

**LAKE**  
MACQUARIE  
**CITY**



**LAKE MAC 2032**

Community Strategic Plan  
2022-2032

## ACKNOWLEDGEMENTS

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

- residents, community groups, business and government representatives, and other stakeholders who provided input into the plan, and who participated in community engagement processes associated with developing the plan
- Councillors for their ongoing commitment to supporting the preparation of the plan and to achieving the long-term objectives for the city
- staff for their contribution to the preparation of this plan and associated documents.

### ACKNOWLEDGEMENT OF COUNTRY

We remember and respect the Ancestors who cared for and nurtured this Country.  
*Dhumaan ngayin ngarrakalu kirraanan barayidin.*

It is in their footsteps that we travel these lands and waters.  
*Ngarrakalumba yuludaka bibayilin barayida baaduka.*

Lake Macquarie City Council acknowledges the Awabakal people and Elders past, present and future.  
*Lake Macquarie City Council dhumaan Awabakala ngarrakal yalawaa, yalawan, yalawanan.*

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



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# MESSAGE FROM THE CEO

This Community Strategic Plan is the document that guides what we do at Council. It's also a reflection of the collaborative approach we take to planning our city's future.

The plan is underpinned by a set of shared values that have been crafted in partnership with our community. These values guide us as we work to achieve our shared vision for Lake Macquarie.

This important document sets the blueprint for what we will achieve as we look ahead to 2032, and there is so much to look forward to.

We will work to create vibrant economic and neighbourhood centres as our city grows, balancing new development with the need to protect our stunning natural environment and quality lifestyle.

We will continue to attract visitors and investment to our city by positioning Lake Macquarie as an exciting place to do business and a unique tourism

destination, and by pursuing partnerships with innovative organisations that share our vision and values.

Importantly, we remain committed to ensuring our community continues to be involved in the decision-making process and to providing opportunities for all stakeholders to have their say.

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

We look forward to working with you, and for you, towards 2032.

**Morven Cameron**  
**CEO**

# MESSAGE FROM THE MAYOR

This Community Strategic Plan is a key document for Council, shaping our strategies for the next four years and guiding our focus areas for the next decade.

It outlines partners we need to work with to achieve our vision for the city, from other levels of government to industry bodies like the Property Council of Australia, and from grassroots groups like Lake Macquarie Landcare to institutions like the University of Newcastle.

Crucially, we've developed this Community Strategic Plan in close collaboration with the community.

Residents, businesses, visitors, workers and other key stakeholders have all contributed to this document, ensuring it reflects as closely as possible the needs and desires of our wonderful city.

Listed on the following pages are core themes that define what we do as a Council, and why we do it.

Things like protecting and enhancing our unique landscape, promoting healthier lifestyles and wellbeing, improving mobility and accessibility for everyone regardless of age or ability, and creating connected communities where people are engaged, included and empowered.

I look forward to working with the community, my fellow Councillors and Council staff to help achieve these important goals.

**Cr Kay Fraser**  
**Lake Macquarie Mayor**



# OUR CITY

We live in a city like no other, with lively communities, beautiful beaches, lush forests and the delights of lakeside life. A city that's rich in new ideas and next generation thinking – a natural playground for progress and possibility.

To live here is to be connected. To be part of a genuine community that values creativity and collaboration, wellbeing and sustainability, opportunity and diversity. A community alive with energy and optimism, thriving in a city that's home to exciting adventures and industry, new experiences and innovation.

Our people are shaping our future, rather than waiting for it. And our vision for Lake Macquarie does the same, forging ahead with purpose and working tirelessly to make tomorrow greater.





**\$21.1 billion**  
economic output (2020)

**19%** of Hunter Region    **1.7%** of NSW

Up \$3.28 billion since 2015

**\$11.2 billion**  
gross regional product



**13,500**  
businesses

**98%**  
employ  
19 or less  
people

**774**  
have an annual turnover  
of \$2million+ (2020)



**1.3 million**  
tourists each year



**210,031**  
population

population by 2041

**239,000**

**18.5%** aged 14 and under    **42** median age    **33.3%** aged 55 and over

**6.6%** people with disability\*    **14.7%** born overseas

**8032**  
Aboriginal and Torres Strait Islander people



**4.8%**  
speak a language  
other than  
English at home



**1376.5km**  
roads

**768** flood mitigation and stormwater quality improvement devices

**718.1km** drainage pipeline



**665km**  
of footpaths/  
cycleways



**174km**  
lake circumference

**757km<sup>2</sup>** area



**4000HA**  
natural areas

\*needing core function supports - estimated 20 per cent of population have some form of disability.

# DEVELOPING OUR PLAN







## ABOUT OUR PLAN

The Lake Macquarie City Community Strategic Plan describes how we will achieve our city's vision, in line with our community's values, 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 objectives and strategies to address these issues and ultimately achieve our long-term goals.

This plan is based on feedback from residents who participated in an online survey and discussion forums, an independent telephone survey, pop-up sessions across the city and a community focus group during 2021. 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 2032.

The plan has been prepared with regard to the social justice principles of access, equity, participation and rights, and addresses the social, environmental, economic and civic leadership/governance matters facing our community over the next decade.

The Community Strategic Plan is a plan for our whole community, and responsibility for achieving our city's vision rests with everyone. When the plan refers to "we" and "our," it means the collective Lake Macquarie community including Council, other levels of government, 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.

# 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.



## Community Strategic Plan

The key document in the framework is the 10-year Community Strategic Plan. The purpose of the plan is to identify the community's main priorities and aspirations for the future, and outline objectives and strategies to achieve them. These objectives and strategies will take into consideration the issues and pressures that may affect the community and the level of resources that will realistically be available.

The Community Strategic Plan is organised under seven key focus areas that reflect the community's vision and values. The Delivery Program and Operational Plan use the same seven key focus areas, as well as an eighth key focus area called 'Organisational support'. These key focus areas provide clear strategic alignment between Council's long-term, mid-term and annual planning and reporting.



## Resourcing Strategy

The Community Strategic Plan can only be achieved with sufficient resources. Council's Resourcing Strategy supports the Community Strategic Plan, Delivery Program and Operational Plan by detailing how Council can help achieve the community's goals in terms of time, money, assets and people.



## 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 ask what strategies we can achieve over the coming term to bring us closer to the community's vision and values, using the resources identified in the Resourcing Strategy.



## Operational Plan

The Operational Plan outlines the actions Council will undertake in the coming year to achieve the Delivery Program strategies under each key focus area. The Operational Plan also details how Council will fund these actions.

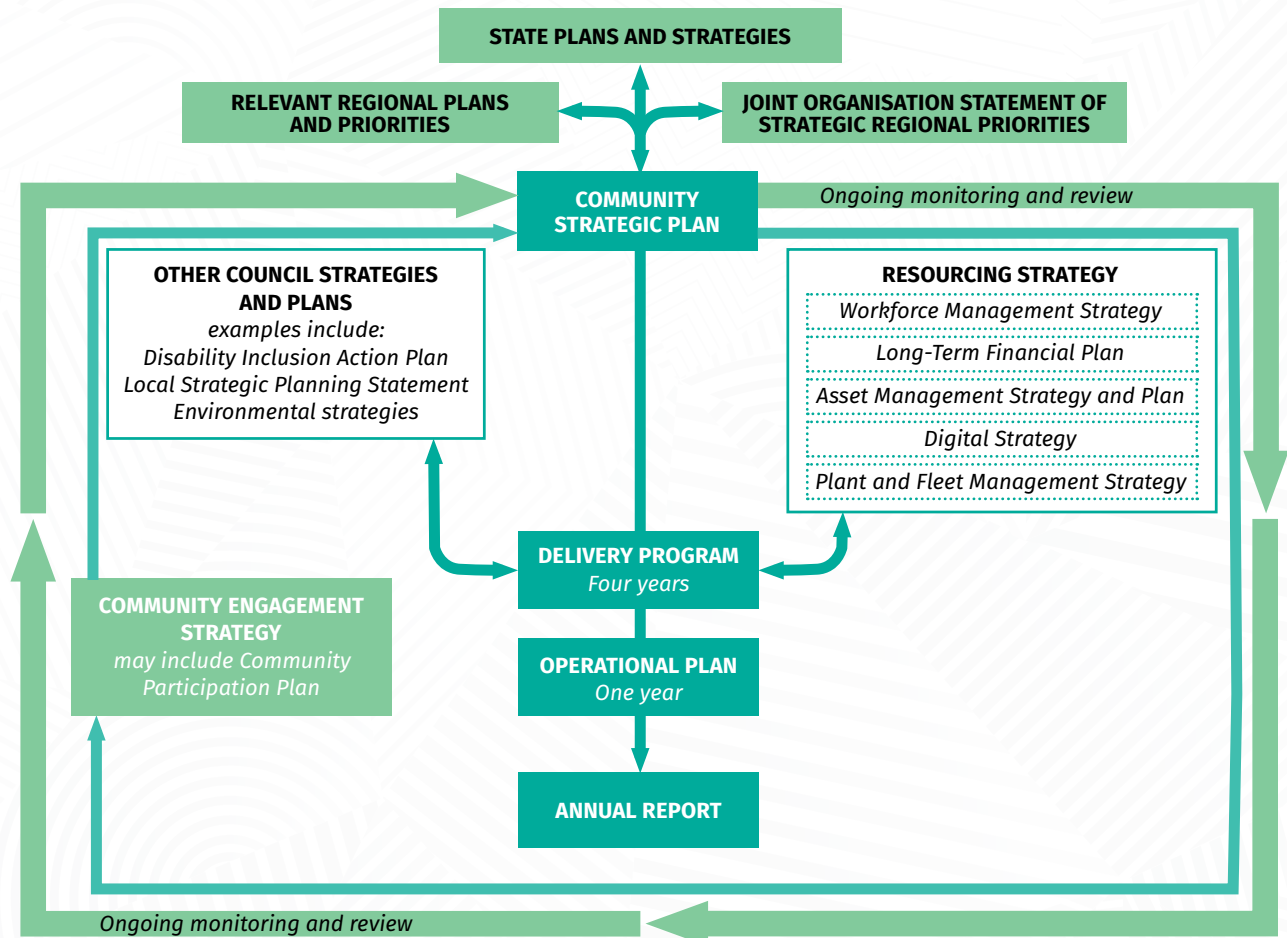


## Monitoring and reporting

The Community Strategic Plan and Resourcing Strategy are reviewed every four years in line with the Local Government election cycle.

The Delivery Program and Operational Plan are reviewed annually to ensure Council's long-term planning is consistent with the current and future needs of the community.

In addition to our Annual Report, we report four times each year on progress towards our Delivery Program and current annual Operational Plan. These reports are available at [lakemac.com.au](http://lakemac.com.au).



# OUR CHALLENGES AND OPPORTUNITIES

The strategic challenges and opportunities facing our community over the next 10 years are outlined on the following pages. The discussion has been grouped into themes which align to both the quadruple bottom line (social, environmental, economic and civic leadership issues) and Council's four pillars of sustainability (social sustainability, environmental sustainability, economic sustainability and sustainable governance). Our plan outlines strategies to address these challenges and leverage opportunities over the next decade.



 **SOCIAL**

***We will help to build an inclusive, resilient and connected community that embraces innovation and creativity, and values our heritage. When making decisions and actions that affect the broad community, we will undertake inclusive community engagement.***

Housing affordability and availability will present challenges and opportunities for our city. The city's population is expected to grow by 28,000 people in the next 15 years. This means between now and 2036, we expect to see demand for 13,500 new homes across Lake Macquarie. Our challenge will be to keep up with demand for housing and development, while taking the opportunity to create the Lake Macquarie our residents want and need.

Another important social issue for the city will be continuing to expand on the quality cultural and community programming available to our residents. We can foster creativity in the city through place activation, creative industries, and heritage and cultural development programs. Investing in creativity reflects the essential role creative and cultural expression plays in our community to enrich our lives and build community wellbeing and harmony.

 **ENVIRONMENTAL**

***We will use resources wisely and help to enhance the quality of our natural landscapes. When making decisions, we will seek to achieve positive outcomes for our local environment and make an equitable contribution to improving regional, national and global environments.***

Adapting to a changing climate continues to be a significant challenge. The way we plan for, and respond to, environmental risks such as extreme heat, sea-level rises and increasing storm events will greatly impact our community's quality of life. At the same time, we will continue to manage and rehabilitate Council land and participate in conservation planning for biodiversity to enhance the city's resilience to these challenges.

The related emerging discussion on net-zero and related environmental targets also presents challenges and opportunities for the city. We will continue to explore options for alternative energy sources and waste management to help transition the Hunter region towards a more sustainable lifestyle. In doing so, we aim to create a city where our natural areas are protected and enhanced.



## ECONOMIC

***We will help to build prosperity for the people of Lake Macquarie City by encouraging growth and sustainable development. We will ensure cost-effective delivery of works and services, as well as appropriate maintenance and renewal of our asset base within the framework of present and future financial sustainability.***

A seismic shift has happened in the global economy in the past 10-15 years, as it's become widely accepted that our current linear economy isn't sustainable. Each year, on average, we consume resources almost twice as fast as the planet's ecosystems can regenerate them. There is now a significant global momentum behind the transition to a circular economy. Our city can support this transition by designing out waste and pollution, keeping products and materials in use at their highest possible value, and regenerating natural systems.

Another important economic opportunity for the next decade is to continue to attract employers to set up in Lake Macquarie. By growing new and emerging industries, including circular economy precincts and renewable technologies, we can provide diverse employment options for our residents. Realising these opportunities will improve our city's prosperity, now and into the future.



## CIVIC LEADERSHIP/GOVERNANCE

***We will demonstrate transparency, fairness, ethical practices and accountability. We will encourage and promote effective public, public-private and civil society partnerships.***

Continuing changes in technology will provide opportunities to improve services for the city, and challenges in terms of how to manage new threats, such as cyber security. Communication and interaction within the community, and between the community and Council, can be enhanced through improving digital solutions and the effective and secure use of data.

In the increasingly complex legislative environment, there is a greater need for enhanced governance. Transparency and accountability are vital to continue to build trust amongst the community. Meaningful engagement between Council and the community will ensure everyone understands the reasons behind decisions made about the future of our city.

Overall, 2022-2032 looks to be an exciting decade for Lake Macquarie. Through sustainable planning, strong leadership and community involvement, we can meet and respond to the challenges and opportunities that lie ahead, and see our city vision come to life.





# LISTENING TO OUR COMMUNITY

*In 2021 we asked our community what they love about Lake Macquarie and what they want for our city in the next 10 years.*

We used a range of engagement techniques to seek input and feedback to inform the review of our Community Strategic Plan.

## *This included:*



**Your City newsletter**  
59,000 households



**Social media**  
9572 engagements



**Online survey**  
1279 online surveys



**e-newsletters**  
70,416 people



**Shape Lake Mac website**  
5400 visits



**Community presentations**  
101 locals attended



**Independent telephone survey**  
600 responses



**Colouring in competition**  
160 students entered



**Community Focus Group**  
14 representatives



**Business and Industry**  
22 letters to key stakeholders



**Pop-up sessions**  
Six locations



**Community activations**  
Eight locations





## WHAT YOU TOLD US

### WHAT YOU LOVE

- Access to the lake and recreational activities
- Beaches
- Diverse landscape
- Our city's lifestyle

### MAKING LAKE MAC BETTER

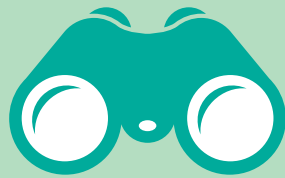
- Increased pedestrian and cycling infrastructure
- Continued environmental focus
- Appropriate levels of development across the city
- Increased public infrastructure

### YOUR PRIORITIES

- Residential development that complements our unique character
- Protecting our natural playground
- Building lively town centres
- Health care access
- More outdoor spaces
- Events spread around the city
- Improved public transport
- More shared pathways
- A city accessible to all
- Attracting and supporting the right industries
- Supporting population growth
- Tourism opportunities
- Recognising Aboriginal culture
- Celebrating our heritage
- Public art and cultural events
- Cultural and creative spaces
- Transparency in Council decision-making
- Engaging with Council
- Securing strategic partners

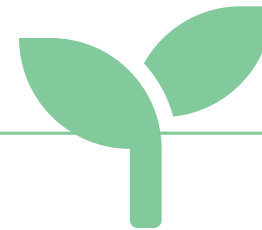
# ONE VISION, SEVEN VALUES

## OUR VISION



Lake Macquarie is a city with a lake at its heart encircled by distinctive towns and villages. We balance our cherished environments with our need for great spaces to live and visit, smart transport options and a thriving economy; which adapt and strive to be fair for all.

## OUR VALUES



### UNIQUE LANDSCAPE

A place where the natural environment (bushland, coast, lake and mountains) is protected and enhanced; where our existing urban centres are the focus of our growth, maintaining their unique characteristics.



### LIFESTYLE AND WELLBEING

A place that encourages safe, active and social opportunities.



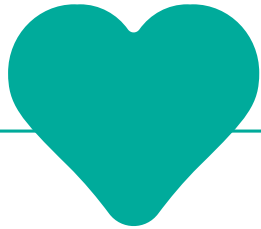
## **MOBILITY AND ACCESSIBILITY**

Effective transport systems that provide choices to conveniently move people, goods and services.



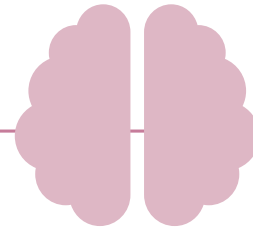
## **DIVERSE ECONOMY**

Which is resilient and adaptable to change, making the best use of the unique advantages of our location and lifestyle.



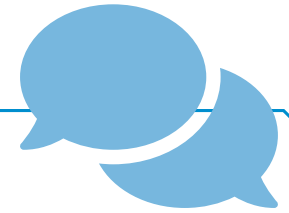
## **CONNECTED COMMUNITIES**

That support and care for all and provide a sense of belonging.



## **CREATIVITY**

Working together with creative process and outcomes that bring together history, culture, knowledge and expertise that support new technologies and ways of thinking.



## **SHARED DECISION-MAKING**

Lake Macquarie communities continue shared responsibility for governance.

# HOW TO READ THIS PLAN

The following information explains the headings used in this plan.

## 1 SUSTAINABLE DEVELOPMENT GOALS

### *How can we make the global, local?*

The United Nations Sustainable Development Goals (SDGs) are a set of global principles to guide action. Seventeen goals sit atop 169 detailed global targets and an emerging set of indicators. While there are global targets sitting beneath each goal, the goals can be localised to address specific issues that are relevant in a local context to contribute to the global effort.

In this plan, we have reflected how our key focus areas align to 17 SDGs consistent with the city's vision and values, indicating where we believe Council is best placed to contribute to achieving these global goals.

### SUSTAINABLE DEVELOPMENT GOALS



## 2 KEY FOCUS AREA

### *What are our community's values?*

The key focus areas are the same as the community values adopted by Council in November 2016 following extensive community engagement. They reflect our city vision, and underpin all of our Integrated Planning and Reporting documents.

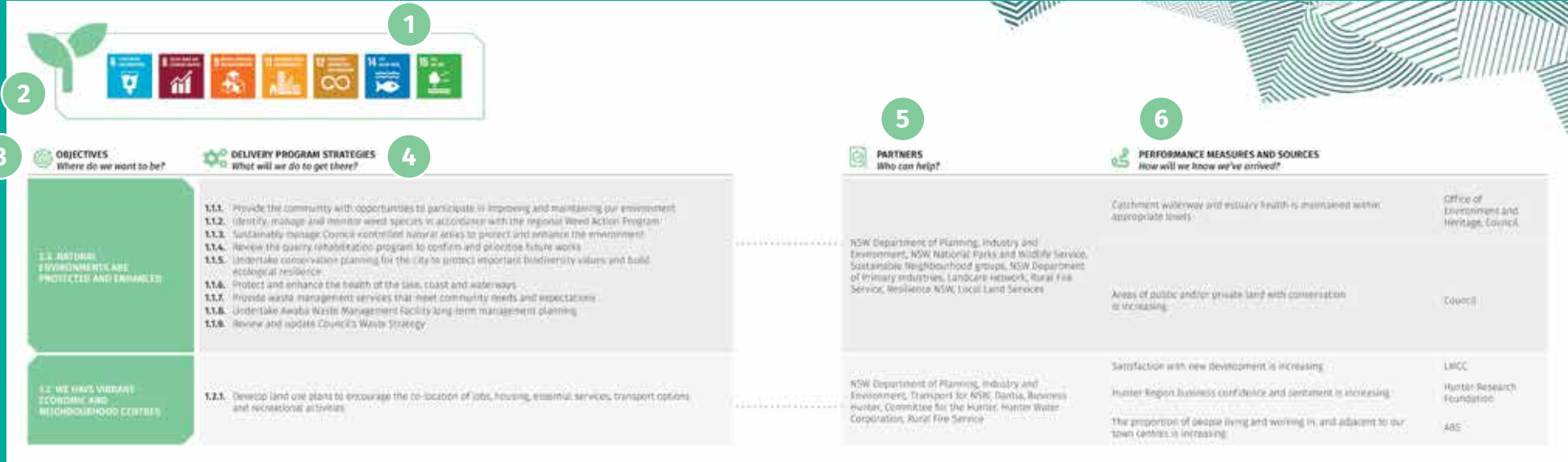
## 3 OBJECTIVES

### *Where do we want to be in 10 years' time?*

These are the community's long-term priorities and aspirations for the city. They contribute to achieving the city vision, which was adopted by Council in November 2016 following extensive community engagement.

The objectives are mapped to the quadruple bottom line (see page 62), indicating how Council's projects will help address the social, environmental, economic and civic leadership/governance issues identified earlier in the plan.

Council has a custodial role in working towards realising these objectives. However, it is not wholly responsible for achieving them. Other partners, such as individuals, State agencies and community groups also have an important role to play.



#### 4 STRATEGIES

##### What will we do to get there?

These are the four-year activities and projects Council will undertake to achieve the long-term objectives, and ultimately the city vision. Our strategies are further explained, with information about resourcing, in our Delivery Program 2022-2026.

#### 5 PARTNERS

##### Who can help?

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

#### 6 PERFORMANCE MEASURES

##### How will we know we've arrived?

The performance measures will help us track our progress towards the long-term objectives. The performance measures identify a data source (such as the Lake Macquarie community survey, Australian Bureau of Statistics, REMPLAN or other reliable statistics) that can be used to quantify progress.

# OUR PLAN







*Unique  
landscape*







*I look forward to more protected areas in Lake Mac over the next 10 years. Initiatives like ReLeaf Lake Mac, the Urban Greening Strategy and construction of the Landcare and Sustainability Living Centre Umali Barai-ku at Teralba, will hopefully continue to inspire and support grassroots volunteer input.*

*Our unique landscape, from beach to bush, creek to lake, is what makes Lake Mac so special. I want our city and the community to continue with the substantial progress made repairing and maintaining that landscape. There is also a great need to attract the next generation of volunteers.*

*- Annette Ryan, Landcare volunteer*



**OBJECTIVES**  
Where do we want to be?

**DELIVERY PROGRAM STRATEGIES**  
What will we do to get there?

<p><b>1.1 NATURAL ENVIRONMENTS ARE PROTECTED AND ENHANCED</b></p>	<p><b>1.1.1</b> Provide the community with opportunities to participate in improving and maintaining our environment  <b>1.1.2</b> Identify, manage and monitor weed species in accordance with the regional Weed Action Program  <b>1.1.3</b> Sustainably manage Council-controlled natural areas to protect and enhance the environment  <b>1.1.4</b> Review the quarry rehabilitation program to confirm and prioritise future works  <b>1.1.5</b> Undertake conservation planning for the city to protect important biodiversity values and build ecological resilience  <b>1.1.6</b> Protect and enhance the health of the lake, coast and waterways  <b>1.1.7</b> Provide waste management services that meet community needs and expectations  <b>1.1.8</b> Undertake Awaba Waste Management Facility long-term management planning  <b>1.1.9</b> Review and update Council's Waste Strategy</p>
<p><b>1.2 STORMWATER THROUGHOUT OUR CITY IS WELL-MANAGED AND MAINTAINED</b></p>	<p><b>1.2.1</b> Provide stormwater, drainage and kerb and channel to enhance Council's infrastructure and mitigate environmental impacts</p>
<p><b>1.3 WE MITIGATE THE IMPACTS OF ADVERSE ENVIRONMENTAL CONDITIONS</b></p>	<p><b>1.3.1</b> Reduce the impacts of flooding on community safety and prosperity</p>



**PARTNERS**  
*Who can help?*



**PERFORMANCE MEASURES AND SOURCES**  
*How will we know we've arrived?*

<p>NSW Department of Planning and Environment, NSW National Parks and Wildlife Service, Sustainable Neighbourhood groups, NSW Department of Primary Industries, Landcare network, NSW Rural Fire Service, Resilience NSW, Local Land Services</p>	<p>Catchment waterway and estuary health is maintained within appropriate levels</p>	<p>Department of Planning and Environment, Council</p>
	<p>Areas of public and/or private land with conservation are increasing</p>	<p>Council</p>
<p>Hunter Water Corporation</p>	<p>Catchment waterway and estuary health is maintained within appropriate levels</p>	<p>Department of Planning and Environment, Council</p>
<p>NSW Department of Planning and Environment, Resilience NSW, Environment Protection Authority, NSW Rural Fire Service, Central Coast Bush Fire Management Committee</p>	<p>Catchment waterway and estuary health is maintained within appropriate levels</p>	<p>Department of Planning and Environment, Council</p>



## *Lifestyle and wellbeing*





*Having moved from Sydney many years ago, we definitely have a more relaxed vibe. The kids love it and there's so many options, in terms of things to do and the outdoors. I like the fact that I don't get stuck in traffic for hours taking my kids to and from school.*

*I'd like to see additions to Lake Macquarie to open it up and build on creating a bustling vibe. Tourist parks accessible to the foreshore, beach clubs, even a water park – I think that would create some great tourism.*

- Elizabeth Aniето



## OBJECTIVES

*Where do we want to be?*



## DELIVERY PROGRAM STRATEGIES

*What will we do to get there?*

**2.1 OUR COMMUNITY HAS ACCESS TO ADAPTABLE AND INCLUSIVE COMMUNITY, HEALTH AND WELLBEING SERVICES**

**2.1.1** Support and continue to promote community health, safety and wellbeing

**2.2 OUR OPEN AND SHARED SPACES ARE INCLUSIVE AND HELP US TO LIVE A HEALTHY AND SAFER SOCIAL LIFESTYLE**

- 2.2.1** Implement actions from the Bush Fire Risk Management Plan to protect the community, assets and the environment
- 2.2.2** Reduce impacts of land contamination on the health, wellbeing and prosperity of the community
- 2.2.3** Enhance sport, leisure and recreation infrastructure for community use
- 2.2.4** Provide attractive and accessible beaches and foreshores for our community and visitors
- 2.2.5** Ensure our development contributions plans are contemporary



**PARTNERS**  
*Who can help?*



**PERFORMANCE MEASURES AND SOURCES**  
*How will we know we've arrived?*

NSW Department of Communities and Justice, NSW Health, NSW Police, NSW Food Authority	Satisfaction with our facilities and public spaces is increasing	Council's community survey
	The ability of residents to access community and health services is increasing	Regional wellbeing survey, <a href="http://healthstats.nsw.gov.au">healthstats.nsw.gov.au</a>
	Participation rates in sporting and recreation activities are increasing	ABS, Council
	The city's regional wellbeing index is increasing	Regional wellbeing survey
	Levels of crime in the city are decreasing	NSW BOCSAR statistics
NSW Department of Planning and Environment, NSW Police, Department of Sport and Recreation, NSW Rural Fire Service	Satisfaction with our facilities and public spaces is increasing	Council's community survey
	Participation rates in sporting and recreation activities are increasing	ABS, Council
	The city's regional wellbeing index is increasing	Regional wellbeing survey



### OBJECTIVES

*Where do we want to be?*



### DELIVERY PROGRAM STRATEGIES

*What will we do to get there?*

**2.3 OUR VIBRANT CITY HAS EVENTS AND FESTIVALS THAT ENHANCE OUR LIFESTYLE**

**2.3.1** Provide a diverse range of activities and events for our community

**2.4 WE HAVE BUILDINGS AND FACILITIES FOR A RANGE OF ACTIVITIES AND RECREATION**

- 2.4.1** Undertake community buildings projects in accordance with the capital works program
- 2.4.2** Investigate technologies that support sustainable and innovative buildings and facilities
- 2.4.3** Manage existing community facilities to meet the needs of the community





**PARTNERS**  
*Who can help?*



**PERFORMANCE MEASURES AND SOURCES**  
*How will we know we've arrived?*

Destination NSW, Create NSW, NSW Police, Australia Council for the Arts, Hunter Academy of Sport	Participation rates for events and festivals are increasing	Council
	The city's regional wellbeing index is increasing	Regional wellbeing index
NSW Department of Planning and Environment, NSW Office of Sport and Recreation	Satisfaction with our facilities and public spaces is increasing	Council's community survey
	Participation rates in sporting and recreation activities are increasing	ABS, Council
	The city's regional wellbeing index is increasing	Regional wellbeing survey



## *Mobility and Accessibility*





*There is so much to love about Lake Macquarie including the natural beauty, climate, lake and beaches. But what makes it most unique is the bush we have between our towns - being able to go for a walk or a ride in places like Green Point or Tingira Heights Nature reserve is priceless.*

*So much great progress has been made over the last few years that has increased the accessibility for walking and cycling. As the population of our city continues to grow and we look to reduce our carbon footprint, continuing to develop this network of shared pathways is really important to encourage people to consider alternatives to jumping in the car.*

*- Alex Dare*



**OBJECTIVES**  
Where do we want to be?

**DELIVERY PROGRAM STRATEGIES**  
What will we do to get there?

**3.1 IT IS SAFER AND EASIER TO GET AROUND OUR CITY TO CONNECT WITH OTHERS**

- 3.1.1** Provide and maintain roads, bridges and other road infrastructure to allow safe and easy movement around our city
- 3.1.2** Increase and enhance access to active transport throughout the city by managing existing and planning for new footpaths, shared pathways and supporting facilities
- 3.1.3** Provide transportation infrastructure that is safe and accessible for all people

**3.2 NEW TECHNOLOGY SUPPORTS SUSTAINABLE TRANSPORT CHOICES**

- 3.2.1** Investigate and promote new and emerging technologies to support sustainable transport and mobility options



**PARTNERS**  
*Who can help?*



**PERFORMANCE MEASURES AND SOURCES**  
*How will we know we've arrived?*

Transport for NSW, Newcastle Transport, neighbouring councils, Department of Infrastructure, Transport, Regional Development and Communications, Sydney Trains	The number of accessibility upgrades at Council facilities is increasing	Council
	The percentage of trips undertaken on public transport is increasing	ABS, NSW Bureau of Transport Statistics
	The amount of new cycleways and footpaths being provided is increasing	Council
	Pavement Condition Index (PCI) targets are met based on the category of road within the road hierarchy, as specified in the Asset Management Plan	Council
Transport for NSW, Newcastle Transport, Keolis Downer, Department of Planning and Environment	The percentage of trips undertaken on public transport is increasing	ABS, NSW Bureau of Transport Statistics
	The number of non-petrol/diesel vehicle registrations in the city is increasing	Roads and Maritime Services



## Diverse Economy





*For tourism businesses like ours, Lake Macquarie is home to a very supportive market of locals and their visiting friends and relatives. Council has always been overwhelmingly supportive of our business and has been crucial to ensure success as we develop, enhance and introduce new products.*

*Over the next 10 years, I'm looking forward to Lake Macquarie welcoming major infrastructure investments that will attract new residents and visitors, and increase opportunities for local businesses like ours. I'd love to see more centralised services, especially on the lake, to make it easier for people to get what they need and do what they want to do, whether it's for work or leisure.*

*- Peter Hanrahan, Managing Director of Lake Macquarie Cruises and Nova Cruises*



## OBJECTIVES

*Where do we want to be?*



## DELIVERY PROGRAM STRATEGIES

*What will we do to get there?*

**4.1 OUR CITY IS A VIBRANT DESTINATION THAT REFLECTS THE LIFESTYLE, CULTURE AND NATURAL ENVIRONMENT THAT MAKE IT SPECIAL**

- 4.1.1 Implement our city's brand identity
- 4.1.2 Continually improve facilities and tourism offerings at Holiday Parks
- 4.1.3 Raise the city's profile as a desirable visitor destination
- 4.1.4 Develop the Lake Arts Residency program

**4.2 WE HAVE AN ADAPTABLE, DIVERSE, PROSPEROUS AND CIRCULAR ECONOMY**

- 4.2.1 Develop and implement Council's Circular Economy Framework
- 4.2.2 Develop and implement initiatives to attract, nurture and retain innovators
- 4.2.3 Attract new investment and employment growth opportunities to the city by investing in tourism, knowledge, health and technology





**PARTNERS**  
*Who can help?*



**PERFORMANCE MEASURES AND SOURCES**  
*How will we know we've arrived?*

Dantia, Business Hunter, Destination NSW, University of Newcastle, Create NSW	The number of visitors (day trips and overnight stays) is increasing	Tourism Research Australia
	The number of people who live and work within the city is increasing	ABS
University of Newcastle, NSW Department of Planning and Environment, Dantia, neighbouring councils, Department of Primary Industries, Tourism NSW	The number of businesses involved in the circular economy in the Hunter region is increasing	Hunter Circular Ecosystem register
	The city's gross regional product is increasing	ABS
	The number of people who live and work within the city is increasing	ABS
	The city's employment growth matches workforce growth	REMPLAN
	The number of businesses in the city that employ one or more persons is increasing	ABS Business Register



## OBJECTIVES

*Where do we want to be?*



## DELIVERY PROGRAM STRATEGIES

*What will we do to get there?*

### 4.3 OUR GROWING POPULATION SUPPORTS A THRIVING LOCAL ECONOMY

- 4.3.1 Investigate Community Wealth Building as an economic model to improve city resilience
- 4.3.2 Maximise development potential of Council's operational land assets including orderly divestment of scattered lots
- 4.3.3 Identify appropriate locations for population growth and development
- 4.3.4 Sustainably grow the arts, culture, community and tourism sector

### 4.4 WE HAVE VIBRANT ECONOMIC AND NEIGHBOURHOOD CENTRES

- 4.4.1 Develop land use plans to encourage the co-location of jobs, housing, essential services, transport options and recreational activities

### 4.5 NEW DEVELOPMENT AND GROWTH COMPLEMENT OUR UNIQUE CHARACTER AND SENSE OF PLACE, NOW AND INTO THE FUTURE

- 4.5.1 Ensure buildings in our city meet best-practice standards
- 4.5.2 Undertake urban greening initiatives to increase and improve green canopy cover for the city
- 4.5.3 Plan for the changing housing needs of the city as it grows



**PARTNERS**  
*Who can help?*



**PERFORMANCE MEASURES AND SOURCES**  
*How will we know we've arrived?*

NSW Department of Planning and Environment, Hunter and Central Coast Development Corporation, neighbouring councils, Transport for NSW	The number of people who live and work within the city is increasing	ABS
	The city's employment growth matches workforce growth	ABS
	The number of businesses in the city that employ one or more people is increasing	ABS Business Register
	The number of projects with Transport for NSW is increasing	Council
	The number of partnerships with cooperatives for community wealth is increasing	Council
NSW Department of Planning and Environment, Transport for NSW, Dantia, Business Hunter, Committee for the Hunter, Hunter Water Corporation, Rural Fire Service	Satisfaction with new development is increasing	Council
	Hunter Region business confidence and sentiment is increasing	Hunter Research Foundation
	The proportion of people living and working in, and adjacent to our town centres is increasing	ABS
NSW Department of Planning and Environment, Dantia, Urban Development Institute of Australia, Property Council of Australia, Master Builders Association, Hunter Water Corporation	Satisfaction with new development is increasing	Council
	The proportion of people living and working in, and adjacent to our town centres is increasing	ABS



## *Connected Communities*





*I love Lake Macquarie for the great opportunities it supplies and provides, and I like that Council is listening and trying to accommodate everyone.*

*I would like to see Lake Macquarie continue to expand its accessibility over the next 10 years. The big step is education – teaching the community not to be afraid of a person in a wheelchair, or who may look different. Providing a safe and accessible community benefits everyone. Stairs, gradients of ramps, entrances to disabled toilets ... all these things may seem minor but they can make a big difference.*

*- Tracey Blair*



### OBJECTIVES

*Where do we want to be?*



### DELIVERY PROGRAM STRATEGIES

*What will we do to get there?*

**5.1 PUBLIC SPACES HELP CONNECT US WITH EACH OTHER**

- 5.1.1** Eliminate barriers to accessing information and services
- 5.1.2** Enhance community spaces with urban and public art, place-making and place activation
- 5.1.3** Enable meaningful creative learning and cultural experiences

**5.2 WE ARE A SUPPORTIVE AND INCLUSIVE COMMUNITY**

- 5.2.1** Create opportunities for people from all demographics and abilities to participate in our community
- 5.2.2** Support volunteer and community groups to increase community resilience
- 5.2.3** Celebrate all cultures, including our Aboriginal and Torres Strait Islander culture

**5.3 WE ARE PROUD OF OUR CITY'S HERITAGE AND CULTURES**

- 5.3.1** Recognise, protect and celebrate our heritage

**5.4 OUR COMMUNITY RESPONDS AND ADAPTS TO CHANGE**

- 5.4.1** Empower our community to adopt sustainable behaviours
- 5.4.2** Adapt our city to a changing climate
- 5.4.3** Encourage uptake of smart and sustainable infrastructure



**PARTNERS**  
*Who can help?*



**PERFORMANCE MEASURES AND SOURCES**  
*How will we know we've arrived?*

NSW Department of Communities and Justice, Create NSW, Destination NSW, Transport for NSW	The proportion of walking and cycling trips in the city is increasing	NSW Bureau of Transport Statistics Household Travel Survey
	Satisfaction with supporting the city's arts, heritage and culture is increasing	Council's community survey
NSW Department of Communities and Justice, neighbouring councils, community groups, NSW Police, Multicultural NSW, Resilience NSW, State Emergency Service, NSW Rural Fire Service	The number of people volunteering is increasing	ABS, Council
Subsidence Advisory NSW, NSW Rural Fire Service, Hunter Central Coast Development Corporation, Department of Planning and Environment, Heritage Council NSW	Satisfaction with supporting the city's arts, heritage and culture is increasing	Council's community survey
Hunter Water Corporation, Ausgrid, Jemena, NSW State Emergency Service, Fire and Rescue, NSW Rural Fire Service, Resilience NSW	The proportion of walking and cycling trips in the city is increasing	NSW Bureau of Transport Statistics Household Travel Survey
	The city's greenhouse gas emissions are decreasing	Council
	The city's energy and water consumption is decreasing	Ausgrid, Hunter Water



*Creativity*







*I'd like to see a sustainable city that embraces change and outsiders, and learns from others' flaws and achievements. A thriving place that has balanced growth and environment in the right, sustainable way.*

*A city that continues to invest in art, supports artists, cultivates art in young generations and educates citizens about art and its value for mental health and humanity.*

- Goya Torres,  
local artist



**OBJECTIVES**  
*Where do we want to be?*

**DELIVERY PROGRAM STRATEGIES**  
*What will we do to get there?*

<p><b>6.1 CREATIVE THINKING DRIVES OUR CITY</b></p>	<p><b>6.1.1</b> Develop and implement Smart Cities initiatives <b>6.1.2</b> Create opportunities and partnerships to develop the creative and cultural sector</p>
<p><b>6.2 OUR CITY HAS A STRONG CREATIVE INDUSTRY</b></p>	<p><b>6.2.1</b> Develop the city's cultural facilities to grow the creative and cultural sector <b>6.2.2</b> Increase participation at cultural facilities and events</p>
<p><b>6.3 CULTURAL EXPERIENCES AND PUBLIC ART CONNECT US WITH THE PAST, PRESENT AND FUTURE</b></p>	<p><b>6.3.1</b> Expand the diversity of heritage and creative interpretation around the city</p>

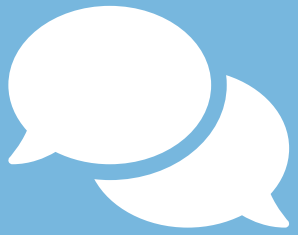


**PARTNERS**  
*Who can help?*



**PERFORMANCE MEASURES AND SOURCES**  
*How will we know we've arrived?*

University of Newcastle, Dantia, Department of Planning and Environment, Destination NSW, Create NSW, local artists and creatives, Australian Council for the Arts	The number of cultural groups and creative practitioners in the city is increasing	Council
	Satisfaction with public art and cultural facilities is increasing	Council's community survey
	Employment and economic output in industries such as the creative sector and knowledge sector is increasing	ABS, REMPLAN
Create NSW, local artists and creatives, private galleries and venues	The number of cultural groups and creative practitioners in the city is increasing	Council
	Satisfaction with public art and cultural facilities is increasing	Council's community survey
	Employment and economic output in industries such as the creative sector and knowledge sector is increasing	ABS, REMPLAN
	The number of opportunities and partnerships formed with creative and cultural sectors is increasing	Council
	The number of activities initiated that attract audiences is increasing	Council
Local artists and creatives, historical societies, Create NSW	The number of public artworks in the city is increasing	Council
	The number of artists engaged is increasing	Council



## *Shared Decision- Making*





*The most important thing about shared decision-making for me is that everyone gets their voices and opinions heard. Sometimes things may clash, but that is the uniqueness of what makes us who we are, and I love having a space to voice these thoughts and have them heard.*

*I hope to see Lake Macquarie boom even more over the next 10 years, but I still want it to retain the essence of the city I grew up in. I'd love the city to be full of opportunities, with inclusiveness and education at its core. More infrastructure will bring larger crowds, in turn bringing more jobs and opportunities for younger generations.*

- Kentan Proctor, Bahtabah Local Aboriginal Land Council



**OBJECTIVES**  
*Where do we want to be?*

**DELIVERY PROGRAM STRATEGIES**  
*What will we do to get there?*

**7.1 OUR COMMUNITY  
INFLUENCES DECISIONS THAT  
SHAPE OUR CITY**

- 7.1.1** Provide our communities with simple, accessible and convenient ways to do business with Council
- 7.1.2** Engage, involve and empower the community to participate in decisions that affect them

**7.2 WE KNOW HOW AND WHY  
DECISIONS ARE MADE**

- 7.2.1** Provide high-quality and relevant information and service to the community
- 7.2.2** Support effective leadership, decision-making and good governance by the elected Council for the benefit of the community

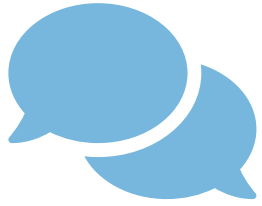


**PARTNERS**  
*Who can help?*



**PERFORMANCE MEASURES AND SOURCES**  
*How will we know we've arrived?*

Community, Hunter Joint Organisation, Committee for the Hunter, Hunter Water Corporation, University of Newcastle, Dantia, Business Hunter	The number of people following and engaging with Council on Facebook, Instagram, Twitter and LinkedIn is increasing	Council
	The number of services available online is increasing	Council
	The number of active participants on Council's Shape Lake Mac site is increasing	Council
	The diversity of participants and methods used is increasing	Council
Community, NSW Office of Local Government, Department of Planning and Environment, NSW Ombudsman, Transport for NSW, Information and Privacy Commission	The number of services available online is increasing	Council
	Community satisfaction remains steady	Council's community survey
	The number of people following and engaging with Council on Facebook, Instagram, Twitter and LinkedIn is increasing	Council
	Customer satisfaction is increasing	Council's community survey
	The number of people accessing open data is increasing	Council



**OBJECTIVES**

*Where do we want to be?*

**7.3 PARTNERSHIPS BETWEEN  
COMMUNITY, GOVERNMENT  
AND BUSINESS BENEFIT OUR  
CITY**



**DELIVERY PROGRAM STRATEGIES**

*What will we do to get there?*

**7.3.1** Influence the decisions made by government and others to create a more liveable, productive and successful city





**PARTNERS**  
*Who can help?*

Hunter Joint Organisation, Committee for the Hunter, Hunter Water Corporation, University of Newcastle, Dantia, Business Hunter, NSW Environment Protection Authority



**PERFORMANCE MEASURES AND SOURCES**  
*How will we know we've arrived?*

The number of people following and engaging with Council on Facebook, Instagram, Twitter and LinkedIn is increasing	Council
The number of unique users and page views on Council's website is increasing	Council
The number of partnerships or collaborative projects is increasing	Council

# LINKS TO STRATEGIC PRIORITIES

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





	UNIQUE LANDSCAPE	LIFESTYLE AND WELLBEING	MOBILITY AND ACCESSIBILITY	DIVERSE ECONOMY	CONNECTED COMMUNITIES	CREATIVITY	SHARED DECISION- MAKING
NSW 2021	✓	✓	✓	✓	✓		✓
HUNTER REGIONAL PLAN 2036	✓	✓	✓	✓	✓		
HUNTER JOINT ORGANISATION'S STRATEGIC PLAN 2018-2021	✓	✓	✓	✓		✓	✓
GREATER NEWCASTLE METROPOLITAN PLAN 2036	✓	✓	✓	✓			✓
GREATER NEWCASTLE FUTURE TRANSPORT PLAN			✓				
HUNTER REGIONAL TRANSPORT PLAN			✓				
NSW GOVERNMENT CIRCULAR ECONOMY POLICY	✓			✓			
NSW GOVERNMENT NET ZERO PLAN STAGE 1: 2020-2030	✓	✓	✓	✓			
NSW GOVERNMENT CULTURAL INFRASTRUCTURE PLAN 2025+		✓		✓	✓	✓	✓



### **NSW 2021**

A 10-year plan for the State, focused on rebuilding the economy, providing quality services, renovating infrastructure, restoring government accountability and strengthening local government and communities.



### **HUNTER REGIONAL PLAN 2036**

A 20-year blueprint for the future of the Hunter, developed by the NSW Government in 2016, focused on the economy, environment, communities, housing and jobs.



### **HUNTER JOINT ORGANISATION'S STRATEGIC PLAN 2018-2021**

The Hunter Joint Organisation (HJO), and its group entities, are the hub for local government collaboration, strengthening our communities by being the local voice on regional strategic issues in the Hunter and delivering tailored local government solutions. The HJO is currently reviewing its Strategic Plan, and the new plan will focus on four regional priority themes: connectivity, resilience, liveability, and jobs and a growing economy.



### **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 which make up Greater Newcastle.



### **GREATER NEWCASTLE FUTURE TRANSPORT PLAN**

An evidence-based plan which identifies transport and infrastructure initiatives for investigation within Greater Newcastle. This plan is related to the NSW Government's Future Transport Strategy 2056, and has a vision for Greater Newcastle's residents, employees and visitors to have and use a world-class transport system that meets everyone's needs.



### **HUNTER REGIONAL TRANSPORT PLAN**

A blueprint for the future and a strategic direction for the delivery of major projects in the region over the next 20 years. It is one of 10 regional plans that support the NSW Long-Term Transport Master Plan and outlines specific actions to address the unique challenges of the area.



### **NSW GOVERNMENT CIRCULAR ECONOMY POLICY**

A policy to deliver positive economic, social and environmental outcomes by transitioning NSW to a circular economy. The circular economy is about changing the way we produce, assemble, sell and use products to minimise waste and to reduce our environmental impact.



### **NSW GOVERNMENT'S 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.



### **NSW GOVERNMENT CULTURAL INFRASTRUCTURE PLAN 2025+**

The state's plan to deliver world-class infrastructure to strengthen the depth and quality of our cultural sector and provide digital infrastructure and technology that enables all forms of culture to reach wider audiences and create across new mediums.

## Council's other strategies and plans

In addition to these State and regional plans, Council has developed several key strategies and plans of its own which align to the community's values, and help us deliver our long-term 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
- ✓ Lake Macquarie Community Participation Plan.

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



# QUADRUPLE BOTTOM LINE

Quadruple bottom line is a way for Council to make sure we address the four key pillars of sustainability: economic, environmental, governance/civic leadership and social.

In the table below, the objectives of this plan are mapped to the quadruple bottom line to show how Council's efforts over the next 10 years cover this important range of issues.



**UNIQUE  
LANDSCAPE**



**LIFESTYLE AND  
WELLBEING**



**MOBILITY AND  
ACCESSIBILITY**



**DIVERSE  
ECONOMY**



**CONNECTED  
COMMUNITIES**



**CREATIVITY**



**SHARED  
DECISION-  
MAKING**

	UNIQUE LANDSCAPE	LIFESTYLE AND WELLBEING	MOBILITY AND ACCESSIBILITY	DIVERSE ECONOMY	CONNECTED COMMUNITIES	CREATIVITY	SHARED DECISION- MAKING
<b>Economic</b>	1.1, 1.2	2.2, 2.3, 2.4	3.1	4.1, 4.2, 4.3, 4.4, 4.5	5.1, 5.2, 5.4	6.2, 6.3	7.3
<b>Environmental</b>	1.1, 1.2	2.2, 2.3, 2.4	3.1, 3.2	4.2, 4.4, 4.5	5.2, 5.4		
<b>Governance/civic leadership</b>	1.1	2.1, 2.2	3.1, 3.2	4.1, 4.2, 4.3, 4.4, 4.5	5.1, 5.2, 5.3, 5.4		7.1, 7.2, 7.3
<b>Social</b>	1.1, 1.2	2.1, 2.2, 2.3, 2.4	3.1, 3.2	4.1, 4.2, 4.3, 4.5	5.1, 5.2, 5.3, 5.4	6.1, 6.2, 6.3	7.1, 7.2



# 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 2024.

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 objective. The performance measures identify a data source (such as the biennial Lake Macquarie community survey, Australian Bureau of Statistics, REMPLAN or other reliable statistics) that can be used to quantify progress towards the long-term objectives of the Community Strategic Plan.

*For more information*



[lakemac.com.au](http://lakemac.com.au)



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