



COMMUNITY STRATEGIC PLAN
2025-2035

ACKNOWLEDGEMENTS

Lake Macquarie City Council has prepared this plan on behalf of the Lake Macquarie community and would like to thank:

- residents, community groups, local businesses and government representations, and other stakeholders who provided input into the plan, and who participated in community engagement processes to develop the plan
- Councillors for their ongoing commitment to supporting the preparation of the plan and to achieving the long-term goals for the city
- staff for their contribution to the preparation of this plan.

ACKNOWLEDGEMENT OF COUNTRY

Lake Macquarie City Council dhumaan Awabakala ngarrakal yalawaa, yalawan, yalawanan.

Lake Macquarie City Council acknowledges the Awabakal people and Elders past, present and future.

Dhumaan ngayin ngarrakalu kirraanan barayidin.

We remember and respect the Ancestors who cared for and nurtured this Country.

Ngarrakalumba yuludaka bibayilin barayida baaduka.

It is in their footsteps that we travel these lands and waters.

Wording by the Aboriginal Reference Group and translated by Miromaa Aboriginal Language and Technology Centre.

Lake Macquarie City Council recognises that within this city, many cultures reside. This includes the Awabakal people and many other Aboriginal and Torres Strait Islander people from across the nation. We are committed to acknowledging the vital importance and contribution of Aboriginal and Torres Strait Islander people to strengthening and enriching our city and region. We respect and are dedicated to conserving Aboriginal and Torres Strait Islander cultural practices, traditional sites and significant places.

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MESSAGE FROM MAYOR ADAM SHULTZ

As Mayor of Lake Macquarie, I am pleased to bring to you Lake Macquarie City Council's Community Strategic Plan 2025-2035.

We have developed this Community Strategic Plan in collaboration with the people and communities we represent.

From families to businesses and visitors, our aim is to ensure the work we do reflects the needs and desires of those who live, work and enjoy our wonderful city.

Our community continues to grow and expand, and we will strive to develop and construct lively local and strategic centres, while ensuring that new growth is balanced with the preservation of our beautiful natural environment and great lifestyle.

We also want to prioritise attracting visitation and investment by ensuring we remain an exciting place to do business and a unique tourism destination. We will do this by partnering with a range of organisations, community groups and other levels of government.

Within this document, the key themes and messages from our community are aligned with our vision for the future. The community has told us that employment, housing, access to open and community spaces, as well as enhancing our natural environment are at the forefront in their minds. As we grow the city, advocacy to State and Federal Governments regarding their responsibilities, including improved public transport, will continue to be front and centre. These priorities will act as our guiding principles for the next 10 years as we strive to improve our city.

I look forward to working with our new and returning Councillors, Council staff and the Lake Macquarie community to work towards the targets in our Community Strategic Plan.

Adam Shultz
Lake Macquarie Mayor



MESSAGE FROM THE CEO

This Community Strategic Plan forms the foundations of everything that Council does, and is designed to embody our collaborative approach to planning for Lake Macquarie City's future.

This forward-looking document provides us with a clear blueprint for how we will deliver for the people of Lake Macquarie over the next decade, and there is so much to be excited about.

The plan reflects a significant amount of community engagement, and it outlines the position we are in today and key issues which we will need to address to achieve our long-term aspirations as a city.

We are committed to ensuring our community finds it easy to be involved in the decision-making process and are given the chance to have their say.

Council reports regularly on actions taken towards achieving the vision outlined in our Community Strategic Plan. I encourage you to keep an eye out for updates and opportunities to engage with our plans and strategies when they arise.

As we move towards 2035, we look forward to building an even more vibrant and prosperous Lake Macquarie.

Morven Cameron
CEO

About this plan



The Lake Macquarie City Community Strategic Plan describes how we will achieve our city's vision, in line with our community's goals, priorities and aspirations.

The plan outlines where we are now and identifies key challenges and risks for the city over the next 10 years. Its purpose is to plan for how to address these issues and ultimately achieve our long-term goals.

This plan is based on feedback from residents who participated in online surveys and discussion forums, an independent telephone survey, pop-up sessions across the city and a community summit between June 2023 and August 2024.

We describe how we engaged with our community to develop this plan and outline their feedback, including what our community wants our city to look like in 2035.





The Community Strategic Plan is a plan for the entire Lake Macquarie community, and everyone has some responsibility for achieving our city's vision.

When the plan refers to "we" and "our," it means the collective Lake Macquarie community including Council, other levels of government, local businesses, other organisations and residents.

Council will take a lead role in implementing this plan. However, partnerships with other levels of government, individuals, industry and community organisations will be crucial to achieving our goals.

SOCIAL JUSTICE PRINCIPLES

This plan has been prepared considering the four interrelated social justice principles of access, equity, participation and rights, to ensure:

-  there is fairness in decision-making, prioritisation and allocating resources, particularly for those in need
-  people have fair access to services, resources and opportunities to improve their quality of life
-  everyone has the opportunity to genuinely participate in decisions affecting their lives
-  equal rights are established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

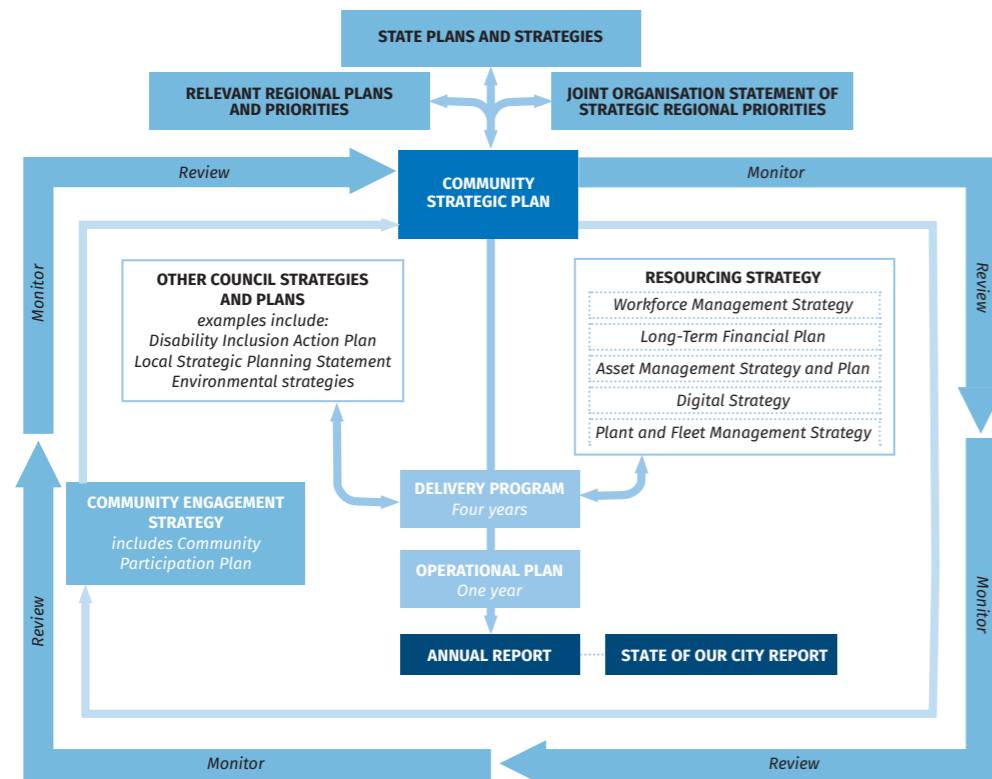
INTEGRATED PLANNING AND REPORTING FRAMEWORK

The NSW Local Government Integrated Planning and Reporting Framework acknowledges most communities share similar aspirations: a safe, healthy and pleasant place to live, a sustainable environment, opportunities for social interaction, education and employment, and reliable infrastructure. The difference lies in how each community responds to these needs.

The framework has been developed with the understanding that council plans and policies should not exist in isolation – they are

interconnected. It allows NSW councils to draw their various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically and sustainably for the future.

Lake Macquarie City Council's strategic direction and day-to-day planning are guided by our Integrated Planning and Reporting Framework. The elements of this framework are reviewed and adopted by the elected Council and then actioned by Council staff.



All these elements of our Integrated Planning and Reporting Framework, including quarterly and annual reports, are available at lakemac.com.au.

10-year Community Strategic Plan

The key document in the framework is our 10-year Community Strategic Plan (this document), which is reviewed at the beginning of each new Council term. Council initiates, develops and maintains this plan on behalf of, and with input from, the community. It identifies the community's main priorities for the future and how they can be achieved, given the issues and pressures that may affect the community and the resources available.

The four goals identified by the Lake Macquarie community in 2024 (see pages 24-31) are the drivers for the Community Strategic Plan. These goals align Council's strategy with its long-term, mid-term and annual planning and reporting.

One-year Operational Plan

The Operational Plan outlines the actions we will take during the year to achieve the Delivery Program strategies under each goal and how these actions will be funded. Our organisational departments are responsible for delivering the Operational Plan and report their progress quarterly to the elected Council.

Community Engagement Strategy, including Community Participation Plan

Community engagement, and the feedback people provide, influences every part of what we do, including our day-to-day activities and overarching goals and strategies. We ask for community input around the plans and strategies that make up our Integrated Planning and Reporting Framework, as well as individual projects and initiatives. While community engagement does not replace final decision-making of the elected Council, it plays an important role, ensuring the final recommendations made by staff are equitable and well-informed.

Our engagement approach can vary depending on the need and impact of the project. We are committed to providing best practice engagement based on our principles of engagement and guided by the International Association for Public Participation, as well as planning legislation and the *Local Government Act 1993*.

Resourcing Strategy

The Resourcing Strategy details the time, money, assets and people we will need over the long-term to achieve the community's goals as identified in the Community Strategic Plan. The Resourcing Strategy is also reviewed at the beginning of each new Council term.

Four-year Delivery Program

The Delivery Program is a plan that covers the term of an elected Council. To create the program, we look at the Community Strategic Plan and the Resourcing Strategy and ask what we can achieve over the coming term for each of our community's goals to bring us closer to the community's vision. It is reviewed annually to ensure our long-term planning is responsive to change and remains consistent with current and future community needs.

Local Strategic Planning Statement

The Local Strategic Planning Statement (LSPS) is required under the *Environmental Planning and Assessment Act 1979*. It sets out a 20-year vision for land use in Lake Macquarie, considering the special characteristics that make our city unique.

The planning priorities in the LSPS will help to achieve some of the outcomes within this Community Strategic Plan.

ROLES AND RESPONSIBILITIES

The Community Strategic Plan sets out the community's aspirations for the city and it will take everyone working together to achieve these goals.

PARTNERSHIPS

Achieving our community's aspirations is only possible if we work together with a range of partners across the community, local businesses and government. The following list details some of our key partners in delivery.

Lake Macquarie City Council provides facilities, programs and services that support the Community Strategic Plan. But we also can play an important role working with other partners across local businesses, government, civil society and community organisations to achieve these outcomes.

Council has three main roles in delivering the Community Strategic Plan:

ROLE	WHAT IT MEANS	EXAMPLE
DELIVER	We can directly control or impact the outcome through our actions. We provide a range of infrastructure, facilities, programs and services for the benefit of the city and community.	Building and maintaining local roads. Providing swim centres and beach lifeguards. Running community support programs.
PARTNER	We don't have control over the outcome but we can influence it with the aspects we can control. We can enter formal partnerships, sponsorships or agreements or establish informal arrangements and collaborations. We bring together organisations that contribute to the success of the city, such as governments, businesses, community organisations and universities to deliver outcomes with and for our community.	Working with the NSW State Emergency Service, NSW Police and Hunter Water on emergency planning for our city. Providing grants for community organisations to run events. Working with Dantia to drive economic development in the city.
ADVOCATE	We can't control the outcome but we can think about what might need to happen for this outcome to change, and try to influence those who do have control. We advocate for our communities, giving voice to their needs and aspirations. We will call on other levels of government and local businesses for policy and regulatory reform as well as changes to service provision to benefit the city and community.	Advocating for better public transport services in the city with Transport for NSW. Advocating for policies and funding to increase the availability of affordable housing in the city with State and Federal governments.

Community

- Residents
- Visitors
- Workers
- Volunteers
- Community groups
- School groups
- Sporting groups

Private sector and industry organisations

- Dantia
- University of Newcastle
- Hunter Water
- Local businesses and associations
- Social service providers
- NSW TAFE and universities
- Local Aboriginal Land Councils
- Arts and cultural organisations
- Committee for the Hunter
- Urban Development Institute of Australia NSW
- Property Council of Australia
- Housing Industry Association
- Allambi Care

Government

- Hunter Joint Organisation

NSW Government departments (including associated agencies and organisations):

- Premier's Department
- Department of Primary Industries and Regional Development
- Treasury
- Department of Health
- Department of Education
- Department of Communities and Justice
- Transport for NSW
- Department of Planning, Housing and Infrastructure
- Department of Climate Change, Energy, the Environment and Water
- Department of Creative Industries, Tourism, Hospitality and Sport

Federal Government departments (including associated agencies and organisations):

- Australian Bureau of Statistics
- Department of Climate Change, Energy, the Environment and Water
- Department of Education
- Department of Infrastructure, Transport, Regional Development, Communications and the Arts
- Department of Health and Aged Care
- Department of Social Services
- High Speed Rail Authority
- Housing Australia
- Infrastructure Australia
- National Emergency Management Agency
- Services Australia

Where we
are now



ABOUT LAKE MAC



220,000
population



\$30 billion
annual economic output

88,815
dwellings



73,000+ jobs

24% aged 19 and under
35% aged 55 and over



2.8%
unemployment
rate



1294 registered
passenger battery
electric vehicles



17.5%
of trips undertaken by walking
or public transport (2022-2023)



6
aquatic
centres



9
libraries
(including 2 creative hubs)



133
playgrounds



110
sporting facilities



11 skate
parks



3300 hectares
of natural area



23
community
facilities



1
library
museum



33
jetties



30
boat ramps



2
galleries

OPPORTUNITIES AND CHALLENGES IN OUR CITY

The NSW Integrated Planning and Reporting Framework recognises the importance for councils to develop a Community Strategic Plan that addresses civic leadership, social, environmental and economic issues that contribute to long-term sustainability.

Lake Macquarie City Council is committed to the long-term sustainability of the city. This Community Strategic Plan aims to:



help to build prosperity for the people of Lake Macquarie City by encouraging economic growth and sustainable development



use resources wisely, enhance the quality of our natural landscapes, and make an equitable contribution to improving regional, national and global environments



build an inclusive, resilient and connected community that embraces innovation and creativity, and values our heritage



demonstrate transparency, fairness, ethical practices and accountability.

The strategic challenges and opportunities facing our community over the next 10 years have been grouped into themes, which align to both the quadruple bottom line (social, environmental, economic and civic leadership issues) and Council's Sustainability Policy.

Social

The population of Lake Macquarie is forecast to grow from 220,000 in 2024 to 244,000 in 2035 and 260,000 in 2046. This growth is driven by our proximity to Sydney and the city's attractiveness as a lifestyle destination. As the population grows, it is important to efficiently plan for infrastructure to support changing housing, education, health and transport needs of the community. Our Local Strategic Planning Statement will plan for how and where to best accommodate this increased growth, development and population within the city, including identifying locations most suited for increased housing density and jobs.

Our community is also ageing, with the median age increasing from 42 years in 2021 to 44 years in 2046. Our median age is 10 per cent higher than the NSW average. Our ageing population will continue to drive demand for smaller housing types, accessible housing and housing for over 55s to enable our community to age in place and stay active and supported within the community. This trend will also drive demand in health services and infrastructure. It is important that health and care professionals, and other types of workers, can find housing and employment in the city to support our ageing community. Continuing to attract working-age people to move to and stay in Lake Macquarie will ensure our economy is thriving into the future.

Economic

Lake Macquarie's economy is shifting from our traditional employment industries of mining and manufacturing to services and knowledge-based industries. Social and business services are projected to grow to 52 per cent of jobs by 2035. Employment growth will also occur in advanced manufacturing and technology-enabled industries, such as financial, medical

and agricultural technologies and cyber security. The jobs of the future will require an increasingly skilled workforce. Opportunities for employment growth are emerging in circular economy, adaptive reuse of former mining land and renewable energy.

Having socially and economically vibrant local and strategic centres and suitable housing will be important for attracting innovative businesses and professionals into the city to drive economic growth and rejuvenate our ageing workforce and demography. Open and public spaces provide economic benefits in terms of attracting innovative businesses and professionals, and providing space for different people to interact and exchange ideas. As our economy and city grows and diversifies, it is vital that we balance this growth with the protection of our unique natural environment.

Environmental

Lake Macquarie City's beautiful natural environment is one of the leading reasons people love to live in and visit our city. Protecting this is key to the quality of life our residents enjoy.

Lake Macquarie has experienced the impacts of climate extremes, including heatwaves, bush fires and flooding. These climate events are expected to worsen in the future, significantly impacting the community and environment. Council's approach to supporting communities that may be impacted by long-term inundation due to sea and/or lake level rise is to proactively undertake adaptation planning for the worst effected communities. Plans are already in

place for Marks Point, Belmont South, Pelican, Blacksmiths, Swansea, Swansea Heads and Caves Beach. The next phase of planning will determine opportunities for suburbs between Toronto and Teralba, as these are likely to be significantly affected by the impacts of climate change, particularly sea level rise. Council will continue to work with these communities so they can adapt to changes in the natural environment.

Increasing tree canopy in urban areas will be important for reducing the effects of urban heat and ensuring streets and public spaces are cool and comfortable. Preserving bushland will support the city's mitigation of and adaptation to climate change, while protecting our biodiversity and showcasing our highly-valued natural environment.

Civic leadership/governance

Maintaining trust in government is an ongoing challenge. Growing distrust generally arises when there is a perceived lack of transparency, accountability and responsiveness. Communication and engagement with the community are important for building and maintaining trust, and for ensuring Council's decision-making processes are open and inclusive.

As society continues along a rapidly accelerating digital transformation, there are new challenges around cyber security and protecting people's data that must be addressed. However, technological advances also offer opportunities to enhance engagement with our community through more accessible and efficient channels. Additionally, we can explore ways to harness data analytics to make more informed decisions and improve service delivery.

Our plan outlines strategies to address these challenges and leverage opportunities over the next decade.

What our community told us

To develop this Community Strategic Plan, our community was invited to participate in several activities between June 2023 and August 2024.



We asked our community 'How can we make Lake Macquarie City even better over the next 10 years?'

Our engagement activities are guided by the best practice International Association for Public Participation (IAP2) model and meet Office of Local Government guidelines, which require more than 10 per cent of our community to be engaged in the development of our Community Strategic Plan via a variety of tools and methods. They were designed to ensure as many people as possible had the chance to participate, and our community's knowledge and experience was used to develop the best possible plan for Lake Macquarie.

For more information on how we do community engagement, see our Community Engagement Strategy including Community Participation Plan 2024-2028 or visit our community engagement portal shape.lakemac.com.au.

When	Engagement	Type and reach
JUNE 2023	Australian Liveability Census	Online benchmarking survey, independently run 1149 responses
FEBRUARY -MAY 2024	Consultation with portfolios, committees and other government agencies/groups	Face-to-face consultation 11 portfolios and committees attended 17 letters sent to government agencies, industry groups and neighbouring councils
MARCH 2024	Community Satisfaction Survey	Phone survey, independently managed 600 participants
APRIL-JUNE 2024	Primary and high school competitions	Council-run competitions to imagine the future for Lake Mac 69 primary school students submitted artworks Three high school students submitted videos
APRIL 2024	100 Voices community summit	In person, five-hour summit, independently facilitated 89 attendees from 117 invited participants Ages 16-74 represented from 40+ Lake Macquarie suburbs 12% speak a language other than English at home 22% live with disability
MAY 2024	Community pop-ups	Four in-person sessions at Glendale, Speers Point, Toronto and Belmont Approximately 135 people engaged
MAY 2024	Shape Lake Mac	Community discussion boards and direct submissions 113 comments and submissions 1781 total unique viewers
AUGUST 2024	Check-in survey	Online survey sent to 187 people who either attended 100 Voices or provided feedback through Shape Lake Mac 54 responses

MOST FREQUENTLY RAISED THEMES

1. Transport/public transport
2. Walking and cycling
3. Infrastructure (roads)
4. Environmental protection and preservation
5. Sustainable development/development and growth
6. Access to open space/urban greenery
7. Community spaces (gardens, community hubs and centres, outdoor spaces, family spaces, play and recreation)
8. Support for business/tourism
9. Employment and education
10. Community support (volunteering, life skills, support for specific groups)
11. Housing
12. Things to do (activities/entertainment)
13. Climate resilience/climate action
14. Safety
15. Accessibility



KEY MESSAGES FROM OUR COMMUNITY

Better transport

While our lake is the jewel of our city, it causes difficulties travelling around. With 90 suburbs, many people do not have access to regular public transport services to where they want to go. Community members told us they want better quality roads, built to keep up with city development and to fix bottle necks. Overwhelmingly, people want to be able to walk and cycle safely to their local shops and services.

Environmental protection and preservation

Lake Macquarie's unique landscape of beaches, lake and mountains is our community's most valued aspect of the city¹. Protecting our natural environment, and the plants and animals that call it home, is a very important priority for Lake Macquarie residents.

Sustainable development

While most community members recognise that Lake Macquarie needs to embrace development so people can find jobs and affordable housing, they said they want development to be appropriate and not at the expense of our city's environment or enviable lifestyle.

Open and social spaces

Our community values the social and health benefits of places and spaces to connect with friends and family. Whether enjoying an outdoor picnic, having a kick-around or playing boardgames, our community would like places they can use for lots of different activities.

¹ Australian Liveability Census 2023



Employment opportunities

Community members said that local jobs in diverse industries are critical for young people in the city. They support helping local businesses and the tourism industry, as well as providing training and education to build a thriving economy with opportunities for future generations.

Safe and supportive community

Our community values the sense of neighbourhood and personal safety that Lake Macquarie offers, as well as the sense of belonging in the community. Supporting more vulnerable community members is important as well as programs that are inclusive and accessible to everyone.

Our Vision

LAKE MACQUARIE CITY:

Strategic growth for a sustainable future





*Where we
want to be
in 2035*

Economic

A CITY WITH A DIVERSE AND THRIVING ECONOMY

I would like to see strategic creation of diverse and meaningful jobs and career opportunities for young people in the region so we don't lose this talent and demographic to the big cities

Lake Mac 2035, online forum

Entry workforce programs for those transitioning from education to employment

Toronto High School workshop

*Quality schools.
Decent employment opportunities*

100 Voices Community Summit

A thriving 2035 economy in Lake Macquarie is supported by the continued growth and expansion of business and services, and a rising population

Lake Mac 2035, online forum

We need good creative industries here in the lower Hunter, particularly as we need to transition away from fossil fuels. We need to focus on circular economies and reducing our carbon footprints

Check-in survey



Our city is one of the fastest growing areas in the Hunter. Our economy is diversifying away from the traditional employment industries of mining and manufacturing, and we are seeing increased investment in the construction, digital, retail, recreation and service sectors. Support for business/tourism and employment and education were both in the top 10 most frequently mentioned themes from our general community engagement.

Environmental

A CITY THAT PROTECTS AND SHOWCASES ITS NATURAL ENVIRONMENT AND IS RESILIENT TO ENVIRONMENTAL CHANGE

Our city is home to an abundance of unique natural assets, including beautiful beaches, bushland and, of course, our lake. In the Australian Liveability Census 2023, 'elements of the natural environment' was the most important metric for the Lake Macquarie community overall and contributed the most to local liveability.

The natural assets of Lake Mac are a main reason for its attraction to residents and it underpins quality of life

Check-in survey

I would like to see sanctuary areas for wildlife and picnicking

Lake Mac 2035, online forum

Flooding, inundation and coastal erosion can happen today – we need to plan for now as well as for the future

Coastal Zone Management Committee

Maintaining natural forest and animal habitat is vital to the health of the lake's ecosystem. Green space ratios in new developments should align to keep human and the natural environment in balance

Lake Mac 2035, online forum

Please protect large tree cover. Please plant more and protect green spaces

100 Voices Community Summit



Social

A CITY WHERE PEOPLE WANT TO LIVE AND WORK, AND FEEL CONNECTED TO EACH OTHER

I would like to see the bike paths around Lake Macquarie connected to make a network where there is no need to travel on roads

Lake Mac 2035, submission

Don't create destinations without sufficient parking. Integrated approach needed to access. Easy and quick public transport

Toronto Library pop-up

More focus on 'third spaces' - free public spaces

100 Voices Community Summit

Create and invest in accessible and inclusive spaces... Increases engagement of people with disability and other priority populations

Access and Inclusion Advisory Panel

Showcase Aboriginal culture and heritage to enhance connection (e.g. through public art)

Lake Mac Interagency

Being an attractive place, where people want to live and work, means we need the infrastructure to get around the city, access to services, and plenty of open, social spaces.

Transport, walking and cycling and infrastructure (roads) were the top three most frequently mentioned themes from our general community engagement, while access to open space and community spaces also ranked highly.

Our community values a sense of belonging in the community. Community support and safety were both in the top 15 most frequently mentioned themes from our general community engagement.

Governance

A COUNCIL THAT OPERATES WITH GOOD GOVERNANCE, TRUST, TRANSPARENCY AND RESPECT

We are committed to working with our community and our key stakeholders to ensure decision-making considers the needs of current and future generations of Lake Macquarie City. At our 100 Voices Community Summit, we asked attendees to rank a list of priorities for the city. Four priorities related to governance were rated in the top six, reinforcing the importance of this goal.

Consult and listen to very young children through early education settings and families

100 Voices Community Summit

Council is financially constrained so should be leaning on partnerships to achieve positive outcomes

Audit Risk and Improvement Committee

Engagement with community and social groups face to face

Access and Inclusion Advisory Panel

More availability for residents to discuss concerns with Council members and feel like we are heard

100 Voices Community Summit

Partner with private sector and government partners to deliver options for vulnerable people (ageing or health issues) such as shuttle buses

Coastal Zone Management Committee

Essential for Council to have integrity and meet ratepayers expectations

Check-in survey



HOW TO READ THIS PLAN

The following information explains the headings used in this plan.

Community goals

The community goals have been drafted following extensive community engagement across 2023 and 2024. They describe the kind of city our community would like us to be in 10 years' time, and underpin all of our Integrated Planning and Reporting documents.

Community outcomes

These are the community's long-term priorities and aspirations for the city, and contribute to achieving the city vision. Council has a custodial role in working towards realising these outcomes. However, it is not wholly responsible for achieving them. Other partners, such as individuals, State and Federal agencies and community groups also have an important role to play.

Why is this important?




In this section we provide some more context about each outcome, based on the community engagement undertaken across 2023-2024 and the social, economic, environmental and governance/civic leadership issues we know are impacting our city.

How will we get there?

These are the principal activities Council will undertake to achieve the long-term outcomes, and ultimately the city vision. These priorities are further explained, with information about resourcing, in our Delivery Program 2025-2029.

Who will partner with us?

In this section, we note whether Council is responsible for delivering the outcome, if we will partner with others to achieve the outcome, or if we will advocate for progress towards the outcome.

-  Deliver
-  Partner
-  Advocate

Where applicable, we list the State and Federal government agencies, other organisations and community groups that have an important role in delivering the outcomes. It will be important for strong partnerships to exist between these groups, if we are to achieve the outcomes and, ultimately, the city vision.

How will we measure success?

These are the performance measures that will help us track our progress towards the long-term outcomes. Each performance measure has a data source (such as the biennial Lake Macquarie Community Satisfaction Survey, Australian Liveability Census, Australian Bureau of Statistics, REMPLAN or other reliable statistics) that can be used to quantify progress towards the long-term outcomes of the Community Strategic Plan. These sources are shown in brackets after the measures.



Our plan

Economic

A CITY WITH A DIVERSE AND THRIVING ECONOMY



Community outcome

OUR CITY HAS THE INFRASTRUCTURE AND CAPACITY TO ATTRACT NEW INDUSTRIES AND INVESTMENT TO EXPAND LONG-TERM JOB OPPORTUNITIES

Why is this important?

As our local economy diversifies from extractive industries to knowledge-based and service industries, we need new infrastructure such as fast internet and great transport. For job-creating businesses to locate or stay in Lake Macquarie, they need the land and infrastructure required to grow.

How will we get there?

- Plan for the changing economic needs of the city, including re-use of former mining land, as the city grows and evolves
- Investigate and deliver opportunities for development on Council-owned operational land
- Advocate to State and Federal governments for infrastructure funding

Who will work with us?

- Transport for NSW
- Technology infrastructure providers
- NSW Department of Planning, Housing and Infrastructure
- High Speed Rail Authority
- Local businesses

How will we measure success?

- Number of jobs in the city (Australian Bureau of Statistics)



Community outcome

LAKE MACQUARIE CITY HAS A CLEAR IDENTITY

Why is this important?

If people know why Lake Macquarie is a great place, it will encourage them to invest in our city, start a business here, come for a holiday or even move here to live and work. This will help our city continue to thrive as our community ages and we move away from traditional industries such as mining and coal-fired power generation.

How will we get there?

- Promote our city as an attractive place to visit and relocate to

Who will work with us?

- Dantia
- Regional Development Australia Hunter
- Department of Regional NSW
- Destination NSW

How will we measure success?

- Share of migration (Regional Movers Index)
- Awareness of Lake Macquarie in Sydney (Council)
- Views of Let's Lake Mac webpages (Council)
- Sense of character or identity that is different from other neighbourhoods (Australian Liveability Census)



Community outcome

OUR LOCAL AND STRATEGIC CENTRES PROVIDE HOUSING, JOBS AND ACTIVITIES

Why is this important?

If new development of denser housing, shops and offices is focused around centres, we can balance the amount of greenfield development, protecting our natural environment. When people live closer to their work, shops and services, it offers a better lifestyle.

How will we get there?

- Improve liveability and facilitate investment in housing, jobs, services and facilities within local and strategic centres
- Activate local and strategic centres through public art, events and festivals to encourage gathering and entertainment

Who will work with us?

- Local businesses and community organisations
- Property developers

- NSW Department of Planning, Housing and Infrastructure
- Transport for NSW

How will we measure success?

- Number of dwellings within local and strategic centres (Australian Bureau of Statistics)
- Number of jobs in local and strategic centres (Australian Bureau of Statistics)
- Satisfaction with access to neighbourhood amenities (cafes, shops, health and wellness services, etc.) (Australian Liveability Census)



Community outcome

LOCAL BUSINESSES AND CREATORS CAN ACCESS SUPPORT TO THRIVE

Why is this important?

A healthy and growing economy that creates jobs is one where local businesses can find support to cut through red tape.

How will we get there?

- Provide information and support to local businesses in the city
- Engage with the local creative sector and venues to support creative industries

Who will work with us?

- Dantia
- NSW Department of Creative Industries, Tourism, Hospitality and Sport
- Local businesses
- Creative sector workers

How will we measure success?

- Satisfaction with locally-owned and operated businesses (Australian Liveability Census)
- Number of businesses in the city that employ one or more persons (Australian Bureau of Statistics)
- Employment in the creative industry (Creative Australia)

Economic

A CITY WITH A DIVERSE AND THRIVING ECONOMY



Community outcome

OUR CITY HAS A WORKFORCE WITH SKILLS FOR GROWING INDUSTRIES AND JOBS OF THE FUTURE

Why is this important?

A city with skilled workers will attract businesses, investment and jobs for local people. As our economy transitions from legacy industries, we have an opportunity to adapt and reskill to meet future needs.

How will we get there?

- Collaborate with Dantia and key stakeholders to create investment and long-term employment opportunities for our growing city and region
- Provide early career and skill development opportunities to support our city's future workforce needs

Who will work with us?

- Dantia
- Universities and NSW TAFE
- Local businesses

How will we measure success?

- Employment diversity (*Australian Bureau of Statistics*)
- Number of people in the city with a tertiary qualification (*Australian Bureau of Statistics*)



Community outcome

PEOPLE HAVE HOUSING THAT SUITS THEIR NEEDS

Why is this important?

Housing availability and affordability is a problem across NSW. Our community wants a diverse range of housing, such as townhouses, dual occupancies and apartments, for different types of households. Smaller housing types are typically more affordable and have lower running costs. It's also important for housing to be well-located, for example, close to public transport and other services.

How will we get there?

- Ensure long-term planning facilitates opportunities for diverse, well-located and affordable housing to meet the needs of current and future residents

Who will work with us?

- Property developers and builders
- NSW Department of Planning, Housing and Infrastructure

- Community housing providers
- Land and Housing Corporation of NSW

How will we measure success?

- Satisfaction with the range of housing types and sizes (*Australian Liveability Census*)
- Diversity of housing types in the city (*Australian Bureau of Statistics*)



Community outcome

PEOPLE VISIT LAKE MACQUARIE CITY FOR UNIQUE HOLIDAYS AND EXPERIENCES

Why is this important?

A healthy tourism industry offers a range of flexible careers and entry-level jobs for local people. It also encourages more people to visit Lake Macquarie and support local businesses, providing an economic benefit to the city.

How will we get there?

- Identify and deliver actions that support tourism and entertainment businesses in Lake Macquarie
- Deliver improvements at Lake Mac Holiday Parks

Who will work with us?

- Destination NSW
- Tourism operators
- Tourism marketing organisations

How will we measure success?

- Number of visitors (day trips and overnight stays) (*Tourism Research Australia*)
- Estimated economic impact of events and festivals (*Tourism Research Australia*)

Environmental

A CITY THAT PROTECTS AND SHOWCASES ITS NATURAL ENVIRONMENT AND IS RESILIENT TO ENVIRONMENTAL CHANGE



Community outcome

OUR CITY PROTECTS AND ENHANCES BIODIVERSITY

Why is this important?

Biodiversity is essential to the healthy function of ecosystems. It supports clean air and water, fertile soils, pollination of crops, climate regulation, food, medicine and all the basic materials we need to live. Our community rates the 'natural environment' as the most valued aspect of living in Lake Macquarie.

How will we get there?

- Deliver natural area restoration and community programs to enhance biodiversity
- Develop and implement actions to build the city's conservation areas
- Reduce the risk of biosecurity threats in the city through effective management of weeds and pests

Who will work with us?

- Community
- Lake Macquarie Landcare
- NSW Department of Climate Change, Energy, the Environment and Water

How will we measure success?

- Percentage of native vegetation cover in the city (Council)
- Areas of the city with conservation status (Council)
- Satisfaction with protection of the natural environment (Australian Liveability Census)



Community outcome

OUR LAKE AND WATERWAYS ARE HEALTHY

Why is this important?

Lake Macquarie is the heart of our city. As a community, we are custodians for future generations of this significant asset. A healthy lake and tributaries ensure that future generations can continue to enjoy it.

How will we get there?

- Protect and enhance Council-managed natural areas and deliver waterway health outcomes
- Deliver stormwater, drainage and kerb and channel projects to enhance Council's infrastructure and mitigate environmental impacts

Who will work with us?

- Building industry
- NSW Department of Climate Change, Energy, the Environment and Water

How will we measure success?

- Lake health grade at locations around the lake (NSW Department of Climate Change, Energy, the Environment and Water)



Community outcome

OUR CITY PLANS FOR CLIMATE RISK AND EMERGENCIES

Why is this important?

The environment significantly enhances the quality of life for our residents. It is crucial to protect it, ensuring that both current and future residents can enjoy the benefits of a thriving natural environment.

As climate change makes weather patterns more extreme and unpredictable, our community needs to be ready in the event of floods, storms, bush fire or extreme heat events. Areas of our city most impacted need plans to adapt as these types of events become more frequent.

How will we get there?

- Facilitate increased tree canopy cover and urban greening through planting in priority urban locations
- Deliver programs to support our community's climate resilience and disaster preparedness
- Provide emergency response infrastructure in the city

Who will work with us?

- Community
- NSW State Emergency Services
- NSW Police
- Lake Macquarie Landcare
- NSW Environment Protection Authority
- NSW National Parks
- Hunter Water
- NSW Department of Climate Change, Energy, the Environment and Water
- NSW Rural Fire Service

How will we measure success?

- Participant uptake of climate resilience and disaster preparedness following programs delivered by Council (Council)
- Perception of preparedness for natural disasters (Environmental Attitudes Survey)
- Satisfaction with how Council is adapting to climate change (Community Satisfaction Survey)

Environmental

A CITY THAT PROTECTS AND SHOWCASES ITS NATURAL ENVIRONMENT AND IS RESILIENT TO ENVIRONMENTAL CHANGE



Community outcome

THROUGH INNOVATIVE RESOURCE MANAGEMENT, OUR CITY IS MANAGING WASTE AND BUILDING A CIRCULAR ECONOMY

Why is this important?

Growing populations consume more resources and create more waste. Managing waste effectively and adopting circular economy principles, which focus on reusing materials and minimising waste, is important both environmentally and economically. These practices can also lead to job creation in emerging sectors such as remanufacturing and sustainable product design.

How will we get there?

- Adapt and implement emerging technologies, processes and materials relevant to Council operations, with a particular focus on circular economy
- Deliver programs to enhance sustainability in Lake Macquarie

Who will work with us?

- Community organisations
- Local businesses
- Circular Economy Living Lab
- University of Newcastle
- Dantia
- NSW Environment Protection Authority

How will we measure success?

- Satisfaction with sustainable behaviours in the community (water management, solar panels, recycling etc.) (*Australian Liveability Census*)
- Number of businesses involved in the circular economy in the Hunter region (*Hunter Circular*)



Community outcome

GREENHOUSE GAS EMISSIONS ARE DECREASING IN OUR CITY

Why is this important?

Reducing greenhouse gas emissions in Lake Macquarie will contribute to achieving State and Federal emissions reduction targets.

How will we get there?

- Prepare and implement an energy resilience program for Council's assets
- Provide support for programs and pilot initiatives to encourage lower household emissions in the community

Who will work with us?

- Community
- NSW Department of Climate Change, Energy, the Environment and Water

How will we measure success?

- Volume of greenhouse gas emissions city-wide (Council)

Social

A CITY WHERE PEOPLE WANT TO LIVE AND WORK, AND FEEL CONNECTED TO EACH OTHER



Community outcome

OUR CITY IS WELCOMING, INCLUSIVE AND SAFE

Why is this important?

When people feel accepted and valued, it creates a sense of community that can lead to stronger social networks. Inclusivity also ensures that diverse perspectives are considered in decision-making processes, leading to more innovative and effective solutions to local challenges.

When people feel safe, they are more likely to engage in daily activities, participate in community events and use public spaces. This sense of security encourages social interactions and strengthens community bonds, as people are more willing to connect with their neighbours and support one another.

How will we get there?

- Provide opportunities for social connection for everyone
- Deliver programs, campaigns, facilities and infrastructure aimed at improving community and personal safety

Who will work with us?

- NSW Police
- NSW Department of Communities and Justice
- NSW Department of Health
- NSW Department of Education
- Community groups
- Local businesses
- Schools
- Neighbourhood centres

How will we measure success?

- Satisfaction with community being welcoming to all people (*Australian Liveability Census*)
- Satisfaction with belonging in the community (*Australian Liveability Census*)
- Percentage of participants reporting positive behaviour change following participation in programs delivered by Council (*Council*)
- Sense of neighbourhood safety (from crime, traffic, pollution etc.) (*Australian Liveability Census*)
- Sense of personal safety (for all ages, genders, day or night) (*Australian Liveability Census*)
- Levels of crime in the city (*NSW Bureau of Crime Statistics and Research*)



Community outcome

PEOPLE IN OUR CITY CAN ACCESS THE FACILITIES AND SERVICES THEY NEED

Why is this important?

Access to healthcare, education, public transportation and recreational facilities enables residents to lead healthier, more productive lives. Accessible facilities and services are fundamental to creating a resilient, inclusive and prosperous city. Cultural and community services, such as libraries and galleries, provide programs, events and collections that are recreational and enjoyable. They are also spaces for people to meet, share and be inspired, with free access to information, knowledge and ideas.

How will we get there?

- Manage existing community and Council facilities to meet the needs of the community
- Ensure the community can enjoy Council's swim centres and patrolled beaches safely
- Deliver cultural and community services, including libraries and galleries, to support people in our city

Who will work with us?

- Community groups
- Local sporting groups
- Cultural groups

How will we measure success?

- Satisfaction with access to shared community and commercial assets (library, bike/car share, sport facilities/gyms etc.) (*Australian Liveability Census*)
- Satisfaction with family and community services (aged, disability and home care, protection and support services etc.) (*Australian Liveability Census*)
- Satisfaction with Council's facilities and services (*Community Satisfaction Survey*)
- User feedback on new Council facilities (*Council*)



Community outcome

EVERYONE CAN ENJOY OPEN, ACTIVE AND SOCIAL SPACES

Why is this important?

Open spaces are important for health and wellbeing. Public space for exercise, relaxation and outdoor activities is important, especially in and around local and strategic centres that are at higher risk of urban heat and where people typically live in smaller dwellings. Places for friends and family to meet are important for liveability and social cohesion.

How will we get there?

- Provide accessible sport, leisure and recreation infrastructure for community use
- Support, manage and encourage the community's use of our parks, sports fields and cultural and community facilities
- Maintain and improve our open and public spaces

Who will work with us?

- NSW Department of Creative Industries, Tourism, Hospitality and Sport

- Local sporting groups
- Lake Macquarie Landcare
- Community event organisers

How will we measure success?

- Amount of urban tree canopy cover (*Council*)
- Community satisfaction with open, active and social spaces (*Community Satisfaction Survey*)
- Satisfaction with spaces for group or community activities and/or gatherings (sports, picnics, performances etc.) (*Australian Liveability Census*)

Social

A CITY WHERE PEOPLE WANT TO LIVE AND WORK, AND FEEL CONNECTED TO EACH OTHER

Community outcome **WE VALUE OUR FIRST NATIONS PEOPLE; PAST, PRESENT AND EMERGING**

Why is this important?

Recognising the rich cultural heritage and contributions of First Nations people helps to preserve their traditions, languages and knowledge systems, which are invaluable to our collective history and identity.

How will we get there?

- Promote reconciliation through education and awareness about our First Nations people
- Consult with and involve First Nations people in programs and activities delivered to our community

Who will work with us?

- Local Aboriginal Land Councils
- Westlakes Elders Group

- Bahtabah Elders Group
- Wollotuka
- Miromaa Language Centre

How will we measure success?

- Percentage of participants reporting positive behaviour change following participation in programs delivered by Council (*Council*)
- Effectiveness of NAIDOC Week programs funded by Council (*Council*)

Community outcome **OUR COMMUNITY VALUES AND CELEBRATES THE ART, HISTORY AND CULTURES OF OUR CITY**

Why is this important?

By recognising and celebrating our diverse cultural backgrounds and historical milestones, we can promote mutual understanding and respect, which are essential for social cohesion. Celebrating local art and culture also provides opportunities for creative expression and innovation, enriching the community's cultural landscape.

How will we get there?

- Create awareness and recognition of our community's diversity
- Deliver projects that represent our history, community, culture and environment
- Develop cultural facilities that celebrate creativity

Who will work with us?

- Regional and public galleries of NSW
- Artists
- NSW Department of Creative Industries, Tourism, Hospitality and Sport
- Local Aboriginal Land Councils

- Volunteer historical societies
- State Library of NSW
- TAFE NSW and universities

How will we measure success?

- Satisfaction with protecting heritage values and buildings (*Community Satisfaction Survey*)
- Mix or diversity of people in the area (*Australian Liveability Census*)
- Satisfaction with cultural and/or artistic community (*Australian Liveability Census*)
- Satisfaction with public art and cultural facilities (*Community Satisfaction Survey*)

Community outcome **WE HAVE THE PUBLIC AND LOCAL TRANSPORT INFRASTRUCTURE TO KEEP OUR CITY CONNECTED**

Why is this important?

Lake Macquarie is a large city, poorly served by public transport. As we wait for services to improve, our community remains car-reliant and needs well-maintained roads sufficient for traffic volumes. Efficient road and rail networks are important for supporting businesses, delivery services and regional connections.

How will we get there?

- Advocate for effective public transport facilities and connections across the city
- Support the delivery of improved and equitable public electric vehicle charging infrastructure
- Provide and maintain local transport infrastructure, including roads, shared pathways and bus stops, to allow safe and easy movement around our city
- Coordinate land use and transport planning to ensure our infrastructure provides residents with convenient options to move around the city

Who will work with us?

- Transport for NSW
- Public transport providers

How will we measure success?

- Number of trips undertaken on public transport (*Transport for NSW Household Travel Survey*)
- Satisfaction with ease of driving and parking (*Australian Liveability Census*)
- Pavement Condition Index targets (*Council*)

Community outcome **PEOPLE CAN WALK AND CYCLE SAFELY AROUND OUR CITY**

Why is this important?

The ability for people to walk or cycle to daily activities is a key indicator of liveability. Walking and cycling improve mental and physical health and reduce car reliance. Prioritising walking and cycling is especially important in local streets and main roads around centres that receive a lot of pedestrian activity.

How will we get there?

- Increase and enhance access to active transport opportunities throughout the city, such as footpaths and shared pathways
- Provide appropriate street lighting for safety in public places

Who will work with us?

- Transport for NSW

How will we measure success?

- Number of trips undertaken by walking and cycling (*Transport for NSW Household Travel Survey*)
- Satisfaction with access and safety of walking, cycling and/or public transport (signage, paths, lighting etc.) (*Australian Liveability Census*)
- Amount of pathway delivered within Council's Principal Bicycle Network (*Council*)

Governance

A COUNCIL THAT OPERATES WITH GOOD GOVERNANCE, TRUST, TRANSPARENCY AND RESPECT



Community outcome

OUR COMMUNITY IS INVOLVED IN DECISIONS THAT AFFECT THEM

Why is this important?

Engaging with our stakeholders and community allows us to gather feedback, which may include views, needs, issues and aspirations, and use this information to make effective, robust and sustainable decisions.

How will we get there?

- Enhance opportunities for the community to participate in Council decision-making
- Design services that consider the unique needs of our customers and strengthen our customer-focused culture
- Increase community awareness and understanding of our services, projects, responsibilities, planning and decision-making processes
- Develop community trust and respect through transparent interactions and reporting

Who will work with us?

- Community
- Local businesses

How will we measure success?

- Number of key engagement projects (Council)
- Number of people engaged (Council)
- Satisfaction with opportunities to participate in Council decision-making (Community Satisfaction Survey)



Community outcome

COUNCIL IS FINANCIALLY SUSTAINABLE

Why is this important?

By focusing on financial sustainability, we ensure we're able to meet the current and future needs of our community. This includes investing in long-term projects and infrastructure, and delivering essential services, programs and facilities the community relies on.

How will we get there?

- Support Council's sustainable delivery of projects and services through sound financial management and control
- Ensure Council's risk management and governance controls are effective

Who will work with us?

- TCorp
- Office of Local Government

How will we measure success?

- Operating performance ratio (Council)
- Own source operating revenue ratio (Council)
- Unrestricted current ratio (Council)
- Debt service cover ratio (Council)
- Rates and annual charges outstanding percentage (Council)
- Cash expense cover ratio (Council)
- Asset renewal ratio (Council)
- Cash funding of depreciation (Council)



Community outcome

COUNCIL SERVICES MEET COMMUNITY NEEDS

Why is this important?

We are custodians of our city and are responsible for delivering the best local government possible. Meeting the needs of our community means our residents can enjoy a higher quality of life in Lake Macquarie City.

How will we get there?

- Deliver risk, resilience and integrity programs to support ethical and transparent decision-making and community confidence in the city
- Leverage digital technologies to streamline development application services, including improved online information and self-service access
- Develop, implement and report on strategies and plans to support Council to achieve the community's goals

- Provide support to the elected Council to enable effective leadership
- Implement a service review program to ensure services are appropriate, effective and efficient

Who will work with us?

- Community groups

How will we measure success?

- Overall satisfaction with the performance of Council across all responsibility areas (Community Satisfaction Survey)



Community outcome

COUNCIL COLLABORATES WITH BUSINESSES, GOVERNMENT ORGANISATIONS AND THE COMMUNITY TO IMPROVE OUR CITY

Why is this important?

Working together with government, industry and community partners means we can pool resources, share knowledge and leverage each other's strengths to achieve results.

How will we get there?

- Build and manage relationships with key stakeholders
- Develop programs to enhance the capacity of volunteers and volunteer organisations in Lake Macquarie

Who will work with us?

- Dantia
- Community groups

- Industry bodies
- Universities, TAFE NSW and schools
- Not-for-profit organisations
- Local businesses
- Other councils

How will we measure success?

- Number of partnerships, cooperatives and joint ventures (Council)



Supporting strategies and plans

United Nations Sustainable Development Goals

The Sustainable Development Goals (SDGs) were adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet, and ensure that all people enjoy peace and prosperity. While there are global targets sitting beneath each of the 17 goals, each goal can be localised to address specific issues that are relevant in a local context.

In this plan, we have reflected how the community goals align to 12 SDGs consistent with the city's vision, indicating where we believe Council is best placed to contribute to achieving these global goals and working towards a liveable, sustainable future for Lake Macquarie City.

Economic - A city with a diverse and thriving economy



Environmental - A city that protects and showcases its natural environment and is resilient to environmental change



Social - A city where people want to live and work, and feel connected to each other



Governance - A Council that operates with good governance, trust, transparency and respect





State and regional priorities

Our Community Strategic Plan is informed by, and helps achieve the objectives of, the following key State and regional plans, strategies and priorities.

NSW GOVERNMENT HUNTER REGIONAL PLAN 2041

A 20-year land use plan to manage growth and change for the Hunter in the context of social, economic and environmental matters. Published in 2022, the plan recognises the region is changing. The plan is about sustainable growth. It looks at housing choice and lifestyle opportunities to cement the Hunter as a leading regional economy.

The plan identifies both Morisset and North West Lake Macquarie as regionally significant growth areas. It includes planning priorities to grow Charlestown as a diverse, vibrant and mixed-use strategic centre, and plans for alternative land uses for former mining sites

HUNTER JOINT ORGANISATION STRATEGIC PLAN 2032

An aspirational 10-year plan that brings together and aligns the priorities of the 10 member councils and their respective communities from across the region.

The Hunter Joint Organisation (Hunter JO) is the hub for local intergovernmental collaboration. The strategic plan determines the vision and roadmap for the future of the Hunter region, determining the strategic priorities that will underpin the work at the Hunter JO.

NSW GOVERNMENT GREATER NEWCASTLE METROPOLITAN PLAN 2036

The first Metropolitan Plan for a non-capital city in Australia, the plan aims to drive sustainable growth across the five councils that make up Greater Newcastle. The plan identifies North West Lake Macquarie as a catalyst area for Greater Newcastle.

TRANSPORT FOR NSW FUTURE TRANSPORT STRATEGY

The Future Transport Strategy sets Transport for NSW's direction for continuing to improve the state transport system. The vision for the strategy is that their transport system will help to make NSW the most liveable state in the world, an economic powerhouse filled with vibrant, sustainable communities where citizens have choice and opportunity. Lake Macquarie is classified as 'outer metropolitan' in this strategy.

TRANSPORT FOR NSW DRAFT HUNTER STRATEGIC REGIONAL INTEGRATED TRANSPORT PLAN

The draft Hunter Strategic Regional Integrated Transport Plan provides a blueprint for how Transport for NSW will respond to the transport needs of the region and address the key trends that will necessitate a transport-related response over the next 20 years.

The plan identifies North West Lake Macquarie and Morisset as significant growth areas for urban activation and employment. It includes objectives to encourage greater uptake of active and public transport across the region and to reduce emissions in accordance with the net zero by 2050 target.

NSW GOVERNMENT NET ZERO PLAN STAGE 1: 2020-2030

The State's foundation for action on climate change, with a goal to reach net zero emissions by 2050. The plan supports a range of initiatives targeting energy, electric vehicles, hydrogen, primary industries, technology, built environment, carbon financing and organic waste.

INFRASTRUCTURE NSW STATE INFRASTRUCTURE STRATEGY 2022-2042

A 20-year infrastructure investment plan for the NSW Government that places strategic fit and economic merit at the centre of investment decisions. The strategy assesses infrastructure problems and solutions, and provides recommendations to best grow the State's economy, enhance productivity and improve living standards for the NSW community. It is updated every five years, and Infrastructure NSW is currently developing the next 20-year strategy.

NSW GOVERNMENT CREATIVE COMMUNITIES 2024-2033

A 10-year integrated policy for arts, culture and the creative industries that supports sustainably growing the creative industries and accepts the responsibility to advocate for the value of culture to build capacity, creativity and community cohesion.

Council's strategies and plans

In addition to these State and regional plans, Council has developed several key strategies and plans of its own, which will help us achieve the community's goals. These include the:

- Local Strategic Planning Statement
- Environmental Sustainability Strategy and Action Plan 2020-2027
- Disability Inclusion Action Plan 2021-2025
- Walking, Cycling and Better Streets Strategy 2031
- Circular Economy Framework
- Culturally Diverse Lake Mac Plan 2021-2024
- Arts, Heritage and Cultural Plan 2017-2027
- Aquatic Facilities Strategy
- Parks and Play Strategy
- Community Engagement Strategy including Community Participation Plan 2024-2028.

A full list of Council's adopted strategies and plans are available online at lakemac.com.au/Our-Council/City-strategies-plans-and-reporting

These supporting strategies and plans are enacted through the four-year Delivery Program strategies and annual Operational Plan actions, and are updated as required.



Measuring our success

In accordance with the Integrated Planning and Reporting framework, the Community Strategic Plan must be reviewed before 30 June following an ordinary election of councillors. The next local government election is scheduled for September 2028.

As part of this review, Council will develop a State of our City Report, a report on the process of implementation and the effectiveness of the Community Strategic Plan.

The State of our City Report will include an analysis of the performance measures outlined for each outcome. Each performance measure has a data source (such as the biennial Lake Macquarie Community Satisfaction Survey, Australian Liveability Census, Australian Bureau of Statistics, REMPLAN or other reliable statistics) that can be used to quantify progress towards the long-term outcomes of the Community Strategic Plan.

