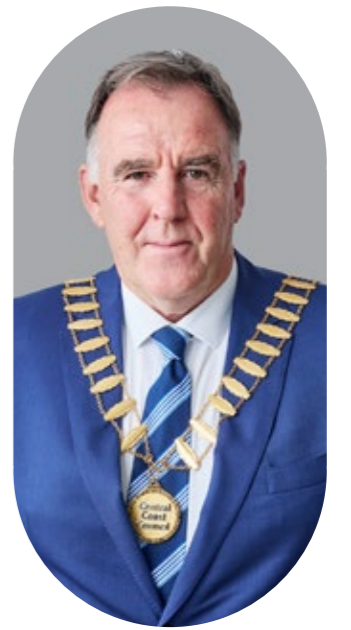
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Welcome

## Mayor's Message



On behalf of the newly elected Central Coast Council, it's my pleasure to present the 2025-2035 Community Strategic Plan.

This 10-year plan captures our community's vision, aspirations and priorities and is a result of extensive collaboration with residents and councillors.

It's an intentional and mindful direction that honours where we've been, describes what we love about our community and acknowledges our hopes for the future.

Five key themes form our vision – *Our People, Our Environment, Our Place, Our Economy* and *Our Leadership*.

*'Our People'* recognises that residents want to be part of a strong community, built on connection and shared purpose, that celebrates diversity and recognises our heritage.

*'Our Environment'* describes the desire to protect our natural landscape, improve our green spaces and take pride in our environment.

*'Our Place'* represents the services and facilities people told us they need to enjoy a good quality of life and to create a thriving, sustainable region.

*'Our Economy'* reflects our community's ambition for increased economic vitality, educational opportunities, and investment in tourism to promote local prosperity.



*It's an intentional and mindful direction that honours where we've been...*

And 'Our Leadership' encompasses people's expectations for good governance, financial accountability and genuine community engagement in decision making.

This plan outlines strategic goals for each of these themes and describes how we will strive to achieve them.

Through this vision, Council will take an integrated approach to planning and reporting. We will track our progress and report our achievements each year for each of these themes as we guide our region towards a sustainable, innovative, inclusive and thriving future.

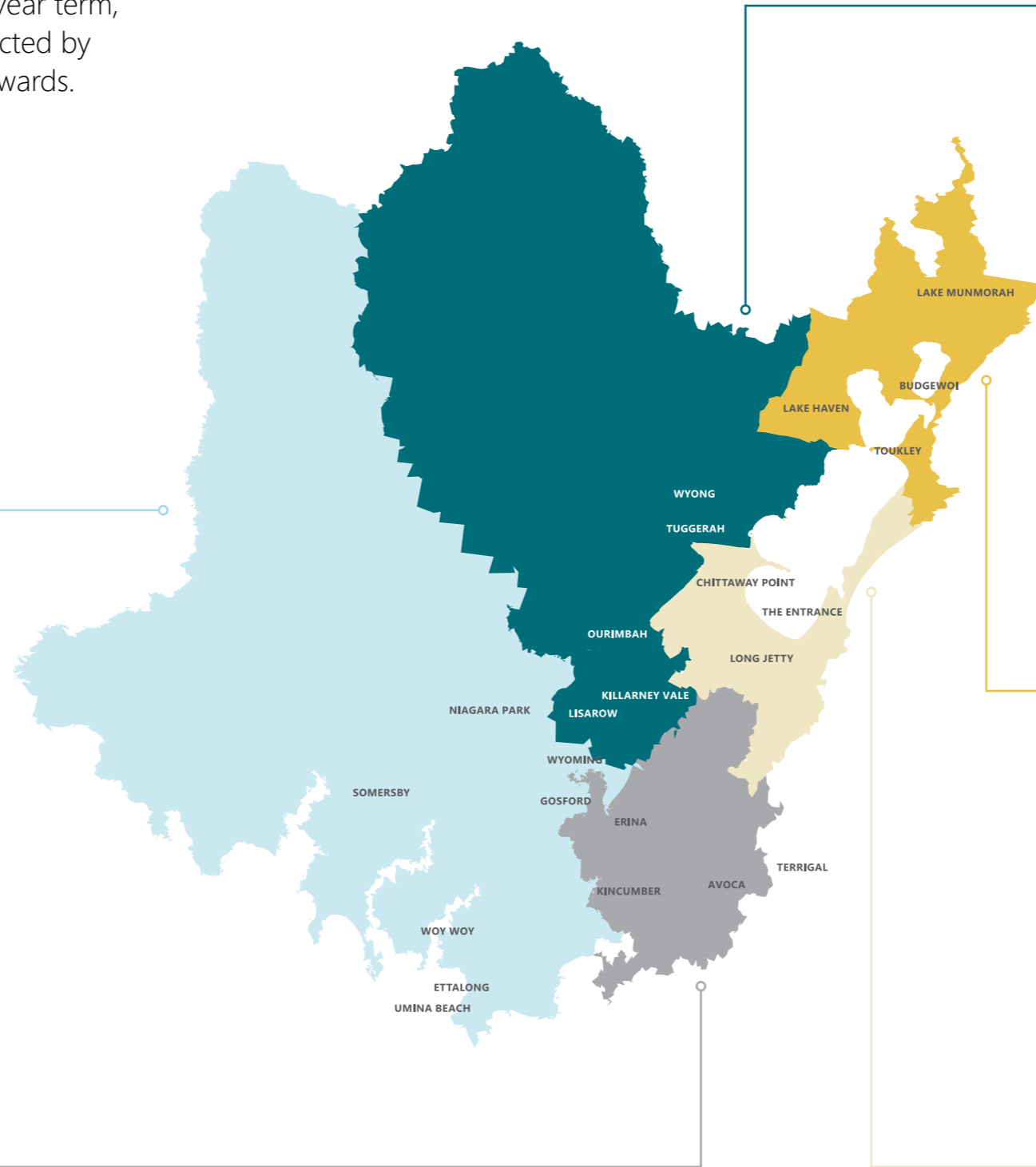
I'd like to thank everyone involved in shaping our Community Strategic Plan. Your participation has informed the development of our long-term goals and initiatives, and we'll continue to work closely with our community in bringing this vision to life.

**Mayor McKinna**



# Our Councillors

Central Coast Council is represented by 15 Councillors who were elected in September 2024 for a 4 year term, until September 2028. Our Councillors are elected by residents across five electoral areas known as wards.



## Gosford West Ward



**Councillor**  
Trent McWaide

**Councillor**  
Belinda Neal

**Councillor**  
Jane Smith

## Gosford East Ward



**Mayor**  
Lawrie McKinna

**Councillor**  
Sharon Walsh

**Councillor**  
Jared Wright

## Wyong Ward



**Councillor**  
Kyla Daniels

**Councillor**  
Kyle MacGregor

**Councillor**  
John McNamara

## Budgewoi Ward



**Deputy Mayor**  
Doug Eatson OAM

**Councillor**  
Helen Crowley

**Councillor**  
John Moulard

## The Entrance Ward



**Councillor**  
Corinne Lamont

**Councillor**  
Rachel Stanton

**Councillor**  
Margot Castles

An aerial photograph of a coastal landscape featuring a sandy beach, dunes with sparse vegetation, and the ocean. A large, semi-transparent blue circle is overlaid on the image, containing white text. The text is centered within the circle. The background shows a wide beach on the left, leading to a dune area with green and brown plants. The ocean is on the right, with waves breaking near the shore. The sky is a pale, overcast blue.

## Community Vision

*Together we will strengthen and support our community, protect our environment, and create an inclusive, prosperous and accessible place to live, work and thrive, for today and for future generations.*

*This is OUR future,  
OUR Central Coast.*

# Introduction

## What is a Community Strategic Plan?

The Community Strategic Plan (CSP) is a 10-year roadmap that outlines the Central Coast community's priorities, vision, and aspirations for the future.

Under the Integrated Planning and Reporting (IP&R) Framework, the CSP is the highest level of strategic planning. The CSP guides the development of Council's strategies and plans, including the Delivery Program, Operational Plan and Resourcing Strategy. It also informs decision-making to ensure all progress aligns with community goals.

While the CSP reflects the community's aspirations, Council has a custodial role in engaging, refining, and preparing the plan on behalf of residents. Under the *Local Government Act 1993*, the CSP is reviewed every 4 years, with a new or revised version adopted by 30 June following each local government election.





## Purpose of this document

The purpose of the CSP is to identify the community's priorities and aspirations, addressing key areas such as social, economic, environmental, and civic leadership.

The CSP ensures that actions of all levels of government align with the needs and expectations of residents, as identified through community engagement. This collaborative approach promotes transparency and accountability, enabling Council to work effectively with the community, local organisations, state and federal governments, and stakeholders.

Tracking progress against the CSP is a vital part of ensuring its success. Whilst the CSP outlines the goals and strategies, the Delivery Program and Operational Plan details the actions, projects, programs, indicators, and other activities that Council will deliver to achieve those goals and strategies. Council monitors and reports on achievements through quarterly reporting and the Annual Report, which details Council's performance in delivery of the Delivery Program and Operational Plan. Additionally, the Central Coast Region Report is prepared at the end of the Council term and uses various data sources from Council, state and federal agencies, and other organisations to evaluate progress in achieving the CSP.

The CSP enables Council to foster sustainable, inclusive, and thriving communities that reflect the values and priorities of our residents.



## Disability, inclusion and access



*You can't have inclusion without access.*

Disability, inclusion, and access are essential for building thriving, equitable, and inclusive communities. Ensuring that individuals of all abilities can participate fully in social, economic, and cultural life that strengthens sense of community.

NSW councils follow key principles to promote equity, universal design, and empowerment. Equity ensures that people with disabilities have the same opportunities as others, addressing barriers and providing tailored support where necessary. Universal design principles advocate for creating environments, services, and systems that are accessible to all, regardless of ability. Empowerment emphasises the importance of involving people with disabilities in decision-making processes, ensuring their voices are heard and valued.



NSW councils are guided by the *Disability Inclusion Act 2014*, which requires the development and implementation of Disability Inclusion Action Plans (DIAPs). These plans focus on improving access to buildings, services, and public spaces, fostering positive attitudes, enhancing employment opportunities, and establishing effective engagement systems. DIAPs are informed by community consultation to reflect the genuine needs and aspirations of people with disabilities.

Promoting disability inclusion not only enhances the quality of life for individuals with disabilities, but also fosters innovation, improves economic participation, and strengthens social cohesion. By adhering to these principles and plans, Council contributes to creating communities where everyone feels valued and included.

# Social justice principles

The social justice principles of access, equity, participation, and rights form the foundation for fairness and ensure that every individual has the opportunity to contribute to and benefit from society.



## Access

Access ensures that everyone can obtain essential resources, services, and opportunities, including education, healthcare, employment, and public spaces. Removing economic, social, and physical barriers to access empowers individuals to lead fulfilling lives and enhances overall community well-being.



## Equity

Equity focuses on addressing systemic disparities by providing tailored resources and opportunities that meet the unique needs of individuals and groups. Unlike equality, which advocates for uniform treatment, equity recognises that different people face different challenges and require customised solutions. This principle ensures that historically marginalised communities are empowered to achieve their full potential.



## Participation

Participation emphasises the importance of including diverse voices in decision-making processes. When individuals from all backgrounds engage in discussions that affect their lives, it strengthens community bonds and ensures that policies and initiatives are representative and effective. Inclusive participation empowers people to take ownership of their collective future.



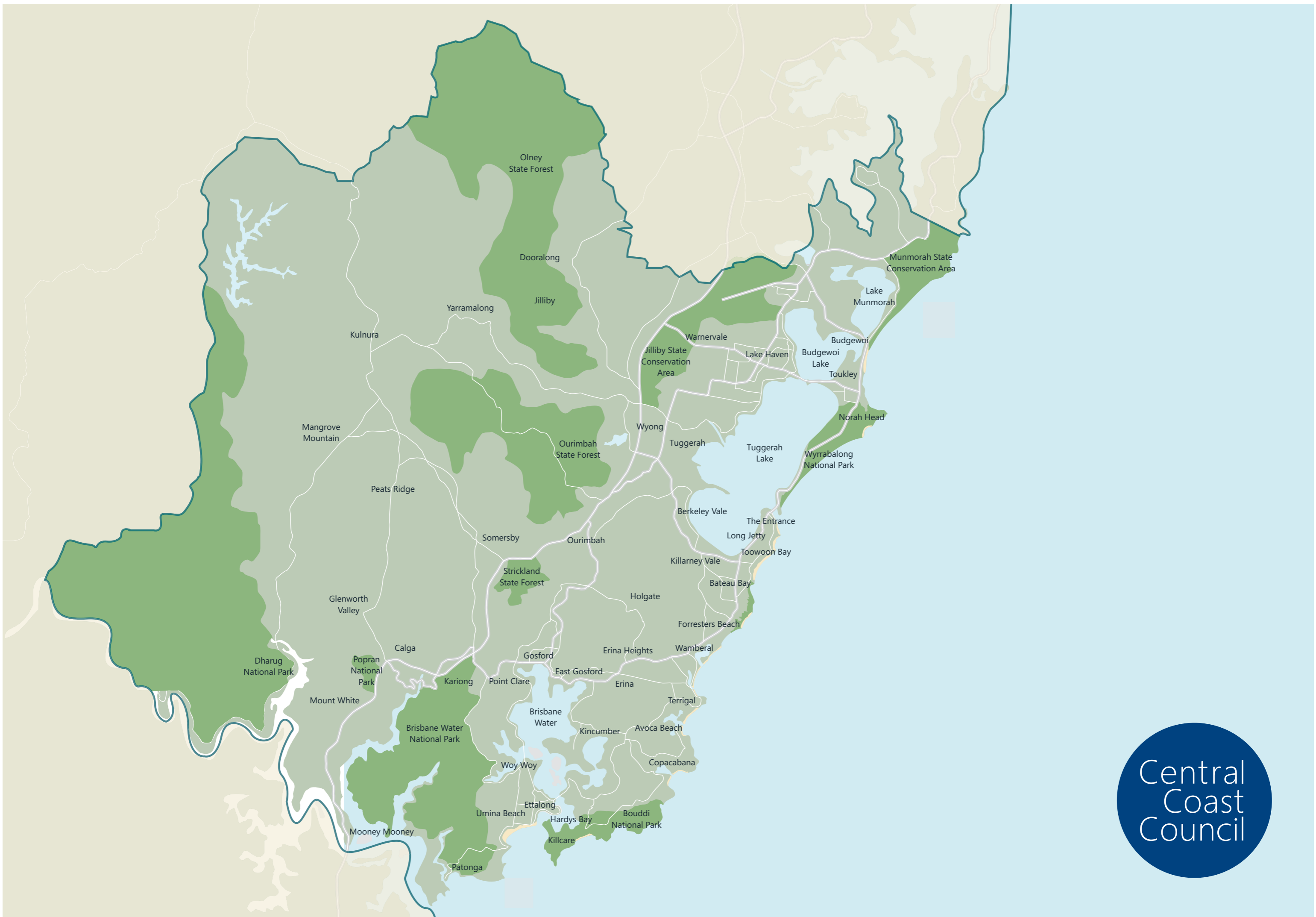
## Rights

Rights involve the protection and promotion of fundamental human rights for all individuals. Upholding these rights ensures that everyone is treated with dignity, fairness, and respect. This principle underpins efforts to eliminate discrimination, foster equality, and build a just society.

**Together, these principles work to dismantle systemic inequalities and foster a culture of inclusivity and mutual respect.**

By prioritising access, equity, participation, and rights, communities can create environments where every individual feels valued and supported, ultimately leading to a more harmonious and sustainable society.





# Challenges facing the community

Central Coast Council is responsible for the 3rd largest Local Government Area (LGA) by population in NSW and 8th largest in Australia, spanning 1,681 square kilometres of diverse geography, including waterways, coastline, bushland, open spaces and urban communities.



With a LGA of this size and diversity, the region faces interconnected challenges that require careful planning, adaptation, and resilience over the next ten years. These challenges include climate change, population growth, increasing demand for services, resource shortages, inflation, cost of living pressures, and more frequent severe weather events. Each of these factors will impact community daily life and long-term sustainability.

## Natural Resource Challenges

Another growing challenge is the strain on resources, particularly water, energy, and raw materials. Ensuring a sustainable and reliable supply is becoming increasingly difficult, particularly in the face of climate change. For instance, droughts can lead to water shortages, while reliance on non-renewable energy sources may become more problematic as fossil fuel reserves decline.

To address these issues, the development of water saving and alternative solutions, and energy alternative sources, such as wind, solar, and geothermal, is essential, alongside measures to reduce waste and promote recycling.

Council is proactively planning for growth and infrastructure demand while collaborating with state and federal agencies to advocate for funding and long-term support.



*Council is proactively planning for growth and infrastructure demand...*



CENTRAL COAST POPULATION  
**412,501**  
by 2046

## Increasing Population and Demand for Services

The Central Coast's population is projected to reach 412,501 by 2046, an 18% increase (approximately 60,000 people) from the 2021 Census. To maintain the community's quality of life, careful planning is essential. Population growth will place greater demand on key services such as healthcare, education, housing, and transportation. Our community's infrastructure, particularly in urban areas, may struggle to keep up, leading to overcrowded schools and hospitals, increased demand for public transport, and housing shortages. Addressing these challenges requires significant investment in infrastructure and resource allocation. Prioritising affordable housing and sustainable urban development will be crucial in supporting a growing population.



*...we must invest in climate adaptation strategies, such as early warning systems, improved flood defences, upgrading infrastructures.*

### **Climate Change and Environmental Challenges**

One of the most pressing concerns for our community is climate change. Rising global temperatures are likely to lead to more extreme weather events such as bushfires, floods, and storms, which can damage infrastructure, disrupt local services, and pose serious health risks. Increased flooding may impact homes and businesses, while worsening air quality can contribute to respiratory issues. Additionally, local ecosystems may struggle to adapt, threatening biodiversity and agriculture, which many local communities rely on for food and employment.

To mitigate these impacts, we must invest in climate adaptation strategies, such as early warning systems, improved flood defences, upgrading infrastructure to withstand extreme weather, and sustainable practices such as energy efficiency and renewable energy adoption.

### **Inflation and Cost of Living Pressures**

Rising inflation is another significant challenge impacting the community. As the cost of goods and services increases, many households will struggle to make ends meet. Essentials like food, fuel, and utilities could outpace wage growth, leaving many residents vulnerable to financial insecurity. For those already living pay to pay, the financial strain will be particularly severe. Local businesses, especially small enterprises, may also face challenges in managing rising operating costs, potentially leading to job losses or closures. Addressing these issues may require partnerships with state and federal governments to alleviate financial stress.



### **Council income**

Council successfully met all milestones and targets outlined in its Financial Recovery Plan, implemented in late 2020. These actions have strengthened ongoing financial sustainability. Council has prepared a Financial Sustainability Strategy, ensuring continued service provision while maintaining long-term stability. It is recognised that like many councils, challenges remain in sustaining long-term financial health. Factors such as rate pegging limits set by the Independent Pricing and Regulatory Tribunal (IPART), statutory fee limits which do not always allow Council to fully recover costs of services, prevailing inflation and supply chain demands all contribute to revenue constraints. Despite these limitations, Council remains committed to meeting community priorities and maintaining best practices in asset management. To navigate these challenges, Council will actively pursue opportunities to reduce expenditure, diversify income sources, and adapt to changes in global and local economic conditions.

# What is Council's role?

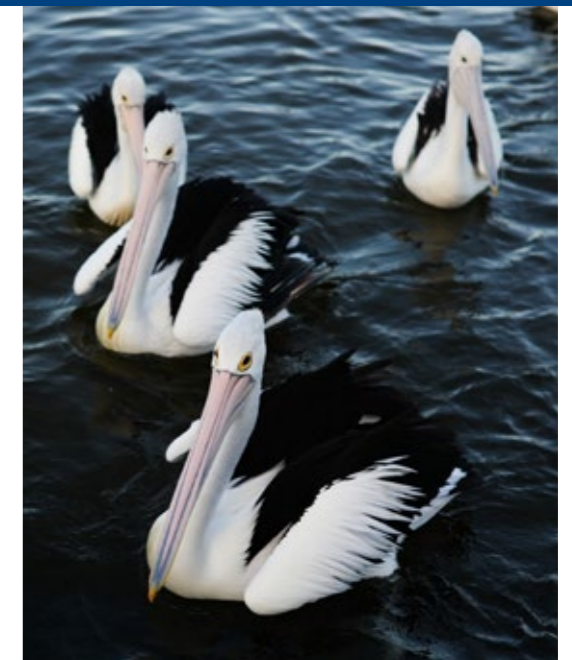
Central Coast Council plays a vital role in fostering positive change within its community by working closely with state and federal governments and partnering with non-government organisations, charities, community groups and members.

Local initiatives are part of a broader multi-layered approach to improving the Central Coast. The Council serves as the following roles, often serving as multiple roles across a matter but with the ultimate aim of ensuring resident's voices are heard at all levels of government.

- D Deliver**  
Council directly manages and delivers programs, activities, projects, and services to meet community priorities.
- P Partner**  
Council collaborates with other government, organisations and the community to achieve priorities and shared goals.
- A Advocate**  
Council will advocate for the services, infrastructure and policy change on behalf of the community.

As a service provider, Council delivers essential services and infrastructure such as waste management, local road maintenance, parks, libraries, and community programs. These services are tailored to the unique needs of the Central Coast, ensuring effective and equitable resource allocation.

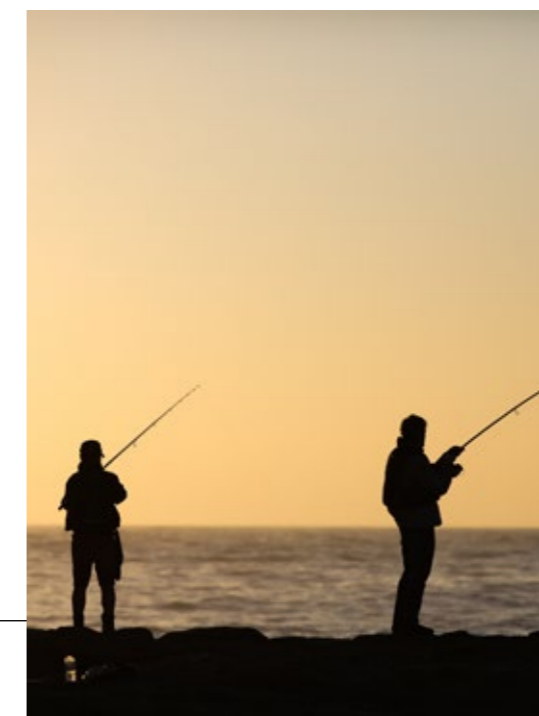
Council also collaborates with key state and federal agencies, such as the NSW Department of Planning, Housing and Infrastructure, Transport for NSW, NSW Department of Education, NSW Health, and other key agencies to implement policies and projects that benefit the community. Federally, the Council engages with departments such as the Department of Infrastructure, Transport, Regional Development, and Communications to secure funding for major initiatives. Key policies, such as the Central Coast Regional Plan 2041, guide growth in areas like housing, transport, and infrastructure.



In its advocacy role, Council engages with residents to identify priorities and then represents these interests to state and federal governments. For example, the Council may lobby for improved public transport, affordable housing, or environmental preservation. This advocacy ensures that funding and policies align with the specific needs of the Central Coast.

Strong partnerships between the Council and higher levels of government are crucial for achieving large-scale improvements. Collaborative projects, such as regional infrastructure upgrades or disaster recovery efforts, demonstrate how collaboration drives meaningful change.

Through its dual role as a service provider and community advocate, the Council helps build a resilient, and inclusive community. Its ability to bridge local concerns with state and federal support ensures that positive change is both responsive and sustainable.





# Planning for our Future



## Key enabling projects

The Central Coast is a region on the rise with great opportunity to build a sustainable, healthy and vibrant future.

To support this growth, the Key Enabling Projects (Central Coast Region) prospectus outlines priority infrastructure and investment projects that will benefit all who live, work and visit the Central Coast.

These projects align with community priorities and can be viewed under each CSP Theme. Rather than focusing on projects, the Our People and Our Leadership themes highlight the broader benefits these initiatives provide. Since these are long-term projects, they rely on investment from all levels of government, as well as industry and specialist groups.

# Our Environment



The protection and celebration of our natural landscape, including beaches, waterways, bushland, open spaces, parks, reserves.

## Protection, Retention and Enhancement of our bushland and our tree canopy in urban areas.

- Invest in urban forest canopy in areas of high pedestrian and cyclist activity to mitigate urban heat island effect.
- Develop a program to provide free long-lived large shrubs and trees to the community to assist them in reducing urban heat islands.

**Sustainable Waste Management:** Significant investment will go into new engagement and education programs, alongside improved waste collection methodologies and services.

The Council is committed to improving resource recovery by:

- Reducing waste generation;
- Reducing waste required to go to landfill; and
- Increasing reuse and recycling options.

A key initiative that has been identified as part of Council's Resource Management Strategy is a Food Organics and Garden Organics (FOGO) facility and service. This would enable the collection and diversion of food and garden waste from across the Central Coast and potentially broader.



# Our Place



The levers that help our people to live, move and enjoy their life on the Central Coast.

**Housing Growth:** Council is advocating for increased investment in affordable housing to reduce housing stress and support low-income earners and essential workers. Expanding affordable housing is critical to meeting local demand and to establish stable, affordable living options across key areas of growth. Key growth areas include:

## Gosford

As the regional capital, Gosford is a regionally significant growth area under The Central Coast Regional Plan 2041. It has the highest proportion of high-density dwellings across the Central Coast and will continue to provide diverse housing options for current and future residents of the Coast.

## Woy Woy Peninsula

Woy Woy is recognised as a Strategic Centre in the Central Coast Regional Plan 2041 and as part of the NSW Government's Transit Orientated Development Program, Woy Woy (and surrounding suburbs on the Peninsula)

is the most populous and urbanised area of the Central Coast, supporting medium density dwellings and housing diversity. The Central Coast Local Housing Strategy estimates Woy Woy's additional dwelling capacity at approximately 11,500 dwellings with appropriate infrastructure development.

## Greater Warnervale

Identified in the Central Coast Regional Plan 2041 as a major housing and employment hub, Greater Warnervale is key to unlocking the economic potential of the northern end of the Central Coast. The Greater Warnervale area population is expected to grow from 36,846 (ABS Census 2021) to approximately 64,044, with an additional 10,000 dwellings planned by 2041 (Forecast ID, May 2024).

## Greater Lake Munmorah

Highlighted in the Central Coast Regional Plan 2041 as a priority growth area, Lake Munmorah will provide accelerated housing and employment opportunities for the Central Coast. The Greater Lake Munmorah Structure Plan 2022 supports diverse housing options, with an estimated 3,500 new dwellings.

## Transport Connections:

Enhancing transport infrastructure will improve connectivity across the Central Coast, supporting residential and business growth. Key road projects include:

### Link Road, Chain Valley Bay

Funding is sought to upgrade the road and improve intersections at Chain Valley Bay Road and Kanangra Drive, enhancing connectivity, safety and support growth opportunities. Additionally, transferring the NSW Government owned unsealed Link Road, including suitable carriageway width, to Council ownership would enable its upgrade to a two-way sealed road connecting residential suburbs.

### Pacific Highway, Wyong Town Centre

The Australian and NSW Governments are investing \$420 million to upgrade the Pacific Highway through the Wyong Town Centre. The upgrade involves duplicating the highway from Johnson Road, Tuggerah through Wyong town centre. The upgrade includes, a new four lane bridge over Wyong river, a new plaza for safer connections between buses, trains and the Wyong town centre, cycleways and additional shared pathways for better pedestrian access. Further funding is needed to complete this critical infrastructure, to reduce congestion on the road network and improve accessibility.

### Wyong to Warnervale Link Road

The Central Coast Regional Plan 2041 identifies Warnervale as a strategic regional growth centre, supported by the Central Coast Regional Transport Plan. This project will connect the Pacific Highway (Wyong) to Albert Warner Drive (Warnervale), directly supporting the residential growth in Wyong, Warnervale and Toukley, while also expanding the surrounding employment hubs.

## Rawson Road railway level crossing and intersection upgrade, Woy Woy

The replacement of the Rawson Road level railway crossing is a major infrastructure project requiring funding from the NSW or Australian Government. The adjacent road intersection of Rawson Road and Railway Street is a key intersection, crucial for managing traffic affected by the crossing. Council is advocating for urgent funding to implement safety and upgrade works, reducing congestion and improving rail and traffic movements.

## Gosford CBD road upgrades

To enhance city centre access and movement upgrades will be necessary for the following, with these at a state and local level:

- Mann Street domain – this includes road, drainage and pathway improvements to accommodate growth and connections to Gosford Waterfront.
- Kendall Street domain – this includes road, drainage and pathway improvements to better movement within the city centre.
- Central Coast Highway and Racecourse Road improvements – this NSW Government intersection is subject to high traffic volumes on a daily basis and subject to flooding during wet weather both impacting traffic flow. Much needed drainage improvements is necessary to address these matters.
- Etna Street bridge improvements – this NSW Government asset requires improvement to keep up with the growth of the centre and is essential to allow ease of access to the education and hospital precinct of the CBD.





Key pathway projects include:

#### Priority connections

The aim of the Central Coast's pathway network is to improve pedestrians and cyclists movement through the Central Coast. Funding is required to extend key pathways, which include:

- Tumby Road (Tumby Road, from Central Coast Highway Wamberal to Eastern Road Tumby Umbi);
- Avoca Drive (Kincumber to Avoca) from Avoca Drive to Empire Bay Drive);
- Avoca Drive – Stage 3 (Avoca Drive from The Round Drive to Heazlett Oval, Avoca Beach).

#### Missing links

While the Central Coast already has a strong pathway network, there are some missing links that need completion to improve connectivity. These projects include:

- NSW Coastline Cycleway link;
- Lake Munmorah lake loop;
- Budgewoi Lake loop; Tuggerah Lake loop;
- Brisbane Water loop;
- Avoca link;
- Terrigal link.

Other key transport projects include:

#### High Speed Rail

The Australian Government is planning for a high-speed rail network connecting Brisbane, Sydney, Canberra, Melbourne and regional communities across the east coast of Australia. The first phase plans to connect Newcastle to Sydney in about 1 hour on a new dedicated high-speed railway. For the Central Coast, it is estimated to take only 30 minutes to get to Newcastle or Sydney. Government support at all levels is required to bring this project to life.

#### Gosford Station Masterplan

A masterplan is required to ensure connectivity between Gosford train station, the University and the health precinct. This will help prioritise key transport projects.

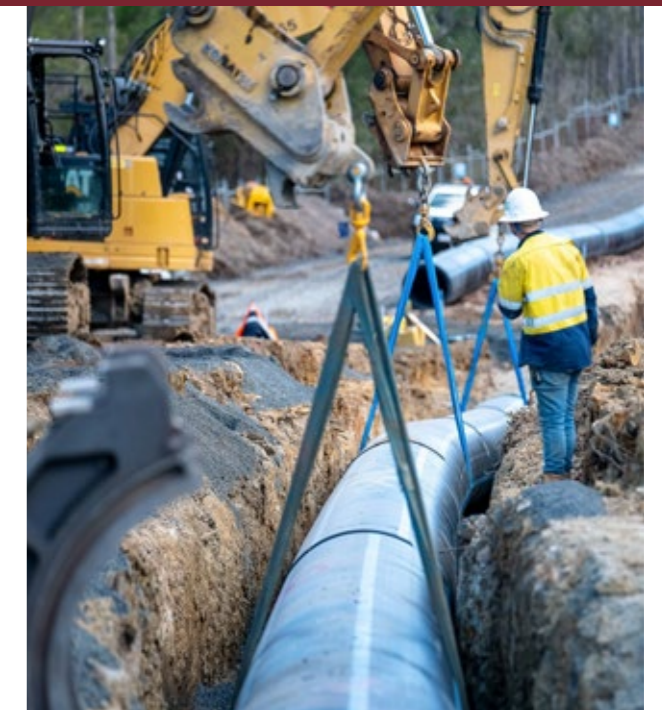
**Critical Infrastructure:** The growth of the Central Coast requires expansion of essential infrastructure, particularly water supply and sewage treatment. Key water and sewer infrastructure projects include:

#### Charmhaven Sewage Treatment Plant upgrade

Built in the late 1980s, the existing plant no longer meets capacity due to significant population increases. Further upgrades are needed to support planned greenfield developments and subdivision areas.

#### Gwandalan Sewage Treatment Plant upgrade

Similar to Charmhaven, this plant was also built in the late 1980s, now also exceeds its capacity. Upgrades are required to accommodate further residential expansion.



**Sport, Leisure and Recreation Infrastructure:** Investment in high quality, multi-functional sports and recreation facilities is essential for community wellbeing, regional growth and attractiveness. These projects also support the local economy by attracting visitors.

#### Warnervale Sporting Precinct

The surrounding suburbs currently lack adequate sporting facilities to meet the high housing demands. This project will upgrade Warnervale Oval, including two new turf sporting fields, an athletics track, a cricket pitch, a carpark, an amenities building and a play space.

#### Northern Regional Leisure and Aquatic Centre

With population growth around the Warnervale area, a modern Leisure and Aquatic Centre is needed. The proposed facility will include indoor pools, health and fitness facilities, amenities and change rooms, a café, retail spaces and car parking. Funding is sought to complete a business case, concept plans and feasibility study.





### **Adcock Park Regional Precinct (Stage 2)**

To progress this project critical drainage work is necessary to the surrounding state road, with funding necessary to resolve this. Once resolved, work to enhance this facility will include:

- Construction of 5 additional netball courts;
- New competition standard sports field lighting for the entire complex;
- Pedestrian and promenade lighting;
- 550 on-grade car parking spaces;
- Road and footpath improvements (including the removal of unsafe internal road system); and
- Redevelopment of all sporting fields to improve playability including raising and re-leveling the surface, new/extended subsoil drainage and irrigation, and landscaping.

### **The Entrance Esplanade Boardwalk**

The existing Coastal Boardwalk is a popular community asset, but requires renewal. Funding is sought for Stage 1 design, construction documentation and feasibility study for revitalisation.

### **Tuggerah Regional Sporting Precinct (Stage 2)**

Plans for the next stage of the sporting precinct will include a multi-use indoor sport, recreation and event facility, including sports halls, amenities, offices and a grandstand to support tourism and event opportunities. Investment is necessary to progress this work.

### **Gosford Olympic Pool**

Gosford Olympic Pool is situated on the Gosford Waterfront and is 69 years old. The facility features five pools requiring total replacement due to aging infrastructure. The proposal aims to rebuild the facility with modern upgrades, while maintaining its key components. The proposed design also includes a reorientation of the facility, to overlook Brisbane Water.



# Our Economy



All the activities and opportunities that create a dynamic, diverse, thriving local business community and town centres.

**Economic Growth:** Focusing on infrastructure that will support employment zoned land will enable job growth and economic opportunities. The key projects include:

## **Warnervale Business Precinct**

The precinct is a large parcel of undeveloped land, with potential to drive economic growth and meet employment needs of the Central Coast. Positioned near major transport links, including the M1 Pacific Motorway and within walking distance of Warnervale Train Station offers convenient connectivity to Wyong, Gosford, Sydney and Newcastle. Funding is required to progress the Warnervale Business Precinct Masterplan, including due diligence studies to unlock land to facilitate business expansion and job opportunities.

## **Central Coast Airport**

Upgrade of the Central Coast Airport will enable infrastructure upgrades, including lighting, sewer, electrical systems, and expanding access to Jack Grant Avenue. Council has adopted a detailed masterplan to deliver a multi-faceted airport designed specifically to support the aviation sector in NSW. These upgrades will complement other planned developments in Council's northern precinct, including Warnervale Business Precinct, Warnervale Town Centre and Wyong Employment Zone.

## **Gosford Waterfront Revitalisation**

This project is an election commitment from the NSW Government to deliver a range of planning and delivery initiatives that work towards revitalising the Waterfront by improving public amenity now for the benefit of the growing population of Gosford and surrounds while considering opportunities for future investment.





# Community Engagement



## Community voice in the CSP

To support the review of the Community Strategy Plan (CSP), research and community engagement was undertaken for both the CSP and Local Strategic Planning Statement, including a detailed 'Wellbeing Survey'.

The research explored shared themes, such as community experiences, values, perceptions, aspirations and priorities. The engagement process was conducted in three phases as detailed on the following pages.

# Three phases of community engagement

## Exploration of findings

- Exploration of findings through collaborative workshops and interviews
- Community Wellbeing Survey (online and telephone)



2



1



## Discovery phase

- Survey launch (online and telephone)
- Interviews with targeted groups
- Analysis of results and presentation of findings

As the Central Coast covers a large geographic footprint, a key goal of the Discovery Phase was to reach as many community members as possible. This included Aboriginal and Torres Strait Islander people, culturally and linguistically diverse communities, people living with a disability, gender diverse people, residents across all age groups, business owners, and people from varied socio-economic backgrounds. The engagement process aimed to be representative of the population across the five wards and the planning districts, following the social justice principles of equity, access, participation and rights.

3



## Reporting phase

- Analysis and synthesis of findings
- Preparation of Engagement Report

A summary of the engagement outcomes is provided in the following pages, outlining the community's key priorities and objectives. A comparison with the 2018 CSP engagement highlights that while similar themes emerged, the level of emphasis on certain issues has shifted.

For further details on the engagement process undertaken, community reach, results and findings, can be found in the **Engagement Report**: <https://www.centralcoast.nsw.gov.au/council/forms-and-publications/community-strategic-plan/central-coast-community-strategic-plan>



# What you told us



## Responsible Council Governance

- Strengthening leadership with greater transparency and accountability for Council's decisions and spending
- Enhancing the frequency and quality of communication and community engagement in decision making
- Ensuring responsible management, transparency and control over development projects



## Opportunities for young people and teenagers

- Increasing the availability and quality of job opportunities, education and training in the area
- Introducing specific programs such as a Technology Hub, Youth Leadership course, mentoring, help with how to find a job
- Increasing access to live music and recreation options (e.g. BMX/skate parks) and extending the availability of sports grounds and facilities in the evenings (open and well lit)



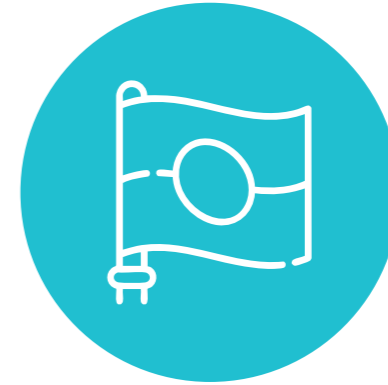
## Balanced housing development/affordable housing

- Ensuing development applications are evaluated fairly and responsibly
- Prioritising infrastructure, green space, facilities, parking, public transport is considered before new housing developments
- Optimising land/space use effectively by reviewing the location, size, and type of housing projects



## Supporting local business and employment

- Streamlining approval processes to make it easier for businesses to operate
- Promoting the region to attract tourism and support local businesses
- Improving access to local businesses through better public transport connectivity



## Protection of Aboriginal heritage

- Implementing educational initiatives to raise awareness across all age groups
- Increasing recognition and awareness of cultural significant sites, ensuring their protection
- Supporting the maintenance and regeneration of Aboriginal heritage areas.



## Cycleways, footpaths and public transport

- Expanding bus, train, ferry services
- Improving transport interchanges for better connectivity
- Enhancing footpath safer and accessibility



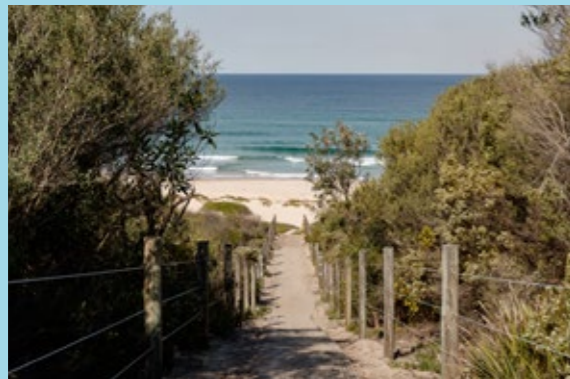
Community members also identified key areas for Council to maintain due to their high importance:

- Appealing parks and green spaces
- Protection and maintenance of waterways and beaches
- Protection of built heritage
- Disability access and inclusion



Several other elements were raised by participants with differing levels of importance:

- Access to health services and mental health services
- Supporting vulnerable communities
- Transparent development guidelines
- Vibrant arts and cultural scene
- Well maintained, clean, tidy environment and community infrastructure



Some elements varied in levels of importance and satisfaction among participants:

- Aesthetically pleasing built environment
- A safe community
- Retain rural/ agricultural connection
- Easy access to nature
- Proximity to services e.g. shops, cafes, health services, businesses
- Parking



Participants emphasised several intangible, yet important elements contributing to overall community well-being:

- A sense of pride
- Peace and quiet
- Strong connections to family and friends
- Family friendly
- Great work and living environment
- Mix of cultures and communities





# Community Strategic Plan

## Community values

Our community values are the guiding principles that shape how individuals and groups interact, make decisions, and prioritise their well-being. At the heart of these values is a commitment to inclusivity, equity, and sustainability.

### Youth Employment

Investing in education, apprenticeships, and local job opportunities ensures that young people have the skills and opportunities they need to build successful futures, while contributing to the economy.

### Affordable Housing

Ensuring safe and secure accommodation, fosters a sense of belonging. With the rising cost of living, prioritising affordable housing prevents displacement and ensures that the community remains accessible to all individuals and families.

### Aboriginal and Torres Strait Islander Culture

Protecting and celebrating Aboriginal and Torres Strait Islander culture and sites of significance acknowledges the deep connection these communities have with the land and recognises their historical, cultural and ancestral ties to the land and place. Promoting awareness, respect, and the preservation of Indigenous heritage contributes to the ongoing knowledge sharing, understanding and celebration of the land.

### Essential Services

Ensuring access to essential services, such as healthcare, education, and social support, is a core value, ensuring that all individuals can lead a healthy and fulfilling life.

### Sustainable Planning

Protecting natural spaces through on ground action and future planning ensures current and future generations can enjoy our green and blue spaces for years to come. Sustainable planning and decision-making, particularly in response to the challenges of climate change and the rising cost of living, are vital for creating a resilient future.

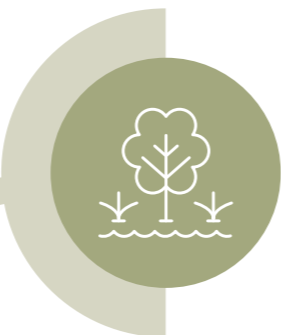
Together, these values create a strong foundation for a compassionate, forward-thinking community.

# Community Strategic Plan Framework



## Our People

All the elements that make our people feel safe, supported, celebrated, and connected to their life on the Central Coast.



## Our Environment

The protection and celebration of our natural landscape, including beaches, waterways, bushland, open spaces, parks, reserves.



## Our Place

The levers that help our people to live, move and enjoy their life on the Central Coast.



## Our Economy

All of the activities that create a dynamic and thriving region, with educational pathways, employment opportunities and a strong tourism sector.



## Our Leadership

The systems, processes and partnerships that ensure genuine community participation, financial stewardship and excellent service deliver to our community.



# Framework Overview



## Our People

## Our Environment

## Our Place

## Our Economy

## Our Leadership

All the elements that make our people feel safe, supported, celebrated, and connected to their life on the Central Coast.

The protection and celebration of our natural landscape, including beaches, waterways, bushland, open spaces, parks, reserves.

The levers that help our people to live, move and enjoy their life on the Central Coast.

All of the activities that create a dynamic and thriving region, with educational pathways, employment opportunities a strong tourism sector and vibrant town centres.

The systems, processes and partnerships that ensure genuine community participation, financial stewardship and excellent service delivery to our community.

1	Goal	PE1: A shared sense of community spirit and pride that celebrates our First Nations voices, diversity, art, creativity, culture and identity.	EN1: Cherished, protected and maintained natural heritage sites, land and waterways.	PL1: Balanced and sustainable urban planning, land development and housing supply.	EC1: A prosperous place of opportunity for education, employment, and industry.	LE1: Good governance, strong partnerships, and a transparent Council.
	Strategy	<p>PE1.1: Recognise diversity, cultures and identities and create opportunities for inclusion where all people feel welcome and participate in community life.</p> <p>PE1.2: Celebrate, recognise and partner with our First Nations people to share local history and traditions.</p>	<p>EN1.1: Build awareness, regenerate and celebrate the environment and cultural sites of significance.</p> <p>EN1.2: Protect, conserve and maintain our beaches, waterways, bushlands, wildlife corridors, inland areas and local native species.</p>	<p>PL1.1: Ensure development and land use planning that complements existing character, sustains our rural areas and provides access to transport, green spaces and essential amenities and services.</p> <p>PL1.2: Facilitate and advocate for a range of housing options to meet the diverse and changing needs of the community.</p>	<p>EC1.1: Facilitate and provide accessible learning, education and vocational pathways that link with industry and supports lifelong learning.</p> <p>EC1.2: Target economic development in growth areas and major centres to attract commercial and industrial opportunities, and support employment.</p>	<p>LE1.1: Ensure Council is financially sustainable and provides transparent and accountable reporting and audit process.</p> <p>LE1.2: Adhere to regulatory and compliance activities for community benefit and to drive a well-functioning organisation.</p>
2	Goal	PE2: Neighbourhoods and communities where everyone feels safe and supported.	EN2: Accessible spaces and places for people to enjoy the natural environment.	PL2: Sustainable and accessible infrastructure to support a growing community.	EC2: Tourism that highlights our region and generates income and opportunities.	LE2: Inclusive and sound decision making to guide the Central Coast into a bright future.
	Strategy	<p>PE2.1: Enhance community safety within neighbourhoods, public spaces and places.</p> <p>PE2.2: Support vulnerable community members including those people experiencing homelessness, domestic and family violence, and people from minority groups.</p>	<p>EN2.1: Provide and maintain accessible amenities, playspaces and facilities to enjoy the natural environment.</p> <p>EN2.2: Maintain parks, reserves and open spaces that are aesthetically appealing and encourage usage.</p>	<p>PL2.1: Plan, deliver and maintain essential infrastructure such as roads, drainage, stormwater management, sewage treatment, water supply, and telecommunications.</p> <p>PL2.2: Plan, deliver and advocate for long term transport options that meet community needs.</p> <p>PL2.3: Design and deliver a network of interconnected pathways, walking trails and other pedestrian movement infrastructure.</p>	<p>EC2.1: Promote and grow tourism that celebrates the unique beauty and attributes of the Central Coast.</p>	<p>LE2.1: Engage and communicate openly and honestly with the community and provide accessible opportunities for the community to be involved and participate in discussions.</p> <p>LE2.2: Build partnerships and advocate to state and federal agencies for the mutual benefit of our region.</p>
3	Goal	PE3: Opportunities for people to connect, engage and participate within their community.	EN3: Climate change is mitigated, and communities are prepared and supported through natural disasters.	PL3: Healthy and balanced lifestyles where people have access to essential amenities and services.	EC3: Town centres are activated, and local businesses are supported and flourishing.	LE3: Exceptional service delivery to our community through adequate resources (people, equipment, and systems).
	Strategy	<p>PE3.1: Promote and provide all types of entertainment, events and festivals that are accessible and offered day and night, throughout the year.</p> <p>PE3.2: Foster creative and performing arts through theatres, galleries and creative spaces.</p>	<p>EN3.1: Prepare and respond to climate change and its impacts.</p> <p>EN3.2: Provide renewable energy sources and resource recovery solutions.</p>	<p>PL3.1: Provide and maintain community facilities, spaces and services to enjoy sport, leisure and recreation.</p> <p>PL3.2: Advocate and invest in healthcare solutions including infrastructure, services and preventative programs to keep people well for longer.</p>	<p>EC3.1: Revitalise and invest in town centres and place activation for residents, businesses and visitors.</p>	<p>LE3.1: Serve the community by providing great customer service, value for money and quality services.</p> <p>LE3.2: Undertake sound planning and investment to ensure Council resources align with service delivery.</p>



# Our People



# Our People

*Our People* refers to the collective bond that unites individuals within a community. A strong community is built on connection, belonging and shared purpose. It embodies the idea that people are not isolated but part of a larger network of relationships and interactions, where mutual care and respect allows everyone to feel valued.

Feeling safe – physically, emotionally, and mentally – allows people to be their authentic selves without fear of judgment or harm. A sense of security and acceptance creates a supportive environment where people can rely on one another, fostering resilience, encouragement, and solidarity, especially in times of need.

Celebrating diversity, traditions and achievements strengthens the community by fostering pride and a sense of connection to the community.

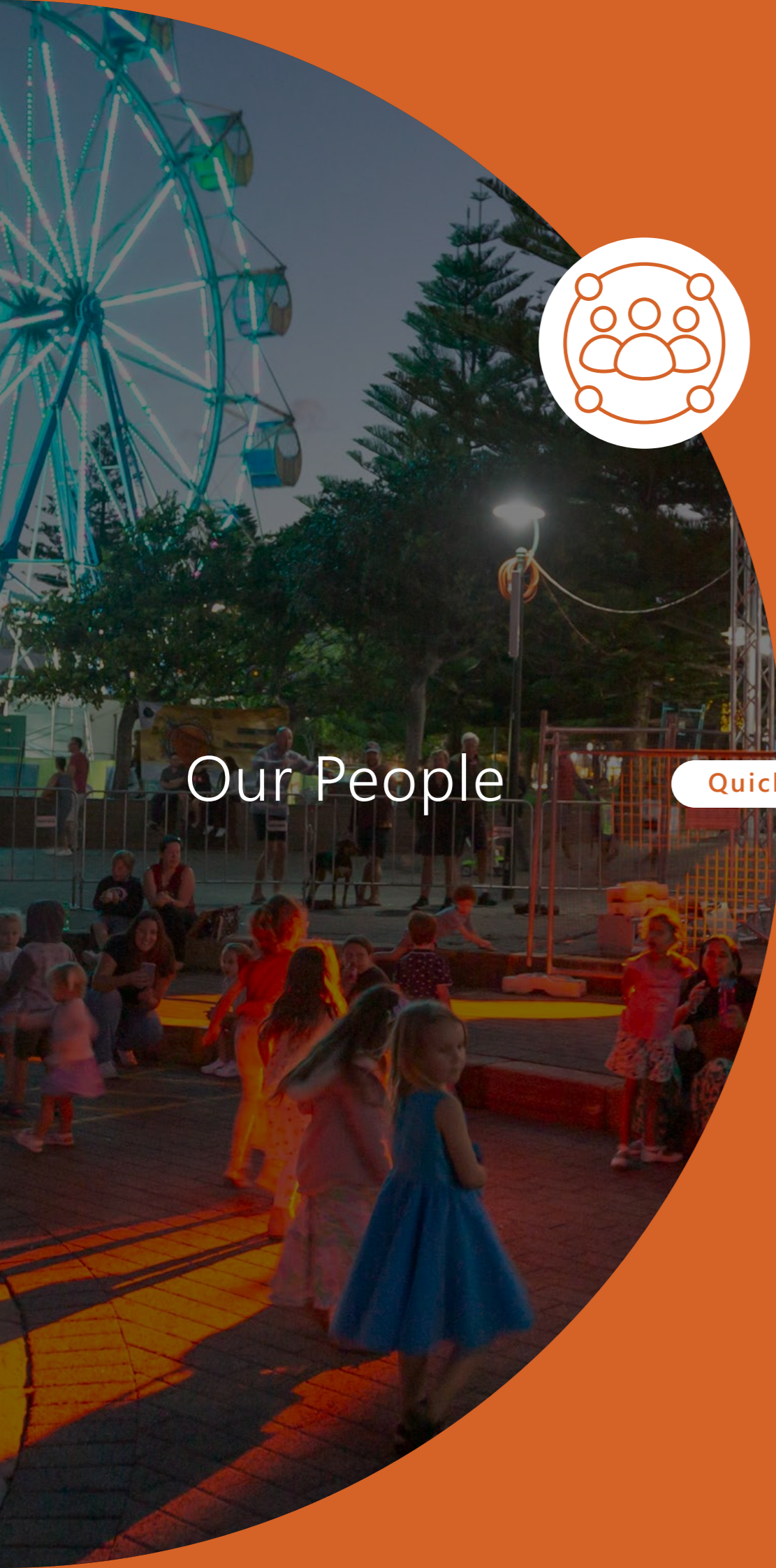
Recognising important milestones and cultural heritage encourages inclusivity, which in turn enriches communal life. The interconnectedness of individuals within the community is reflected in the ways they come together to support one another—whether through neighbourly acts of kindness, collective efforts to address challenges, or shared social spaces. When people feel celebrated and supported, they are more invested in the well-being of their community and contribute to its growth, building a welcoming place where everyone thrives together.

## What our community told us

- Recognising our Aboriginal and Torres Strait Islander heritage, sharing and educating the history of the land and first nations people
- Continuing to make the Coast an inclusive community
- Increase multicultural activities or exhibition of our cultures in the community – theatres, galleries, museum
- Promote diversity, acceptance and belonging
- Support a vibrant arts and culture scene
- More activities and entertainment for all ages including young people – live music, concerts, festivals
- Continuing to deliver community activities, events, and programs for people to connect and participate within their community
- Improving safety within the community – addressing unsafe areas, greater police presence, and implementation of CCTV where needed
- Supporting vulnerable community members – such as elderly, homeless people and those in family abuse situations

All of the elements that make our people feel safe, supported, celebrated, and connected to their life on the Central Coast.





# Our People

## Quick Facts

### POPULATION

2021  
**348,378**

2025  
**360,344**

2046  
**415,502**

The population of the Central Coast is expected to grow by 64,124 people (18.41%) between 2021 and 2046. **+64,124**  
18.41%

### Central Coast v. NSW

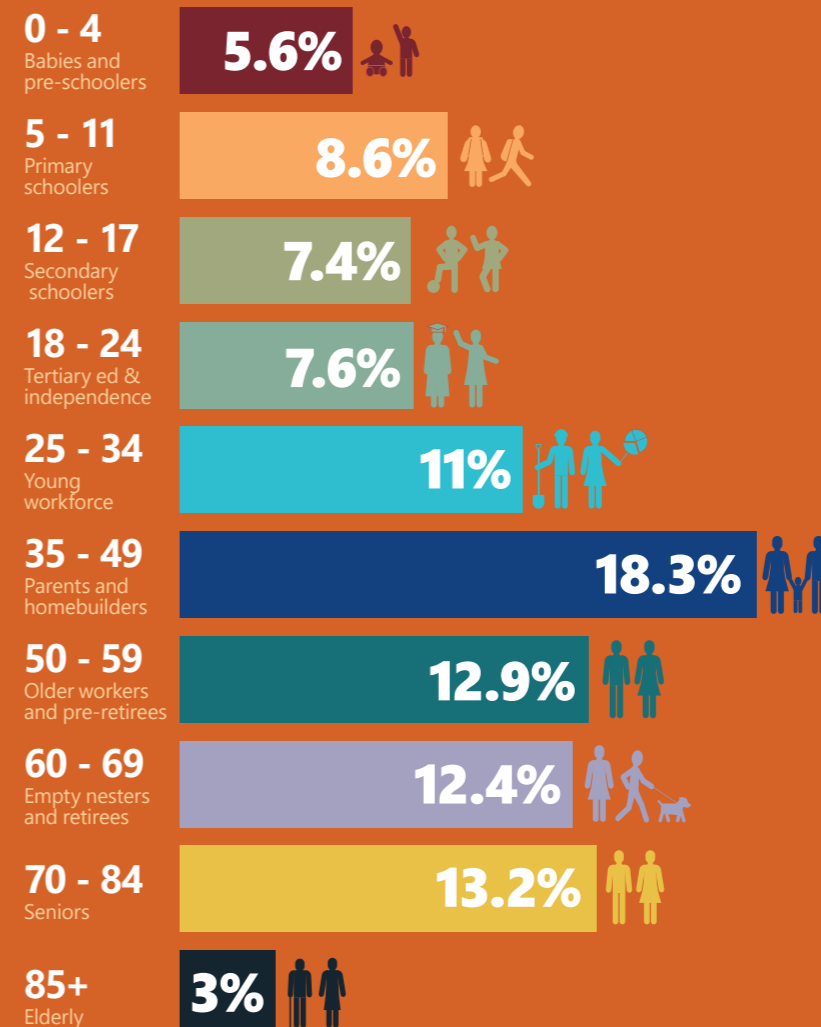
Median Age **43** **39**

First Nations People **4.9%** **3.4%**

Speak other languages at home **9.6%** **29.5%**

*Top 5 languages used at home other than English are Mandarin, Spanish, Italian, Tagalog and Cantonese.*

### AGE



### EDUCATION

Bachelor's degree & above **17.9%** **27.8%**

Diploma level **9.8%** **9.3%**

Certificate level 1 to 5 **21.1%** **15.1%**

Year 11 and/or 12 **16.5%** **17.7%**

Year 10 or below **22.9%** **18%**

### MARRIED

**44.6%** **47.3%**

### LGTBQIA+

Up to **11%** of Australian may have a diverse sexual orientation, sex or gender identify.

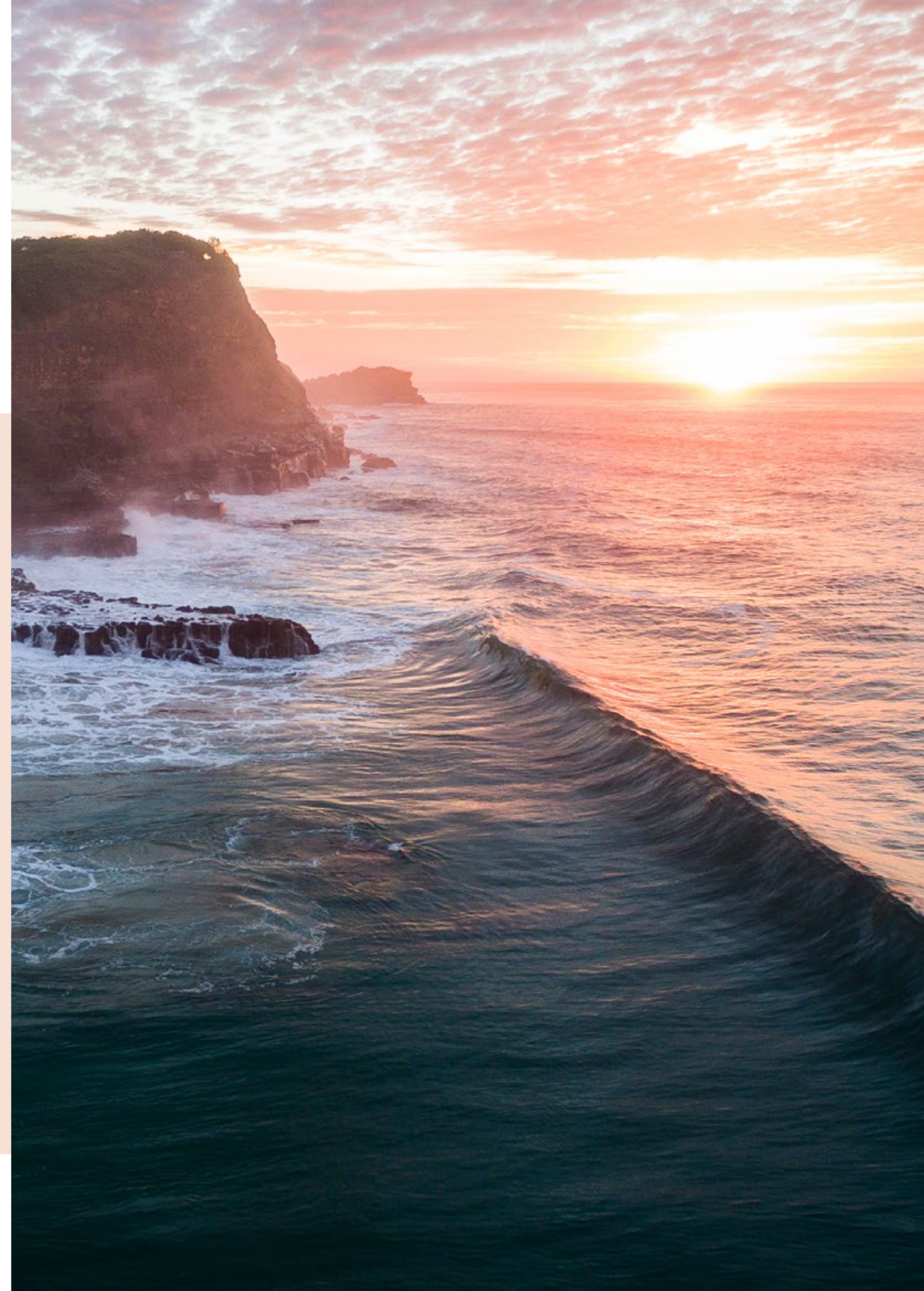
Data source: Profile ID | Australian Bureau of Statistics | Census 2021

# Goals and strategies

All the elements that make our people feel safe, supported, celebrated, and connected to their life on the Central Coast.

KEY: D Deliver P Partner A Advocate

GOAL	HOW WILL WE GET THERE?
<p><b>PE1:</b> A shared sense of community spirit and pride that celebrates our First Nations voices, diversity, art, creativity, culture and identity.</p>	<p><b>PE1.1:</b> Recognise diversity, cultures and identities and create opportunities for inclusion where all people feel welcome and participate in community life.</p> <p><b>PE1.2:</b> Celebrate, recognise and partner with our First Nations people to share local history and traditions.</p> <p><b>COUNCIL'S ROLE:</b> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">D</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">P</span></p>
<p><b>PE2:</b> Neighbourhoods and communities where everyone feels safe and supported.</p>	<p><b>PE2.1:</b> Enhance community safety within neighbourhoods, public spaces and places.</p> <p><b>PE2.2:</b> Support vulnerable community members including those people experiencing homelessness, domestic and family violence and people from minority groups.</p> <p><b>COUNCIL'S ROLE:</b> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">D</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">P</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">A</span></p>
<p><b>PE3:</b> Opportunities for people to connect, engage and participate within their community.</p>	<p><b>PE3.1:</b> Promote and provide all types of entertainment, events and festivals that are accessible and offered day and night, throughout the year.</p> <p><b>PE3.2:</b> Foster creative and performing arts through theatres, galleries and creative spaces.</p> <p><b>COUNCIL'S ROLE:</b> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">D</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">P</span></p>





# Our Environment



# Our Environment

*Our Environment* encompasses the natural landscape that serves as the backdrop of our community, offering a sense of place, identity, and connection to the environment. The environment is not just a physical space, it holds cultural, emotional, and spiritual significance for the community, offering a place for recreation, reflection, and connection to nature. Ensuring all members of the community have access to enjoy nature is pivotal. This includes our beaches, waterways, mountains, valleys, bushland, open spaces, parks, reserves and the flora and fauna within.

Protecting these areas is crucial for preserving biodiversity, maintaining the balance of local ecosystems, and ensuring their enjoyment for future generations.

Community take pride in their environment, actively work to safeguard our green spaces and local wildlife., Whether through local events, environmental education, or conservation initiatives, all helps to foster a collective responsibility to care for Our Environment. Sustainability, respect, and a shared commitment to the preservation of the environment are key community values.

## What our community told us

- Protecting and maintaining natural spaces - including waterways, beaches and bushland
- Improving the appearance of green spaces – litter, overgrown weeds and grass. This also links to having a sense of pride
- Ensuring easy access to nature through amenities, infrastructure and events
- Recognising the appeal of the Central Coast due to the natural environment – appeal for new residents and visitors
- Protecting and maintaining the bushland
- Protecting and preserving the Aboriginal heritage and cultural sites of significance
- Expanding green spaces - with a need for more parks
- Addressing the impacts of climate change and resilience to extreme weather events
- Investing in renewable energy to support sustainability

The protection and celebration of our natural landscape, including beaches, waterways, bushland, open spaces, parks and reserves.





# Our Environment

## Quick Facts

### LAND AREA



**209.3**  
per square km  
DENSITY



**80km**  
COASTLINE



**2,254km**  
ROADS



**905km**  
PATHWAYS

**25%**  
OR  
**46,808ha**  
NATIONAL  
PARK



**28**  
NATURAL  
HERITAGE SITES

**1**  
WORLD

**19**  
NSW



**4**  
ABORIGINAL  
PLACE

**4**  
LOCAL

### RECREATION



**41**  
BEACHES



**15**  
PATROLLED

### PLAYSPACES



**261**  
PLAYSPACES



**13**  
UPGRADES

### PLANTS



**2,100**  
NATIVE



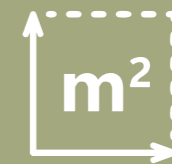
**798**  
EXOTIC

### WATERWAYS

*Our magnificent biodiversity is of national and regional importance.*



**173km**  
FORESHORE



**13%**  
OR  
**1,845km<sup>2</sup>**  
AREA



**870ha**  
MANGROVES



**190ha**  
SALTMARSH



**1,780ha**  
SEAGRASS

### NATIVE ANIMALS



**384**  
BIRDS



**108**  
MAMMALS



**122**  
REPTILE &  
AMPHIBIANS

Data source: Profile ID | Australian Bureau of Statistics | Census 2021

# Goals and strategies

The protection and celebration of our natural landscape, including beaches, waterways, bushland, open spaces, parks and reserves.

KEY: D Deliver P Partner A Advocate

GOAL	HOW WILL WE GET THERE?
<p>EN1: Cherished, protected and maintained natural heritage sites, land and waterways.</p>	<p>EN1.1: Build awareness, regenerate and celebrate the environment and cultural sites of significance.</p> <p>EN1.2: Protect, conserve and maintain our beaches, waterways, bushlands, wildlife corridors, inland areas and local native species.</p> <p>COUNCIL'S ROLE: <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">D</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">P</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">A</span></p>
<p>EN2: Accessible spaces and places for people to enjoy the natural environment.</p>	<p>EN2.1: Provide and maintain accessible amenities, playspaces and facilities to enjoy the natural environment.</p> <p>EN2.2: Maintain parks, reserves and open spaces that are aesthetically appealing and encourage usage.</p> <p>COUNCIL'S ROLE: <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">D</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">P</span></p>
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# Our Place



# Our Place

*Our Place* represents the essential infrastructure and services that enable people to live, move, and enjoy their lives on the Central Coast. It encompasses the roads, public transport, utilities, and community facilities that connect individuals to each other and to the resources they need.

Accessible and affordable housing ensures that individuals and families from all walks of life can find a place to call home. Well-balanced urban planning allows for sustainable growth and the development of vibrant neighbourhoods. Infrastructure such as clean water, treated sewer, secure and reliable telecommunications, and well-maintained transport and pedestrian networks, ensures that daily life runs smoothly and comfortably.

Additionally, health and well-being are supported through local services such as gyms, leisure and recreation centres, and medical facilities, which provide essential care and opportunities for active lifestyles, and mind and body wellbeing.

These elements work together to create a community where people can work together to shape a thriving, and sustainable region, where everyone has the opportunity to live, work, and enjoy all the region has to offer.

## What our community told us

- Balanced housing development that compliments existing attributes and landscapes such as retaining rural and agricultural areas
- Responsible approval of development and consistency of policies across all levels of government
- Affordable and diverse housing options to support a growing and varied population
- Upgrading and maintaining existing facilities
- Better access to walkways and cycleways, including linking existing pathways cycleways
- More sporting grounds, recreation facilities and like services
- Improved road infrastructure
- Better access to car parking to support residents and visitors
- Enhanced transport options that meets the needs of commuters, for example, additional train stops, improved bus routes, and better intertown connections
- Improve health care services, including more hospitals, medical centres, GPs, specialist services
- Develop accessible community facilities to ensure inclusivity

The levers that help our people to live, move and enjoy their life on the Central Coast.

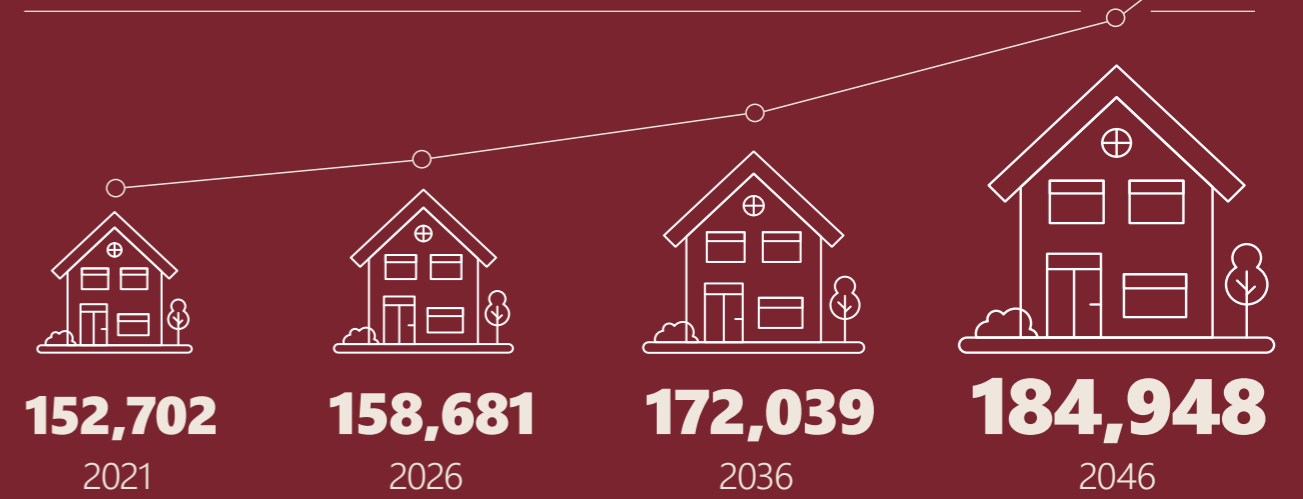




# Our Place

## Quick Facts

### NUMBER OF DWELLINGS

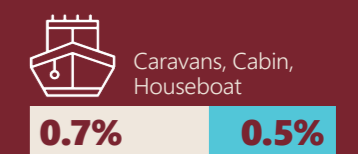
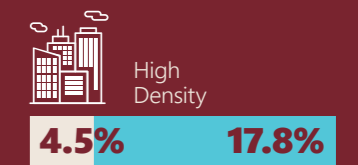
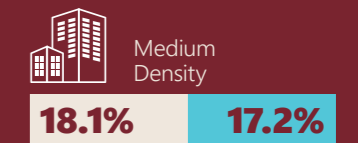
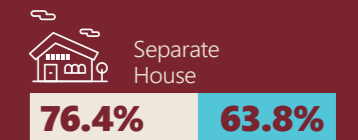


The average household size is estimated to fall from 2.47 to 2.36 by 2046

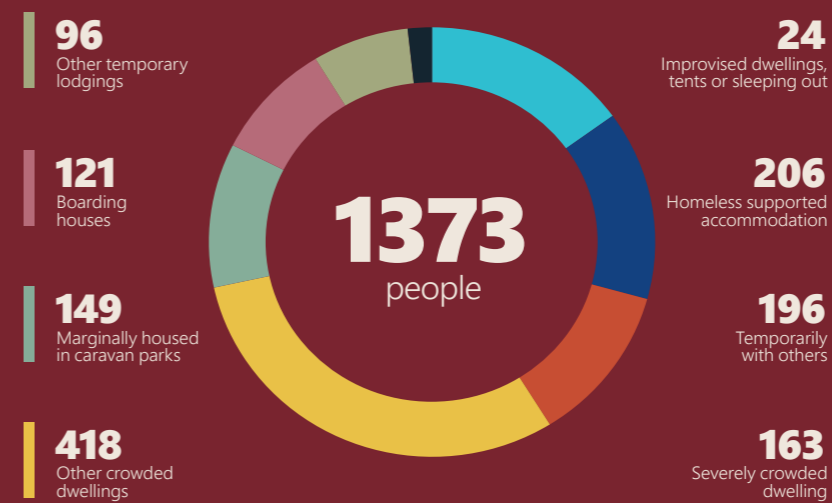
**2.47** ↓ **2.36**

### DWELLING TYPE

Central Coast v. NSW



### HOMELESSNESS



Data source: Profile ID | Australian Bureau of Statistics | Census 2021

# Goals and strategies

The levers that help our people to live, move and enjoy their life on the Central Coast.

KEY: D Deliver P Partner A Advocate

GOAL	HOW WILL WE GET THERE?
<p>PL1: Balanced and sustainable urban planning, land development and housing supply.</p>	<p>PL1.1: Ensure development and land use planning that complements existing character, sustains our rural areas and provides access to transport, green spaces and essential amenities and services.</p> <p>PL1.2: Facilitate and advocate for a range of housing options to meet the diverse and changing needs of the community.</p> <p>COUNCIL'S ROLE: <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">D</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">P</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">A</span></p>
<p>PL2: Sustainable and accessible infrastructure to support a growing community</p>	<p>PL2.1: Plan, deliver and maintain essential infrastructure such as roads, drainage, stormwater management, sewage treatment, water supply, and telecommunications.</p> <p>PL2.2: Plan, deliver and advocate for long term transport options that meet community needs.</p> <p>PL2.3: Design and deliver a network of interconnected pathways, walking trails and other pedestrian movement infrastructure.</p> <p>COUNCIL'S ROLE: <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">D</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">P</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">A</span></p>
<p>PL3: Healthy and balanced lifestyles where people have access to essential amenities and services.</p>	<p>PL3.1: Provide and maintain community facilities, spaces and services to enjoy sport, leisure and recreation</p> <p>PL3.2: Advocate and invest in healthcare solutions including infrastructure, services and preventative programs to keep people well for longer.</p> <p>COUNCIL'S ROLE: <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">D</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">P</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">A</span></p>





# Our Economy



# Our Economy

*Our Economy* is built on the foundation of a strong education sector, enabling residents to gain and develop skills and advance their careers. The growth of local industries and sectors, including manufacturing, technology, and services, creates employment opportunities and a sustainable economic future, supporting overall community well-being.

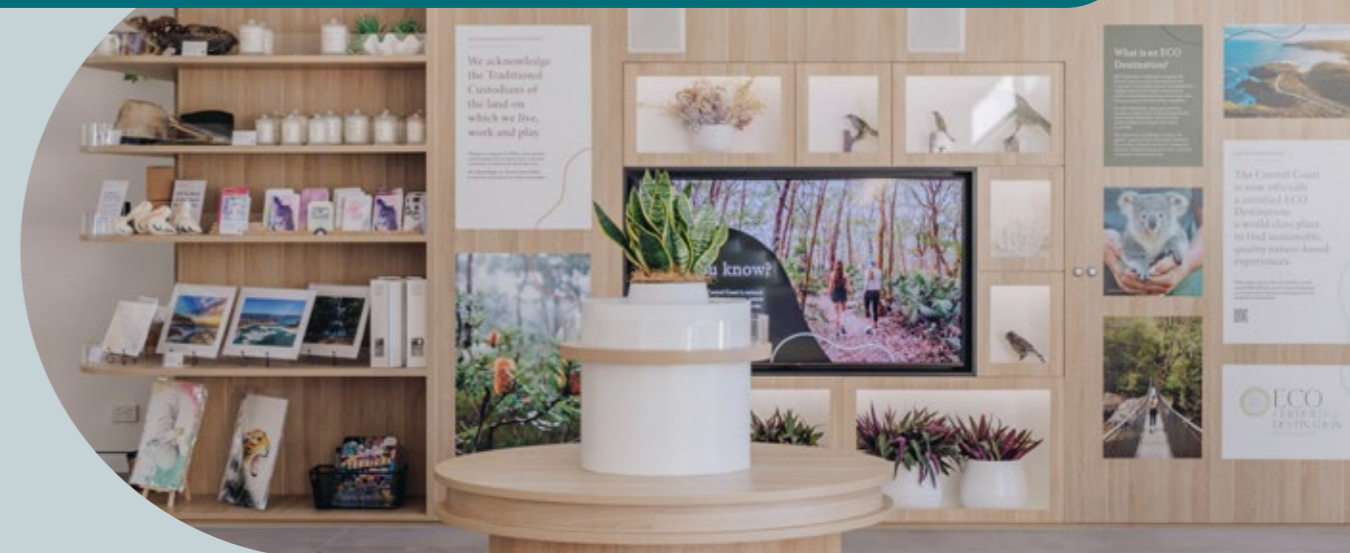
Thriving town centres and commercial hubs play a crucial role in economic vitality, creating vibrant marketplaces where both businesses and consumers can benefit from local goods and services. Tourism also contributes significantly, driving both cultural and financial growth. By attracting visitors, tourism generates income, supports local businesses, and increases demand for services, which in turn supports employment and local entrepreneurship.

The activation of town centres through events, markets, and public gatherings fosters community engagement and vibrancy. Learning opportunities, town centre development, and tourism collectively strengthen local industries, ensuring economic resilience and diversity. When all these factors work in harmony, Our Economy becomes a place of opportunity, where businesses, residents, and visitors thrive, and where local prosperity is a shared goal for the community.

## What our community told us

- Support and retention of local businesses and employment
- Employment opportunities for all people, including the elderly and youth
- Expanded tertiary education options to reduce the need to travel to Newcastle or Sydney
- Expanded education facilities, including access to schools, university, TAFE, and libraries
- Vibrant town centres that are active both day and night
- Stronger marketing of the Central Coast to attract visitors and provide more information for potential businesses
- Increased investment in tourism
- Support for local industries that are unique to the region
- Greater variety and number of restaurants, cafes and retail

All of the activities that create a dynamic and thriving region, with educational pathways, employment opportunities, a strong tourism sector and vibrant town centres.





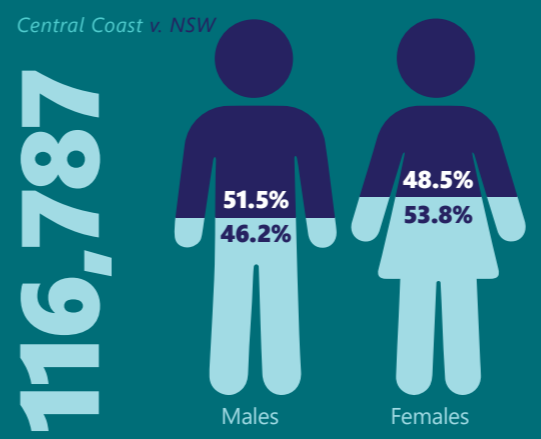
# Our Economy

## Quick Facts

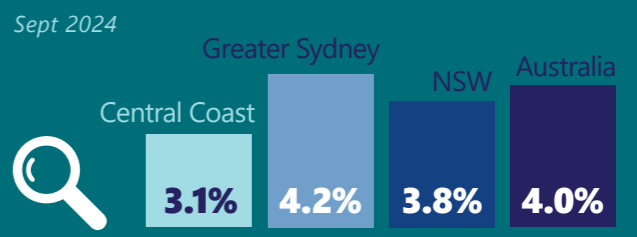
### OVERVIEW



### LOCAL WORKERS



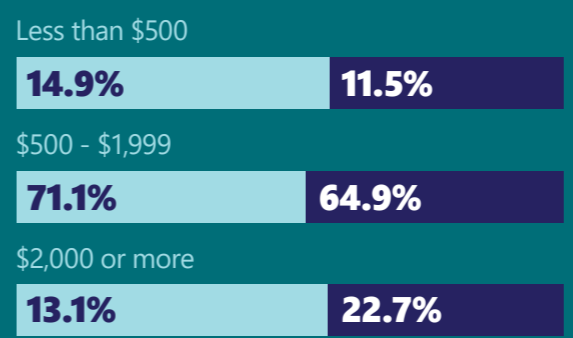
### UNEMPLOYMENT RATE



### EMPLOYMENT BY INDUSTRY: TOP 3



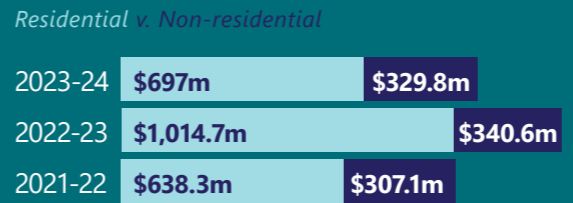
### INDIVIDUAL INCOME OF LOCAL WORKERS



### TOURISM

In 2022/23, the total tourism sales was **\$2,459.3m**, the total value added was **\$1,248.0m**

### BUILDING APPROVALS VALUE



### IMPORTS EXPORTS



Data source: Profile ID | Australian Bureau of Statistics | Census 2021

# Goals and strategies

All of the activities that create a dynamic and thriving region, with educational pathways, employment opportunities and a strong tourism sector and vibrant town centres.

KEY: D Deliver P Partner A Advocate

GOAL	HOW WILL WE GET THERE?
<p><b>EC1:</b> A prosperous place of opportunity for education, employment, and industry.</p>	<p><b>EC1.1:</b> Facilitate and provide accessible learning, education and vocational pathways that link with industry and supports lifelong learning.</p> <p><b>EC1.2:</b> Target economic development in growth areas and major centres to attract commercial and industrial opportunities, and support employment.</p> <p><b>COUNCIL'S ROLE:</b> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">D</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">P</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">A</span></p>
<p><b>EC2:</b> Tourism that highlights our region and generates income and opportunities.</p>	<p><b>EC2.1:</b> Promote and grow tourism that celebrates the unique beauty and attributes of the Central Coast.</p> <p><b>COUNCIL'S ROLE:</b> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">D</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">P</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">A</span></p>
<p><b>EC3:</b> Town centres are activated, and local businesses are supported and flourishing.</p>	<p><b>EC3.1:</b> Revitalise and invest in town centres and place activation for residents, businesses and visitors.</p> <p><b>COUNCIL'S ROLE:</b> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">D</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">P</span></p>





# Our Leadership

Customer Service  
Function rooms  
Council Chambers

Central Coast Council

**Central Coast Council**  
Wyong Administration Building

# Our Leadership

*Our Leadership* encompasses the systems, processes, and partnerships that ensure great service delivery, and effective governance and decision-making for the Central Coast community. It prioritises genuine community participation and engagement, giving residents a meaningful voice in the decisions that affect their lives and region.

By maintaining and prioritising financial stewardship, leadership ensures that resources are allocated wisely, promoting long-term sustainability and investment in resources and vital community projects, infrastructure, and services. Accountability and transparency are key to building public trust and confidence, ensuring that the community's needs are met, and its future is safeguarded.

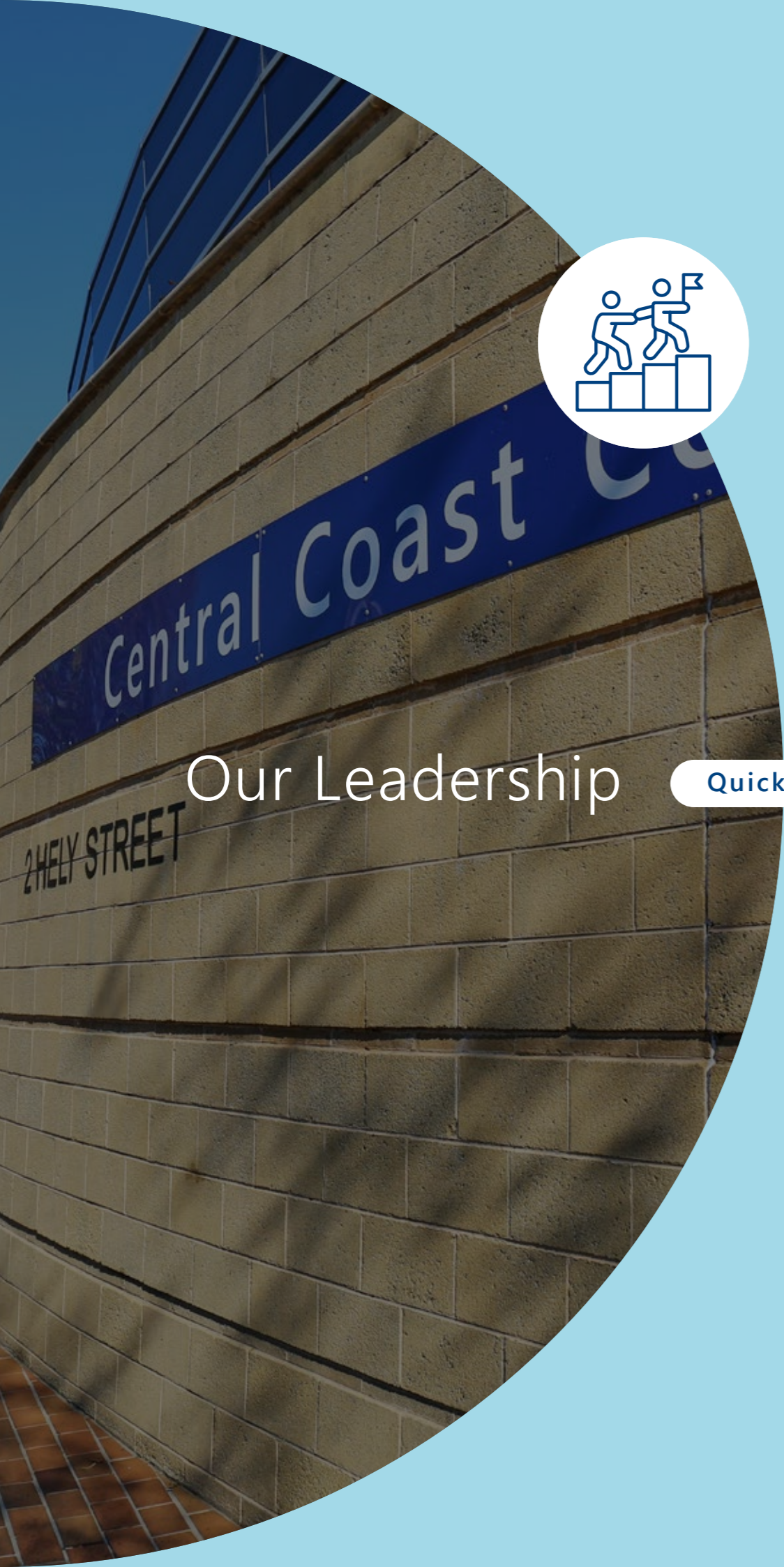
Leadership on the Central Coast goes beyond decision-making at the top. It thrives on cultivating partnerships – connecting local government, businesses, community organisations, and residents to work towards shared goals. By engaging diverse perspectives in planning and development, leaders create solutions that reflect the aspirations and needs of the entire community. With a clear vision for the future, Our Leadership guides the region towards a sustainable, innovative, inclusive and thriving future.

## What our community told us

- Greater transparency and accountability in Council's decisions, actions and spending
- More frequent, high-quality communication and community engagement in decision making
- Better allocation of resources, to where they are most needed
- More effective planning and decision-making

The systems, processes and partnerships that ensure genuine community participation, financial stewardship and excellent service deliver to our community.





# Our Leadership

## Quick Facts

### COMMUNITY ENGAGEMENT



**161,030**

Your Voice  
Our Coast views

**6,966**

Submissions  
and surveys

### COMMUNICATION



**66,000**

Facebook  
followers

**18,000**

Coast Connect  
eNews subscribers

### COMMITTEES



**5** Standing  
Committees  
of Council

- Community and Culture
- Economic Development
- Environment and Planning
- Governance and Finance
- Infrastructure and Assets

### AUDIT



**6**

Internal audits  
(min) per annum

**3**

Statutory audits  
per annum

### CAPITAL WORKS



**\$315.5m**

Capital works program  
FY 25/26

### TOTAL EMPLOYEES

**2,434**



**1,352**  
Male



**1,081**  
Female

Not disclosed: 1

# Goals and strategies

The systems, processes and partnerships that ensure genuine community participation, financial stewardship and excellent service deliver to our community.

KEY: D Deliver P Partner A Advocate

GOAL	HOW WILL WE GET THERE?
LE1: Good governance, strong partnerships, and a transparent Council.	<p>LE1.1: Ensure Council is financially sustainable and provides transparent and accountable reporting and audit process.</p> <p>LE1.2: Adhere to regulatory and compliance activities for community benefit and to drive a well-functioning organisation.</p> <p>COUNCIL'S ROLE: <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">D</span></p>
LE2: Inclusive and sound decision making to guide the Central Coast into a bright future.	<p>LE2.1: Engage and communicate openly and honestly with the community and provide accessible opportunities for the community to be involved and participate in discussions.</p> <p>LE2.2: Build partnerships and advocate to state and federal agencies for the mutual benefit of our region.</p> <p>COUNCIL'S ROLE: <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">D</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">P</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">A</span></p>
LE3: Exceptional service delivery to our community through adequate resources (people, equipment, and systems).	<p>LE3.1: Serve the community by providing great customer service, value for money and quality services.</p> <p>LE3.2: Undertake sound planning and investment to ensure Council resources align with service delivery.</p> <p>COUNCIL'S ROLE: <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">D</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">P</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">A</span></p>



# Measuring Success

## Meaningful progress

To ensure we're making meaningful progress towards the community's shared aspirations and priorities, we continuously monitor a broad range of measures across five key focus areas: ***Our People, Our Environment, Our Place, Our Economy, and Our Leadership.***

Each measure is tracked over time and reported as part of the Central Coast Region Report, helping to highlight where we are improving, maintaining performance, or where further attention is needed. Status icons throughout this section represent the current trend of each measure — whether we are meeting, increasing, decreasing, remaining stable, or not applicable — providing a clear, visual snapshot of our performance.

KEY:



Meet



Increase



Stable








Decrease



Not Applicable

### Overview:

	 Meet	 Increase	 Stable	 Decrease	 N/A
Our People	5	5	-	5	-
Our Environment	12	7	1	-	-
Our Place	10	9	-	4	2
Our Economy	1	8	-	3	4
Our Leadership	4	4	-	-	-

# Our People



OUR PEOPLE MEASURES	AIM	DATA SOURCE
Number of events and participants	✓ ↑	Council
Number of theatre performances	✓ ↑	Council
Number of Gallery exhibitions and visits	✓ ↑	Council
Number of property crime offences	↓	Bureau of Crime Statistics and Research
Number of domestic violence offences	↓	Bureau of Crime Statistics and Research
Number of non-domestic related offences	↓	Bureau of Crime Statistics and Research
Number of patrolled beach rescues and first aid treatments	↓	Council
Number of homelessness	↓	Homelessness NSW
Amount of grants and sponsorships given to community	✓ ↑	Council
Number and type of community development programs delivered	✓ ↑	Council

# Our Environment



OUR ENVIRONMENT MEASURES	AIM	DATA SOURCE
Amount of bush regeneration • Expenditure • Area • Contractor / labour hour	✓ ↑	Council
Amount of environmental volunteer hours	✓ ↑	Council
Waterways water quality performance is very good	✓	NSW Climate Change, Energy, the Environment and Water
Air Quality performance is good	✓	NSW Air Quality
Success of programs supporting threatened species	✓	Council
Area of Council land protected by Biobanking Agreements, Conservation Agreements or Biodiversity Stewardship Agreements	✓ ↑	Council
Amount of domestic waste diverted from landfill	✓ ↑	Council
Compliance to public litter bin schedules	✓	Council
Amount of wrack collected from Tuggerah Lakes	✓	Council
Amount of litter collected from Gross Pollutant Traps (GPTs)	↔	Council
Amount of renewable energy captured from methane gas from waste facilities	↑	Council
Amount of energy consumed (residential, businesses)	↑	Ausgrid
Amount of energy exported to the grid	↑	Ausgrid
Compliance to parks and reserves maintenance schedules	✓	Council
Number of public toilet upgrades, renewals or constructed	✓	Council
Number of playspace upgrades, renewal or constructed	✓	Council

# Our Place



OUR PLACE MEASURES	AIM	DATA SOURCE
Increase in Council cottages into transitional portfolio	✓ ↑	Council
Achievement against transitional properties for affordable housing	✓ ↑	Council
Achieve housing figures against targets	✓ ↑	Department of Planning, Housing and Infrastructure
Number of housing DAs approved	✓ ↑	Council
Number of mean and median days for DAs	↓	Council
Number of renter and homeowners in housing stress	↓	Profile ID
Number of potholes required to be filled	↓	Council
Number of bus stops upgraded	✓	Council
Kilometres of road renewals, resurfacing, grading	✓	Council
Kilometres of pathway renewed, upgraded or constructed	✓	Council
Kilometres of drainage upgrades, renewal or constructed	✓	Council
Condition of assets and infrastructure	✓ ↑	Council
Modes of travel and purpose of travel	N/A	Transport for NSW
Mode of travel to work	N/A	Profile ID
Number of adults in psychological distress	↓	NSW Health
Number of fruit and vegetables serves in adults and children	↑	NSW Health
Number of physical activity minutes in adults	↑	NSW Health
Adults achieving recommended physical activity	↑	NSW Health
Number of leisure centre and pools visitors	✓ ↑	Council

# Our Economy



OUR ECONOMY MEASURES	AIM	DATA SOURCE
Number of tourists	↑	Profile ID
Amount injected into economy from tourism	↑	Profile ID
Holiday Parks Occupancy	✓ ↑	Council
Level of education	N/A	Profile ID
Number of local businesses	↑	Profile ID
Number of local jobs	↑	Profile ID
Employment industry changes over time	N/A	Profile ID
Local workforce by occupation	N/A	Profile ID
Unemployment rate	↓	Profile ID
Youth unemployment rate	↓	Profile ID
Disengaged youth	↓	Profile ID
Number of Library branch visitors, library loans, library members	↑	Council
Number of food premises and outdoor dining approvals	↑	Council
Value of building approvals	N/A	Profile ID
Gross Regional Product	↑	Profile ID

# Our Leadership



OUR LEADERSHIP MEASURES	AIM	DATA SOURCE
Number of communication campaigns, eNews subscribers, website visits	↑	Council
Customer satisfaction survey results	✓ ↑	Council
Performance against budget	✓	Council
Performance against Operational Plan delivery	✓	Council
Amount of grant funding from State and Federal government	↑	Council
Achievement against Customer Requests (CX) responsiveness	✓ ↑	Council





## Community Strategic Plan 2025-2035 (Draft)

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