

Attachment 13: Relevant extracts from amended Community Strategic Plan – *Imagine Lismore 10 Year Plan*

Our economic challenges

- A thriving community needs a growing and vibrant region; this is obtained by retaining and supporting key regional institutions such as education and health as well as the promotion of our region and local economy.
- Identified for its cache of leading services in health, education and business, which is underpinned by an unrivalled creative, environmental and social consciousness, Lismore City has an important role in developing the future capacity of the region. Foremost, this will require courage and collaboration from all leaders to deliver regionally beneficial results including sustainable resident wellbeing and prosperity. Keeping pace with business and industry opportunities, encouraging innovation and entrepreneurialism and ensuring that Lismore City continues to retain and attract investment, a continued proactive approach to private and public sector governance and productivity gains is imperative.
- The new frontier for business and community is to embrace the digital economy opportunity presented by the high-speed broadband infrastructure rollout to Lismore City in progressing our shared community vision for thriving people, places, economies and environments.
- Creating a sustainable economy requires a 360-degree view. Lismore City will be known globally as a regional city situated in one of the most diverse and inclusive regions in the world.

Our environmental challenges

- The many challenges the environment faces in our LGA are well documented. The quality of the Wilsons and Richmond Rivers acts as an indicator of the health of the wider environment as they are the receiving waters of rainfall across the whole catchment. Sediment, nutrient and chemical runoff has a significant impact on our rivers. An estimated 678,000 tonnes of sediment enters the Richmond Catchment every year, with 97% of the nutrients (attached to these sediments) coming from diffuse, as opposed to point sources.
- Drainage and flood mitigation infrastructure to allow agriculture on the floodplain has resulted in a severe degradation of both the environment and hydrological processes. Some of these include the exposure of acid sulfate soils, formation of monosulfidic black ooze (MBOs) in drainage channels and the decomposition of dryland pasture during floods, all which can have devastating impacts on our rivers including major fish-kills in the lower estuary.

- Approximately 34% of the LGA has native forest cover, however, the majority is located in the far north of the LGA making up the Nightcap National Park, Whian Whian Conservation Area and surrounding private land. This leaves the middle and lower parts of the LGA with highly fragmented remnants of native vegetation. Due to its fragmented nature it is also highly exposed to the invasion of weeds. The lack of forest connectivity severely impacts the viability and dispersal of native species. The distinct lack of riparian (riverbank) vegetation also results in the erosion of gullies, spread of weeds and poor water quality.
- We are yet to recognise the full impacts of climate change on the environment and ecosystem-based industries such as farming and fishing. However, it is likely that more severe weather events (flood and fire) and prolonged dry or wet periods will impact on these ecosystem-based economies and the infrastructure they rely on.

Our service challenges

- Communities need their councils to be able to provide adequate infrastructure and services to facilitate economic and community development, maintain environmental amenity and ensure quality of life. Many NSW councils are currently faced with a number of complex challenges. These include providing more with less and ensuring quality of life for current and future generations within the confines of limited resources.
- Improvements in infrastructure and assets which serve our community are required and must be prioritised in the future. The roads, footpaths, kerbs, gutters, parks and playgrounds which we all use and enjoy require an ongoing financial commitment to renew and replace so they, and the benefit they provide to the community continues.

Imagine Lismore aims to address these challenges by providing a plan that is vibrant, diverse and reflective of current community needs. It is a plan which will lead Lismore confidently into the future.



STAGE 3: Identifying the Imagine Lismore community vision and making a plan for the future

MARCH 2013 to JUNE 2013

- Council reviewed feedback from other relevant consultation processes such as the Community Economic Transition (CET) community planning forum, the Business Retention and Expansion (BRE) survey and a community values survey.
- This feedback was considered with regard to the community vision developed by the Citizens' Jury and local forums.
- Council undertook an extensive internal deliberation process based on all feedback resulting from the community consultation to develop the draft Imagine Lismore 10 Year Plan.
- The Plan includes evaluation and assessment methods to keep track of outcomes and provide a timeframe to inform the community of how well the Plan is delivering on its Imagine Lismore vision.
- The draft Plan went back to the original Citizens' Jury to inform them of how their input has developed into a strategic plan.
- The draft Plan was placed on public exhibition for a period of 4 weeks for further public comment.
- Community responses made during the public exhibition period and the recommended draft Plan went to Council for consideration.
- The Imagine Lismore 10 Year Plan was deliberated upon and adopted by Council in June 2013, ready to roll out by the end of July 2013.

The Imagine Lismore consultation process included over 25 different events or 'conversations' that were held to gather wide input and viewpoints. In total, many people participated in the engagement process, including:

1. 107 people attended the Citizens' Jury and Place-based Forums.
2. 110 young people submitted to the poster competition.
3. Over 400 people completed a survey which was available online and at various locations throughout the LGA.
4. Staff spoke to the community face to face at various community events including the Car Boot Market, The Channon Market, North Coast National, Nimbin Show, SCU NAIDOC Week celebrations and the 2012 Lismore Lantern Parade.

The engagement process reached a wide range of community members. Participants represented a diverse range of cultural backgrounds and ages and included businesspeople, residents from both urban and rural areas, a diversity of community groups, and many people who had never communicated with Council or attended a previous Council event.



The visions and values that emerged from the Citizens' Jury detailed a future for the Lismore LGA to aspire to. The community expressed a desire for:

- Further recognition of the Aboriginal community and their contribution to this region
- An inclusive and aware community
- Community safety and wellbeing
- Affordable health
- A vibrant CBD
- Affordable housing
- Lismore to embrace its river and riverbank
- Further development of partnerships between all community service providers
- Community participation in decision making
- The establishment of a Community Cultural Centre
- Improved transport options
- Further support for Lismore as a sporting centre
- A resilient regional economy
- Environmental leadership and for the Lismore area to be a model for sustainability.

It is these visions that inform the Imagine Lismore 10 Year Plan, which aims to help the Lismore community move toward the kind of future the people would like to see.



Four Pillars of Sustainability

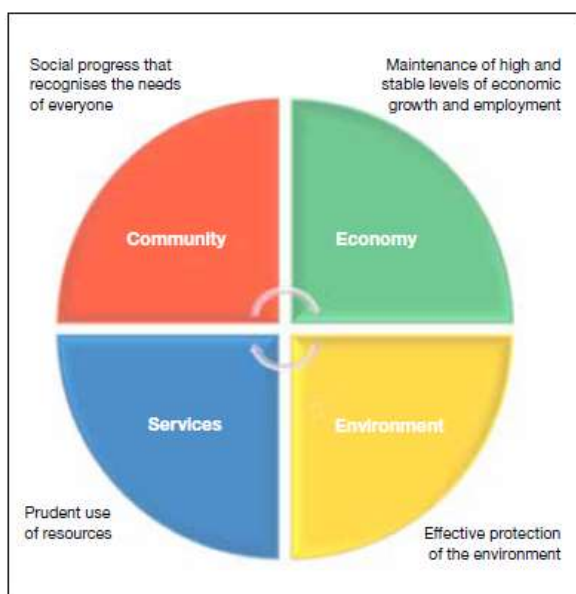
Sustainability is a highly aspirational and visionary principle. It is about enhancing the quality of our life on Earth. At the same time it is about ensuring the way we live doesn't compromise either the present or future needs of other people, other living things or the health of the Earth itself.

Sustainability is not an environmentalist agenda; it does not promote the environment at the cost of our quality of life. It recognises that the only way that we can ensure a viable long-term future is by ensuring a balance between the strength of the community, the economy and the environment. It recognises that without a strong economy we can't afford to look after the environment or invest in our community. Without a functioning environment, we cannot produce food or fibre; we lose the natural systems that cleanse our water, regulate our climate and keep us healthy. Without a functioning environment neither our community nor our economy can survive.

It's been proven that what makes us happy is how much a part of the community we feel. Only a community effort can fix the environment; without a good community people won't stay and we can't have a good economy without people.

The fourth pillar is normally 'Governance'. But in our case, as a Council we actually need to provide governance and services. This is why we have changed the name to 'Services'. This is where we provide critical social, economic and environmental services to support the other pillars. This pillar includes roads, waste management, water services, civic leadership and Council management. Without these key services we cannot thrive.

Imagine Lismore is divided into these pillars with activity designed to ensure that we find a balance for Lismore that ensures our future prosperity.



Imagine Lismore in a nutshell

There are four basic strategies that underline all that Imagine Lismore seeks to change. These are:

- **Community visions.** The community has worked very hard with us to develop the visions that are contained within Imagine Lismore. We have recognised what can be done and embedded these actions and projects into the Imagine Lismore 10 Year Plan and Imagine Lismore Four Year Plan.
- **Partnerships with the community.** We will implement the Imagine Lismore 10 and Four Year Plans in partnership with the community. One of the biggest changes that Imagine Lismore will initiate is that instead of Council doing things for the community, Council will work in partnership with the community. This means Council handing over some control of the way services are delivered and the way that decisions are made to the community.
- **Partnerships with other service providers.** There are many agencies and organisations that serve the needs of the Lismore community. We will endeavour to help service providers work more closely together and coordinate efforts in order to make the most of the skills and expertise within our community and work towards achieving the Imagine Lismore vision.
- **Financial sustainability.** We will ensure, through the Long Term Financial Plan, that Council has enough money to keep delivering services the community needs and ensure the condition of our roads and other infrastructure stops declining and starts to improve.

Community

Aboriginal recognition
An inclusive and aware community/community participation in decision making
Safety and wellbeing
Affordable health
Lismore as a sporting centre
Affordable housing
Community cultural centre
Transport

Economy

A vibrant CBD
A resilient economy

Environment

Wilsons River
Environmental leadership
Lismore as a model of sustainability

Services

Waste
Strategic planning, assessment and construction
Parks
Water cycle management
Transport and infrastructure
Civic leadership/management

Imagine our economy

Ten Year Objectives

- Economic indicators to be determined as part of the State of the Community partnering project

Four Year Objectives

- Become recognised as a business-friendly Council
- Complete the procurement website with significant benefits reported by users
- Complete the Lismore Education Plan
- Develop local leaders
- Create an 'Arts Hub' in Lismore
- Help address the forthcoming skills gap in the health industry

Community Vision: A resilient economy

Without a strong economy our community cannot function properly and we will never be able to financially combat the impacts of environmental degradation.

Key initiatives

In the previous section improvements to the CBD were outlined. Our economy is very much linked to the CBD and the project outlined here will have a major impact on the economy.

Businesses in Lismore have long complained that Council has created too much red tape and has not been cognisant or supportive of their needs. Through the Business Friendly Council project we are looking to partner with businesses to make sure that we are as easy to deal with as possible. Further details can be found in the Partnering Strategy.

The following projects make up the remainder of the initiatives designed to boost our economy. These are all partnering projects and are detailed in the Partnering Strategy.

- Lismore City Infrastructure Alliance
- Procurement Website – Buy Local Gateway
- Lismore Education Plan
- Future Leaders Group/Entrepreneurs Assist
- Arts Hub
- Workforce Development Plan

An
exciting, ground-
breaking initiative
and a positive
process



Ten Year Objectives

- Improve the Wilsons River

Four Year Objectives

- Completion of the Riverbank Restoration and Education project

Community Vision: Wilsons River

The Wilsons River is obviously very important to Lismore. As part of improvements to the CBD there are a number of improvements to the river and riverbank. This vision relates to the Wilsons River as a whole.

Community members, particularly in the southern region of the LGA, are concerned with the state of our riverbanks, especially the weeds and the water quality.

Key initiatives

The major initiative here is the Riverbank Restoration and Education project. This project will include work by Council and Landcare groups and assist landowners with the regeneration of riverbank on their land.

Ten Year Objectives

- Long-term objectives to be finalised in the State of the Environment report

Four Year Objectives

- Medium-term objectives to be finalised in the State of the Environment report

Community Vision: Environmental leadership

Environmental degradation and remedial action represents our biggest challenge. The risks to our way of life are huge and the cost of action mind boggling. However, we can't let the magnitude of the task distract us. If we all work together we can make the required changes.

The Place-based Forums collectively rated the environment as the most important aspect of life in Lismore.

Key initiatives

There are three critical initiatives for environmental leadership. We have already completed the Comprehensive Koala Plan of Management for South-east Lismore, which will be implemented in the coming years. This will protect key habitat, remove risks to koala health and ultimately increase the koala population. We are also in the process of completing the Biodiversity Management Strategy which will provide an understanding and increase understanding and enhance protection of the biodiversity in this ecological hotspot. In addition we are looking to foster a real partnership between our environmental groups and our landholders through the Environmental Partnering project. We hope to see everyone working together to ensure we have a healthy environment for our future generations.