OUR PLACE OUR FUTURE

Community Strategic Plan 2035

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WWW.COUNCIL.LITHGOW.COM

ACKNOWLEDGMENT

We acknowledge that we live and work on the unceeded lands of the Wiradjuri people.

We pay our respects to elders past and present and to other First Nations people.

We acknowledge that this always was and always will be Aboriginal Land.

A MESSAGE FROM THE MAYOR

Let's build a stronger, brighter future together.

Councillor Maree Statham
Mayor

I am extremely proud to present to you the Community Strategic Plan 2035 – Our place, our future (CSP2035); a plan to build a stronger, united future for the Lithgow region. The CSP2035 was developed following a community engagement and research process to identify 'where we are now, where we want to be in 10 years and how we will get there', the plan sets out our community's vision for the future of the Lithgow Region to be a sustainable, economically viable and welcoming community which respects and retains is environment.

This plan acknowledges the key matters of concern within our community setting a direction for transitioning from a coal based economy. We are on the cusp of opportunity with businesses like Greenspot, Thales and The Portland Foundations poised to create economic stimulus for Lithgow and the wider region. We have the chance to create change and take advantage of our world class natural assets and grow the eco and adventure tourism sectors. We are able to explore alternate, energy efficient industries and practices which provide us with opportunity for sustainable development.

In recent years we have suffered extreme weather events and natural disasters. This has highlighted significant failings in our transport, water, sewer and stormwater infrastructure. We will focus on renewing our infrastructure including seeking government funding to improve access for our isolated communities.

The Lithgow community is an aging community. To grow, communities need families and to retain its younger generation. In recent years we have been successful in obtaining funding to develop the incredible Adventure Playground and Pump Track in Endeavour Park and quality skateparks in both Wallerawang and Portland. These facilities are major draw-cards for visitors to our area. Endeavour Park provides an opportunity to develop a Recreation Precinct for youth and families creating, not only a wonderful and exciting parkland for the enjoyment of our community, but becoming a major tourist draw card.

As custodians of the plan, Council is excited to guide the community's vision for the future of the Lithgow area, working alongside community organisations, industry, business and government to maximise opportunity within available resources and strategic partnerships.

Our community is strong and resilient, we have suffered through fire, flood and pandemic. Yet it is heartening to see the things we value most are our community, our environment, our relaxed, peaceful lifestyle and our convenient, central location. Let's build on this to create a stronger, brighter future together.

A MESSAGE FROM THE GENERAL MANAGER

A sustainable council offers more assurance of a sustainable city.

Mr Craig Butler
General Manager

The Community Strategic Plan (CSP) is the highest-level plan within the Council's planning framework. It provides an overarching vision and sets the strategic direction for the future of this local government area. The Plan identifies the community's main priorities and aspirations for the future and it includes strategies for achieving these. It guides all other strategies and plans and has been developed with considerable community input.

The Plan takes a long term view and deals with the important questions:

1. Where are we now?
2. Where do we want to be in 10 years' time?
3. How will we get there?
4. How will we know we have arrived?

Some local government areas are more resilient than others. The former mostly have established, diverse and expanding local economies, large and growing populations, a small geographic area to service and considerable own-source revenue opportunities.

Lithgow has the most wonderful endowments and a strong community spirit. But many of the factors described above, which help to better future-proof those places and the council, are not typical for Lithgow as we go forward. Indeed, this next version of the Plan will relate to a period of both challenge and opportunity for this city.

The Lithgow local government area is considerably larger than the ACT. It has roads that run deep into beautiful, steep valleys but service few properties. There are multiple sewage plants and long water mains servicing the many different communities in the main town and the villages. The costs of providing and maintaining infrastructure is spread across a relatively small population. These things make it difficult to achieve financial sustainability while delivering the diverse services a city needs. This matter of financial sustainability is a live issue for the Council.

Also, aspects of our local economy, which have sustained the city in the past, will be subject to decline over the next decade or more. We need to ready Lithgow for the future by diversifying the economy. This will require innovation, the pursuit of private sector and government investment, and marketing of the city to a broader audience. As the city changes and moves into the future, we must also ensure that people are not being left behind in terms of their needs being met. The opportunities are there, or they can be created – this Plan, and the underpinning plans, show us how.

The Community Strategic plan guides us on the journey into the future. It confirms the dependency that a successful city has on its local government to shape that future, while delivering services on a daily basis. A sustainable council offers more assurance of a sustainable city. This Plan offers the pathway for Lithgow to be an even more sustainable and successful city, and community, in the future.

Councillor Maree Statham
Mayor

Councillor Cassandra Coleman
Deputy Mayor

Councillor Deanna Goodsell

Councillor Almudena Bryce

Councillor Colin O'Connor

Councillor Darryl Goodwin

Councillor Stephen Lesslie

Councillor Eric Mahony

Councillor Stuart McGhie

INTRODUCTION FROM OUR COUNCILORS

At the commencement of its term of office, each new Council is required to review the Community Strategic Plan (CSP) to ensure that it reflects the changing needs of the community and maintains a 10 year minimum horizon.

The Community Strategic Plan 2035 is the highest level plan that Council will prepare. It takes into consideration the community's main priorities and aspirations for the future of the Lithgow region.

The plan reflects the changing needs of the community. It takes into consideration the issues and pressures that may affect the community and the level of resources that will realistically be available to achieve its aspirations.

The CSP 2035 is a document by the community, for the community. It is a vision for future growth and development and for the long-term sustainability of the Lithgow local government area.

Lithgow City Council looks forward to working in partnership with the community and State and Federal Government agencies to implement the CSP 2035 making the Lithgow LGA a brighter place to live, work and invest for everyone.

The Community Strategic Plan, a vision for the future of the Lithgow Region

THE WAY FORWARD...

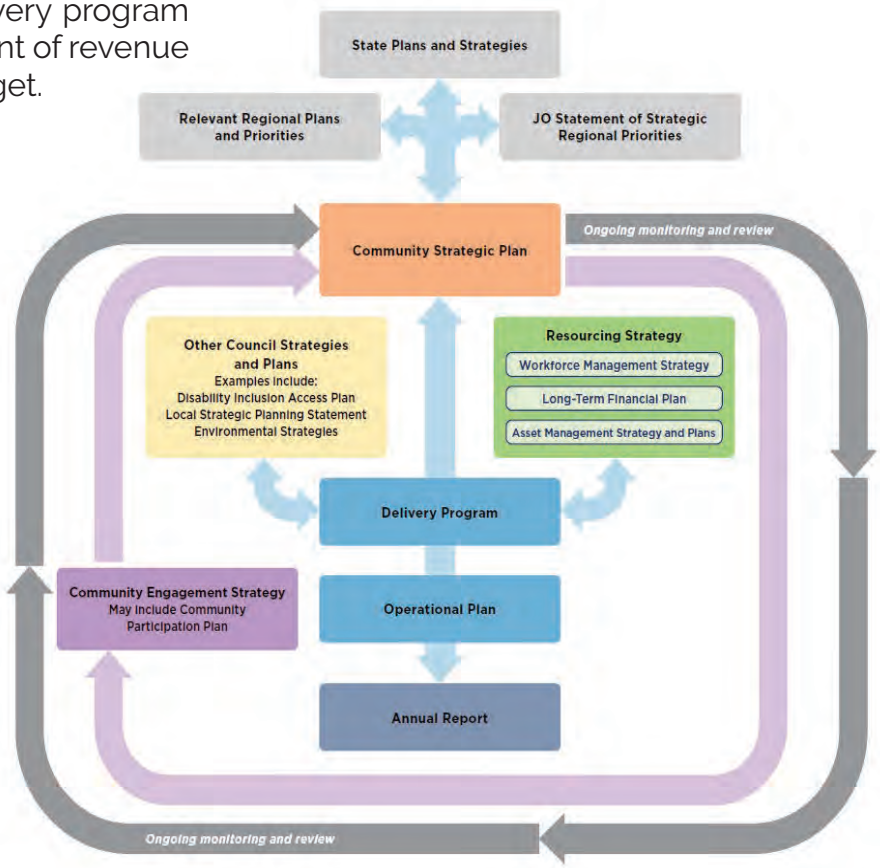
This plan supports the NSW State Planning Priorities (NSW 2021 and NSW Making it Happen), guides Council's strategic planning processes and incorporates the NSW Office of Local Governments 'Local Government Amendment (Planning and Reporting) Bill 2009 and Local Government (General) Amendment (Planning and Reporting) Regulation 2009.

Integrated Planning and Reporting Framework

The Integrated Planning and Reporting Framework provides a holistic approach to strategic planning. The Framework is based on a perpetual planning and reporting cycle which encourages an inclusive and transparent approach to the development of a sustainable local government area and responsible civic leadership.

The elements of this framework are:

- The Resourcing Strategy which includes long term financial planning, workforce planning and asset management planning.
- The Delivery Program which identifies detailed strategies to achieve the objectives of the CSP that Council can implement.
- The Operational Plan which spells out the detailed actions and key performance indicators to implement the Delivery program annually. This includes a statement of revenue policy and a detailed annual budget.
- The Annual Report which includes:
  - A summary of achievements in implementing the Delivery Program.
  - Audited financial statements; and
  - In the year of the Ordinary election, a State of the City Report



About this plan

Community Strategic Plan 2030 (CSP) sets out the community's vision for the strategic direction of the Lithgow local government area.

The Plan is divided into 5 key themes and addresses social, environmental, economic and civic leadership issues in an integrated manner.

Each of the 5 themes are supported by a mission statement, directions, benefits and measures to assist Council and the community to achieve its objectives.

The Themes are:

1. Caring for our Community
2. Strengthening our Economy
3. Developing our Built Environment
4. Enhancing our Natural Environment
5. Responsible Governance & Civic Leadership

Linking to the Lithgow 2040 Local Strategic Planning Statement

In March 2018, the Department of planning, Industry and Environment (DPIE) amended the Environmental Planning and Assessment Act 1979 (EP&A Act) to introduce new requirements for local councils to prepare Local Strategic Planning Statements (LSPS). This change sought to shift the planning system to be proactive, rather than reactive, to development thereby enshrining the role of strategic planning at a local council level in Section 3.9 of the EP&A
Act.

The council's LSPS sets out:

- The 20-year vision for land use in the local area;
- The shared community values to be maintained and enhanced;
- How future growth and change will be managed; and
- The special characteristics which contribute to local identity.

Although the Lithgow 2040 LSPS was developed to align with the Community Strategic Plan.

The LSPS themes of Environment, Liveability, Infrastructure and Economic with the inclusion of Resilient will be carried throughout Council's Integrated Planning & Reporting Framework to identify alignment with the LSPS.

ENVIRONMENT LIVEABILITY INFRASTRUCTURE ECONOMIC RESILIENT

THE *Seven Valleys*

CAPERTEE - WOLGAN - KANIMBLA - LITHGOW - MEGALONG - HARTLEY - TARANA

The Lithgow local government area is located on the western ramparts of the Blue Mountains, 140 kilometres from Sydney. The Lithgow Local Government area totals 4,567 square kilometres from the Capertee and Wolgan Valleys in the north, Little Hartley in the east, Tarana in the south and Meadow Flat in the west.

The major urban centre of Lithgow nestles in a valley of that name, overlooked by the sandstone escarpments of the Blue Mountains.

In addition to the major urban centre of Lithgow, the Lithgow local government area has 12 villages/ hamlets with mining or farming backgrounds. These smaller centres have proven to be attractive rural residential areas, along with the broader rural areas.

The Lithgow LGA lies almost wholly within the Wiradjuri Aboriginal nation, with the Gundungurra nation situated to the south and the Darug nation to the east.

Lithgow was previously perceived to be an inland mining and industrial centre, however, recent developments have seen Lithgow recognised as an important tourism destination, heritage centre and a desirable residential area as well.

The Lithgow local government area includes World Heritage listed National Parks and State Forests, making Lithgow an important leisure destination for Sydney residents.

Lithgow has unlimited opportunities for outdoor activities such as bush walking, mountaineering, camping, orienteering, hang gliding, horse riding, off road 4wd, fishing, sailing and water skiing.

'It is the hub of the wagon wheel, central to Mudgee, Bathurst, Orange, Oberon, Cowra, Jenolan caves.'

Community Visioning Survey response 2022

Most loved aspects of living in Lithgow.

THE Seven Valleys

TOWNS
VILLAGES
LOCALITIES

4,567 km²

20,854

DOWN BY 662 FROM 2020
ABS ERP 2021

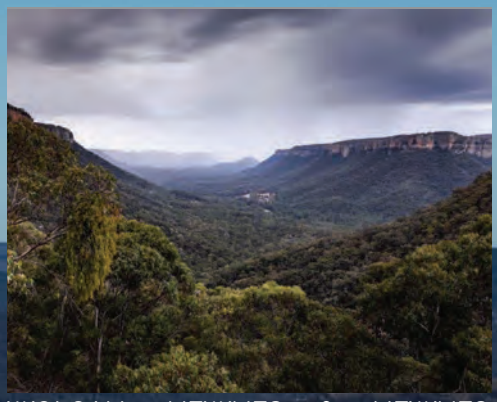
2016 TOTAL POPULATION = 21,090
2016 TOTAL DWELLINGS = 9,709

4.57

PERSONS PER SQUARE KM

Image: Hassans Walls overlooking Hartley Valley

LITHGOW (Includes suburbs)
Population - 11,596
Dwellings - 5,666



WOLGAN, NEWNES & NEWNES PLATEAU
Population - 75
Dwellings - 20

WALLERAWANG
Population - 1,978
Dwellings - 801

Source: hhttps://profile.id.com.au/lithgow/locality-snapshots?WebID=10394100
Note: Localities shown on this page may extend outside the boundaries of Lithgow City Council; the data given relates to the whole locality, not just the area inside Lithgow City Council.
Images of Kanimbla and Hartley courtesy of Wendy Hawkes.

DARK CORNER/SUNNY CORNER/UPPER TURON AND PALMERS OAKY
Population - 161
Dwellings - 117

CAPERTEE (inc. Running Stream & Round Swamp) AND CAPERTEE VALLEY
Population - 625
Dwellings - 394

CLARENCE/DARGAN
Population - 291
Dwellings - 151

CULLEN BULLEN/BEN BULLEN
Population -384
Dwellings - 155

GOOD FOREST /HAMPTON AND LOWTHER
Population - 215
Dwellings - 128

HARTLEY/ LITTLE HARTLEY & HARTLEY VILLAGE
Population - 989
Dwelling - 432

BLACKMANS FLAT/LIDSDALE
Population - 455
Dwellings - 164

MARRANGAROO/SPRINGVALE
Population - 956
Dwellings - 194

MEADOW FLAT/MT LAMBE
Population - 388
Dwellings - 165

PORTLAND
Population - 2,426
Dwellings - 1,057

RYDAL/SODWALLS/TARANA
Population - 166
Dwellings - 87

KANIMBLA/MEGALONG VALLEY
Population - 275
Dwellings - 189

LITHGOW
AT A GLANCE

45 is our Median Age

9.3% of residents were born overseas

11% of the population are older couples without children

22% of the population are couples with children

5.7% of residents are Aboriginal and Torres Strait Islander decent

30% of our population are lone person households

60 persons were estimated to be homeless in 2016

1,209 Indigenous peoples

3.4% of residents speak a language other than english at home

16 Schools

13 Primary Schools

2 High Schools

1 Central School

Plus

1 TAFE

1 Universities

1 Transformation Hub

2% of residents attend University and **9%** have a university qualification

25% of residents are trades qualified

Median weekly household income is **$987**

27% Households have a mortgage **&** the median weekly mortgage repayment is **$324**

10% of housing is Medium and high density housing

23% of households are renting **&** the Median weekly rent is **$231**

Source: http://council.lithgow.com/community-profile/ and Local Government Performance Excellence Program FY20 Report (Dec 2020).

$1.62 billion

GROSS REGIONAL PRODUCT

representing 0.26% of the states GRP

Healthcare & Social Assistance Sector is our largest industry

1,335 local businesses

8,690 local jobs

9,023 employed residents

3.9% of our community are unemployed.

In 2019/20 total tourism/ hospitality sales was

$67.4m

the total value added was

$34.2m

YOUR council

Employs 202 FTE which equals 9.4 FTE per 1,000 residents. Total employee costs per 1,000 residents is A$866k

2020/21

Mining

- generated $489m value added to the economy
- largest output by industry generating $1.177m
- $1.317m in exports.

Manufacturing Largest total imports by industry $561m.

Construction generated the highest local sales $238m.

ENGAGING OUR COMMUNITY

A most loved aspect of living in the Lithgow area is considered to be the *'lots of natural country, bushland and scenery'*.

Hampton, by Wendy Hawkes

Social Justice Principles underpinning the Community Strategic Plan

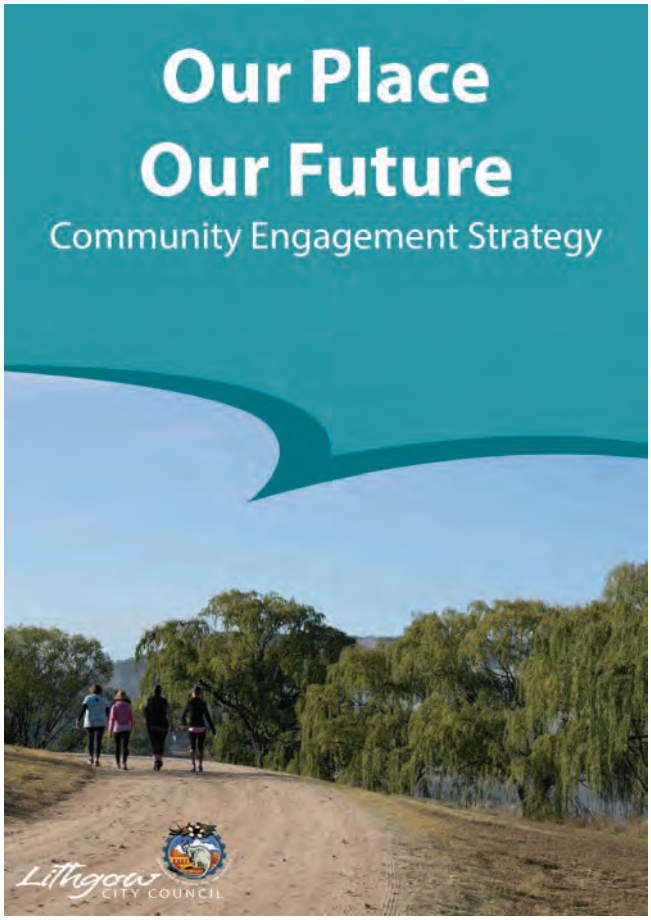
In preparing the CSP council has applied processes to create an opportunity for the entire community to participate and have their say in the future of the Lithgow local government area. This engagement is based on the principles of social justice which are:

EQUITY
There is fairness in decision making and prioritising and allocation of resources.

ACCESS
All people have fair access to services, resources and opportunities to meet their basic needs and improve their quality of life.

RIGHTS
Equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

PARTICIPATION
Everyone has the maximum opportunity to genuinely participate in decisions which affect their lives.



Our Community Engagement Strategy recognises this and in preparing the CSP we have defined outcomes that benefit the entire community and encourage all members of the community to continually provide feedback on its contents.

'Natural beauty, close proximity to the mountains and rich history.'

Community Visioning Survey response 2022
Most loved aspects of living in Lithgow.

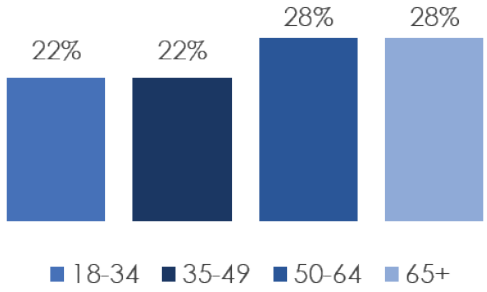
14th – 18th December 2021
Telephone survey (landline and mobile)
N = 401 residents

Gender

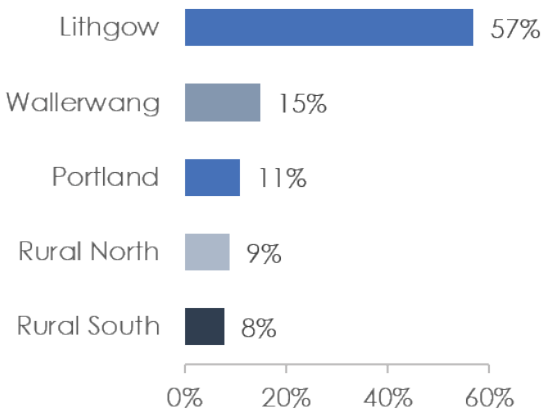
Female 49%

Male 51%

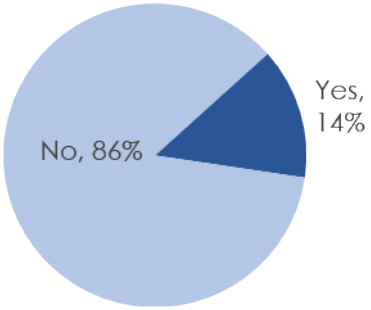
Age



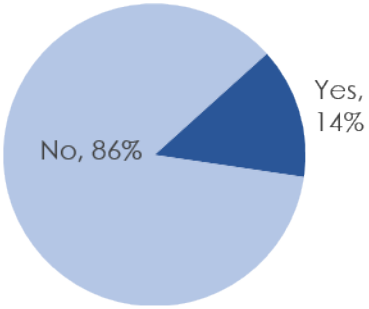
Planning Precinct



Identifies as having a disability



Identifies as caring for someone with a a disability



Ratepayer 87%

Non-ratepayer 13%

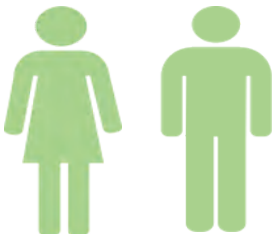
Council engaged Micromex consulting to undertake a telephone survey (see above) and an online survey (see over page) of the community to:

- Understand and identify community priorities for the Lithgow LGA
- Identify the community's perceived quality of life
- Identify the community's level of agreement with statements regarding the Lithgow City Council area
- Gauge level of support towards a range of future Council projects and initiatives
- Understand the community's level of resilience in relation to significant events.

12th – 31st January 2022
Online survey
N = 72 residents

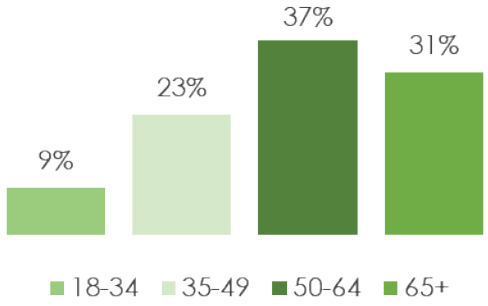
Gender

Female 53%

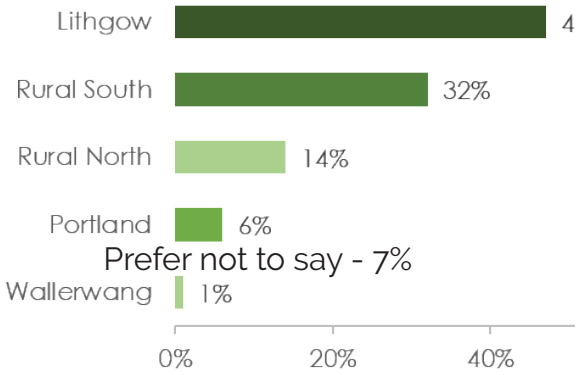


Male 40%

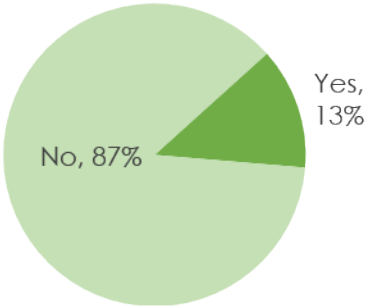
Age



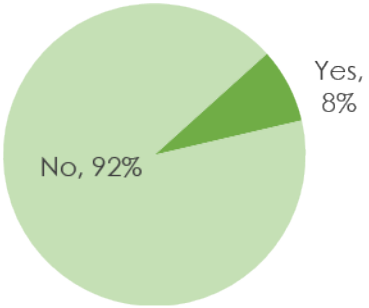
Planning Precinct



Identifies as having a disability



Identifies as caring for someone with a a disability



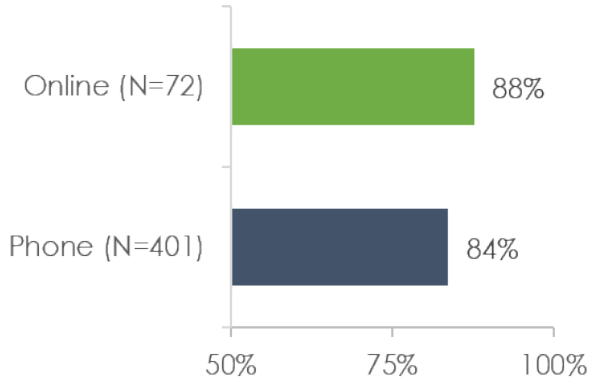
Ratepayer 94%

Non-ratepayer 6%

NOTE:

- All percentages are calculated to the nearest whole number and therefore the total may not exactly equal 100%.
- A total of 401 resident telephone interviews were completed (see page 18). Respondents were selected by means of a computer based random selection process using Australian marketing lists and SamplePages and are representative from across the local government area.
- These results of the online survey (above) are representative of people who opted to take part in the online survey, and cannot be extrapolated to represent the whole community.

What did our community say...



QUALITY OF LIFE
Respondents are fairly satisfied/very satisfied with the quality of life they have living in the Lithgow LGA.

MOST LOVE ASPECTS OF LIVING IN LITHGOW

- Sense of community/friendly people
- Natural environment/beautiful area/scenery
- Relaxed lifestyle/peaceful
- Convenient/central location

WHAT RESPONDENTS WOULD LIKE TO SEE CHANGED

- Upgrading/maintaining roads
- Economic development & tourism/attract more business/job opportunities
- More/better shopping options

PRIORITY ISSUES FOR THE NEXT 10 YEARS

- Economic development & tourism/attract more business and people/job opportunities
- Upgrading/maintaining roads
- Services and facilities for children/youth
- The shift to energy efficiency/alternative energy

Councillor priorities

Micromex Research & Consulting engaged Councillors in a workshop on 23 February to discuss the findings and future actions from the community survey. The session addressed three board themes:

- Where are we now
- Where do we want to be in 10 years
- How will be get there.

RETAIN

- Sense of community/ friendly people
- Natural environment/ beautiful area/ scenery

CHANGE

- Upgrading/ maintaining roads & infrastructure
- Economic development & tourism/attract more business/job opportunities

PRIORITIES

- Economic development & tourism/attract more business and people/job opportunities
- Upgrading/ maintaining roads
- Land/housing availability & affordability

AREAS OF FOCUS

1. Housing and Land availability and affordability
2. Supporting and connecting our communities
3. Retaining our youth - providing educational and skills opportunities.
4. Arts, sports and youth precincts
5. Environmental preservation/mitigation accessible (roads, trails, lighting)
6. Improving communication to the community
7. Improving customer service

STRATEGIC DIRECTION

Governance &
Civic Leadership
ACTION - FIX ROADS
SERVICE VERGES
CUSTOMER SERVICE
CHARTER.
COMMUNICATION
FINANCIAL SUSTAINABILITY
1. FINANCIAL SUSTAINABLE LGA
2. COMMUNICATION WITH THE LGA
3. CUSTOMER SERVICE - MEASURABLE
METRICS
Community Strategic Plan

COMMUNITY VISION

A centre of regional excellence that:

- *Encourages community growth and development*
- *Contributes to the efficient and effective management of the environment, community and economy for present and future generations.*

CUSTOMER SERVICE MISSION

To support this vision, Council is committed to the provision of timely, efficient and consistent quality customer services provided by knowledgeable and helpful officers that meet our customer's expectations.

Mission

Our customer service mission is to provide excellent service levels to our community that contribute towards the achievement of Council's vision. We expect that all staff are committed to pursuing excellence in their role and to be responsible and accountable representatives of the Council.

LITHGOW 2040 LOCAL STRATEGIC PLANNING STATEMENT VISION

The Lithgow region is an ideally located strategic centre with an evolving economy and a resilient and connected community which embraces its proud heritage and world class natural environment.

ENVIRONMENT LIVEABILITY INFRASTRUCTURE ECONOMIC RESILIENT

5 KEY THEMES

Caring for Our Community

To retain, respect and strengthen both our overall sense of community, and the unique linked communities of groups, rural areas, villages and towns that make up the Lithgow LGA.

Developing Our Built Environment

To provide a choice of effective public and private transport options, suitable entertainment and recreational facilities, and lifestyle choices while enhancing the existing rural areas, villages and towns that make up the Lithgow LGA.

Strengthening Our Economy

To provide for sustainable and planned growth through the diversification of the economic base, the development of diverse job opportunities and the provision of a broad range of formal and non-formal educational services.

Enhancing Our Natural Environment

To balance, protect and enhance our diverse environmental elements, both natural and built, for the enjoyment and support of both current and future generations

Responsible Governance & Civic Leadership

To develop community confidence in the organisation by the way it is directed, controlled and managed.

ABOUT COUNCIL

Council's role

While Council has a custodial role in initiating, preparing and maintaining the CSP on behalf of the Lithgow Local Government Area, it is not wholly responsible for its implementation. Other partners, such as state and federal government, non government organisations and community groups may also be engaged in delivering the long-term objectives of the plan.

There are 8 critical roles that council performs on behalf of the community.

Representation & Cooperation

Council engages with other councils and levels of government to represent and advocate the needs of our community, and where appropriate, cooperate and work in partnership to gene4rate the greatest benefit for the community.

Community engagement

Council engages with its community, sharing information about the community, council and government business, where appropriate. It provides opportunities for constituents to influence and / or participate in decision making.

Economic Development

Council facilitates the economic development of the community by working with the business community to attract and retain investment and support sustainable economic growth.

Strategic Leadership

Council provides strategic leadership through understanding current and future operating environments, identifying opportunities and risks and making decisions which align with long-term strategic plans.

Legislation & Policies

Council enforces relevant state and national legislation and creates policies as required to support the efficient and effective function of council to support the community.

Sense of place

Council facilitates and works with the community to develop a sense of place through branding, promoting and enhancing local identify, and promoting social cohesion and health and wellbeing.

Service delivery and asset management

Council is a responsible financial manager who delivers cost effective, equitable and efficient services and assets which reflect the community's needs and expectations and is guided by the long-term strategic plans and objectives identified in the Integrated Planning and Reporting Framework.

Land-use planning

Council works with the community to create an environment that guides the use of land to balance economic, environmental and community/social values, and to support the health and wellbeing of the community.

Lithgow City council is structured into six Divisions:

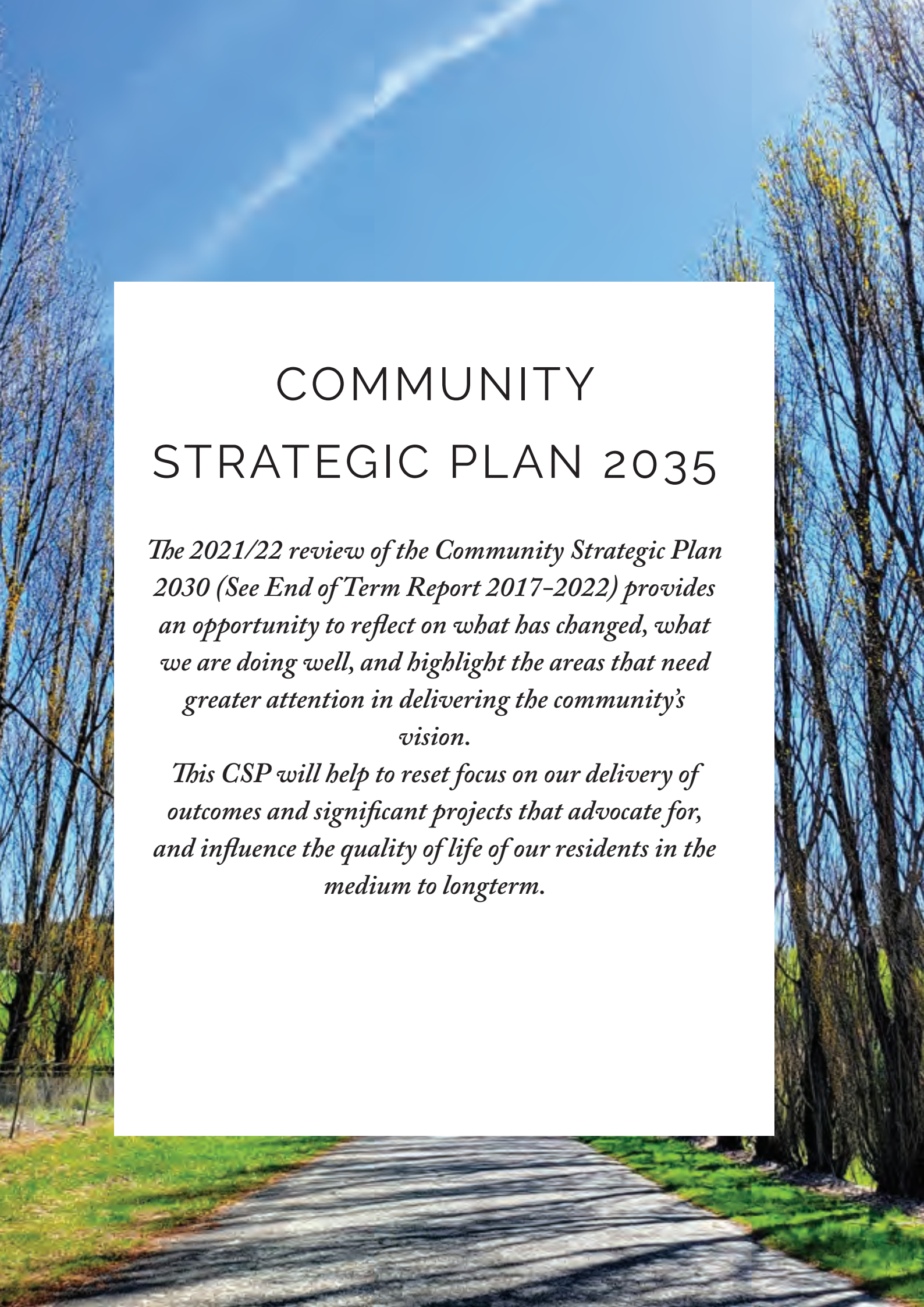
- Executive
- People & Services
- Finance and Assets
- Economic Development & Environment
- Water and Waste Water
- Infrastructure Services.

The services we provide include:

- Asset management
- Capital works
- Community and cultural development
- Development assessment
- Environmental health and building control
- Recreation and open space management
- Urban planning.

Our internal services include

- Customer services
- Finance and accounts
- Human resources and organisational development
- Risk management
- Information systems
- Document management
- Governance.



COMMUNITY STRATEGIC PLAN 2035

The 2021/22 review of the Community Strategic Plan 2030 (See End of Term Report 2017-2022) provides an opportunity to reflect on what has changed, what we are doing well, and highlight the areas that need greater attention in delivering the community's vision.

This CSP will help to reset focus on our delivery of outcomes and significant projects that advocate for, and influence the quality of life of our residents in the medium to longterm.

RESOURCING & DELIVERING THE PLAN

The Integrated Planning and Reporting Framework recognises that the aspirations in the Community Strategic Plan (CSP will not be achieved without sufficient resources - time, money, assets and the people required to carry them out.

It is a requirement that a council must have a long-term resourcing strategy for the provision of resources required to implement its Community Strategic Plan.

The resourcing strategy must include provision for long-term financial planning, workforce management planning and asset management planning. Council has developed three strategies to support the delivery of the Community Strategic Plan.

Long Term Financial Plan (2022/23 - 2032/33)

The costs for asset renewal and continued provision of other services necessary to meet the objectives of the Community Strategic Plan are brought together in the Long Term Financial Plan (LTFP). The LTFP estimates the revenues and expenses associated with capital works, capital expenditure and asset management in support of the deliverables in our CSP. It also refers to the long-term strategic asset management plan by making provision for the estimated costs associated with our management of the assets that are considered in that plan.

More importantly, the LTFP shows what can be funded by Lithgow City Council given our current financial situation and what remains unfunded. Partnerships with other levels of government, business and the community plays a vital role in closing this gap either by releasing new sources of funds or reducing the costs of activities.

Strategic Asset Management Plan (2022/23 - 2032/33)

The Strategic Asset Management Plan (SAMP) overviews council's assets in terms, for example, of service levels - both required and actual - life cycles and the financial implications of renewal, upgrade, maintenance, disposal and acquisition.

Workforce Plan (2022/23 - 2025/26)

The Workforce Plan (WFP) addresses the human resourcing requirements to implement the objectives of the Community Strategic Plan which are delivered through the four-year Delivery Program.

Four-Year Delivery Program (2022/23 - 2025/26)

The four-year Delivery Plan is the bridge between short to medium-term operational planning and our longer term strategic planning objectives. This document expresses our strategic direction in an operational context - the short and medium-term actions we will take to achieve long-term goals.

Of all the guiding documents in our integrated planning and reporting framework, our four year Delivery Program has the most significant influence on our daily work. It established the criteria against which our performance is measured, and provides us with a structure for reporting on organisational performance, by allowing us to effectively plan and budget for short-term and multi-year projects and activities.

Operational Plan (Annual)

Council is required to develop an annual Operational Plan for each financial year. The Operational Plan and its companion budget describe the activities Council will undertake and fund in a single financial year to implement the Delivery Program.

Other Plans and Strategies

From time to time, Council adopts strategies and plans that have been commissioned to guide the action we will take to progress particular priorities. Depending on their focus, these documents inform our medium and long-term planning framework.

Our Strategic Planning documents area available for viewing our website. Some examples include :

- Local Strategic Planning Statement 2040
- Disability Inclusion Action Plan
- Regional Economic Development Strategy
- Active Transport Plan

A priority issue for the Lithgow area over the next 10 years is considered to be the need for more '*services and facilities for young people*'.

Financial Sustainability

As part of the Council's integrated long-term resource planning, three alternative funding options have been developed that community input and engagement will be sought on (see pages 39-40). These options, and their varying impacts,will be detailed in the;

- Delivery Program 2022-2025 /Operational Plan 2022/23
- Long Term Financial Plan 2022/23 - 2032/33
- Strategic Asset Management Plan 2022/23 - 2032/33
- Workforce Plan 2022/23 - 2025/26.

1. Through sound financial planning, this strategy positions us to manage risks and cope with unexpected events, such as natural disasters and lower interest income.
2. Council's Resourcing Strategy implements and resources the vision of the Community Strategic Plan with clear priorities. For example, the Long Term Financial Plan identifies how additional assets will be funded, or existing assets renewed or upgraded and what provisions are made for changes to services.
3. Costs have been rising faster than revenue and Council must efficiently deliver the services which can be provided within our means. For example services reviews will need to consider available funding.
4. Council has commenced reviews of its service delivery to ensure it is meeting community needs and providing 'value for money'. Council will work with the community to set affordable levels of service. Areas recently reviewed include Waste Management, Library Services and Ranger Services.
5. Council will continue to advocate for a fair share of resources for the Lithgow area. We will continue to build partnerships with neighbouring and Western Sydney Councils as well as State and Federal Governments. For example, advocacy efforts have assisted Council to obtain over $15M in grants in 2020/21 and to gain health support for the COVID-19 pandemic.

Options for ensuring a sustainable Lithgow

The options put forward for community discussion will have widely varying impacts on our service delivery.

Community engagement has commenced on two options for ensuring a sustainable future. In communicating these options, the Council is providing informaiton the following:

- The magnitude of the financial challenges and infrastructure funding shortfall facing the LGA over the next 10 years and its impact on service levels,
- The fairness and equity of the rating structure and the capacity of all ratepayers to pay additional rates, and
- The importance of residents to be able to have their say on their preference for either service levels being maintained (requiring a Special Rates Variation) or service levels being reduced (rate peg only).

Option 1: Service levels maintained

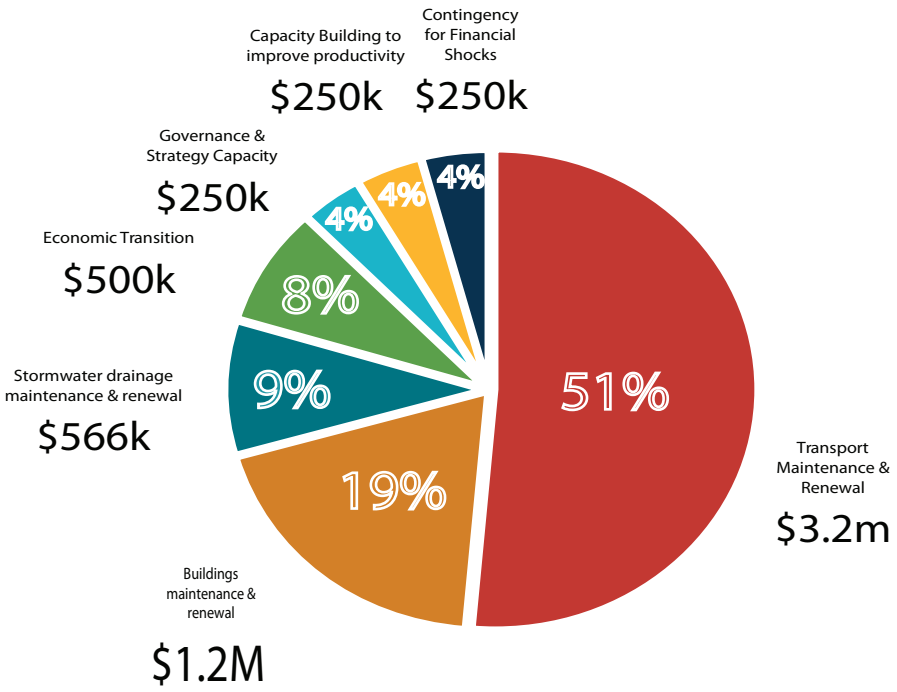
Option 1- Service Levels Maintained will enable Council to achieve long-term financial sustainability. Option 1 is detailed in the Rating Review Technical Paper.

Service levels would be maintained at the current levels expected by the community. Council will implement the Rating Review findings around increasing user fees income, however, there are limited council resourcing alternatives to generate the remainder of the required funding.

This Option includes the following strategies to enable financial sustainability over the 10 years of the Long Term Financial Plan:

- An additional permanent SRV from 1 July 2023 - a 44.5% overall increase in rates (including assumed rate peg). The impact on residential, business and farming rating under this proposal would typically be 26.5% (including expected rate peg).
- Productivities and improvements: $1.3M of productivities and improvements as detailed in the Rating Review Technical Paper.
- Funding for existing maintenance service levels from 1 July 2023: $2.4M of additional transport, stormwater and building maintenance funding as determined in the indicative SRV funding allocation.
- Funding for building capacity from 1 July 2023: $1M of operational capacity building funding for governance / strategy, capacity building and transitions management as detailed in the Rating Review Technical Paper.
- Adequate funding capital asset renewal from 1 July 2023: $2.5M of additional transport, stormwater and building asset renewal funding as determined in the indicative SRV funding allocation.
- General Fund contingency: a modest operating surplus to avoid "shocks, as well as enhanced capacity to improve performance and productivity in future periods, to address infrastructure backlogs and to maintain a higher net financial liabilities ratio.

An indicative breakdown of the proposed SRV expenditure is shown in the chart over page.



Option 2: Service levels reduced

Should **"Service Levels Reduced"** be the preferred option, Council would develop a plan which identifies essential services. As the option does not deliver the additional funding required to both meeting existing service levels and maintain / renew roads and other infrastructure, there will be the need to reduce service levels. The reductions would occur for non-essential services. This plan would be developed and finalised with extensive community consultation.

The Rating Review (see Rating Review Technical Paper) identified a need to increase income by $4.718M (after productivity and improvements). The value of service reductions would need to equate to $4.718M to enable funds to be redirected to asset maintenance / renewal and to ensure Council's long-term financial sustainability with a balanced operating result (i.e. no more deficits). Scenario 2 was developed on the basis of the following assumptions:

- Rate peg only from 1 July 2023.
- Funding for existing maintenance service levels from 1 July 2023: $2.4M of additional transport, stormwater and building maintenance funding.
- Operational Service Reductions from 1 July 2023: with funding redirected to asset renewal / maintenance and to eliminate operating deficits, the required value of non-essential service spending has been removed from operational expenses. As over 60% of Council's expenditure funds employment and materials / contracts, it is assumed that that these costs will need to be proportionally reduced. The value of required service reductions grows in each future year.
- Adequate funding capital asset renewal from 1 July 2023: $2.5M of additional transport, stormwater and building asset renewal funding.
- General Fund contingency: a modest operating surplus to avoid "shocks, as well as enhanced capacity to improve performance and productivity in future periods, to address infrastructure backlogs and to maintain a higher net financial liabilities ratio.

ALIGNMENT WITH FEDERAL, STATE & OTHER PLANS

Lithgow City Council is is committed to collaborating with different levels of government and other partners to help us achieve our community's aspirations for the local government area.

Premier's Priorities

These priorities represent the government's commitment to making a significant difference to enhance the quality of life of the people of NSW. They aim to tackle many of the issues that have been put in the too hard basket, for too long. Each priority has an ambitious target. They have been set with the purpose of delivering on the government's key policy priorities, being:

- a strong economy
- highest quality education
- well connected communities with quality local environments
- putting customer at the centre of everything we do
- breaking the cycle of disadvantage

Future Transport Strategy 2056

Future Transport 2056 sets the 40-year vision, directions and principles for customer mobility in NSW, guiding transport investment over the longer term. Future Transport 2056 outlines six state-wide principles to guide planning and investment. These are aimed at harnessing rapid change and developing new technologies and innovation to support a modern, innovative and resilient transport network. The are:

1. Customer focused
2. Successful places
3. A strong economy
4. Safety and performance
5. Accessible services
6. Sustainability

Future Transport Technology Roadmap

2021-2024

Future Transport Technology Roadmap 2021-2024 is NSW's headline customer-focused transport technology strategy. It showcases Transport for NSW's ambitions, our strong track record, our technology toolkit and our six priority programs to transform and deliver a world-class customer experience.

1. Mobility as Service (MaaS) will deliver seamless and personalised journeys across all modes
2. NSW will be a world-leading adopter of connected and automated vehicles
3. Rapid transition to ZEB and EV will help NSW to reach net zero emissions by 2050Safety and performance
4. Technology will transform mobility in regional NSW
5. More efficient freight through technology
6. Sensors and intelligent systems will create smart transport networks

'Generating job opportunities so the town can survive'.

Community Visioning Survey response 2022

Priority issues for the next 10 years

Our Place, Our Future Community Strategic Plan 2035 has strong links to federal, state and regional plans.

Western Sydney Electric Vehicle Roadmap

2022 - 2030

The EV Roadmap provides strategic direction for Western Sydney to be at the forefront of the electrification transition. This roadmap aims to guide regional collaboration for Western Sydney councils to:

- Reduce carbon from councils' corporate fleet emissions
- Create regional infrastructure plans
- Access grant funding for project and research delivery
- Collaboratively advocate to the NSW and Australian governments.

Central West and Orana Regional Plan 2041

The Central West and Orana Regional Plan is the NSW Government's 20-year strategic plan to support the ongoing prosperity and growth of the geographic heart of the state.

The plan provides a vision and direction for land-use decisions to support:

- Job creation
- Housing supply and diversity
- Access to green spaces
- Creating a vibrant and connected network of centres that build on the region's strengths and emerging opportunities and challenges.

Western Sydney Energy Program

The Western Sydney Energy Program is a collaboration between nine Western Sydney councils that aims to increase opportunities for energy, cost, and emission savings for councils and their communities. The program has four strategic focus areas:

1. Renewable energy transformation
2. Transport
3. Supporting our community
4. Facilities and precincts.

'Changing over from fossil fuel economy to renewables' 'Cost and availability of housing'. '

Community Visioning Survey responses 2022

Priority issues for the next 10 years

MONITORING THE PLAN

The indicators and targets in this plan form the basis of monitoring progress towards its achievements.

Some measures are more ambitious than others and the success of these measures and targets are not solely driven by Council.

All the partners in the community including residents, private sector, community organisations, visitors and other levels of government have a vital role in contributing to the plan's success.

Council will be engaging the community on the indicators and targets on an ongoing basis to measures progress against these indicators. Council will monitor and report on progress against the indicators and targets every 6 months by reporting progress against the Delivery Program and Operational Plan and at the end of the Council term through the State of the City Report.

we need a '*more proactive approach from council when it comes to developing tourism initiatives*'.

Community Visioning Survey response 2022
What residents would like changed in the area.

RESILIENCE

The majority of residents surveyed feel at least somewhat prepared to deal with shocks and stressors.

In recent years residents have dealt with many shocks and stresses; drought, the Black Summer Bushfires, extreme weather events such as flood and COVID 19.

Residents were surveyed to ascertain how concerned they are about future shocks and stresses , how prepared they feel in dealing with these shocks and who they could ask for support in a crisis.

The majority of residents survey had experienced extreme weather events in the past 2 years. Less than half of the residents surveyed had experienced waste, rubbish and dirty streets. However, those surveyed by phone were more like to have experienced poor air quality and loss of flora and fauna.

Short-term sudden events

The majority of residents surveyed were most concerned about bushfires. Online residents were significantly more concerned about floods, however this may be due to the timing of the surveys with the telephone survey being conducted during December 2021 and the online survey being conducted in January 2022 immediately following a major flood event in Lithgow City which greatly impacted the CBD, Farmers Creek, and low lying areas in Lithgow.

Residents were equally concerned about lack of electricity and water. This result was slightly higher than infrastructure failure (e.g. inability to catch the train).

Only 41% (online) and 45% (phone) of residents surveyed were concerned about the stressors and pressures resulting from disease/pandemic indicating that people or adapting to living with COVID.

Respondents were slightly concerned about heat-waves and least likely to be concerned with terror attacks.

Everyday life pressures

Respondents are most concerned about inadequate investment into critical infrastructure and lack of opportunities for young people.

Demand on our roads, health services and employment diversity were in the top 5 everyday life pressures. Online respondents were significantly more concurrence about declining social cohesion than phone respondents and less concerned about housing affordability.

Online respondents were significantly less likely to feel prepared for significant shocks and stressors, with 85% feeling at lease somewhat prepared (compared to 93% of phone respondents).

Overall respondents were able to ask a family member, friend or neighbour for support in a crisis. However, online respondents were significantly less likely to have someone they could ask for support in times of crisis.

Climate adaptation actions

Respondents believe that vested political and economic interest were barriers to implementing climate adaptation actions in our LGA. They also felt that lack of leadership and information from decision makers were barriers to implementing actions.

Caring for Our Community

Developing Our Built Environment

Strengthening Our Economy

Enhancing Our Natural Environment

Responsible Governance & Civic Leadership

The projects and initiatives on page 44 have been colour coded to the highest level theme and aligned to the Local Strategic Planning Statement 2040. However actions to implement these projects and initiatives may cross over multiple themes within Council's Delivery Program and Operational Plan.

ENVIRONMENT LIVEABILITY INFRASTRUCTURE ECONOMIC RESILIENT

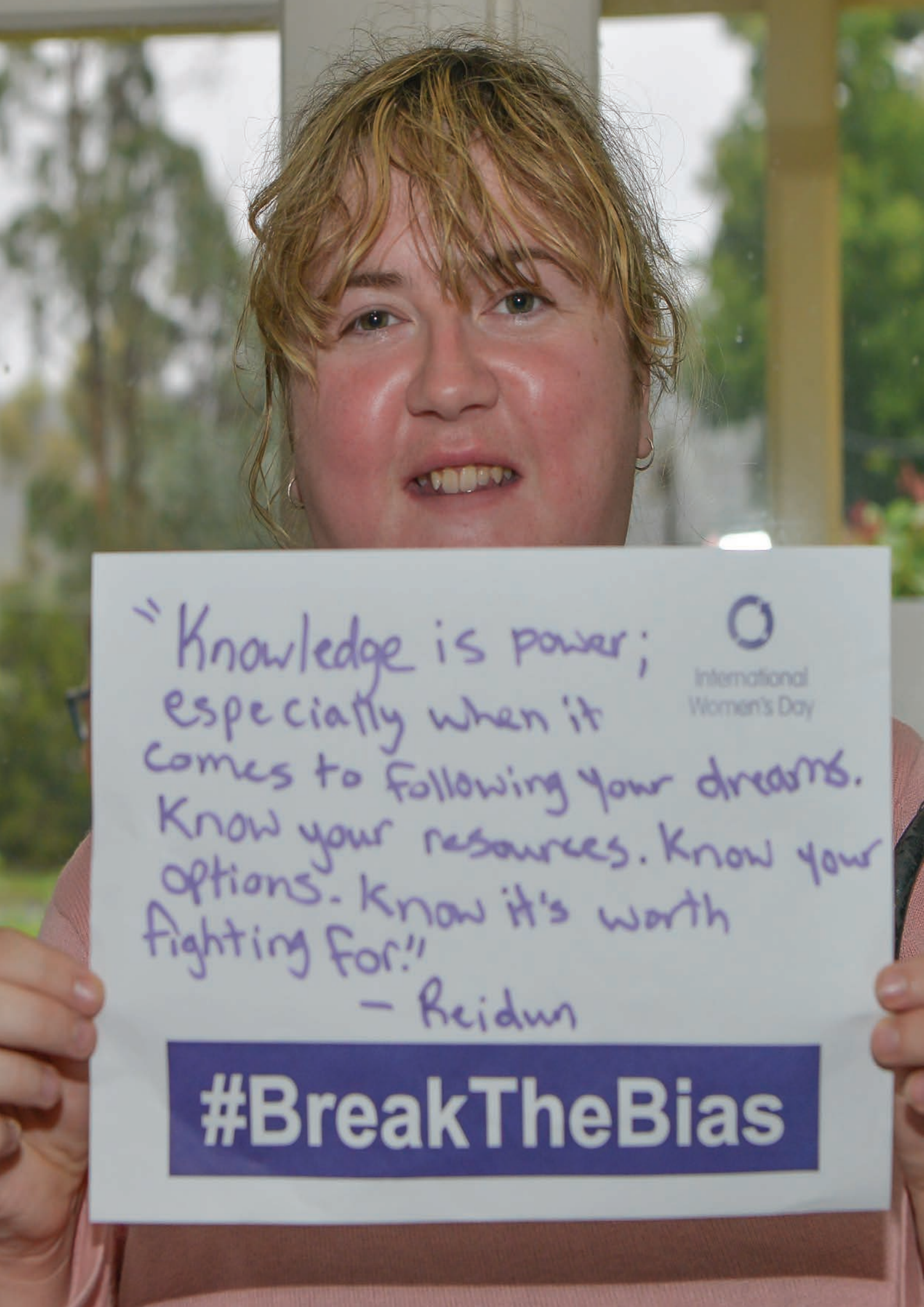
Council's Role

Council has a custodial role in initiating, preparing and maintaining the CSP on behalf of the Lithgow Local Government Area. However, it is not wholly responsible for its implementation. Other partners, such as state and federal government, non government organisations and community groups may also be engaged in delivering the long-term objectives of the plan.

Source: Micromex Consulting Community Visioning Survey. N=401 N=72

Recovering from Bushfires & COVID Projects & initiatives

91%	91%	Promoting local employment
88%	88%	Provision of access to clean, safe water
86%	72%	Develop sustainable tourism
84%	73%	Build community capacity.
83%	86%	Equity in access to quality education
83%	83%	Improve access to health services & precincts.
82%	70%	Promoting sustainable transport
80%	68%	Investment in renewable energy & infrastructure
79%	77%	Support people to work closer to home
78%	78%	Investment in sustainable farming/agriculture
67%	85%	Advocate for affordable housing for everyone
67%	54%	Limited urban expansion
66%	54%	Explicit progress on gender parity
64%	63%	Develop more green spaces.


"Knowledge is power; especially when it comes to following your dreams. Know your resources. Know your options. Know it's worth fighting for."
– Reidun
International Women's Day
#BreakTheBias

HOW TO READ THIS PLAN

Community Vision

The community vision is a succinct statement that captures the community's aspirations for the future of the Lithgow LGA. The community vision is the foundation of the community's Strategic Plan.

Themes

How would we achieve the vision for the future of the Lithgow LGA?

The priorities we should focus on as a local government area are represented through the 5 key themes:

1. Caring for our Community
2. Strengthening our Economy
3. Developing our Built Environment
4. Enhancing our Natural Environment
5. Responsible Governance & Civic Leadership

Each theme is supported by a 10 year goal, an aspirational outcome for the future of the Lithgow region.

What did the community say?
The community feedback received during the engagement forms the basis for our future priorities.

How will we get there?

Areas of focus were identified by the Council following community consultation as priority projects and programs which will achieve the 10 year goals.

The **Objectives** identify the overarching actions which will be undertaken to implement the Community's vision for the future of the Lithgow LGA.

The **Strategies** identify a plan of action designed to achieve a long-term or overall aim in order to reach the vision.

Our **Partners**; state and federal government, non government organisations and community groups may also be engaged in delivering the long-term objectives of the plan.

The **Measures** outline key performance guidelines that will identify if Council is on the right track.

CARING FOR OUR COMMUNITY

The most valued aspect of the Lithgow area is considered to be the '*Sense of community and friendly people*'.

Values & challenges

88% of residents agree/strongly agree that they feel safe during the day in the Lithgow area. Feeling safe at night and responsive police services in the LGA was significantly higher than the regional benchmark. Feeling safe at night and using public facilities has also significantly increased since the 2016 survey.

Whilst residents agree that the cost of living in Lithgow is affordable and that there is a good range of community groups and support networks, they are least likely to agree that there is a good range of opportunities for:

- Themselves and their families;
- Cultural and artistic expression; or
- Leisure and recreation.

However, 1/2 of all respondents felt that healthy lifestyle opportunities are available in the Lithgow LGA as often as you would like.

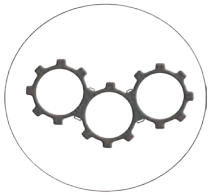
56% of residents agree that hospital, medical and health services in Lithgow are accessible and of good quality. This result is above the regional benchmark.

When asked what residents would like changed in the area, "More activities/ services for children and youth" was ranked 4th highest while "medical services and facilities" was a least common response with 'Improved health care services' seen as a low priority issue over the next 10 years. This corresponds with the community's level of satisfaction with hospital, medical and health services in the Lithgow LGA (see above).

In 2016, Lithgow City had a lower proportion of children (under 18) and a higher proportion of persons aged 60 or older than Regional NSW. There were 516 people over the age of 85 living in Lithgow City in 2016, with the largest age group being 55 to 59 year olds (source: https://profile.id.com.au/lithgow 2016 census data).

An ageing population provides opportunity for increased employment. The Health Care and Social Assistance Sector is our largest industry which may account for the increased satisfaction by the community. As the sector continues grows to accommodate the needs of senior citizens and to attract young families to the area, Council must take into consideration the impacts on:

1. Current services and facilities.
2. Rate income due to increased demand for pensioner rebates.
3. Availability of appropriate infrastructure to enable easy access to services and facilities.
4. Telecommunications networks
5. Sustainable growth throughout the LGA.
6. Retention of young people in the area
7. Provision of Care Services - paid or unpaid care.
8. Provision of Child Care facilities



Source: Micromex Consulting Community Visioning Survey. N=401 N=72

Support for future projects and initiatives

88% Develop more employment opportunities for young families in the area
89%

78% Improved rail services
70%

86% Develop more education opportunities for young families in the area
83%

77% Increased youth services and support
79%

83% Increased aged care services and support
80%

77% More support for local volunteer groups
74%

83% Efforts should be increased to attract more tourism to the LGA.
72%

73% Increased mental health services and support.
80%

81% Main Street in Lithgow should be revitalised whilst maintaining its heritage look and feel.
62%

49% More community activities and events, such as Halloween
63%

Council's Role

Council has a custodial role in initiating, preparing and maintaining the CSP on behalf of the Lithgow Local Government Area. However, it is not wholly responsible for its implementation. Other partners, such as state and federal government, non government organisations and community groups may also be engaged in delivering the long-term objectives of the plan.

Source: Micromex Consulting Community Visioning Survey. N=401 N=72

AREAS OF FOCUS

1. Housing and Land availability & affordability
2. Support and connect our communities
   - Develop 'The Seven Valleys' brand
3. Retain our youth - provide educational and skills opportunities
4. Support our community groups
5. Retain our rural and urban village identities and character
6. Promote a sense of safety in the LGA
7. Ensure community well-being.

OUR 10 YEAR GOAL

To retain, respect and strengthen both our overall sense of community, and the unique linked communities of groups, rural areas, villages and towns that make up the Lithgow LGA.

Our Objectives

CC1 To plan and provide quality community and recreational facilities and services for a, healthy, vibrant and harmonious community that embraces challenges and has the resilience to adapt to change.

Our Strategies

- We will provide a range of needs-based, flexible and accessible services, buildings and facilities.
- We will work together with government departments, NGOs, and community to ensure the communities of the Lithgow region have access to services and feel supported, connected and united.
- We will ensure that our rural and urban villages retain and celebrate their unique character and heritage from iconic buildings to village streetscapes.
- We will manage and provide public places that promote physical activity and sport & recreational facilities that are accessible to achieve safe and healthy lifestyles.
- We will work together to ensure that all citizens of the Lithgow LGA feel safe, valued, skilled and connected.

CC2 To work together to support, celebrate and expand the social and cultural diversity of our community whilst promoting healthy, active lifestyles in a safe environment.

Our Strategies

- We will improve access, participation and inclusion for everyone.
- We will build a resilient and inclusive communities.
- We will facilitate social inclusion and neighbourhood programs to strengthen community connections
- We will maintain a focus on lifelong learning and collaborating to deliver a range of innovative programs and services.
- We will work to ensure that health, education and community services will meet our identified needs.

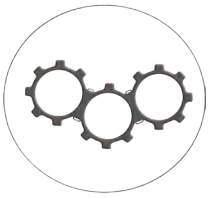
who can help?

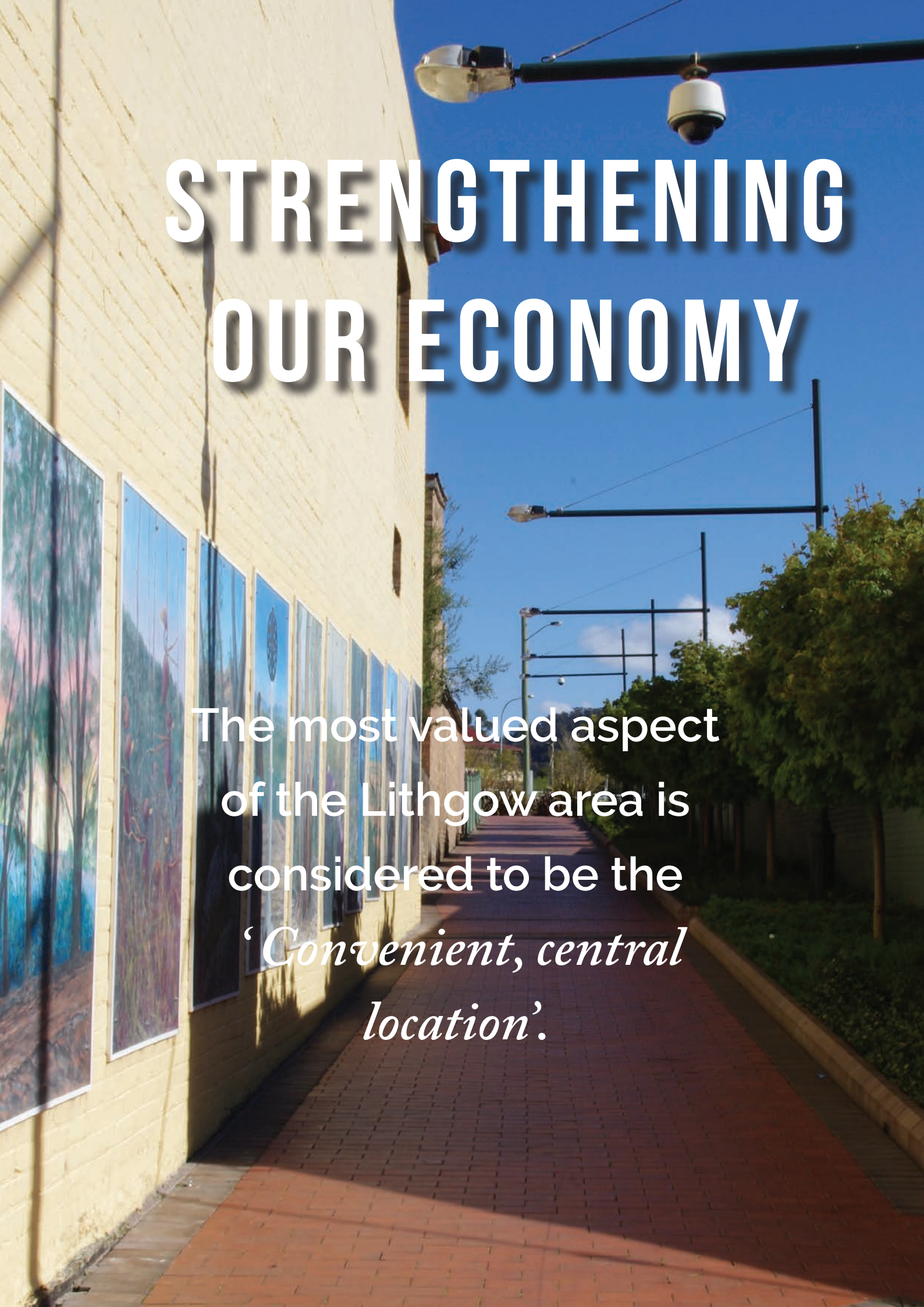
Our Partners

- Lithgow City Council (lead, facilitate & advocate)
- State and Federal Government
- Community organisations
- Service providers
- Business Community
- Community

How will we measure success?

- Improved consultation with our local indigenous and CALD communities.
- Improved accessibility to services and facilities.
- Population growth across the LGA of families.
- Increased community members volunteering in community events, activities an organisations.
- Increased satisfaction with community services, programs and facilities.
- Increased community satisfaction with community connectedness
- Improved community perception of safety
- Improved community perception of enhanced access, participation and inclusion.





STRENGTHENING OUR ECONOMY

The most valued aspect of the Lithgow area is considered to be the '*Convenient, central location*'.

Values & challenges

The most valued aspect of the Lithgow area is considered to be the 'location providing a rural lifestyle in a beautiful area whilst still being within relatively close proximity to Sydney. Growth potential, tourism, education, transport connections and location were seen as strengths.

Community services such as health were seen as strengths while the aging population and supporting youth and keeping them in Lithgow are seen as challenges.

Since 2014/15, the Lithgow LGA has suffered major blows to the local power and coal generation industries which in turn have had major flow-on effects to businesses relying on these industries. In order to build a more economically diverse and sustainable region, Council and the community must plan for a future beyond coal.

An ageing population provides opportunity for increased employment. The Health Care and Social Assistance Sector is our largest industry which may account for the increased satisfaction by the community. As the sector continues grows to accommodate the needs of senior citizens and to attract young families to the area,

When asked what respondents would like to see changed and what their priority issues for the next 10 years would be "Economic development & tourism/attracting business/ job opportunities" was the number one response for both questions. The shift to energy efficiency/ alternative energy was also identified as a priority issue for the next 10 years by the community.

To ensure a sustainable future for the Lithgow Local Government Area we need:

1. To provide leadership and communications that foster collaboration which maximises Lithgow's economic potential.
2. To ensure population stabilisation and sustainable growth that supports population and business growth.
3. To ensure the long-term sustainability of infrastructure and land that underpins and supports current and future industry and business.
4. To facilitate and encourage the ongoing development, diversification and sustainability of the local business and industry base.
5. To encourage and facilitate the provision of appropriate business support services to assist growth.
6. To encourage employment and skills development to address industry needs and promote self development.
7. To manage land use conflict.
8. To provide employment and learning opportunities for young people in the LGA.

Source: Micromex Consulting Community Visioning Survey. N=401 N=72

Support for future projects and initiatives

88% Develop more employment opportunities for young families in the area
89%

78% Improved rail services
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Source: Micromex Consulting Community Visioning Survey. N=401 N=72

AREAS OF FOCUS

1. Employment Land availability
2. Retain our youth - provide educational and skills opportunities
3. Transition our economy:
   - Develop and implement the Lithgow Emerging Economy Program
   - Up-skill our community
   - Become a smart, resilient community
   - Investigate renewable and energy from waste opportunities
   - Develop 'The Seven Valleys' Brand
   - Cultural Precincts
     - Eskbank Street/Top of Main Street/ Bridge Street/Inch Street
     - Bottom of Main Street, Queen Elizabeth Park, Theatre Royal/Gang Gang Gallery

OUR 10 YEAR GOAL

To provide for sustainable and planned growth through the diversification of the economic base, the development of diverse job opportunities and the provision of a broad range of formal and non-formal educational services.

Our Objectives

SE1 To provide sustainable and planned growth that supports a range of lifestyle choices and employment options.

Our Strategies

- We will attract new business and investment
- We will encourage economic growth and diversity
- We will facilitate and provide infrastructure and land to support residential, rural and economic growth.
- We will develop into a smart city that embraces technology, innovation and entrepreneurship to support business success and improve live-ability.
- We will plan and work in partnership with residents of new and emerging suburbs and towns to connect and evolve their own distinct neighbourhood spirit and character.
- We will ensure new and emerging suburbs have high walk-ability, cycling infrastructure and green spaces.
- We will plan new and emerging suburbs which are environmentally sustainable.

SE2 To explore and discover the richness in our society through the pursuit of educational, creative and cultural opportunities to diversify our economy, skills base and employment opportunities.

Our Strategies

- We will celebrate the cultural diversity and rich heritage of the Lithgow LGA.
- We will work with business and tourism partners to develop a strong tourism industry that maximizes benefits from visitors to the Lithgow LGA.
- We will embrace new technologies, creativity and innovation to grow a network of vibrant, mixed use centres & services.
- Local job opportunities will be enhanced through employer and service provider partnerships focused on the development of a local workforce with the skills required by local industry.

SE3 The Lithgow region is seen as a desirable place to work, live, visit and invest.

Our Strategies

- We will work in partnership to actively market the Lithgow region and our capabilities to existing and potential residents, businesses, visitors and investors.
- We will grow our visitor economy through developing partnerships and opportunities that enhance and strengthen iconic events, distinct local attractions and the use of major venues.
- We will host events, festivals, sporting and cultural activities that allow our communities to connect and celebrate.
- We will seek to host major sporting events and new activities in both new and existing local facilities.

SE4 Lithgow, Wallerawang and Portland CBD's are the vibrant, unique spaces which create a strong sense of price within the community.

Our Strategies

- We will work with our businesses to develop activation and promotional initiatives to create vibrant town centres Lithgow, Wallerawang and Portland.
- We will continue to enhance the built form of our streetscapes in our town centres.
- A diverse mix of residential, retail, cultural and other services will be found in our town centres.
- Our town centres will be vibrant, safe and easy to get around, whether visitng by day or night.

Who can help?

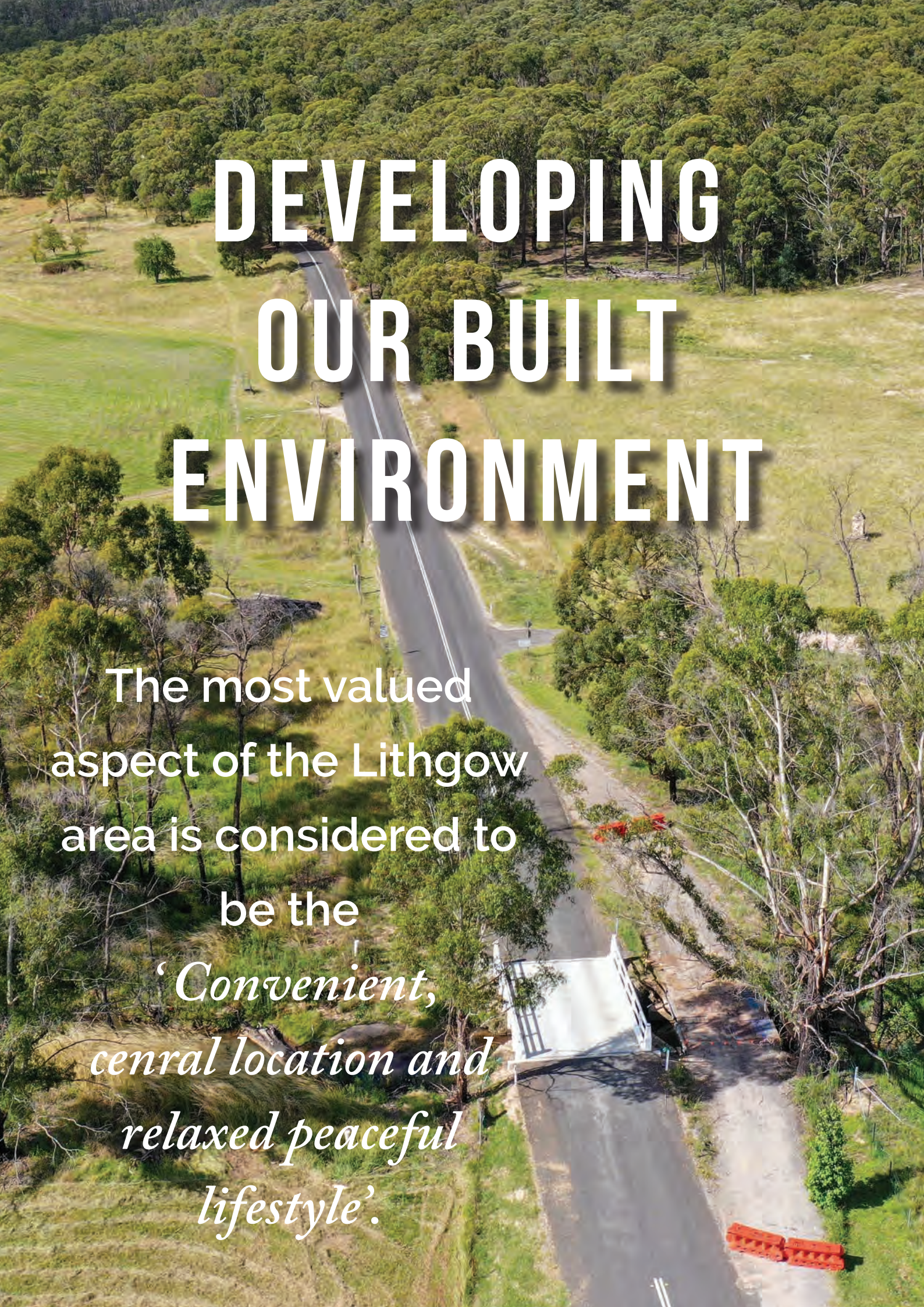
Our Partners

- Lithgow City Council (lead, facilitate & advocate)
- State and Federal Government
- Community organisations
- Service providers
- Business Community
- Lithgow & District Chamber of Commerce
- Portland Business Association
- Portland Development Association
- Wallerawang Lidsdale Progress Association
- Tourism Operators
- Investors
- Developers
- Community

Merry CHRISTMAS
LITHGOW
Blue Bird Café HOT FOOD DINE IN & TAKE AWAY
T

How will we measure success?

- Increased recognition of Lithgow City Council and the Seven Valleys Brands.
- Increased access to education opportunities in the LGA..
- New or expanded businesses in the LGA.
- Increased employment opportunities.
- Number of developments contributing to sustainable town centres and healthy streets and suburbs.
- Number of suburbs that are environmentally sustainable.
- Provision of suitable and serviceable land for business and residential growth.
- Number of sustainable festivals and events
- Increased usage of civic spaces and public places
- A diverse range of retail, cultural and service opportunities available in our town centres.



DEVELOPING OUR BUILT ENVIRONMENT

The most valued aspect of the Lithgow area is considered to be the *'Convenient, cenral location and relaxed peaceful lifestyle'*.

Values & challenges

The most valued aspect of the Lithgow area is considered to be the location, providing a rural lifestyle in a beautiful area whilst still being within relatively close proximity to Sydney.

Growth potential (availability of land), tourism, education, transport connections and location were seen as strengths. Managing change - that is, ensuring that any changes are made whilst retaining the natural heritage and rural community spirit of the area is of high importance to our community (End of Term Report 2017-2021).

Priority issues identified by the community for the next 10 years include:

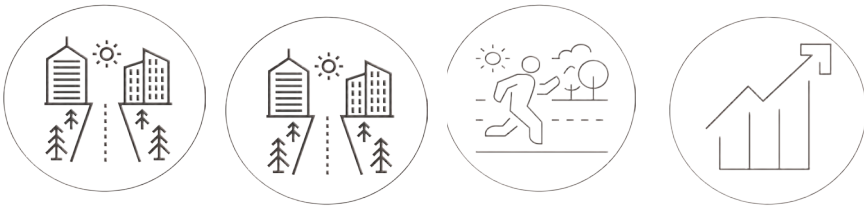
- Economic development & tourism/attract more business and people/job opportunities
- More/better shopping options
- Upgrading/maintaining roads
- Services & facilities for children/youth
- The shift to energy efficiency/alternative energy.

In relation to everyday life pressures respondents were most concerned about:

- Inadequate investment in critical infrastructure.
- Lack of opportunities for young people.
- Demand on our roads.
- Demand on our health services
- Employment diversity.
- Limited capacity of Council.

Challenges which will impact this include:

1. Council capacity and resourcing.
2. Creating employment and business opportunities.
3. Improving standards within the community e.g. Main Street Revitalisation and infrastructure.
4. Land availability.
5. Providing infrastructure for new development areas.
6. Developing and maintaining recreational facilities and community infrastructure
7. Coping with an aging population.
8. Population growth.
9. Managing & sustaining the environment



Source: Micromex Consulting Community Visioning Survey. N=401 N=72

Support for future projects and initiatives

88% Develop more employment opportunities for young families in the area
89%

78% Improved rail services
70%

86% Develop more education opportunities for young families in the area
83%

77% Increased youth services and support
79%

83% Increased aged care services and support
80%

77% More support for local volunteer groups
74%

83% Efforts should be increased to attract more tourism to the LGA.
72%

73% Increased mental health services and support.
80%

81% Main Street in Lithgow should be revitalised whilst maintaining its heritage look and feel.
62%

49% More community activities and events, such as Halloween
63%

Council's Role

Council has a custodial role in initiating, preparing and maintaining the CSP on behalf of the Lithgow Local Government Area. However, it is not wholly responsible for its implementation. Other partners, such as state and federal government, non government organisations and community groups may also be engaged in delivering the long-term objectives of the plan.

Source: Micromex Consulting Community Visioning Survey. N=401 N=72

AREAS OF FOCUS

1. Roads and transport infrastructure
2. Infrastructure upgrade/renewal
   - Water
   - Sewer
   - Stormwater
   - Recreational
   - Tourism assets
   - Waste and Recycling
3. Advocate for faster transport linkages
4. Improve the appearance of towns & villages
5. Recreation Precincts
   - Sporting precinct
   - Endeavour Park
   - Farmers Creek

OUR 10 YEAR GOAL

To provide a choice of effective public and private transport options, suitable entertainment and recreational facilities, and lifestyle choices while enhancing the existing rural areas, villages and towns that make up the Lithgow LGA.

Our Objectives

BE1 To plan for suitable infrastructure to promote sustainable and planned growth, while enhancing the existing identity of the towns, villages and rural areas of the local government area.

Our Strategies

- We will work to ensure new residential development areas have all necessary infrastructure in place.
- We will encourage and implement progressive urban design, sensitive to environmental and heritage issues and maintaining local character.
- We will continue to revitalise our iconic and heritage sites to maximise the potential benefits of these to the community.

BE2 To ensure sustainable and planned growth through the provision of effective public and private transport options, and suitable entertainment and to enhance the lifestyle choices of the community.

Our Strategies

- All levels of government will work in partnership to plan and deliver roads and public transport infrastructure at the right time and at the capacity needed to support our growth.
- Our roads and other associated infrastructure will ensure connected and efficient movement throughout the Lithgow region.
- We will advocate for faster transport linkages to Lithgow from Sydney and the country nsw.
- We will plan and build shared pathways and link activity centres and facilities.
- We will plan and delivery water, sewer and waste infrastructure that supports growth and sustainability.
- We will develop quality and affordable mulit-purpose sporting and recreational facilities which encourage active, healthy lifestyles.
- Our parks and public spaces will be inviting, accessible, creative spaces for the enjoyment of families and visitors to our area.

BE3 Diverse and affordable housing options are available for our residents throughout all life stages.

Our Strategies

- We will realise more new, affordable homes in Lithgow and other established urban centres.
- Planning and development of new suburbs will provide for a mix of housing types.
- The diverse housing needs of our community will be met through active partnerships with development.
- Planning and development of new suburbs will incorporate active transport connections.

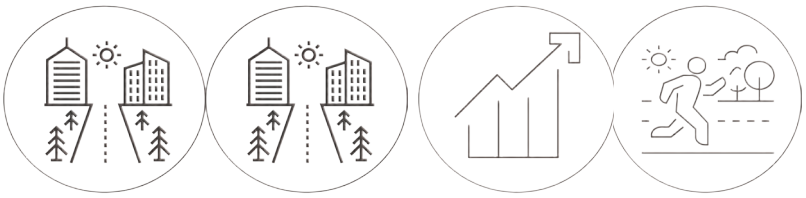
Who can help?

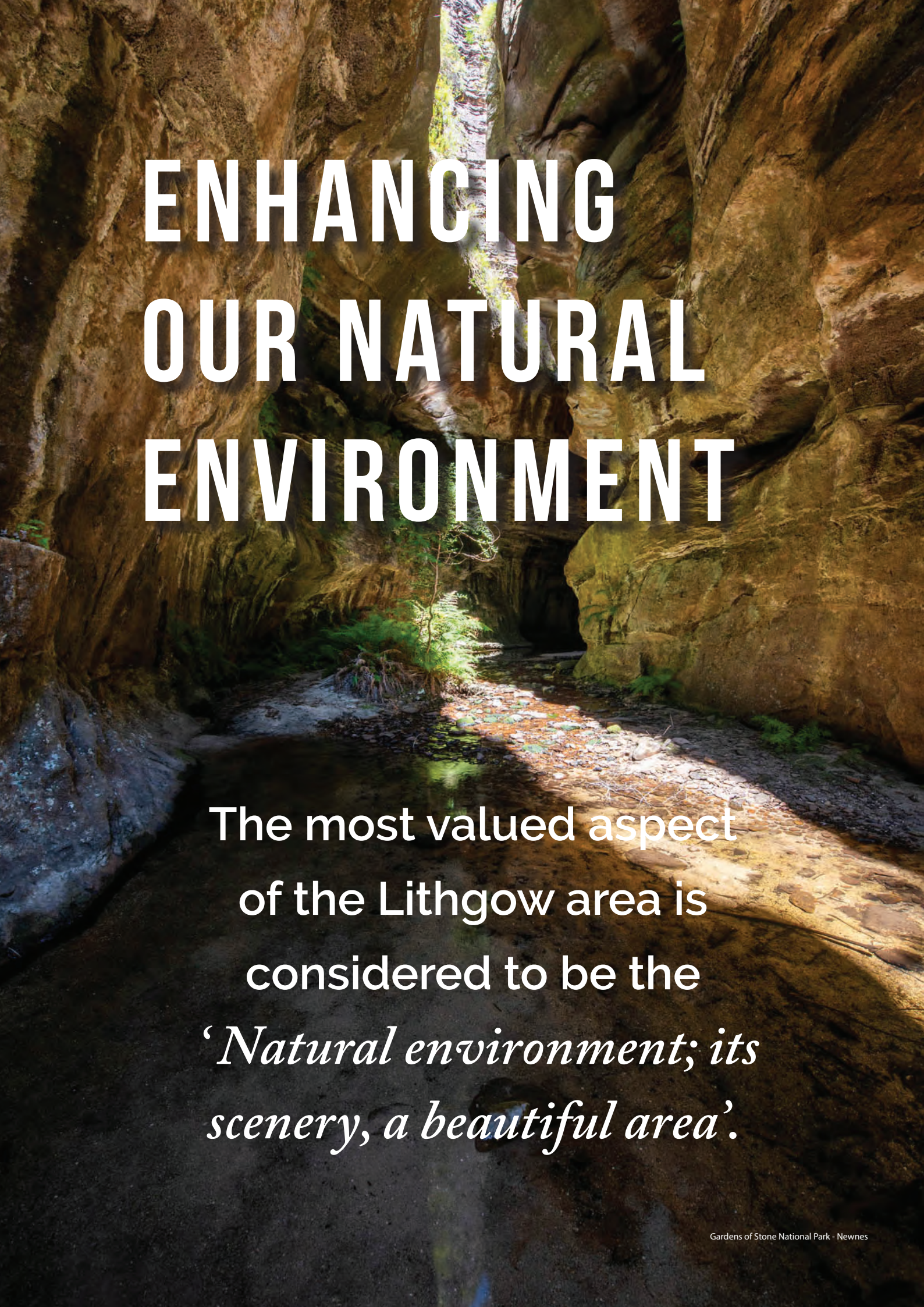
Our Partners

- Lithgow City Council (lead, facilitate & advocate)
- State and Federal Government
- Environmental Protection Authority
- Community organisations
- Service providers
- Business Community
- Sporting organisations
- Village and progress associations
- Tourism Operators
- Investors
- Developers
- Community

How will we measure success?

- Length of pedestrian/cycleways
- Improved design and usability of dedicated open space and connectivity through the strategic town planning and development application process.
- Number of parks and gardens upgraded.
- Incorporation of creative design elements into open space areas, playgrounds, street furnishings, BBQ areas, picnic areas and gardens.
- Reserves and lookouts developed to encourage environmentally sustainable recreational and tourism use.
- Length of sealed and unsealed roads.
- Accessibility to public transport.
- Water infrastructure upgraded
- Sewerage infrastructure upgraded.





ENHANCING OUR NATURAL ENVIRONMENT

The most valued aspect of the Lithgow area is considered to be the *'Natural environment; its scenery, a beautiful area'*.

Gardens of Stone National Park - Newnes

Values & challenges

The most valued aspect of the Lithgow area is considered to be the location, providing a rural lifestyle in a beautiful area whilst still being within relatively close proximity to Sydney.

The majority of respondents felt at least somewhat prepared to deal with shocks and stressors of bushfire, extreme weather events and COVID. 88% of respondents supported the provision of access to clean and safe water as a priority project LGA to ensure a resilient LGA.

The shift to energy efficiency and alternative energy sources was seen to be a priority issue for the Lithgow LGA over the next 10 years.

However, 72% of respondents believe that vested political and economic interests is the main barrier to implementing climate adaptation action across the LGA. Respondents also felt that 'lack of leadership' and 'lack of information' are barriers to implementing actions for climate adaptation.

The majority of residents surveyed were most concerned about bushfires. Online residents were significantly more concerned about floods, however this may be due to the timing of the surveys with the telephone survey being conducted during December 2021 and the online survey being conducted in January 2022 immediately following a major flood event in Lithgow City which greatly impacted the CBD, Farmers Creek, and low lying areas in Lithgow.

Challenges which will impact this include:

1. Managing and sustaining the environment
2. Climate change
3. Natural disasters
4. Population growth.
5. Transitioning from a coal based economy to renewable energy
6. Creating a "smart city" mentality within the LGA.
7. Parity of pricing for electric vehicles

Source: Micromex Consulting Community Visioning Survey. N=401 N=72

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Source: Micromex Consulting Community Visioning Survey. N=401 N=72

AREAS OF FOCUS

1. Develop a Climate Change Strategy
2. Create Ecotourism and Adventure Tourism opportunities
3. Tourism infrastructure that protects our natural environment
4. Develop bike/walking trails and connect communities
5. Farmers Creek - Revitalisation
   - Implement the environmental objectives of Farmers Creek Management plan.
   - Implement the Floodplain Management Plan.
6. Biodiversity Conservation
7. Mitigate losses in the natural environment against future development.
8. Waste & Recycling
9. Develop Fire Mitigation Strategies
   - Integrated fire trail & asset protection program across public and private lands.
   - Asset protection zones established.

OUR 10 YEAR GOAL

To balance, protect and enhance our diverse environmental elements, both natural and built, for the enjoyment and support of both current and future generations.

Our focus

NE1 To conserve and preserve the natural environment whilst balancing the impact of development to ensure a sustainable and healthy community.

Our Strategies

- We will minimise the environmental footprint of the Lithgow region, live more sustainably and use resources more wisely.
- We will increase our resilience to natural hazards and climate change.
- We will encourage and implement ecotourism and adventure tourism, sensitive to environmental and heritage issues and maintaining local character.
- We will ensure planning and development activities provide a balance between the built and natural environments.
- We will be innovative and embrace new technologies in the management of our community's waste.
- We will protect and preserve the regions biodiversity.
- We will protect the Lithgow region's water supply.
- Improved air quality by reducing fossil fuel combustion.

NE2 To work together to enhance, manage and maintain the Lithgow region's distinct and exceptional natural environment for the enjoyment of current and future generations.

Our Strategies

- We will respect and protect the region's Aboriginal heritage assets.
- We will work to implement weed management strategies across our local government area.
- We will protect and improve our natural areas and ecosystems, including Hassans Walls Reserve, Farmers Creek and other waterways.
- We will delivery sustainability and environmental education programs to local communities, groups and schools

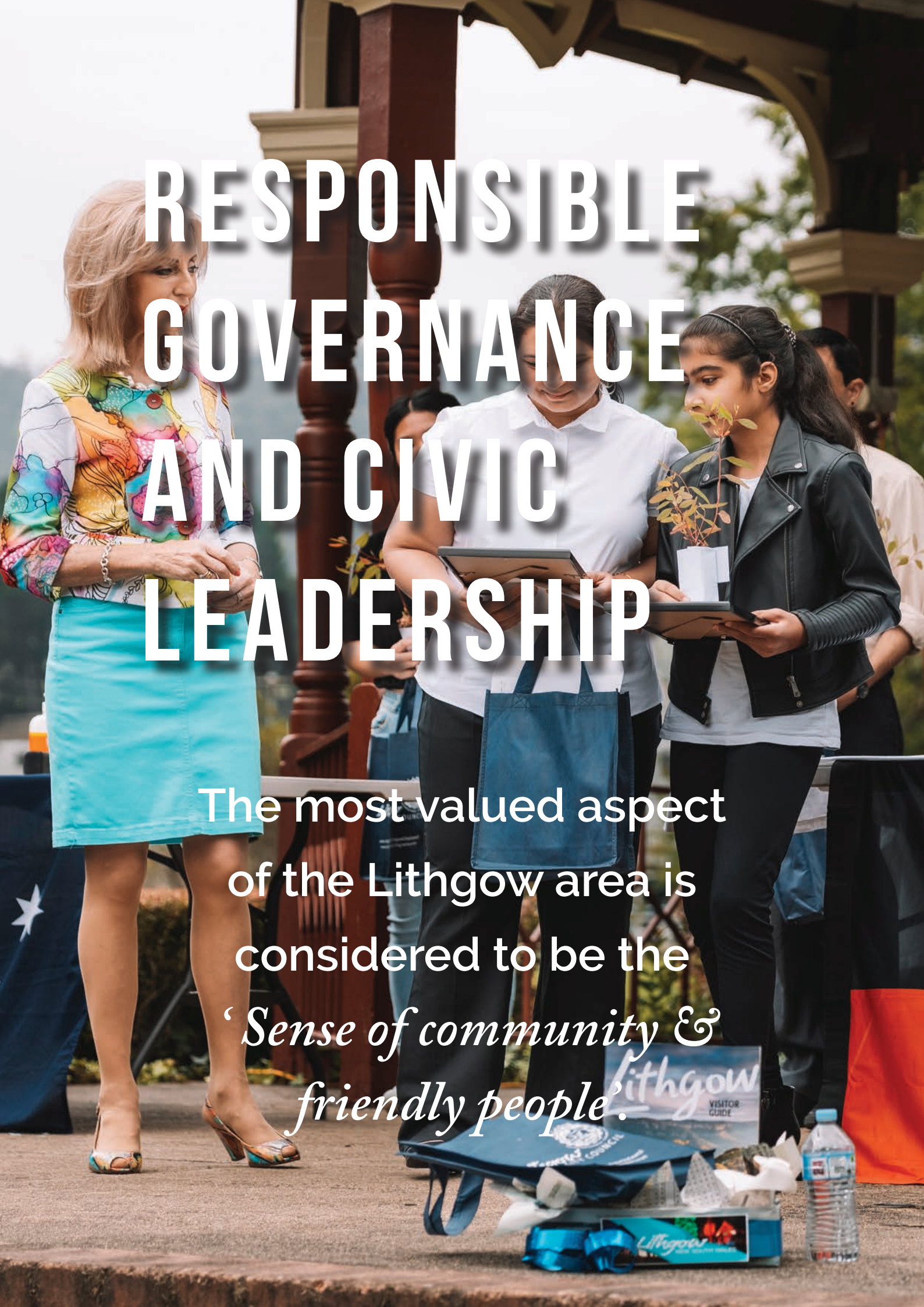
Who can help?

Our Partners

- Lithgow City Council (lead, facilitate & advocate)
- State and Federal Government
- Environmental Protection Authority
- Community organisations
- Service providers
- Central Tablelands Local Land Services
- Upper Macquarie County Council
- Local land care groups
- Tourism Operators
- Investors
- Developers
- Community
- Schools
- WaterNSW

How will we measure success?

- Compliance with Air quality Standards
- Number of identified threatened plant and animals species.
- Increased vegetation canopy and the quality of landscaping in the urban areas of the LGA.
- Increased use of alternative energy sources.
- Endangered Ecological Communities and National Endangered Ecologic Communities protected.
- Council's status as a 'green employer' promoted.
- Compliance with environmental protection licences.
- Degraded lands and abandoned or disused industrial sites are improved and made suitable for their intended use.
- Number of identified natural heritage items.
- Consultation undertaken with local indigenous groups on indigenous heritage matters.



RESPONSIBLE GOVERNANCE AND CIVIC LEADERSHIP

The most valued aspect of the Lithgow area is considered to be the '*Sense of community & friendly people*'.

Values & challenges

A Community Visioning Survey of 473 residents (401 - telephone and 72 online) conducted by Micromex Research of residents across the Lithgow LGA noted low levels of community satisfaction with Council's planning and decision making (see graph below).

78% of residents believe that 'lack of information from key decision makers' is the main barrier to implementing climate adaptation action across the LGA. Respondents felt strongly that 'vested polictical and economic interests' along with a 'lack of leadership' are also barriers to implementing climate adaptation actions.

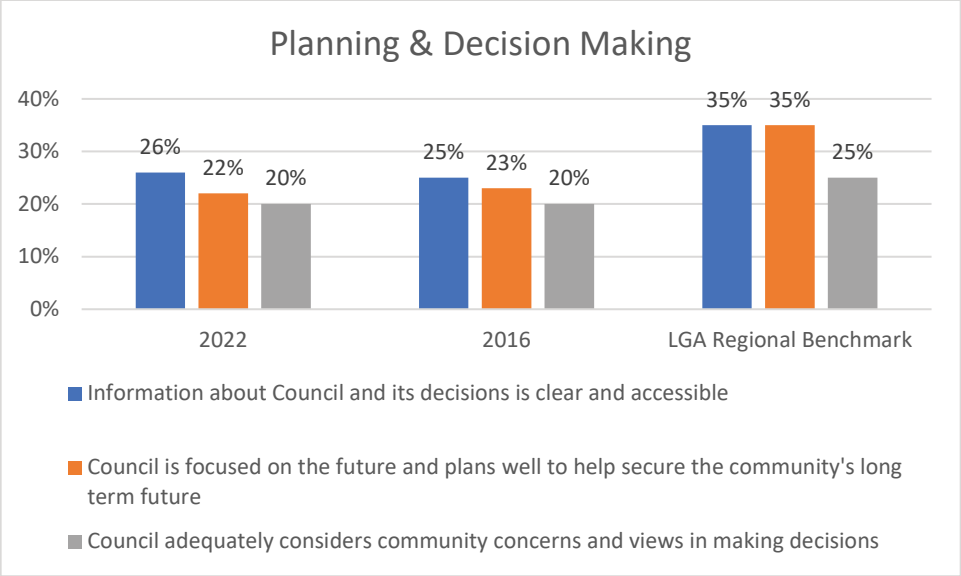
It is clear that Council still has a long way to go in the way it engages and communicates with the community.

Leadership, in practice, must involve engagement and can involve making hard decisions, often balancing a number of different interests, including the role of the local government area in the wider regional and national communities. This theme is responsible for:

- Excellence in leadership
- Governance
- Community engagement
- Asset & Resource Management

Challenges which will impact this include:

1. Ensuring a financially sustainable Council that operates within its means.
2. Ensuring an open and inclusive Council
3. Embracing new methods of communicating with the community where they are at.
4. Government cost shifting
5. Developing service levels
6. Balancing community expectation and working within Council's means and resources



In all 3 agreement statements, Lithgow City Council is lower than the regional benchmark and there has been minimal change from the 2016 results.

Source: Micromex Consulting Community Visioning Survey. N=401 N=72

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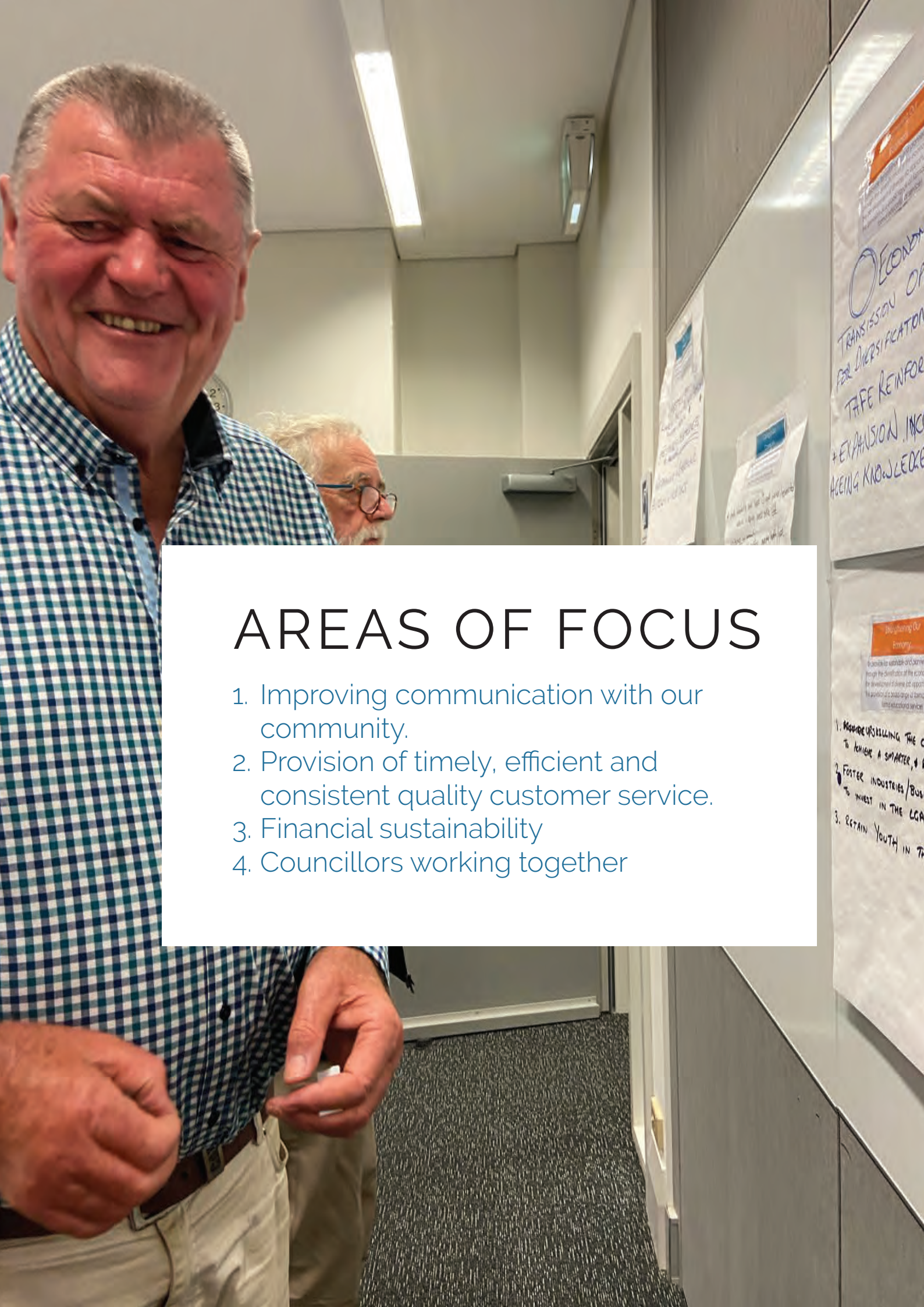

AREAS OF FOCUS

1. Improving communication with our community.
2. Provision of timely, efficient and consistent quality customer service.
3. Financial sustainability
4. Councillors working together

OUR 10 YEAR GOAL

To develop community confidence in the organisation by the way it is directed, controlled and managed.

Our focus

GL1 To be a proactive Council that sets the long term direction for the local government area and Council to ensure a sustainable future for the Lithgow local government area.

Our Strategies

- Our plans and strategies focus on financial, economic, social and environmental sustainability which informs council decision making.
- We manage our money and our assets to be sustainable now and into the future.
- We will continually review our service provision to ensure the best possible value and outcomes for the community.
- Our workforce , systems and processes will support high performance and optimal service delivery for our community.
- We implement opportunities for organisational improvement.
- We work with our partners and neighbouring councils to share skills, knowledge and resources and find ways to deliver services more efficiently.

GL2 To be a Council that focuses on strong civic leadership, organisational development and effective governance with an engaged community actively participating in decision making processes affecting their future

Our Strategies

- We will ensure Council's decision making is transparent, accessible and accountable.
- Our community leaders will work together to deliver the best possible results for the community.
- Council's leadership and decision making will reflect the diversity of our community.
- We will be proactive and innovative in our engagement with the community ensuring our engagement programs are equitable, accessible, inclusive and participatory.
- Community awareness and understanding of Council services and longterm plans will be increased.

Who can help?

Our Partners

- Lithgow City Council (lead, facilitate & advocate)
- State and Federal Government
- Community organisations
- Service providers
- Community

How will we measure success?

- Current plans and strategies are reviewed and monitored.
- New plans and strategies are developed in line with the community's needs.
- Identified targets are implemented and achieved through the Delivery Program and Operational Plan.
- Internal auditing programs implemented.
- Number of Service Review programs undertaken and implemented.
- Efficiencies are identified and reported.
- Funding from other levels of government.
- The business of council is conducted in an open and democratic manager.
- Working together to interweave and optimise the sharing and coordinator of Council resources and information.
- Communication between Council and the community is open and effective.
- The level of service provided to internal and external customers is continually monitored and reviewed.

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