



## REPORT: The Making of the Rates and Charges for 2022/2023

**DIVISION:** Organisational Performance  
**REPORT DATE:** 2 June 2022  
**TRIM REFERENCE:** ID22/1027

### EXECUTIVE SUMMARY

<b>Purpose</b>	Fulfil legislated requirement/Compliance	
<b>Issue</b>	<ul style="list-style-type: none"> <li>The Making of the Rates and Charges for 2022/2023</li> </ul>	
<b>Reasoning</b>	<ul style="list-style-type: none"> <li>In accordance with Section 494 Council must make and levy an ordinary rate for each year on all rateable land in its area.</li> <li>In accordance with Section 534 of the Local Government Act 1993 each rate or charge is to be made for a specified year. In accordance with Section 535 a rate or charge is made by resolution of the council.</li> </ul>	
<b>Financial Implications</b>	Budget Area	Dubbo Regional Council
	Funding Source	Rates and Charges
	Proposed Cost	Financial implications arising from this report are detailed in Council's 2022/2023 Operational Plan and Budget.
	Ongoing Costs	Financial implications arising from this report are detailed in Council's 2022/2023 Operational Plan and Budget.
<b>Policy Implications</b>	Policy Title	There are no policy implications arising from this report

### STRATEGIC DIRECTION

The 2040 Community Strategic Plan is a vision for the development of the region out to the year 2040. The Plan includes five principle themes and a number of strategies and outcomes. This report is aligned to:

Theme: 4 Community Leadership

CSP Objective: 4.4 Statutory requirements are met and services are provided to the organisation in a cost-effective and timely manner

Delivery Program Strategy: 4.4.1 The organisation meets all statutory requirements

**RECOMMENDATION**

1. That WHEREAS the 2022/2023 Draft Operational Plan was adopted by the Council on 28 April 2022, and WHEREAS public notice of the 2022/2023 Draft Operational Plan was given as per Section 405 of the Local Government Act 1993 in the form of a proactive media plan supported by an advertising campaign and online communications and WHEREAS a period of 28 days has lapsed since the commencement of advertising on 2 May 2022 and Council has taken into consideration submissions made concerning the Draft Operational Plan and Budget IT IS HEREBY RESOLVED that Council make the following Rates and Annual Charges for the year 2022/2023, and that such Rates and Annual Charges be the amount specified hereunder subject to the minimum amount per assessment specified in Ordinary Rates table in the report of the Revenue Accountant dated 2 June 2022.
2. That WHEREAS the 2022/2023 Draft Operational Plan was adopted by Council on 28 April 2022, and WHEREAS public notice of the 2022/2023 Draft Operational Plan was given as per Section 405 of the Local Government Act 1993 in the form of a proactive media plan supported by an advertising campaign and online communications and WHEREAS a period of 28 days has lapsed since the commencement of advertising on 2 May 2022 and Council has taken into consideration submissions made concerning the Draft Operational Plan and budget, IT IS HEREBY RESOLVED that Council make the User Charges for the year 2022/2023 as referred to in the report of the Revenue Accountant dated 2 June 2022.

*Dean Frost*  
Director Organisational Performance

*BM*  
Revenue Accountant

**BACKGROUND**

**Previous Resolutions of Council**

28 April 2022	<i>In part:</i> 1. That the draft 2022/2023 Dubbo Regional Council Budget (including Fees and Charges) and Forward Budgets...be adopted by Council for the purposes of public exhibition only.
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**REPORT**

**Consultation**

The draft annual statement of revenue policy and budget (including fees and charges) were placed on public exhibition from 2 May until 30 May 2022. Council received 83 submissions during the public exhibition period.

The draft documents were available for viewing at the Dubbo and Wellington Customer Experience Centres, Macquarie Regional Library – Dubbo and Wellington Branches, and through a dedicated consultation page on Council’s website.

**Resolution 1:**

That WHEREAS the 2022/2023 Draft Operational Plan was adopted by the Council on 28 April 2022, and WHEREAS public notice of the 2022/2023 Draft Operational Plan was given as per Section 405 of the Local Government Act 1993 in the form of a proactive media plan supported by an advertising campaign and online communications and WHEREAS a period of 28 days has lapsed since the commencement of advertising on 2 May 2022 and Council has taken into consideration submissions made concerning the Draft Operational Plan and Budget, IT IS HEREBY RESOLVED that Council make the following Rates and Annual Charges for the year 2022/2023, and that such Rates and Annual Charges be the amount specified hereunder subject to the minimum amount per assessment specified in the Ordinary Rates table below:

Ordinary Rates (Section 494)	Ad Valorem (or rate in \$) Amount	Minimum Amount	Yield %
<b>Residential</b>			
Residential Ordinary Applies to residential properties within the areas that are outside the defined Residential Dubbo Urban, Residential Wellington, Residential Geurie, Residential Village, Firgrove Estate, and Richmond Estate (as defined in Schedule A hereunder)	0.5452	\$556.50	8.6%
Residential – Dubbo Urban Applies all residential properties within the defined "Urban" area (as defined in Schedule A hereunder)	0.7876	\$732.15	44.1%
Residential – Firgrove Estate Applies to residential properties within the defined "Firgrove" development (as defined in Schedule A hereunder)	0.5774	\$715.65	0.7%
Residential - Richmond Estate Applies to residential properties within the defined "Richmond Estate" development (as defined in Schedule A hereunder)	0.5774	\$715.65	0.5%
Residential - Village Applies to all residential properties within the defined "Village" areas of Ballimore, Brocklehurst, Eumungerie and Wongarbon (as defined in Schedule A hereunder)	0.6191	\$578.00	0.6%



Ordinary Rates (Section 494)	Ad Valorem (or rate in \$) Amount	Minimum Amount	Yield %
Residential - Wellington Applies to all residential properties within the defined Wellington Urban area (as defined in Schedule A hereunder)	1.9126	\$552.40	4.2%
Residential - Geurie Applies to all residential properties within the Village of Geurie (as defined in Schedule A hereunder)	0.6191	\$578.00	0.3%
<b>Business</b>			
Business Ordinary Applies to all business properties that are outside the township of Wellington and the defined CBD, East Dubbo, Cobra Street and Wellington Road areas (as defined in Schedule A hereunder)	1.0698	\$732.15	10.0%
Business - Central Business District Applies to all business properties within the defined "CBD" area	2.6527	\$732.15	11.1%
Business - East Dubbo area Applies to all business properties within the defined "East Dubbo" area	3.2526	\$732.15	1.2%
Business – Cobra Street Applies to all business properties within the defined "Cobra Street" bulky goods precinct	3.2526	\$732.15	0.7%
Business - Wellington Road Applies to all business properties within the defined "Wellington Road" area	3.2526	\$732.15	0.7%
Business - Wellington Applies to all business properties within the township of Wellington (as defined in Schedule A hereunder)	2.6701	\$732.15	0.9%

Ordinary Rates (Section 494)	Ad Valorem (or rate in \$) Amount	Minimum Amount	Yield %
<b>Farmland</b>			
Farmland Applies to all land which has been declared "Farmland"	0.4537	\$389.20	16.4%
<b>Mining</b>			
Mining Applies to all land which has been declared "Mining"	6.0000	\$578.00	0.0%

### Schedule A

Ordinary Rates Land to which rate applies

a. Residential

All properties categorised as "residential" outside the defined "Residential Dubbo Urban", "Residential Wellington", "Residential Geurie", "Residential Village", "Firgrove Estate" and "Richmond Estate" areas.

b. Residential - Dubbo Urban

All residential properties declared "Residential Dubbo Urban" being in the area generally described as that part of the City of Dubbo which lies within an area bounded by Talbragar River, Old Gilgandra Road, Boothenba Road, Yarrandale Road, Cobbora Road, Bushland Drive, western boundary of Lots 221 and 222 DP 1239477 and Lot 21 DP 572534, Buninyong Road, South Buninyong Road, Railway Lane, Wellington Road, the western boundary of Lot 51 DP 612578, the eastern and southern boundary of Lot 2508 DP 1093568, eastern and southern boundary of Lot 2492 DP 623366, Sheraton Road, western boundary of Lot 2 DP 1272474, northern boundary of Lot 6 DP 582736 and Lot 31 DP 738069, Hennessy Drive inclusive of parcels south of Hennessy Drive described as Lots 7000, 7001 and 7002 DP 1139564, Old Dubbo Road, area on southern side of Macquarie Street zoned R2 to the Water Treatment Plant boundary, Macquarie River, southern boundary of Lot 16 DP 753233, Newell Highway, Blackbutt Road, Joira Road, Minore Road, Western Railway Line, area zoned IN2 on the western side of railway line bounded by Lot 7 DP 223428 Lot 52 DP 1028071 Lot 2 DP 1183095, Narromine Road, Dubbo Aerodrome, Blizzardfield Road, Bunglegumbie Road, northern and eastern boundary Lot 7 DP 250606, eastern boundary Lot 6 DP 250606, southern boundary Lot 4 DP 250606, Macquarie River, southern boundary Lot 261 DP 575016, Brisbane Street North Dubbo and Newell Highway.

c. Residential - Firgrove

All residential properties within the "Firgrove Estate" development.

- d. Residential - Richmond  
All residential properties within the “Richmond Estate” development.
- e. Residential - Village  
All residential properties within the villages of Ballimore, Eumungerie and Wongarbon zoned RU5 (Village) under the Dubbo Local Environmental Plan 2022 and all residential properties declared Residential Village being in the area generally described as that part of Brocklehurst which lies within an area bounded by Wambianna Street, western boundary of Lots 147 and 148 DP 754328, northern boundary of Lot 1 DP 1001551 and the Newell Highway.
- f. Residential - Wellington  
All residential properties declared “Residential Wellington” being in the area generally described as that part of the town of Wellington which lies within an area bounded by Mitchell Highway, Goolma Road, western boundary of Lot 2 DP 806578, Macquarie River, McLeod Street, Warne Street, Marsh Street, Maughan Street, McLeod Street, southern boundary of Lots 3 and 4 DP 711299, western boundary of Lot 147 DP 756920, western boundary of Lot 337 DP 728783, Charles Street, Pierce Street, Samuel Street, the western boundary of lots 68 and 69 DP 756920, Pierce Street, northern boundary of Lot 7002 DP 1020770, Barton Street, Belle Street, Curtis Street, eastern boundary of Lot 3 and 4 Section 17 DP 759073, Lot 1 Section 82 DP 759073, unformed end of Zouch Street, western boundary of Lots 7 and 10 DP 783257, Maxwell Street, Bell River, southern and eastern boundary of Lot 31 DP 1099008, southern, eastern and northern boundary of Lot 289 DP 756920, Gobolion Street, Bell River, Macquarie River, Lay Street, Tollemache Street, eastern boundary of Lot 10 DP 1122385, southern and eastern boundary of Part Lot 2 DP 334986, Mitchell Highway.
- g. Residential - Geurie  
All residential properties declared “Residential Geurie” being in the area generally described as that the village of Geurie which lies within an area bounded by Geurie Street, Greenbank Street, Lot 154 DP 754313, Fitzroy Street, Comobella Road, western boundary of Lots 1 and 10, section 5 DP 758438, Lot 1 DP 123355, Lots 1 and 10 section 15 DP 758438, Mitchell Highway, western boundary of Lots 195 and 196 DP 184019, Morley Street, Whitely Street, Cass Street, Old Dubbo Road and Mitchell Highway.
- h. Business  
All properties categorised as “business” except those within the defined “Central Business District”, “East Dubbo”, “Cobra Street” and “Wellington Road” areas or within the “township of Wellington” (which is defined in the Residential Wellington sub-category description).
- i. Business - Central Business District  
All “business” properties within the area described as that part of the City of Dubbo which lies within the area bounded by Erskine Street, Darling Street, Cobra Street and the Macquarie River.

- j. Business - East Dubbo  
All "business" properties within the area bounded by Wheelers Lane, Birch Avenue, Windsor Parade and the Mitchell Highway.
- k. Business - Cobra Street  
All "business" properties zoned Business Development B5 in the area fronting Cobra Street within the area bounded by the Molong Railway line to the west and the eastern and southern boundaries of Lot 121 DP1074142 and the northern boundary of Lot 304 DP 754308.
- l. Business - Wellington Road  
All "business" properties zoned Business Development B5 in the area fronting Wellington Road known as "Blue Ridge Estate" within the area bounded by Sheraton Road to the west, Wellington Road (Mitchell Highway) to the north, the eastern boundary of Lot 4 DP 1144575 and Capital Drive to the east and Blueridge Drive and the Northern Boundary of Lot 2506 DP 1082413 as the southern boundary.
- m. Business - Wellington  
All "business" properties within the township of Wellington (as defined in the Residential Wellington sub-category).
- n. Farmland  
All land which has been declared "farmland".
- o. Mining  
All land which has been declared "mining".

#### **ANNUAL CHARGES STATEMENT (Section 405(2))**

In accordance with the provisions of Section 405 of the Act, Council has resolved to make and levy the following annual charges.

#### **DOMESTIC WASTE MANAGEMENT SERVICE CHARGE (SECTION 496)**

##### **Domestic Waste Management Service Charge – 3 Bin Service**

A Domestic Waste Management Service is to be available to all residential properties in the urban areas of Brocklehurst, Dubbo, Geurie, Wellington and Wongarbron which have been defined on a map marked for this purpose. The annual charge for 2022/2023 is \$429.50. This charge provides for a once weekly kerbside collection service of one weekly 240 litre food and garden waste bin service, a once weekly kerbside collection of 140 litre garbage bin and a fortnightly kerbside collection for one 240 litre bin of mixed recycling.

Under section 496(2) of the Local Government Act 1993 Council may make an annual charge for the provision of a domestic waste management service for a parcel of land that is exempt from rating if the service is available for that land and the owner of that land requests or agrees to the provision of the service to that land.

Council will grant a voluntary pension rebate of \$52.00 on the Domestic Waste Management Service Charge – 3 Bin Service in 2022/2023. To be eligible to receive the voluntary rebate the property owner must be eligible to receive a Pensioner Concession on their Ordinary Rates and Annual Charges under section 575 of the Local Government Act 1993. The voluntary Pension Rebate – Domestic Waste will be granted or abandoned proportionately based on liability and on a quarterly basis as per the eligibility criteria for a Pension Concession granted under section 575 of the Local Government Act.

### **Domestic Waste Management Service Charge – 2 Bin Service**

A Domestic Waste Management Service is to be available to all residential properties located in the urban fringe and outer areas of Brocklehurst, Dubbo, Geurie, Wellington and Wongarbon, the villages of Ballimore, Bodangora, Dripstone, Elong Elong, Euchareena, Eumungerie, Mogriguy, Mumbil, Nanima, North Yeoval and Stuart Town, and the areas of Cadonia Estate, Firgrove Estate, Richmond Estate, Ponto Falls and Wellington Caves; which have been defined on a map marked for this purpose.

The Domestic Waste Management Service Charge – 2 Bin Service will apply to multiple unit dwellings on single title lots such as retirement villages, gated communities and apartment blocks and to Strata title units with greater than 2 lots in the registered Strata Plan.

The annual charge for 2022/2023 is \$350.10. This charge provides for a once weekly kerbside collection service of one weekly kerbside collection of 240 litre Garbage bin and a fortnightly kerbside collection for one 240 litre bin of mixed recycling.

Multiple unit dwellings situated on a single title property will be levied a Domestic Waste Management Service Charge – 2 Bin Service for each unit for dwellings comprising up to and including eight units. Multiple unit dwellings comprising more than eight units will be levied eight times the Domestic Waste Management Service Charge – 2 Bin Service (\$2,800.80) plus one Domestic Waste Management Service Charge – 2 Bin Service for every two unit dwellings in excess of eight (rounded up to the next whole number in the case of an odd number of units).

### **Capacity Upgrade – 3 Bin Service**

In exceptional circumstances, and as approved by the Manager Resource Recovery and Efficiency, approval may be granted for a weekly 240 litre Garbage Bin rather than the standard weekly 140 litre bin. The additional charge for this extra capacity will be \$89.35 in 2022/2023. This is an annual charge and will not be levied on a pro-rata basis.

### **Domestic Waste Management Charge – Vacant Land**

A Domestic Waste Charge – vacant land for 2022/2023 of \$108.15 is applicable to all vacant parcels of land categorised as Residential for rating purposes within the defined three bin or two bin kerbside collection areas.

### **Additional Domestic Waste Management Services**

Additional Domestic Waste Management Recycling Service for residential dwellings charge provides for a once fortnightly kerbside collection for one 240 litre bin of mixed recycling. The annual charge for 2022/2023 is \$143.15.

Additional Domestic Waste Management Food Organics and Garden Organics Service for residential dwellings charge provides for a once weekly kerbside collection for one 240 litre bin of food and garden organic waste bin service. The annual charge for 2022/2023 is \$140.00.

### **ANNUAL CHARGES (SECTION 501)**

#### **Non Domestic Waste Collection Service Charge**

A weekly kerbside garbage collection service is available to all non-residential properties in the designated kerbside collection area. The annual charge will only be applied to those properties for which the service is provided.

The annual charge for 2022/2023 is \$237.20. This charge provides for a once weekly kerbside collection service of one 240 litre garbage bin.

#### **Non-Domestic Recycling Service Charge**

Fortnightly Non-Domestic Recycling collections will be provided to all non-residential properties in the designated kerbside collection area that require the service. The annual charge provides for a fortnightly kerbside collection of the 240 litre bin of mixed recycling.

The annual charge for 2022/2023 is \$143.15 per bin.

#### **Non-Domestic Green Waste Collection Service Charge**

Food and Garden Waste collections will be available to all non-residential properties in the designated 3-bin kerbside collection area that require the service. The annual charge provides for a weekly kerbside garbage collection service of one 240 litre Food and Garden Waste bin.

The annual charge for 2022/2023 is \$140.00 per bin.

#### **Waste Management Service (Rural) Charge**

A Waste Management Service (Rural) Charge is applicable to all rural parcels of rateable land with households located thereon located outside the defined waste collection zones and covers the disposing of small domestic quantities (equivalent to wheelie bin capacity). The annual charge finances the operation of rural household waste transfer stations and the cost of disposing of small quantities of rural household waste at the Whylandra Waste and Recycling Centre and Wellington Waste Facility.

The annual charge for 2022/2023 is \$153.60 (including GST) and the charge is based on the revenue required to cover the “reasonable cost” of providing this service for 2022/2023.

#### **Drainage Service Charge - Dubbo**

An annual Drainage Service Charge will apply to all parcels of rateable land in the defined “Urban” area. The defined “Urban” area is the same area to which the Residential Dubbo Urban Ordinary Rate is applied. The amount of the Annual Charge for 2022/2023 will be \$103.06 and is an increase of 2.3% over the Annual Charge for 2021/2022.

#### **Water Supply Service Access Charge**

The Pricing Policy for 2022/2023 will comprise:

1. An access charge (annual charge under Section 501).
2. A usage charge (charge for the actual use of the service under Section 502).

Council will be maintaining separate charging structures for the former Dubbo City Council and Wellington Council.

An annual Water Supply Service Access Charge will apply to all parcels of land where a water supply is available. The amount of the access charge applicable to each property will be in accordance with the size of the water service provided to that property. The access charge for each size of water service for 2022/2023 is as follows:

#### **Former Dubbo City Council:**

<b>Meter Size</b>	<b>Annual Charge</b>
20mm	\$293.56
25mm	\$457.95
30/32mm	\$751.48
40mm	\$1,174.19
50mm	\$1,834.68
65mm	\$3,099.86
80mm	\$4,696.77
100mm	\$7,338.70
150mm	\$16,520.85
200mm	\$29,355.52

A minimum charge, being the amount equivalent to a 20mm water service charge, will apply to each rateable parcel of land which has been created under a Strata Title subdivision, Community or Neighbourhood Plan.

A minimum charge, being the amount equivalent to a 20mm water service charge, will apply to each parcel of rateable land which does not have a water service connected but to which a water service is available in accordance with the provision of Section 552 (1) (b) of the Local Government Act 1993.

**Former Wellington Council:**

<b>Tariff Description</b>	<b>Annual Availability Charge</b>
<b>Domestic</b>	\$450.56
Commercial 20mm	\$545.73
Commercial 25mm	\$844.34
Commercial 31mm	\$1,303.97
Commercial 32mm	\$1,389.93
Commercial 38mm	\$1,969.66
Commercial 40mm	\$2,171.27
Commercial 50mm	\$3,388.93
Commercial 80mm	\$8,684.61
Commercial 100mm	\$13,572.52
Commercial 150mm	\$30,528.06
Un-connected service	\$450.54
Connected service - no meter	\$545.73
Dedicated fire service	\$545.73
Commercial (Non Profit) - Commercial 50mm	\$844.34
<b>Church Properties</b>	
Connected Wellington and Village Non Residential	\$436.54
Connected Wellington and Village - Domestic	\$360.42

**Sewerage Service Charge – Residential**

**Dubbo Residential Sewer Charge**

An annual Sewerage Service Charge will apply to all residential properties within the former Dubbo City Council area.

The annual Sewerage Service charge to apply to all single dwellings, and each rateable parcel of land which has been created under a Strata Title subdivision, Community or Neighbourhood Plan and vacant land where a sewerage service is available will be \$835.88 for 2022/2023.

The annual sewerage service charge to apply to all residential multiple residence properties where individual separate occupancies are situated on a single parcel of land (includes non strata flats, units, villas and dwellings within retirement villages) will be the number of occupancies x the residential single dwelling annual charge x .5.

**Wellington Residential Sewer Charge**

An annual Sewerage Service Charge will apply to all residential properties within Wellington.

The annual sewerage service charge to apply to all single dwellings, and each rateable parcel of land which has been created under a Strata Title subdivision, Community or Neighbourhood Plan where a sewerage service is available, will be \$732.43 for 2022/2023.



**Wellington Sewer Charge - Unoccupied**

The annual sewerage service charge to apply to all vacant parcels of land within the township of Wellington where a sewerage service is available will be \$648.24 for 2022/2023.

**Mumbil Sewer Charge**

The annual sewerage service charge for 2022/2023 to apply to all Residential properties within Mumbil where a sewerage service is available will be \$686.29.

**Mumbil Sewer Charge – Unoccupied**

The annual sewerage service charge for 2022/2023 to apply to all each unoccupied rateable parcel of land within Mumbil where a sewerage service is available will be \$648.24.

**Geurie Sewer Charge**

The annual sewerage service charge for 2022/2023 to apply to all Residential properties within Geurie where a sewerage service is available will be \$732.43

**Geurie Sewer Charge – Unoccupied**

The annual sewerage service charge for 2022/2023 to apply to each unoccupied rateable parcel of land within Geurie where a sewerage service is available will be \$648.24.

**Religious Property Sewer Charge - Wellington**

The annual sewerage service charge for 2022/2023 to apply to all religious properties where a sewerage service is available will be \$587.07.

**Religious Property Sewer Charge – Village**

The annual sewerage service charge for 2022/2023 to apply to all religious properties where a sewerage service is available will be \$587.07.

**Resolution 2:**

**That WHEREAS the 2022/2023 Draft Operational Plan was adopted by the Council on 28 April 2022, and WHEREAS public notice of the 2022/2023 Draft Operational Plan was given as per Section 405 of the Local Government Act 1993 in the form of a proactive media plan supported by an advertising campaign and online communications and WHEREAS a period of 28 days has lapsed since the commencement of advertising on 2 May 2022 and Council has taken into consideration submissions made concerning the Draft Operational Plan and Budget, IT IS HEREBY RESOLVED that Council make the following User Charges for the year 2022/2023:**

**USER PAY CHARGES (SECTION 502)**

**Water Supply Service Usage Charge**

A charge will be raised for the use of the Water Supply Service on a consumption year basis recorded by the meter or meters servicing each property.

The Usage Charge applicable to properties in the former Dubbo City Council for 2022/2023 will apply as follows:

Residential Properties - All Consumption - per kilolitre	\$2.22
Non Residential Properties - All Consumption - per kilolitre	\$2.22

The Usage Charges applicable to properties in the former Wellington Council for 2022/2023 will apply as follows:

Tariff Description	Consumption Charge	Consumption Charge	Consumption Charge	Consumption Charge
From KL	0	301	501	10,001
To KL	300	500	10,000	-
Domestic	\$2.42	\$2.47	\$2.65	\$2.86
Commercial	\$1.67	\$1.80	\$2.19	\$2.75
Connected Service No Meter	20KL per qtr			

**Sewerage Service Charges - Non Residential**

**Sewerage Service Charge Non Residential - Dubbo**

The use of the Sewerage Service by all non-residential properties within the former Dubbo City Council area will be charged on a quarterly basis in accordance with the following pricing structure for 2022/2023:

$$B = SDF \times (AC + C \times UC)$$

B = Quarterly Sewerage Charge - Non Residential

SDF = Sewerage Discharge Factor

$$AC = \frac{(AC_{20} \times D^2)}{400}$$

This equates to the following Access Charge (AC) for the various water connection sizes:

Meter Size	Quarterly Amount	Annual Equivalent
20mm	\$109.95	\$439.80
25mm	\$171.80	\$687.19
32mm	\$281.47	\$1,125.89
40mm	\$439.80	\$1,759.20
50mm	\$687.19	\$2,748.75
65mm	\$1,161.35	\$4,645.39
80mm	\$1,759.20	\$7,036.80
100mm	\$2,748.75	\$10,995.00
150mm	\$6,184.69	\$24,738.75

The Access Charge (AC) is applicable to each water service connected to a property in accordance with the size of the meter fitted to the service.

D	=	Water Supply Service Connection Size	
C	=	Annual Water Consumption	
UC	=	Usage Charge	\$2.40/Kl
		Minimum Quarterly Sewerage Charge - Non Residential	\$208.97

**Sewerage Services Charge Non Residential - Wellington**

The use of the Sewerage Service by all non-residential properties within the former Wellington Council area will be charged on a quarterly basis in accordance with the following pricing structure for 2022/2023:

B	=	$SDF \times (AC + C \times UC)$
B	=	Quarterly Sewerage Charge - Non Residential
SDF	=	Sewerage Discharge Factor
AC	=	$(AC_{20} \times \frac{D^2}{400})$

This equates to the following Access Charge (AC) for the various water connection sizes:

Meter Size	Quarterly Amount	Annual Equivalent
20mm	\$97.64	\$390.56
25mm	\$152.56	\$610.25
31mm	\$234.58	\$938.32
32mm	\$249.96	\$999.83
38mm	\$352.48	\$1,409.92
40mm	\$390.56	\$1,562.24
50mm	\$610.25	\$2,441.00
80mm	\$1,562.24	\$6,248.96
100mm	\$2,441.00	\$9,764.00
150mm	\$5,492.25	\$21,969.00
Unconnected Service	\$155.49	\$621.97
Connected Service No Meter	\$176.51	\$706.04
Commercial (Non-Profit) – 50mm	\$156.70	\$626.78
<b>Churches</b>		
Connected - Villages		\$503.14
Connected - Wellington		\$503.14

The Access Charge (AC) is applicable to each water service connected to a property in accordance with the size of the meter fitted to the service.

D	=	Water Supply Service Connection Size	
C	=	Annual Water Consumption	
UC	=	Usage Charge	\$1.04/Kl
		Minimum Quarterly Sewerage Charge - Non Residential	\$183.11



## REPORT: Towards 2040 Community Strategic Plan - Results of Public Exhibition

**DIVISION:** Development and Environment  
**REPORT DATE:** 31 May 2022  
**TRIM REFERENCE:** ID22/877

### EXECUTIVE SUMMARY

Purpose	Seek endorsement	Fulfil legislated requirement
<b>Issue</b>	<ul style="list-style-type: none"> <li>Council is required to review the existing 2040 Community Strategic Plan (CSP) before 30 June 2022 and either endorse it or develop and endorse a new Plan.</li> <li>Council developed and endorsed the draft Towards 2040 CSP and placed it on public exhibition from 2 March until 8 April 2022. Council conducted a range of face-to-face and online workshops with the community to identify their main aspirations, priorities and vision for the future of the Local Government Area.</li> <li>Council received 44 written submissions, 30 general comments, 27 big ideas, 16 surveys, and 115 attendees at online and face-to-face workshops during the public exhibition period (attached in <b>Appendix 1</b>).</li> <li>This report provides the results of public exhibition and seeks endorsement of the draft Towards 2040 CSP (attached in <b>Appendix 2</b>).</li> <li>The Delivery Program and Operational Plan are the subject of a separate report for Council's consideration.</li> </ul>	
<b>Reasoning</b>	<ul style="list-style-type: none"> <li>The Local Government Act 1993</li> <li>The Integrated Planning and Reporting Guidelines</li> </ul>	
<b>Financial Implications</b>	Budget Area	<ul style="list-style-type: none"> <li>Resourcing will be organisation wide for implementation of CSP</li> <li>Consultation for CSP was budgeted under Growth Planning</li> </ul>
	Funding Source	Organisation wide for implementation of CSP
	Proposed Cost	\$70,000 for consultation
	Ongoing Costs	\$70,000 every four years as CSP is renewed and consultation takes place
<b>Policy Implications</b>	Impact on Policy	The CSP identifies the community's main priorities and aspirations for the future of the Local Government Area. Council's Resourcing Strategy, Delivery Program, Operational Plan, strategies and policies should be consistent

		with the CSP.
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**STRATEGIC DIRECTION**

The 2040 Community Strategic Plan is a vision for the development of the region out to the year 2040. The Plan includes five principle themes and a number of strategies and outcomes. This report is aligned to:

- Theme: 4 Community Leadership
- CSP Objective: 4.4 Statutory requirements are met and services are provided to the organisation in a cost-effective and timely manner
- Delivery Program Strategy: 4.4.1 The organisation meets all statutory requirements

**RECOMMENDATION**

1. That the submissions and comments received by Council during the public exhibition period (attached in Appendix 1) be noted.
2. That the draft Towards 2040 Community Strategic Plan be endorsed and commence operation on 1 July 2022 (attached in Appendix 2).
3. That the changes between the pre-exhibition draft Community Strategic Plan and the post-exhibition Community Strategic Plan be noted (attached in Appendix 3).
4. That the community be advised through a variety of media channels of Council’s endorsement of the Towards 2040 Community Strategic Plan.
5. That those who made a submission be acknowledged and advised of Council’s determination in this matter.

*Murray Wood*  
Chief Executive Officer

*TH*  
Team Leader Growth  
Planning Projects

## BACKGROUND

### 1. Previous Resolutions of Council

24 February 2022	<p><i>In part:</i></p> <ol style="list-style-type: none"><li>1. That Council endorse the themes, objectives and strategies of the draft updated 2040 Community Strategic Plan for the purposes of community consultation.</li><li>4. That the draft updated 2040 CSP be placed on public exhibition for a period of not less than 28 days...</li><li>5. That following completion of public exhibition, a further report be presented to Council for consideration, addressing the outcomes of public exhibition.</li><li>7. That Council note further community consultation and a review of the Community Strategic Plan will be undertaken prior to July 2023.</li></ol>
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### 2. Integrated Planning and Reporting Framework

The Community Strategic Plan (CSP) is the central component of the Integrated Planning and Reporting (IP&R) Framework under the Local Government Act 1993. The Framework requires Council to undertake short, medium and long-term planning, based on comprehensive community engagement that creates a clear vision for the future and provides a roadmap for delivering community priorities in a sustainable manner.

The CSP guides Council's long-term decision making as it provides direction for Council's four-year Delivery Program and one-year Operational Plan, and creates clear linkages between strategic directions and operational efficiency. These linkages will ultimately ensure delivery of the community's vision, aspirations and priorities.

While Council has the custodial role in initiating, preparing and maintaining the CSP on behalf of the community, Council is not wholly responsible for its implementation. Other partners, such as state agencies, non-government organisations, business and industry, joint organisations and community groups may also be engaged to deliver the strategies.

Council is required to review the existing 2040 CSP before 30 June 2022, and either endorse it or develop and endorse a new Plan.

## REPORT

### 1. Towards 2040 Community Strategic Plan

The draft Towards 2040 CSP for endorsement is attached in **Appendix 2**. A comparison between the CSP placed on public exhibition and the CSP for endorsement is shown in Table 1 below and attached in **Appendix 3**.

	<b>Draft Towards 2040 Community Strategic Plan – Public exhibition</b>	<b>Draft Towards 2040 Community Strategic Plan – For endorsement</b>
<b>Vision</b>	<p>To be drafted after community consultation</p> <p><i>The vision is the existing CSP is: In 2040 we will celebrate our quality of life, the opportunities available for us to grow as a community, our improved natural environment, and being recognised as the inland capital of regional NSW.</i></p>	<p>In 2040 we will be an innovative, resilient and sustainable region with opportunities to grow and a high quality of life</p> <p><i>Commentary is provided on each concept</i></p>
<b>Themes</b>	<p>Housing Infrastructure Economy Leadership Liveability Environmental Sustainability</p>	<p>Housing Infrastructure Economy Leadership Liveability Environmental Sustainability</p>
<b>Objectives and Strategies</b>	<p>Housing</p> <ul style="list-style-type: none"> <li>• 3 objectives</li> <li>• 10 strategies</li> </ul> <p>Infrastructure</p> <ul style="list-style-type: none"> <li>• 3 objectives</li> <li>• 16 strategies</li> </ul> <p>Economy</p> <ul style="list-style-type: none"> <li>• 4 objectives</li> <li>• 14 strategies</li> </ul> <p>Leadership</p> <ul style="list-style-type: none"> <li>• 2 objectives</li> <li>• 8 strategies</li> </ul> <p>Liveability</p> <ul style="list-style-type: none"> <li>• 6 objectives</li> <li>• 19 strategies</li> </ul> <p>Environmental Sustainability</p> <ul style="list-style-type: none"> <li>• 4 objectives</li> <li>• 16 strategies</li> </ul> <p><b>TOTAL</b></p> <ul style="list-style-type: none"> <li>• 22 objectives</li> <li>• 83 strategies</li> </ul>	<p>Housing</p> <ul style="list-style-type: none"> <li>• 3 objectives</li> <li>• 11 strategies</li> </ul> <p>Infrastructure</p> <ul style="list-style-type: none"> <li>• 3 objectives</li> <li>• 16 strategies</li> </ul> <p>Economy</p> <ul style="list-style-type: none"> <li>• 3 objectives</li> <li>• 11 strategies</li> </ul> <p>Leadership</p> <ul style="list-style-type: none"> <li>• 2 objectives</li> <li>• 9 strategies</li> </ul> <p>Liveability</p> <ul style="list-style-type: none"> <li>• 6 objectives</li> <li>• 19 strategies</li> </ul> <p>Environmental Sustainability</p> <ul style="list-style-type: none"> <li>• 4 objectives</li> <li>• 13 strategies</li> </ul> <p><b>TOTAL</b></p> <ul style="list-style-type: none"> <li>• 21 objectives</li> <li>• 79 strategies</li> </ul>

## 2. Consultation

The draft Towards 2040 CSP was placed on public exhibition from 2 March until 8 April 2022. Council received 44 written submissions, 30 general comments, 27 big ideas, 16 surveys, and 115 attendees at online and face-to-face workshops during the public exhibition period (attached in **Appendix 1**).

Council conducted a range of engagement activities, including face-to-face and online workshops, market and pop-up stalls, so that as many people as possible could have their say. The following events were conducted:

Event	Date
Wellington workshop (online)	8 March and 5 April
Dubbo workshop (online)	17 and 25 March
Eumungerie workshop (face-to-face)	17 March
Wongarbon workshop (face-to-face)	22 March
Geurie workshop (face-to-face)	23 March
Wellington workshop (face-to-face)	28 March
Dubbo workshop (face-to-face)	29 March
Stuart Town and Mumbil workshop (face-to-face)	30 March
Ballimore workshop (face-to-face)	31 March
Key stakeholders workshop (face-to-face)	28 March
Market and pop-up events (Dubbo and Wellington)	19, 26 and 29 March, and 2 April
CSP theme workshops (online)	10, 28 and 31 March

The draft CSP was available for viewing at the Dubbo and Wellington Customer Experience Centres, Macquarie Regional Library – Dubbo and Wellington Branches, village shops/schools and rural transaction centres, and through a dedicated consultation page on Council’s website. The draft CSP and engagement activities were publicly notified in the following ways:

Channel	Date
Media Release	14 March
Social Media Post	3, 7, 11, 12, 13, 15, 16, 18, 22, 23, 26, 28, 29, 30 and 31 March 2, 4, 5, 7 and 8 April
Daily Liberal	8, 15, 22 and 29 March, and 5 April
Daily Liberal Council Column	2, 9, 16, 23 and 30 March and 6 April
Dubbo Photo News and Wellington Leader	3, 10, 17, 24 and 31 March and 7 April
Triple M, Zoo FM / 2DU, Binjang Radio and DCFM Radio	2 March – 8 April
Council Website	2 March – 8 April
Council Customer Experience Centres	2 March – 8 April
Dubbo and Wellington Macquarie Regional Library Branches	2 March – 8 April



Eumungerie, Wongarbon, Ballimore Geurie, Mumbil and Stuart Town shops, schools and rural transaction centres	2 March – 8 April
Email to stakeholders and community groups	2 March

### 3. Submissions

The consultation highlighted the following topics:

- The community was broadly supportive of the vision for the future, but had a range of valuable insights to improve the final vision statement
- The community were concerned about housing affordability and lack of diversity, with demand seen as greater than supply
- The community wants infrastructure to receive the greatest portion of available funding, and major project timelines should be made public to ensure accountability and efficient project delivery
- The community wants a strong and diverse the local economy
- The community wants to increase environmental and economic resilience to ensure sustainable practices are embedded into future planning
- The community wants greater First Nations involvement in all planning activities
- The community wants Council to take a clearer and more pronounced position on its roles and responsibilities, with clearer and more frequent communication helping to close the feedback loop
- The separate themes need to be considered holistically and systematically rather than in isolation. Proper tracking, reporting and accountability must ensure the Plan is adequately implemented

Submission topic	Number of submissions*
Macquarie Conservatorium	18
Wellington Aerodrome and Recreation Park	9
Affordable housing and diversity	9
Environmental outcomes	8
Economic opportunities	4
Transport opportunities	4
Events, art and cultural facilities	3
Additional community facilities	2
Lack of outcomes and measures in the Plan	2
Roadside environments	2
Social cohesion and inequality	2
Health facilities and policing resources	2
Agricultural land and development opportunities	1
Educational improvements	1
Heritage outcomes	1
Council transparency and decision making	1
General infrastructure maintenance	1

\*some submissions covered multiple topics

The content of submissions have been paraphrased as a number of them are similar.

**(a) Submission – Macquarie Conservatorium**

Submission by Andrew Livingston, Claire Edwards, Colin Johnston, Elizabeth McKay, Gloria Young, Jennifer Goud, Jodie Wiley, Judith Prior, Karen Saunders, Kate Reynish, Liz Mazzer, Louise Norton, Lyn Edwards, Peter Duggan, Rhonda Bruce, Ros Jackson, Ruby Riach and Stephen Lawrence

- *The CSP should include in sections 5.4 – 5.6 that the region be serviced by a Conservatorium of music, operating from a purpose-built facility in the Victoria Park area.*
- *The Conservatorium not only services the needs of Dubbo residents, but attracts students and audience members from the greater Orana region – this provides an economic boost to the region.*
- *The announcement that the Conservatorium was in need of a new home was made several years ago, but this has still not been resolved.*

The Macquarie Conservatorium is currently based at the former Dubbo Infants School in Darling Street, which is owned by the NSW Department of Education. In 2019 the Department of Education informed the Conservatorium that their lease would not be extended.

Council recognises that the Conservatorium is important for the Dubbo Region. Council previously wrote to the State Member for Dubbo, Dugald Saunders, and the NSW Minister for Education, the Hon. Sarah Mitchell MLC, expressing concern for the future of the Conservatorium and seeking their assistance. Council Staff have met with the Macquarie Conservatorium board a number of times in recent months to better understand their needs and co-consider avenues forward. The Department of Regional NSW is working on establishing sustainable model for conservatoriums across the state, including short term solutions for the Dubbo Region and Macquarie Conservatorium.

It is considered that no further change is required to the Community Strategic Plan as a result of the subject submissions.

**(b) Submission – Wellington Aerodrome and Recreation Park**

Submission by Alexandra Booth, Don Ramsland, Eric Davis, Fran Philipson, George Philipson Ian Douglas, Mack Watson, Robert Burton and Sue Owens,

- *The existing Plan referenced the Bodangora Airstrip and how it is a vital asset for the Wellington community. It has been omitted from the draft Plan and needs to be included. It is important for all residents of the region for many reasons, including agriculture, emergency services, licence holders, and recreational aircraft flying.*
- *Its official name found in government documents is “Wellington Aerodrome”*

The existing CSP included “what the community expects” under each theme. It included background information about each theme, major projects and initiatives the community expects, and how the community would benefit from them. This section has been removed from all themes in the Towards 2040 Plan, and included in the Delivery Program and Operational Plan instead.

The CSP answers the question “where do we want to be”, whereas the Delivery Program and Operational Plan answers the question “how will we get there” and includes more definitive actions, initiatives and outcomes.

Council recognises the importance of the Wellington Aerodrome and Recreation Park.

It is considered that no further change is required to the Community Strategic Plan as a result of the subject submissions

**(c) Submission – Housing supply and diversity**

Submission by Bob Berry, Brett Anderson, Cameron Crowley, Di Clifford, Dubbo Rivercare Group Inc., Kate Charlton, Peter Duggan and REINSW

- *The Housing theme has not been changed since 2018*
- *Council should seek solutions to increase the supply of units and rental accommodation*
- *Council resolved to engage HillPDA to undertake a study on Housing Affordability and medium density housing. Council received this report in May 2020 but has never tabled it before a meeting*
- *The current housing challenges may be supply driven. The region should always be in a position of excess supply. There are numerous compliance requirements, but processes need to be improved to ensure supply can exceed demand at all times*
- *The strategies do not show up in reality, as none of the new estates on the outskirts of town achieve them. They shouldn't be approved if they don't contain various housing types, neighbourhood shops, street trees, parks etc*
- *Urban renewal should not replace or impact on existing buildings that contribute to the streetscape or heritage components of the region*
- *Council should allow farmers to sell unproductive land to people who would build houses*
- *Council should encourage more growth and bigger lots as 600m<sup>2</sup> is too small*

The draft CSP contains the following objectives and strategies to encourage a variety of housing types and densities, communicate development opportunities to the community, and protect rural land:

- Objective 1.1 – Housing meets the current and future needs of our community
- Strategy 1.1.1 – A variety of housing types and densities are located close to appropriate services and facilities
- Strategy 1.1.5 – Development opportunities are communicated to the community
- Strategy 1.2.1 – Land is suitably zoned, sized and located to facilitate a variety of housing types and densities
- Strategy 1.2.4 – Rural and productive agricultural land is managed sustainably

### Housing diversity and supply

The NSW Government established a Regional Housing Taskforce in July 2021 in response to increasing pressures on the supply and affordability of housing in Regional NSW. The Taskforce was responsible for investigating regional housing issues and the planning barriers people are experiencing in buying, renting and building a place to live in the regions. Council provided a submission to the Taskforce and met with the Chair and members of the Taskforce.

Council's role in housing supply involves facilitating an appropriate supply and mix of housing to meet community needs and to develop strategies and policies that encourage the construction of affordable housing. To help with the supply of land, Council proposes to:

- Prepare a structure plan for land in the north-west urban release area
- Prepare a structure plan for land in the south-west urban release area
- Investigate rezoning and minimum lot size changes to land in Keswick Estate

The social and economic impacts of the COVID-19 pandemic have resulted in new and unanticipated pressures on the local housing market across the spectrum of housing types. This has particularly affected the availability of housing to rent that is affordable to people on low and very low incomes. Council at its Ordinary Meeting on 23 June 2022 adopted a Housing Roadmap that aims to:

- undertake a housing market needs analysis identifying the current housing supply gaps and needs and capacity
- engage with stakeholders and community
- identify and recommend appropriate short, medium, and long-term actions, incentives and planning mechanisms and/or targets to increase the supply of affordable and diverse housing
- recommend other potential schemes, incentives, and planning mechanisms (including LEP and DCP controls) to encourage a range of housing options.

Council acknowledges and appreciates that REINSW is a proactive group that actively engages and consults with Council on residential matters. Council looks forward to working with REINSW and overall industry stakeholders to ensure the availability of appropriate housing supply.

### Rural land

The draft CSP contains the following objectives and strategies to manage rural land:

- Strategy 1.2.2 – Adequate land is available in the villages for development
- Strategy 1.2.4 – Rural and productive agricultural land is managed sustainably

The Dubbo Regional Local Strategic Planning Statement (LSPS) plans for the economic, social and environmental land use needs of the community over the next 20 years, and identifies

the land use planning priorities to ensure development is appropriate for the region. The LSPS will be used to inform updates and amendments to key planning documents, including the Dubbo Regional Local Environmental Plan, Dubbo Rural Areas Development Strategy and Wellington Settlement Strategy. These documents generally identify settlement of the rural area to be the lowest priority in order to minimise unplanned rural residential development.

**(d) Submission – Affordable housing**

Submission by Housing Plus

- *There are over 50,000 people on the waiting list for social housing in NSW, and the supply of affordable housing is not keeping pace with population growth or demand.*
- *Building new social and affordable housing requires direct subsidies to make it feasible. Council should exempt all types of affordable housing development from 7.11 contributions, implement 7.11 contribution schemes to assist with funding new supply, and require affordable housing for all new developments*
- *The build-to-rent model is supported by all levels of Government and guarantees that customers only pay a maximum of 25% of their income*

The draft CSP contains the following objectives and strategies with regards to affordable housing:

- Objective 1.3 – Short-term and emergency accommodation is available
- Strategy 1.1.2 – Housing is affordable and secure
- Strategy 1.1.4 – Public and social housing are integrated into residential areas

Council is currently investigating mechanisms to incentivise the development and release of new residential zoned land to assist the timely release of new housing supply, advocating to the State Government and developers to increase the level of public and social housing, and investigating alternative infrastructure contribution schemes and other mechanisms for operators of affordable, crisis and emergency accommodation.

**(e) Submission – Environmental outcomes**

Submission by Barbara Sutherland, Belinda Edmondson, Cameron Crowley, Dubbo Rivercare Group Inc, Jill Cross-Antony, Kate Charlton, Narelle Grant and Peter Duggan

- *Each theme needs to respond to and mitigate climate change as it affects every aspect of the community's life. Council should investigate environment and sustainability themes of other councils as they contain much stronger objectives*
- *Council needs to declare a climate emergency*
- *The region must embrace green, eco-friendly technologies that help our climate and are cost-effective*
- *Regand Park needs to be left to the community and doesn't need more sporting fields. In saving Regand Park, future generations will have the luxury of greenspace along the river*

- *Council should have a long-term energy plan to be a net exporter of clean energy*
- *Council needs a better relationship with Transport for NSW to advocate for the protection of trees in road corridors*
- *The region needs a tree preservation order, increased education on planting of native and appropriate species, and an improved focus on plantation and green spaces*
- *Council should provide free, small vegetation for every household to help maintain the landscape*
- *Council should complete River Reserve Management Plans for Council-managed land along the rivers of the region. COVID-19 lockdowns highlighted the importance and valuation of river environments for enjoyment*
- *Council needs to create a plan to manage river environments*
- *Council should install electric vehicle charging stations*
- *Dubbo needs a recycling centre/shop at the tip to help divert goods from landfill and recycling*
- *Council should stimulate a local circular economy*

Council recognises that the region's unique environment must be preserved whilst sustainably managing growth and development. A new Environmental Sustainability theme was created for the CSP which recognises climate change, protecting environmental assets, and the need for coordinated solutions and education across all levels of society.

#### Climate change and urban heat

Council, in partnership with the University of New South Wales, submitted an expression of interest to the NSW Department of Planning and Environment's Smart Places Acceleration Program in support of the "Smart and Cool Places in NSW" program. If successful, this project would help identify and potentially address climate change issues.

Council has established a Climate Change and Resilience Committee which aims to assist Council and the local community to take strategic and effective action on human induced climate change. This would include a focus on climate change mitigation (emissions reduction) and adaptation (preparing for climate change impacts).

#### Energy efficient measures

Council at its Ordinary Meeting on 24 February 2020 adopted an Energy Strategy and Implementation Plan which aims to support and guide Council in reducing energy consumption, increasing energy efficiency, and increasing the use and adoption of renewable energy resources and sustainable transport. It also aims to support the community in becoming energy smart.

#### Regand Park

Council at its Ordinary Meeting on 24 February 2022 considered a report in respect of the Regand Park Master Plan status, and resolved as follows:

- That \$140,000 from the current Section 94 Open Space and Facilities Plan be utilised to engage suitably qualified landscape architects to develop a northern and southern Macquarie River Master Plan, with any unexpended funds being returned to the Restricted Asset.
- That a procurement process be undertaken to appoint appropriately qualified consultants to undertake a review of the original Regand Park Master Plan and the development of a master plan for the northern Macquarie River recreational precinct.

As part of the review, community engagement will be undertaken.

#### Tree preservation and canopy target measures

Council at its Culture and Committee Meeting on 12 May 2022 considered a report in respect of a tree preservation order, and resolved as follows:

- Council considers the adoption of Chapter 2 of the State Environmental Planning Policy (Biodiversity and Conservation) 2021 to protect prescribed vegetation across defined areas of the Local Government Area;
- Council undertake community consultation on the options in July 2022.

Council has established a Public Spaces Tree Committee which allows for community feedback and input into the broader community's expectations in relation to the development of the public urban forest, input into strategic tree planting documents, and identify areas of community concern with regards to the management of the public urban forest.

#### River environment management

The draft CSP contains the following objectives and strategies to protect the river environment:

- Objective 6.3 – Land use management sustains and improves the natural environment
- Strategy 6.3.1 – The quality of the Macquarie, Talbragar and Bell River corridors are managed and enhanced
- Strategy 6.3.2 - Stormwater discharge into receiving waters is limited
- Strategy 6.3.2 Endangered ecological communities, threatened species, habitats and environmental assets are protected

#### Electric vehicle charging stations

Council has prepared a Zero Emissions Fleet Strategy, which identifies existing and future options for using electric vehicles and where charging stations should be located at Council facilities. Council is also collaborating with the NSW Government as part of the Electric Vehicle Strategy, which aims to install multiple EV charging stations over the next four years. Public charging stations will be investigated for provision.

Tip shop

Council is currently investigating the feasibility of a tip shop as part of the solid waste strategy for the local government area.

Volunteering

Council will investigate opportunities to effectively engage with the not-for-profit sector and volunteers to support positive community outcomes, and encourage community groups and programs to undertake environmental restoration works.

Circular economy

Council aims to provide and support a range of waste education opportunities for business and community. Council engages with the community through educational materials, programs and services to encourage and support sustainable change, and influence positive reuse, recycling and waste reduction behaviours.

**(f) Submission – Diverse economic opportunities**

Submission by Brett Anderson, Cameron Crowley, Kate Charlton and Peter Duggan

- *Our region has significant employment opportunities, but the current challenge is attracting people. Council should help train, upskill and create/obtain the best people for the region*
- *Improving digital capabilities will help the region grow and prosper*
- *We should promote our indigenous culture and multiculturalism to help attract global tourists*
- *The economy theme should have an objective to shift the region to a circular and low (or zero) carbon economy*
- *Villages should be included in tourism marketing opportunities*
- *Council should provide more night time activities for the Dubbo and Wellington CBD*
- *The region needs greater promotion of the Macquarie River and surrounding parks. Council should encourage community events here, which would encourage a greater mix of retail in the CBD*
- *A Questacon or Exploratorium should be provided*
- *Council should create a multicultural park and invest in more multicultural services and facilities, including healing/praying facilities*
- *Council should invest in an old steam train with zoo character advertising that runs from Toongi to the zoo. Steam trains are very popular and could be leveraged into a SteamFest, similar to Maitland*

The draft CSP includes the following objectives and strategies with regards to economic opportunities:

- Objective 3.1 – Visitor economy growth is supported



- Objective 3.2 – Employment opportunities are available in all sectors of our economy
- Objective 3.3 – A strategic framework is in place to maximise the realisation of economic development opportunities for the region
- Strategy 3.3.3 – Major investment is proactively attracted and supported in line with regional opportunities
- Objective 5.2 – Our First Nations communities and cultures are celebrated and enhanced
- Objective 5.6 – The diversity of our heritage, cultural services and facilities are maintained and promoted

#### Investment in the region

Council has a role in providing leadership in the region to both promote the significant economic development opportunities available and to partner with existing business, industry and providers to ensure our workforce has the appropriate range of skills and experience to meet industry demands. Council will create an investment attraction strategy that targets large scale opportunities related to new technology, renewable energy and public infrastructure.

#### New technology

Council is preparing a Smart Region Strategy and Smart Council Strategy to guide the adoption of technology, data and innovation. The Strategies will identify the guiding principles Council will use to address current and future opportunities presented by changes in technology, and provide a platform for long-term growth and coordinated planning to help the region reach its full potential. It will focus on the broader regional context rather than just city-centric projects.

This strategy will be considered by Council at a later date.

#### Macquarie River Precinct

Council is currently developing the Macquarie Foreshore Event Precinct as part of the Destination Dubbo: International Ready project. The precinct will incorporate a stage area, sound and lighting at Ollie Robins Oval, enabling the attraction of both major and minor events. The precinct has also been designed to be a passive recreation space for the community to connect the river, Tracker Riley cycleway and Dubbo CBD.

It is estimated that the delivery date for this project will be November 2022.

#### Village tourism

Council promotes the region, including villages, on destination marketing platforms and through collaborative programs with government agencies.

### Night-time economy

Council is preparing, and has recently adopted, multiple strategies to help further develop and promote the Dubbo CBD and Wellington Town Centre. The strategies aim to activate the centres through a variety of programmed seasonal and events and festivals, encourage a thriving day and night-time economy through adaptable and flexible spaces, and encourage new businesses to locate in these areas.

Presently, the centres include a variety of retail, hospitality and service brand offerings. Diversifying these offerings will help further promote activation, increase the day and night-time economy, and better service visitors and the growing population. Council is:

- investigating opportunities to integrate new food and beverage offerings within the ground floor of new developments, with particular emphasis on key corners and laneways, and providing safe,
- investing opportunities to provide shade and walkable linkages through laneways and greenspace to further enhance the day and night-time economy,
- implementing an economic development delivery program for CBD light projects and activation activities to further promote the night-time economy

### Multicultural facilities

Council has established a multicultural advisory committee which aims to ensure the voices of culturally and linguistically diverse communities are heard in Council's decision-making. It also aims to promote harmony, respect, understanding, trust and fellowship among various cultural groups.

### **(g) Submission – Transport connections within and outside the region**

Submission by Cameron Crowley

- *Air and rail capabilities are currently maintained at a bare minimum. Existing flight volumes should be increased, and options to enhance road connectivity need to be investigated*
- *Dubbo needs a Newell Highway Bypass as too many trucks drive through local roads*
- *Council should provide facilities for trucks to stop and recover on highways*

The draft CSP includes the following objectives and strategies with regards to providing a range of transport connections within and outside the region:

- Strategy 2.1.5 – Council works collaboratively with the government and stakeholders on transport-related issues
- Strategy 2.3.1 – Appropriate and well-connected rail infrastructure is available
- Strategy 2.3.4 – Our community has convenient air access to a variety of destinations

Air and rail connections

Council continually works with rail authorities and the State Government to improve access and timing for passenger train services to reach major destinations, and continually collaborates with airlines to promote air travel operators to support route viability and affordability. Upon application and approval in writing to the CEO, Council is proposing to provide a passenger fee subsidy for new routes not being effectively served by an airline, or a new route introduced into the Dubbo market.

Newell Highway Bypass

Council will advocate to the State and Federal Government for funding for a business case for the western bypass and distributor road that incorporates a heavy freight route.

Truck facilities

Council will collaborate with State and Federal Governments in relation to truck limitations on the Newell, Mitchell and Golden highways, including the provision of rest stops.

**(h) Submission - Public transport options**

- *The region needs better public transport as a lot of older people rely on it to travel*

The draft CSP contains strategy 2.3.3 "Public transport services are available in our region".

Throughout the Dubbo urban area, Dubbo Buslines provides the commercial bus service that operates as a hail and ride service along the road network.

Council partnered with Transport for NSW as part of their 16 Cities Program. The program aims to improve regional bus services and provide better connections to where customers need to go for work, education health and social and recreational activities. Potential improvements include adding in more services to current routes, creating new routes, extending service hours (including nights and weekends), and putting on new service types.

Transport for NSW sought feedback from the community on how the local bus network is used and service needs and desires. Feedback closed on 6 May 2022.

**(i) Submission – Active transport options**

Submission by Jill Cross-Antony

- *Council should do more to encourage cycling and walking by improving cycling paths*
- *Council should promote and deliver safe and segregated active transport for commuters and children*
- *The CBD does not support cycling*

Council recognises the importance of active transport and how it can help reduce the reliance on motorised transport, mitigate the impacts of climate change, and provide significant health benefits to individuals and the wider community. Active transport provides more choice for those people without a licence or access to a vehicle, particularly in areas with limited public transport.

The draft CSP includes the following objectives and strategies with regards to providing a range of active transport options:

- Strategy 2.3.2 – A network of cycleways and pedestrian facilities is provided and maintained
- Strategy 5.5.1 – Passive and active open space is located to maximise access and use by the community
- Strategy 6.1.3 – Alternative modes of transport are available

Council is undertaking a review of the Pedestrian Access and Mobility Plan (PAMP), which aims to address the existing and future active transport needs of Dubbo. The PAMP will assess the existing active transport network, and identify specific projects to improve and enhance the active transport environment. This includes infrastructure close to key destinations, major thoroughfares in residential areas and major transport corridors.

Council regularly applies for National and State Government funding to construct new infrastructure or upgrade or extend existing infrastructure, minimising the costs for ratepayers.

**(j) Submission - Reduced parking in the Wellington CBD**

Submission by Sue Owens

- *Wellington does not have sufficient bus or truck parking in the CBD*

Council at its Ordinary Meeting on 23 June 2022 considered a report in respect of the Wellington CBD on-street parking management status, and resolved to continue with the previously commenced Wellington CBD on-street parking management investigation, taking into consideration:

- The opportunity to transition the groundwork and outcomes of the previous investigation to further progress the project.
- The potential to address more recent concerns of long-term parking requirements in the Wellington CBD and additional feedback opportunity with further ongoing business consultation.

An update will be considered by Council at a later date.

Council has established a Wellington Town Committee which aims to provide a voice for residents of Wellington, identify (with the input of residents) the priorities of the Wellington

community and communicate these priorities with Council. The Committee will also make recommendations to Council seeking positive outcomes for the Wellington community.

**(k) Submission – Public art**

- *Public art murals should be painted on walls as this would have social, economic, environmental and cultural benefits for the region.*
- *Council should encourage artwork to be displayed in empty shops*
- *Could should provide interactive monuments and artworks along river corridors*
- *Council should conduct a street-art festival in Wellington*

Council is currently preparing a Public Arts Strategy as part of the SPARC: Shaping Plans to Advance Regional Culture (2020-2025). The Strategy aims to identify the overall plan for public art in the region, how it will be developed, the approvals process, and the funding arrangement. Council at its Culture and Community Committee Meeting on 9 June 2022 considered a report in respect of a public art strategy and resolved to undertake community consultation to gain insights, viewpoints, concerns and opportunities around the community's view of public art.

This strategy will be considered by Council at a later date.

**(l) Submission – Local art and cultural aspects**

Submission by SOMAD

- *Art and culture significantly contributes to the social fabric of our community and significantly impacts the liveability of the region*
- *The CSP should include a new objective, eg “Our local art and artists and recognised, celebrated and elevated”. Similar to sporting and recreational objectives, cultural facilities should cater for a wide range of local, regional and state arts-based events and opportunities*
- *Council needs to collaborate more with event owners*

The draft CSP includes the following objectives and strategies with regards to art and cultural facilities:

- Strategy 3.1.2 – Events that foster cultural, recreational and community interaction are fostered
- Strategy 5.6.1 – Our community participates in and celebrates the high quality of cultural services and facilities available

The CSP provides direction from which other Council plans, policies and strategies are developed.

Council adopted the SPARC: Shaping Plans to Advance Regional Culture (2020-2025) in 2020, and will continually review it. SPARC identifies Council's priorities and role for developing arts

and culture in the local government area. It seeks to create opportunities for all people to learn, create, participate in and contribute to the cultural life of the region. It identifies that strategies and outcomes will be achieved through levels of partnerships, alignment and innovation, with Council playing a leadership role. This Strategy expands on the cultural components of CSP and outlines Council's cultural initiatives that will contribute to delivering the overall vision for the region.

**(m) Submission – Local markets and events**

Submission by Geraldine McKay

- *There is a strong feeling that Council doesn't want events and markets in the region. The release of forms at the end of June, just days before the scheduled ongoing markets are due to be held, is not respectful. The lack of formal in-writing permission for events is problematic, and allows others not involved in the event to setup without requiring proof*
- *Markets are not eligible for assistance, but events are. Council needs to recognise that markets are events. Markets bring customers into the region.*
- *Market owners should not be required to give 48 hours' notice to Council to change venue due to wet weather.*

Council is committed to supporting the development, growth and sustainability of local markets and events. Markets and events play an important role in our community, provide a diverse range of vibrant experiences, and contribute to the region's social cohesiveness and wellbeing.

Council operates a number of venues and reserves throughout the region, which are sometimes booked out by other organisations or community members. Sufficient notification is required to ensure alternative venues can be found.

**(n) Indoor aquatic leisure centre**

- *Council should provide an indoor aquatic leisure centre*

The draft CSP contains the objective 5.5.2 "unique recreation and open space facilities are available". Council does not have the funding to construct an indoor aquatic leisure centre. Council will prepare a detailed business case, including strategic and funding plans, for an indoor facility at the Dubbo Aquatic Leisure Centre.

**(o) Submission – Library services and facilities**

- *Council should extend library services, facilities and hours*

The draft CSP contains the objective 5.4.3 "access to a high standard of library services and facilities is available". Council at its Culture and Committee Meeting on 9 June 2022

considered a report in respect of the Dubbo Library Community Needs Assessment and Feasibility Study, and resolved as follows (in part):

- That a business case be developed that explores the opportunities for a public-private partnership and NSW-Australian Government funding to redevelop the existing library (29 Macquarie Street) site, Option A, for a library service and any additional uses

Council will undertake a strategic review and options analysis of library services in the region, and advocate to the State Government for funding to obtain full benefits for library facilities and services.

**(p) Submission – Lack of outcomes from strategies**

Submission by Dubbo Rivercare Group Inc and Peter Duggan

- *Council should allow for community input into the actions in the Operational Plan. Broad objectives and strategies with weak actions won't achieve the stated goals. The community wish to direct what actions Council take and make a priority*

The CSP identifies the community's vision and aspirations for the future of the local government area, while the Delivery Program and Operational Plan detail the principal activities, actions and programs Council will undertake to implement the strategies established by the CSP.

The draft Delivery Program and Operational Plan were placed on public exhibition from 2 to 30 May. These documents and the results of public exhibition are the subject of a separate report for the consideration of Council.

**(q) Submission – Roadside environments**

Submission by Karen Deutscher and Kate Charlton

- *The Comobella hall is a popular tourist spot, but there are no toilet facilities and it is continually full of rubbish. Council should consider upgrading the facilities*
- *The Ballimore silo site is usually untidy and hazardous*

The draft CSP contains strategy 2.3.5 "Roadside environments and entrance statements are developed and maintained". As part of the Delivery Program and Operational Plan, Council will prepare and collaborate with Transport for NSW to establish an ongoing program of environmental rubbish compliance at roadside stops.

Council does not currently have funding to upgrade the facilities at Comobella Hall Reserve.

**(r) Submission – Social cohesion and inequality**

Submission by Alex Noad and Dr. Holly Randell-Moon

- *A social cohesion/inequality objective should be included*
- *Council should consider a more explicit focus on economic opportunities for First Nations people*

The draft CSP contains the following objectives and strategies in relation to social services and First Nations outcomes:

- Objective 5.2 – Our First Nations communities and cultures are celebrated and enhanced
- Objective 5.3 – The lifestyle and social needs of the community are supported

The Delivery Program and Operational Plan contain more-detailed actions, projects and initiatives, including investigating options to prepare a Closing the Gap Strategy and Reconciliation Plan, improving First Nations employment outcomes within Council's workforce, incorporating First Nations business sectors in Council's procurement policies, advocating to the State Government to provide improved health facilities for First Nations communities, and the establishment of a Youth Koori Court.

Council will provide and maintain an Aboriginal liaison service and participate in relevant advisory groups to support and assist our First Nations community.

**(s) Submission – Health and policing improvements**

- *Council should tackle the drug issue to help reduce anti-social behaviour and crime rates, and help make the region safer*

The draft CSP contains the following objectives and strategies in relation to medical facilities and policing resources:

- Objective 5.1 – The health and safety of the community is improved
- Strategy 5.1.1 – Effective medical services and facilities are available
- Strategy 5.1.3 – There is an appropriate level of policing in our region

The increasing and resourcing of medical facilities and policing resources is the responsibility of the NSW Government, but Council can advocate on behalf of the community to improve facilities.

Policing

Council at its Ordinary Meeting on 24 March 2022 considered a report in respect of current policing arrangements in Wellington, the concerns raised by the Wellington community of the existing police arrangements and relevant policing statistics.

Health facilities

Council will:



- Advocate to the State Government for the establishment of a Youth Koori Court in Dubbo
- Advocate to the State Government for the establishment and facilitation of a drug and alcohol rehabilitation centre

**(t) Submission - Loss of agricultural land from solar farms and wind farms**

Submission by Sue Owens

- *Wellington is a strong agricultural area but is losing prime agricultural land to solar farms*

The draft CSP contains the following objectives and strategies with regards to protecting agricultural land:

- Strategy 1.2.4 – Rural and productive agricultural land is managed sustainably
- Strategy 3.2.3 – The growth, development and diversification of the agricultural industry is supported
- Strategy 6.1.1 – Investment in renewable energy opportunities are encouraged and supported

Many solar farms are approved by the NSW Government Department of Planning and Environment (DPE) under the State Significant Development approval pathway. State Significant Development is important to the State for economic, environmental or social reasons, and is identified in the State Environmental Planning Policy – (Planning Systems) 2021. Council provides written advice to DPE, but is not the determining authority for these applications.

**(u) Submission – Educational improvements**

Submission by Dubbo Rivercare Group Inc

- *The region's university and TAFE facilities have been significantly downgraded. Less courses are available, and they require remote learning*
- *A private school should be established, and more facilities should be provided for senior students*

The draft CSP includes objective 5.4 “The community has access to a full range of educational opportunities” in relation to pre-school, primary, secondary and tertiary educational opportunities.

The increasing and resourcing of school, university and TAFE facilities is the responsibility of the NSW Government and private educators. Council can advocate on behalf of the community to expand preschool, primary, secondary and tertiary educational services and facilities.

Council has partnered with Charles Sturt University and the Western NSW Local Health District to develop a master plan to support continued growth of services and facilities of the Dubbo Health, Education and Wellbeing precinct. The master plan was adopted in 2019.

The master plan will help guide and provide for the health care, social assistance, housing, education and training needs of the region. Planning activities are ongoing across the precinct.

**(v) Submission – Heritage outcomes**

Submission by Peter Duggan

- *Council should conduct a heritage study review that looks at creating the heritage conservation areas proposed in earlier heritage studies, as well as updating the listings of existing heritage items*
- *Council should increase funding for heritage restoration in the Wellington CBD*

The draft CSP includes the following objectives and strategies with regards to heritage:

- Strategy 5.2.3 – Items, areas and places of First Nations cultural heritage significance are protected and conserved
- Objective 5.6 – The diversity of our heritage, cultural services and facilities are maintained and promoted
- Strategy 5.6.3 – Items of heritage significance are protected, conserved and adapted for re-use where appropriate

Council provides a heritage advisory service to the community to help protect and enhance heritage assets, and to identify items of heritage significance. Council also has a Local Heritage Assistance Fund which aims to provide grants to assist owners of heritage items undertake heritage conservation work.

Council does not currently have funding to review the existing heritage strategies. This will be considered by Council in the next review of the budget and Operational Plan.

**(w) Submission – Facilities for older people and people with a disability**

- *Council should consider disposal bins for incontinence products in public male toilet facilities*
- *More facilities for people with a disability are required, including parking, accessible toilets and footpaths/ramps*

Council currently provides disposal bins in some public toilet facilities for people with a disability. Council is currently investigating the feasibility of providing additional incontinence products in public male toilet facilities.

**(x) Submission – Council transparency and decision-making**

Submission by Narelle Grant

- *Council needs a strategy to engage all stakeholders early in the planning process and to prevent working in silos, including working with other Government and community stakeholders*
- *Councillors are paid too much*
- *Too much money is being spent on corruption*
- *Council should contact customers sooner*

The draft CSP includes the following objectives and strategies with regards to transparency, decision-making and communication:

- Objective 4.1 – Council provides transparent, fair and accountable leadership and governance
- Strategy 4.1.1 - Council encourages and facilitates two-way communication with and between stakeholders and the community
- Strategy 4.1.2 - Council's decision-making processes are open, transparent and accountable
- Strategy 4.1.3 – Council provides quality customer service

Council recognises the importance of community engagement and how it is essential for creating plans that represent the aspirations and needs of the local community. Council has recently established community committees and working parties that will allow a public forum for Councillors and Council staff to consult with representatives of the local community on important local issues.

Community engagement and communication

Council will prepare and implement a Community Engagement Strategy that identifies engagement requirements when developing plans, policies and programs.

Council will ensure staff respond to customer requests and correspondence in accordance with Council's Customer Experience Charter.

Councillor fees

The Local Government Act 1993 requires Council to pay each Councillor an annual fee. Council may fix the annual fee, and if it does, the annual fee must be in accordance with the appropriate determination of the Local Government Remuneration Tribunal. Council at its Ordinary Meeting on 23 June 2022 considered a report in respect of Councillor and mayoral fees and resolved as follows:

- The annual fee payable to Councillors for the period commencing 1 July 2022 be \$25,310.

- The annual additional fee payable to the Mayor for the period commencing 1 July 2022 be \$62,510

**(y) Submission – General infrastructure maintenance**

- *Council should fix cricket and tennis nets*
- *More bike rack and locker facilities should be provided*
- *Council should replace trees at 236 Darling Street*
- *Road signs need replacing*
- *Council should clear drains in Doncaster Ave*
- *Council should fix the spotlight in the South Dubbo dog park*
- *The Dubbo CBD needs to be tidied up*
- *Council should investigate overgrown blocks and untidy houses*
- *Council’s workmanship is poor*
- *Council should clean dirt on the footpath in Darling Street*
- *Council should clean the rest stop in Geurie*

When the community advises Council of a complaint or a request for action, a Customer Request Management (CRM) incident is actioned to Council staff. CRMs allow Council to track and organise workflows, conversations and actions undertaken.

The CRMS are currently being investigated by relevant staff.

**4. Survey results**

The following information was provided in the survey:

<b><i>How important are the following to you?</i></b>	<b>Not very important</b>	<b>Not important</b>	<b>Neutral</b>	<b>Important</b>	<b>Very important</b>
The ability to walk, ride or catch public transport to things you need	20%	0%	10%	10%	60%
The ability to drive to things you need	0%	0%	10%	40%	50%
A sustainable future with a focus on the environment	0%	0%	20%	10%	70%
Parks and public spaces	0%	0%	0%	20%	80%
Sporting and recreational facilities	0%	0%	30%	40%	30%
Well maintained infrastructure	0%	0%	33.33%	33.33%	33.33%
Youth programs and places	10%	0%	10%	30%	40%
Access to local health services	0%	0%	0%	20%	80%
Local economic growth and jobs	11.11%	22.22%	11.11%	33.33%	22.22%
Services for disadvantaged groups	0%	20%	0%	10%	70%

Community facilities eg libraries, community centres	0%	0%	20%	30%	50%
Access to education	0%	10%	10%	30%	50%
Council leaders representing the community	20%	0%	0%	10%	70%
A vibrant cultural life with public art, events, festivals and performances	0%	20%	10%	30%	40%
Addressing discrimination and social exclusion	10%	10%	10%	20%	50%
Diverse and affordable housing	0%	0%	0%	40%	60%
Access to technology and digital networks	0%	20%	20%	10%	50%
Maintaining and promoting Aboriginal culture and heritage	10%	10%	0%	50%	30%
Maintaining and promoting the diversity of our built heritage	10%	10%	30%	40%	10%

<i>How should Council approach funding and levels of service?</i>	<b>Stop providing</b>	<b>Reduce levels</b>	<b>Maintain levels</b>	<b>Enhance levels</b>	<b>Don't know</b>
Roads and transport	0%	0%	66.7%	22.2%	11.1%
Drainage and flooding	0%	0%	55.6%	33.3%	11.1%
Water supply	0%	0%	66.7%	22.2%	11.1%
Sewer supply	0%	0%	77.8%	11.1%	11.1%
Solid waste management	0%	0%	77.8%	11.1%	11.1%
Parks and open spaces	0%	0%	44.5%	44.4%	11.1%
Sportsfields and aquatic centres	0%	11.1	66.7%	11.1%	11.1%
Business and economic development	11.1	22.2	44.5%	11.1%	11.1%
Community buildings and facilities	0%	0%	66.7%	22.2%	11.1%
Arts, cultural facilities and associated events	0%	0%	55.6%	33.3%	11.1%
Administrative and support services	0%	22.2	55.6%	11.1%	11.1%
Planning and building	0%	22.2	55.6%	11.1%	11.1%
Emergency management	0%	0%	70%	20%	10%
Customer service	0%	0%	77.8%	11.1%	11.1%
Community engagement	0%	0%	50%	40%	10%
Civic services	0%	0%	66.7%	11.1%	22.2%

<b><i>Would you pay more rates to improve levels of service</i></b>	<b>Yes</b>	<b>No</b>
	22.3%	72.7%

## 5. Proposed changes

Following completion of the public exhibition period, Council staff have undertaken a further review of the draft Plan. The following changes are proposed:

- The Plan be amended to correct minor clarifications and typographical errors
- Some objectives and strategies have been reworded to provide clarity on the intended outcome
- The Plan include additional background information about the Integrated Planning and Reporting framework
- The Plan include “our partners” who will help implement it
- The Plan be amended to identify its relationship with other national, state and regional strategies.
- The Plan be amended to include housing density objectives
- The Plan include an additional objective about communicating residential development opportunities with the community
- The Plan include an additional objective about roadside environments and entrance statements
- The Plan include an additional objective about improving Council’s performance through service reviews
- The Plan include greater emphasis on First Nations heritage and culture
- An additional objective be included about domestic, companion and other animals
- Objective 5.6.3 – “Existing arts and cultural facilities are leveraged to provide and promote complementary facilities and opportunities” be combined with objective 5.6.1 – “Our community participates in and celebrates the high quality of cultural services and facilities available” as they both relate to cultural services and facilities
- The Plan be amended to strengthen environmental sustainability objectives
- Objective 6.2.5 – “We work with our community and partners to become more sustainable” be combined with objective 6.2.1 – “The impacts of climate change are identified and address through collaboration with our community and government” as they both relate to identifying and addressing the impacts of climate change through a collaborative approach

## 6. Resourcing Implications

The table reflects the financial costs of CSP consultation post COVID-19 lockdowns. With a return to face to face consultation, this cost was approximately \$5,000 more than original budgeted for.

Total Financial Implications	Current year (\$)	Current year + 1 (\$)	Current year + 2 (\$)	Current year + 3 (\$)	Current year + 4 (\$)	Ongoing (\$)
a. Operating revenue	0	0	0	0	0	0
b. Operating expenses	70,000	0	0	0	70,000	0
<b>c. Operating budget impact (a – b)</b>	<b>-70,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-70,000</b>	<b>0</b>
d. Capital Expenditure	0	0	0	0	0	0
<b>e. Total net impact (c – d)</b>	<b>-70,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-70,000</b>	<b>0</b>
Does the proposal require ongoing funding?		Yes				
What is the source of this funding?		Included in the regular budget				

**Table 1.** Ongoing Financial Implications

### APPENDICES:

- 1 [↓](#) Submissions, big ideas, general comments and survey results
- 2 [↓](#) Towards 2040 Community Strategic Plan
- 3 [↓](#) Comparison of pre-and-post exhibition objectives and strategies

**Archived:** Tuesday, 3 May 2022 10:34:51 AM  
**From:** [Alex Noad](#)  
**Mail received time:** Sun, 13 Mar 2022 21:50:17  
**Sent:** Sun, 13 Mar 2022 21:50:12  
**To:** [2040 Community Strategic Plan](#)  
**Subject:** CSP Comment  
**Importance:** Normal  
**Sensitivity:** None

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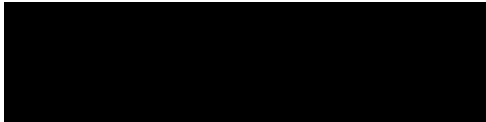
Hi Strategy People,

Just my thought bubble on the Draft CSP.

Probably to go in liveability, we might like to include a 'social cohesion / inequality' sub-objective.

Thinking here about increasing/accelerating economic inequality (continually exacerbated/consolidated by rising housing prices for example) all the pervasive housing and social issues that it creates.

Thanks Alex.





**Archived:** Tuesday, 3 May 2022 10:34:54 AM  
**From:** [Stephen Wallace](#)  
**Mail received time:** Mon, 14 Mar 2022 02:51:48  
**Sent:** Monday, 14 March 2022 1:51:50 PM  
**To:** [Tim Howlett](#)  
**Cc:** [Steven Jennings](#)  
**Subject:** FW: 2040 Community strategic plan- Consultation session. Facilitated online session Housing & Infrastructure 10 March 12.30/2pm  
**Importance:** Normal  
**Sensitivity:** None

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FYI the following was sent from Bob Berry to the Mayor and Clr Ivey

Please take on board the contents FYI – I suggest it has or will be formulated into a formal submission but just a heads up particularly in relation to item 3 as something to consider.

Thanks

Steve

---

**From:** Bob Berry [REDACTED]  
**Sent:** Friday, 11 March 2022 12:34 PM  
**To:** Clr Mathew Dickerson <[mayor@dubbo.nsw.gov.au](mailto:mayor@dubbo.nsw.gov.au)>; Clr Richard Ivey <[ClrRichard.Ivey@dubbo.nsw.gov.au](mailto:ClrRichard.Ivey@dubbo.nsw.gov.au)>  
[REDACTED]

**Subject:** 2040 Community strategic plan- Consultation session. Facilitated online session Housing & Infrastructure 10 March 12.30/2pm

[EXTERNAL Message: Be cautious of clicking on links or opening attachments.]

Mathew & Richard

Just a follow up to my comments on the 2040 plan, made at the GOM lunch on Monday, following the above session held yesterday. We make these comments in the hope of assisting Council in management of this important strategy.

1. We received an email inviting attendance at 2pm Wednesday, less than **24 hours** before the event. Despite the invitation going to an extensive mail out list ( as stated by Council staff at the session) only two persons attended, being both from REINSW, [REDACTED]
2. The session was very well conducted in a professional manner by the consultants online from Melbourne and Canberra. Every opportunity was given by the facilitator [REDACTED] to state our views in the various sections of

the review.

3. The section .....**Theme 1-Housing** generated the most discussion and comment by us. The Theme 1 Housing is a “**cut and paste**” document which REINSW-OD first saw in the draft management plan in 2019. It was this plan on public exhibition that REI made a submission to alerting Council to the number of sales of units in the major inland regional centres, showing Dubbo as having the lowest number of unit sales. This was an indicator of a likely problem ahead in supply of accommodation. Whilst Council did not engage in any way with REINSW-OD it did resolve to engage HillPDA to undertake a study on Housing affordability and medium density housing. This report received by Council in May 2020 has never been tabled before a committee of Council or full Council meeting. We made submissions to the 2020 and 2021 draft managements plans. Other than the formatted letter of acknowledgment no contact was made with REINSW-OD to discuss the contents of the submission, notwithstanding the 2020 submission reported the number of unit sales in the year were higher in Mudgee than Dubbo.
4. Considering this background and the contents of the Theme 1-Housing of the strategy we recommended the document be replaced with an updated Theme 1- Housing, to fully reflect the position of housing in Dubbo in 2022, and set out specifically the task ahead and the objectives of the 2040 plan. If the current Theme 1- Housing is unchanged the 2040 plan as it relates to housing will be meaningless. We don't expect the consultants will have the local knowledge of Dubbo to amend and construct a **new Theme 1- Housing** section, so hopefully DRC staff with input from Councillors and others will be used. We trust an amended adopted version of Theme 1- Housing will be an accurate assessment of Dubbo housing currently, under the headings in Theme 1- Housing.....

**HOUSING MEETS THE CURRENT AND FUTURE NEEDS OF OUR COMMUNITY,  
AN ADEQUATE SUPPLY OF LAND IS LOCATED CLOSE TO COMMUNITY SERVICE AND FACILITIES,  
SHORT TERM AND EMERGENCY ACCOMMODATION IS AVAILABLE.**

REINSW-OD look forward to participating in the strategy sessions during the public exhibition process.

Yours faithfully

REINSW-Orana Division

Bob Berry- Committee

CC. REI representatives and secretary

[REDACTED]

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Chief Executive Officer  
Dubbo Regional Council  
PO Box 81  
Dubbo NSW 2830  
23<sup>rd</sup> March, 2022

DUBBO REGIONAL COUNCIL

ACTIONED TO ..... GP2 .....

29 MAR 2022

EDD/4256

CONTAINER # ..... CDD2971 .....



Dear Mr Murray Wood,

I emailed this response regarding the Community Strategic plan to [2040.CSP@dubbo.nsw.gov.au](mailto:2040.CSP@dubbo.nsw.gov.au) on 15<sup>th</sup> March 2022 and have had no acknowledgement that my e-mail has been received, so I am sending a copy to you. Would you please make sure my submission is considered for the 2022-2040 plan?

Thank you, yours sincerely,  
Fran Philipson

To whom it may concern

The 2018 Version of the Community Strategic Plan to 2040 has the following sentence on page 29-

*'The community also has access to the Bodangora Airstrip which provides general aviation facilities and is a vital asset for the Wellington community.'*

**A similar statement needs to be inserted in the 2022-2040 plan. It has been omitted from the relevant section on page 13.**

Dubbo Regional Council (DRC) in their documents use the term '*Bodangora airstrip*'. The official name found in government documents (eg ERSA) is '*Wellington aerodrome*'. *Wellington aerodrome* is the name that should be used in future DRC documents.

The Wellington aerodrome is important for all residents of the DRC area for many reasons. Some of these reasons are-

- For Agriculture. Aircraft are used for spreading fertiliser and pesticides, this included mouse poison during the recent plague. At this time the Dubbo Regional airport doesn't allow Agricultural products to be flown from its aerodrome, therefore Wellington aerodrome is the only aerodrome that can be used to service the DRC rural ratepayers.
- Firefighting. There are two hydrants available for filling aircraft. As a past volunteer in the RFS I know the importance of fast turnaround of aircraft and this cannot be achieved with the one large aircraft that is sometimes stationed at Dubbo.
- Corrective Services.
- Air ambulance
- Angel flight. This service is often used by disadvantaged people in the Wellington area.

- AirMed. This is used by patients who are being returned to Wellington hospital to recuperate after specialist treatment in major hospitals.
- Emergency landing site for aircraft. The next closest ones are Dubbo and Mudgee.
- Business charter flights.
- The Solar farms and Wind farms may need specialists to come if there is an emergency.
- Flight training. Dubbo has a busy airport and RPT aircraft would not like being delayed due to increased training aircraft in the circuit.
- Licence holders at Wellington aerodrome have invested in hangars and should be able to continue to have access to the airstrip.
- The Flamestop Testing Centre is located at the aerodrome. It is the only one in Australia.
- The NSW Fire and Rescue training centre is located at the Aerodrome and is regularly used.
- Tourists should be welcomed to Wellington.
- Recreational aircraft flying.

Please include Wellington Aerodrome in the 2022-2040 Community Strategic Plan.

Yours sincerely,

Fran Philipson

Archived: Tuesday, 3 May 2022 10:34:58 AM  
From: [Fran Philipson](#)  
Mail received time: Tue, 15 Mar 2022 02:05:30  
Sent: Tue, 15 Mar 2022 13:05:10  
To: [2040 Community Strategic Plan](#)  
Subject: Addition needed to the Community Strategic Plan 2022-2040  
Importance: Normal  
Sensitivity: None

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[EXTERNAL Message: Be cautious of clicking on links or opening attachments.]

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• Corrective Services.

• Air ambulance

• Angel flight. This service is often used by disadvantaged people in the Wellington area.

• AirMed. This is used by patients who are being returned to Wellington hospital to recuperate after specialist treatment in major hospitals.

• Emergency landing site for aircraft. The next closest ones are Dubbo and Mudgee.

• Business charter flights.

• The Solar farms and Wind farms may need specialists to come if there is an emergency.

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The NSW Fire and Rescue training centre is located at the Aerodrome and is regularly used.

Tourists should be welcomed to Wellington.

Recreational aircraft flying.

Please include Wellington Aerodrome in the 2022-2040 Community Strategic Plan.

Yours sincerely,

Fran Philipson



16 March 2022

Chief Executive Officer  
Dubbo Regional Council  
PO Box 81  
DUBBO NSW 2830

Via Email: 2040.CSP@dubbo.nsw.gov.au

Dear Mr Wood,

RE: 2040 Community Strategic Plan

I refer to the community invitation issued by the Dubbo Regional Council, to provide a submission to the development of the 2040 Community Strategic Plan, and request the following be taken into consideration.

Housing Plus is the largest locally based community housing, homelessness and domestic family service provider in Dubbo, serving some 2,500 DFV clients every year and providing some 120 affordable properties for rent.

The key issue for Dubbo and regional areas now and in the foreseeable future, is the lack of affordable housing. This limits the economic prosperity of its residents, with high levels of housing stress and limits cities potential to grow.

Over 50,000 people are on the waiting list for social housing in NSW, and the supply of affordable housing is not keeping pace with population growth or demand. By 2036, it is estimated that NSW will have a shortage of 213,200 social housing homes. Dubbo is not immune from these trends.

The 2040 Community Strategic Plan is a unique opportunity to assist in the provision of affordable housing. It must be noted that the identification of more land for residential development will not translate into affordable housing. Increasing the supply does not translate into cheaper land and reductions in house prices or rents. If the land is sold and the house is built at full market value, then the sale price and/or rents will need to be full market and for many households in Dubbo these are unaffordable.

The provision of affordable housing, rents at below full market, can be achieved and is being achieved by Councils across NSW and Australia.

Building new social and affordable housing requires direct subsidy to make it feasible. Subsidy can be a combination of subsidised land, capital subsidy and from a variety of sources. Council can play a key role. Dubbo Regional Council should therefore:

- Exempt all types of affordable housing development by Community Housing Providers, who are charitable organisations, from local development contributions, recognising its role as critical social infrastructure. This will support feasibility and reduce the amount of subsidy needed to deliver affordable housing.

[www.housingplus.com.au](http://www.housingplus.com.au)



- Implement development contributions schemes to assist with funding new supply. Adopt an affordable housing contributions scheme and commit to applying the scheme as part of all future planning proposals for these newly identified growth areas. The policy should outline the expected contribution rate to provide advanced notice to the market of the Council's intentions. The Council should take a strategic, long-term approach to setting affordable housing targets, phasing in higher rates over time as development feasibility improves. Examples are shown below.
- Good practice and one shown to be most effective is a Mandatory Intervention, whereby the provision of affordable housing is required for all new developments across the City. This should be achieved by requiring a % of the total land or % of the total dwellings created to be for affordable housing purposes. We would recommend 15% of the total site is made available for affordable housing. By mandating affordable housing within all developments, it will: -
  - o ensure that affordable housing is provided
  - o ensure communities are diverse and reflect the population of Dubbo
  - o avoid the mistakes of the past by concentrating affordable housing into one area

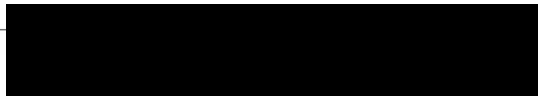
These approaches are known to work and are in place in Councils across NSW. See below examples of Councils using these approaches.

To not include these measures within the 2040 Strategic Plan would be a significant missed opportunity, to meet the needs across the community for affordable housing now and in the future, and limit the economic prosperity of the city and its communities for generations.

Kind regards,



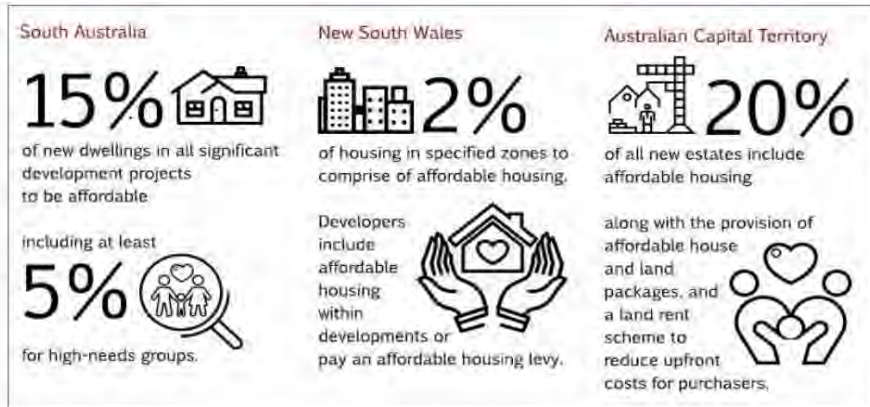
David Fisher  
CEO Housing Plus







(Examples of Council using various approaches)



## Working together - LGAs increasing affordable housing supply in NSW

Council	Contribution scheme type	Affordable Housing Outcome
City of Sydney	Inclusionary requirement (B/A D.L. - 3% of residential/commercial floor area)	500 new homes (Green Square, Lifford and Pyrmont)
City of Sydney / Redfern	Waterloo Development - Negotiated contribution	\$32 million raised. Dwellings still to be delivered
Canada Bay, NSW	Voluntarily agreement	24 new homes
Penrith, NSW	Mandatory contribution	15 new homes
Wentworth, NSW	Incentive (density bonus)	28 new homes
Wondolby, NSW	Contribution requirement	41 new homes
Wollswaley, NSW	Contribution requirement	10 new homes



**Archived:** Tuesday, 3 May 2022 10:35:02 AM  
**From:** [Ian Douglas](#)  
**Mail received time:** Thu, 24 Mar 2022 22:32:42  
**Sent:** Fri, 25 Mar 2022 09:32:27  
**To:** [2040 Community Strategic Plan](#)  
**Subject:** Community Strategic Plan 2022-2040  
**Importance:** Normal  
**Sensitivity:** None

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[EXTERNAL Message: Be cautious of clicking on links or opening attachments.]

To Whom it may concern

I would like you to please add the following to the Community Strategic Plan 2022-2040

*'The community has access to the Wellington Aerodrome which provides general aviation facilities and is a vital asset for the Dubbo Regional Council community'*

This should be included in the 2022-2040 plan under the heading Infrastructure part 2.3.

The Wellington Aerodrome is important, not just to Wellington residents, but also to Dubbo residents as it is the only local aerodrome where agricultural chemicals can be loaded on aircraft, it is used for pilot training, it has hydrants for loading fire fighting aircraft and used for medical transfers, Angel flight etc. etc. Without Wellington, Dubbo Aerodrome passenger aircraft would be delayed due to increased traffic.

Thank you, Regards

Ian Douglas

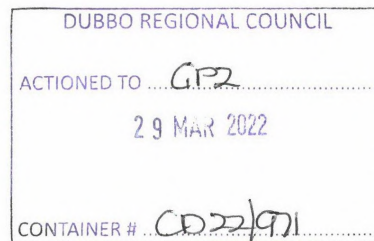


[Redacted]  
[Redacted]  
28<sup>th</sup> March 2022

To whom it may concern  
Please add a statement to the 2022-2040 Community Strategic plan Section 2.3 with the following meaning-  
*The community also has access to the Wellington Aerodrome which provides general aviation facilities and is a vital asset for the Wellington community.*

Amongst other things, the Wellington Aerodrome is currently used for-  
**Firefighting.** The rural fire service has spent considerable money on upgrades at the aerodrome for aerial firefighting . This allows it to have a quick response for fire emergencies and is the only aerodrome that can be used for a huge area between Orange and Dubbo and it has allowed fast responses in the past which have proved vital.  
**Agriculture.** Eg Mouse baiting, crop spraying  
**Flight training.** Our future pilots will get their training here, instead of interrupting the RPT services at Dubbo.  
**Patient transfer.** This happens on a regular basis.  
**Angel flight** use the aerodrome.  
**The Wellington Aero Club** are trying to improve the aerodrome to encourage recreational flying, however the Dubbo Regional Council needs to reinstate Development applications as they have already lost several future developments there to Narromine etc. This is lost income that would have helped pay for things at the aerodrome in the future.

Please include Wellington Aerodrome in the 2022-2040 Community Strategic Plan.  
Yours sincerely,  
George Philipson



**Archived:** Tuesday, 3 May 2022 10:35:06 AM  
**From:** [Alexandra Booth](#)  
**Mail received time:** Tue, 29 Mar 2022 04:32:14  
**Sent:** Tue, 29 Mar 2022 15:31:57  
**To:** [2040 Community Strategic Plan](#)  
**Subject:** Bodangora (Wellington) aerodrome  
**Importance:** Normal  
**Sensitivity:** None

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[EXTERNAL Message: Be cautious of clicking on links or opening attachments.]

I am concerned that Bodangora aerodrome is not mentioned in the 2040 DRC Draft. Is this because it is to be obliterated? If so, an important part of DRC infrastructure will be lost.

This is important as an alternative in case of Dubbo not being able to be used. It is currently used as a landing for the jail, agriculture, medical and recreational uses.

Dubbo is a busy space with Wellington able to be used for more mundane uses keeping Dubbo open for commercial use.

Please see reason

Alexandra Booth

**Archived:** Tuesday, 3 May 2022 10:35:09 AM  
**From:** [SOMAD Inc.](#)  
**Mail received time:** Tue, 29 Mar 2022 22:57:11  
**Sent:** Wed, 30 Mar 2022 09:56:52  
**To:** [2040 Community Strategic Plan](#)  
**Subject:** Feedback on 2040 Strategic Plan  
**Importance:** Normal  
**Sensitivity:** None

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[EXTERNAL Message: Be cautious of clicking on links or opening attachments.]

To whom it may concern,

On behalf of the Songwriters & Original Musicians Association of Dubbo Inc. (SOMAD) - a membership organisation representing over 50 artists in the Dubbo area - I would like to submit the following feedback to the 2040 Community Strategic Plan.

We believe local art fundamentally contributes to the social fabric of our community and has a significant impact on our city's livability. As such, it would be ideal to codify the following items within the strategic plan:

- a new sub-item within Theme 5 - Livability with an overarching statement of support ,e.g. "Our local art and artists are recognised, celebrated and elevated"
- similar to "5.5.3 Our sporting facilities cater for a wide range of local, regional and state sporting events and opportunities" arts be recognised, e.g. "Our cultural facilities cater for a wide range of local, regional and state arts-based events and opportunities"
- support for locally run cultural events in 5.6, e.g. "Our community is supported to host artistic and cultural events and grow our social capital."

Thank you for the opportunity to contribute.

Kind regards,

Fred Randell

A large black rectangular redaction box covering the signature and contact information of Fred Randell.

Chief Executive Officer  
Dubbo Regional Council  
PO Box 81  
Dubbo NSW 2830

28<sup>th</sup> March 2022

It has come to my attention that the Wellington Aerodrome, which is a vital community asset to the Dubbo/Wellington LGA appears to be left out of the 2022-2040 Community Strategic Plan.

The Wellington Aerodrome is a very important asset to the district rate payers for the numerous operations that need to be carried out when required. Some of these operations are, Agricultural Aircraft, Corrective Services, Wind Farm operators, Firefighting aircraft, Angel Flight, And patient transfer flights, Business, private and visiting tourists to the area, Hanger License Holders, Emergency Landing Area and an uninterrupted flight training area especially needed with the future increasing flight traffic into and out of Dubbo.

Hence it's essential that the Wellington Aerodrome is included in the 2022-2040 Community Strategic Plan for the future development of the aerodrome for the rate paying community which it serves.

Yours faithfully

[Redacted signature]

Robert Burton  
Regional LGA Ratepayer

[Redacted contact information]

RECEIVED  
29 MAR 2022  
BY: [Redacted]

DUBBO REGIONAL COUNCIL  
ACTIONED TO ... GP2  
30 MAR 2022  
CONTAINER # ... C022/170



30 March 2022

CEO  
Dubbo Regional Council  
[REDACTED]

**RE: 2040 Community Strategic Plan**

Thank you for the opportunity to provide some ideas to consider for our Community Strategic Plan. I understand the importance of the plan and congratulate you and the council on engaging with a wide section of our community. Bravo!

I will use the six themes that you have listed in your draft and put some ideas of what or how I would like to see our LGA look in the year 2040. I have included some Big Hairy Audacious Goals (BHAG) as encouraged by our Mayor Dickerson.

**Theme 1 - Housing**

- We maintain a vacancy factor of 3%. This is considered healthy and a fair balance between landlords and tenants;
- We have award winning architecturally designed homes in and around the city, surrounding towns and villages. These are regularly showcased in the mainstream media, digitally on the favorite platforms at the time etc;
- We have an adequate supply of Specialist Disability Accommodation SDA to work in with the NDIS scheme;
- We have housing that allows for an aging in place idea for elder population if they so desire;
- We have housing that is culturally responsive. The density of people per dwelling is often greater in immigrant communities than what we have been traditionally used too;
- Alternative housing types are encouraged, in particular factory constructed net zero or low emission housing;
- Housing takes working from home into account and the concept of a universal wage ie people not working at all due to artificial intelligence (AI), robotics etc;

[REDACTED]



- All housing is approved under a complying development certificate or similar consent method within a week. The process is done automatically electronically using AI and is free. If the applicant wants to deal with a council professional they pay an extra fee;
- All housing is connected to the internet or whatever we will be using then if the occupant chooses. Actually the council provides free world class wifi coverage to the entire LGA;
- People have the ability to grow their own vegetables and fruit either in community gardens or in their own yards;
- The housing market in our LGA is viewed as the safest investment option in our nation after Government Bonds. It attracts institutional investors who love the stability, growth rate and return on their investments. Industry super funds invest to create more prosperity for their local investors through work generation, fulfill their social obligations as well as being a great investment in their own right. This is how we addressed the affordable housing crisis that had arisen in the 2020's. The build to rent model is supported by all three levels of Government and guarantees that the customers only pay a maximum of 25% of their income. It is a similar model to the Defense Housing Association;
- Our housing is distinctive and responds to our unique council area. It is instantly recognisable and admired as a "???" whatever the marketing gurus workout (ie Californian Bungalow);
- We have the record for the most expensive home in Australia.

#### Theme 2 - Infrastructure

- People can get to and from Sydney, Melbourne, Brisbane, Canberra, Sunshine Coast, Gold Coast, Perth, Adelaide, Ballina, Darwin, Newcastle, Hobart, Broken Hill, Mt ISA, Cobar and Auckland within 2 hours;
- We have just won the water olympics for the third year in a row. Our potable water is the best in the world;
- All towns and villages are connected to city water and sewerage if the residents choose to;
- Free world class wifi to all areas of LGA, or whatever its called;
- Leading water reuse industry. We are considered one of the most efficient managers of water in the world. This creates an industry that allows us to sell our expertise and products around the world. Water is a massive issue;







- We have water reserves and management methodologies that will accommodate a population of 250,000 people. We currently have an LGA population of 100,000. This is a massive unique selling proposition (USP);
- Quick response fire fighting teams that are well equipped to protect all of our LGA as well as others who may need our help;
- We train and manage the first responders for our state;
- We fully support the industries that make our LGA the most prosperous in the nation. This is water, energy, transportation, waste management and digital connectivity;
- Cycleways connect all open space, look outs, commercial areas, tourism destinations, employment precincts and schools. There are green loops that run around Dubbo and Wellington. There are cycling trails that connect the villages to Wellington, Dubbo and nature reserves along the rivers and other points of interest. These have world class public art along them in to inspire and encourage our community;
- Public bike racks are provided;
- Pavement materials are used the reduce urban heat generation;
- Assets are managed remotely, automatically and efficiently;
- Automation is used to reduce as many as possible dangerous work activities;
- Design and construction information and data is seamlessly shared by all stakeholders. The records are accessible by anyone. The efficient use of data reduces design and construction costs utilizing automated self drive plant;
- All plant is electric;
- We have a clear, simple and equitable contribution plan that funds our growth. It is simple to understand and calculate. It is not subjective and levied equally across different developments. It is simple to administer and adjust annually with the CPI or a set increase so there is no confusion. This frees up council staff for important tasks that are part of their core business;
- Local industry provides 25% of add on features to our plant, trailers etc.

### Theme 3 - Economy

- Population growth is the most important thing for our prosperity. We have a target that we exceed 2 times the national average, or about 3% per annum. This is fully understood by our council and they have a designated budget, similar to a research and development budget in a





progressive corporation, whose sole role is to develop strategies, policy and systems to ensure this happens. If our LGA grows at 3% PA we will have a population of approximately 100,000 by the year 2040;

- The first target is to get Dubbo's population to a critical mass of 50,000. This population is recognised as a regional city that will manifest and support its own growth and its surrounding region. It will allow the support of more businesses, a varied economy and attract government and business services;
- We have two five star hotels and a very strong short term accommodation sector;
- Our income per household is one of the highest in the nation;
- We have easy access to cheap capital. This is underpinned by our strong real estate market;
- We have many financial institutions located in our LGA who provide lots of competition. In fact we have a bank that originated in Dubbo and has branches throughout the Eastern Seaboard. It embraced blockchain technology early and has competitive efficiency and flexibility advantages over the big four. Its focus is equally on housing and business;
- Export our services and products all around the world;
- Renown competitive, entrepreneurial culture and mentoring history. We rejoice in the success of our business community. Our successes become well known and we inspire and attract other entrepreneurs;
- Dubbo is an easy place to do business. We have flexible, efficient planning policies and approval systems. We are considered the benchmark in Australia and often quoted and envied. Our laser focus on population growth ensures that this is the culture of all stakeholders;
- We have a very strong night time economy. The world leading restaurants, cafes, entertainment, parties and museums attract the CEOs of corporations who want to live here and will relocate their offices here;
- We understand our economy well. It's our geographical location and proximity to minerals, agriculture and transportation linkages that serve us well;
- Our indigenous culture attracts people from all around the world. We love and support this however we are asked to. Its unique and unfortunately scarce;
- We can pay our rates with Bitcoin or Ethereum. Few people do this but it attracts tech heads and is great publicity. Australia's first;
- World best key worker accommodation. This encourages people to stay and make Dubbo their home;
- We have more engineers per capita than any LGA in Australia;





- Well balanced economy that does not rely on climate, commodity prices and can in effect support itself in dire times;
- The council does not compete with private enterprise. It utilizes its resources to focus on the important things. If the Deputy Commissioner for Taxation said he was going to start doing tax returns, or the licensing sergeant said he was going to start owning pubs we would not accept that. Where council is filling a gap in the market and fulfilling a social need that's understandable. In all other cases they have divested in non core activities to allow them to focus on core business. Similar to what James Carville phrased "Its Population Growth, Stupid!";
- We understand that agricultural land around the city is important, but it is not the highest and best use. If it comes down to being required for population growth or agriculture, population growth wins. This is no different to wind farms and solar farms replacing wheat fields. Best and highest use;
- Strong boutique retail presence;
- Marketing rebrands the perception of Dubbo. We celebrate our heroes and let the world know all about them;
- We have a really strong indigenous entrepreneurial culture that has created numerous self made millionaires;
- We have a Frank Gehry designed museum that houses a world class indigenous art collection;
- Our brilliant contribution plan includes money for public art, promotion of the LGA and our R&D section for "Population Growth";
- We have access to brilliant financial advisors and investors. This gives all our citizens access to opportunity to grow their passive income and wealth;
- We are home to several billionaires. In fact ones our mayor.

#### Theme 4 - Leadership

- Our Mayor is fulltime and is paid the equivalent of \$500,000 PA in today's dollars. In fact the Mayor of our region is considered to be the highest most influential and fun position in our nation. The last three Mayors have donated their salary to charity as they have been independently self made people;
- There are 5 councilors and they are paid \$250,000 PA each in today's dollars;





- The CEO is paid \$350,000 PA in today's dollars, but has performance bonuses built into her salary. She has the potential to earn \$1.0M which makes her the highest paid bureaucrat in our nation depending on the results achieved by her executive management team;
- There are six leadership executives and each has personal responsibility for one of the themes from our strategic plan;
- Embrace technology early and be adaptive;
- Creates an environment where staff are less defensive and collaborative with industry and public;
- Drive efficiency and focus on the important things, population growth. Create systems and policies that are simple transparent, flexible and efficient for council and the public;
- Remember that a chain is only as strong as its weakest link. A measure of our society and communities prosperity will be the quality of lifestyle afforded to the downtrodden and less fortunate;
- Defend our community ferociously;
- Understand that you can't polish a turd. If it's not looking good, get rid of it and get what we need to achieve our strategic goals;
- Ensure the safety of our employees and community by being vigilant with risk management;
- Who dares wins, so take calculated risk when required;
- Stand up to bullies;
- We understand the importance of smaller communities in our catchment area and work to support and help them as much as possible, including lobbying, sharing resources and even cash sometimes to help them with their critical infrastructure;
- Live in our LGA. If the CEO of Coke got around drinking Pepsi the board and shareholders would get rid of them because they do not believe in the product. Our product is our LGA and we expect our employees to live here;
- Inspire and lead our community. Endeavour to be egoless and embrace vulnerability and honesty when appropriate.

#### Theme 5 - Liveability

- We are a welcoming, tolerant and an inclusive community;





- We have a very low level of income inequality, even though we have many wealthy people in our LGA;
- We live in a very clean community that is very well maintained;
- It is green. We have plenty of water, lots of open space, trees and well designed landscapes that are appropriate and unique to our region;
- Our sporting facilities and short term stay infrastructure allows us to host national and professional sporting events;
- We host many conferences with people attracted by our success, attractions, restaurants and facilities;
- We have many cafes, galleries, museums, libraries and a world class public art collection;
- Our average age and mortality rate makes us one of the healthiest LGAs in the world;
- We understand that addiction follows trauma which can often lead to incarceration. We have empathetic programs that have reversed this some twenty years ago and we now live in a very low crime area;
- Every resident is within 400m of a park;
- Open space connectivity is done with greenspace, cycleways and walking tracks;
- We have national parks and nature reserves in and around our LGA that serve our population and attract visitors They are well promoted;
- We have many entertainment options;
- We have scholarship programs that help elite scholars, athletes, artist and business people;
- Our vibe is unique but cool. We are comfortable in who we are but are willing to embrace change;
- We have more doctors per capita than most LGAs, though they are not as busy as we are very healthy;
- Lots of lifestyle, religious, educational and training choices;
- We are a very safe community;
- We have lots of heros to look up to in our community from the past and present. We celebrate their successes and it inspires us;
- Both the built environment, art and culture and natural environment sell our LGA by themselves;
- Awesome fishing in the rivers and dams;
- Bubblers and shade along cycleways and walkways;
- Open air concert stage, similar to the Myer Music Bowl to accommodate outdoor entertainment easily;





- We issue baby bonds to all babies born in our LGA. They mature when the child reaches 18 years of age if they still reside in the LGA. The baby bond is invested in Dubbo LGA bonds and will grow with time. This may be in the order of \$2,500 initial investment. If it was to grow at 5% PA the maturity would be in the order of \$50,000 at 18 years of age. This could be used for education, start a business or buy a house. It could help to end generational poverty. It makes us world renown. If say a 1000 babies are born in LGA PA, the initial investment into the bonds could be \$2.5M. This money could be invested back into the LGA instead of using traditional capital raising methods. WinWin. Maybe it is provided only to people below a certain income or wealth threshold?;
- We have one world renown public art attractor. It brings people from all around the world and sells us. Similar to the "Gateway Arch " in St Louis. (This was a RJ Fletcher idea which is fabulous);
- We have the highest bike ownership per capita in Australia;
- We have a very high participation rate in sport, non curricular activities and service organizations;
- Culture of philanthropy;
- We have an inland wave pool that allows surfing. It is world class and is the first artificial wave to hold a pro surfing event. The Australian Olympic surfing team trains there often. (This was a RJ Fletcher idea which is fabulous);

#### Theme 6 - Environmental Sustainability

- World class air, noise and water quality;
- Tree canopy coverage is encouraged to reduce urban heat;
- Ecological sustainable design encouraged in the built environment;
- Water sensitive urban design embraced;
- Landscaping design and plantings encourages more birds, bees and butterflies to hang out in the LGA;
- Think global, act local.

I'm sorry I did not have enough time to write a short letter, so apologize for its length.





The most important thing for our continued prosperity is population growth. Without a doubt the first target must be Dubbo reaching a critical mass population of 50,000. This will create issues, opportunities and challenges. These all can be taken care of.

If we have a declining population we are in trouble. Access to capital, services and employees becomes harder. Businesses will relocate or go broke. Real estate prices will decline and in some cases become unsaleable. Less people will create a lower ratable base for raising taxes etc.

Once again thanks for the invitation to be part of this and well done.

If you have any questions please do not hesitate to contact me.

Thank-you

**BAWD Property Trust**

*Creating great prosperity for all stakeholders, to allow us all to live our dreams.*



*Brett Anderson*  
Managing Director



Archived: Tuesday, 3 May 2022 10:35:15 AM  
From: [Cameron Crowley](#)  
Mail received time: Sat, 2 Apr 2022 04:33:17  
Sent: Saturday, 2 April 2022 3:33:18 PM  
To: [Tim Howlett](#)  
Subject: Re: Housing Reference Group - CSP and Building Summary  
Importance: Normal  
Sensitivity: None  
Attachments:  
[noname](#); [noname](#); [noname](#); [noname](#); [noname](#); [noname](#); [noname](#);

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[EXTERNAL Message: Be cautious of clicking on links or opening attachments.]

Tim,

It has been an absolute pleasure to get to know you a little as we have worked together regarding Housing Supply Reference Group and the 2040 Strategic Planning session. A wonderful aggregation of initiatives, and certainly it was exciting to hear the mayor talk about BHAG's. We have used a number of the Jim Collins principles here in our business, and they have certainly underpinned our growth and successes.

To respond to the requests with regards to 2040 Strategic Planning Initiatives please note my thoughts on key attributes for our community as follows, and for what it is worth, in order of presumed importance:

1. Liveability - this is the key aspect critiqued whenever we try and attract middle and senior management to our city from elsewhere in Australia. Liveability can be perceived to include such things as:
  - A. **Vibrant Restaurant Scene**. How does Council support/incentivise us having Australia's leading inland city, restaurant scene, potentially utilising our riverbank area, or other. As a regionally born (Barraba, and schooled in Bingara) and bred guy it never ceases to amaze me how many city people arrive here and have grave concerns about restaurant numbers and selection. Let's work really hard to solve this puzzle... And let's do it better than any other city in regional Australia...
  - B. **Housing** - as per our recent discussions, the current housing challenges may in fact be supply driven (lack of). If our LGA had **the most eloquent and efficient land and housing approval processes** we should always be in a position of excess supply, which the commercial sector of the development community would then manage per usual capitalist systems and processes. I respect that there are numerous compliance requirements; so let's get into some "process reengineering" or "LEAN Manufacturing techniques" and have the most optimised system in existence, to ensure housing supply can exceed demand at all times, therefore ensuring that housing demand is the only thing that can ever impede city growth.
  - C. **Connectivity** - our current air and rail capabilities are to be maintained at a bare minimum. Additional "coastal lifestyle destinations" should be added to our airport capability, in earnest. All that can be done to perpetually increase existing flight volumes should be done. I'm unsure how we enhance our road connectivity = can we have more dual carriageway to Sydney; or can we have improved road access to Newcastle?
  - D. Let's be the Austin, Texas of Australia. [9 Reasons Why Austin Texas Is The Best Place To Live \(atasteofkoko.com\)](#)

2. Opportunity - There is significant employment opportunity already in our region, hence our current challenge is attracting people. Our target should be to achieve a population of 50,000 people soonest, therefore livability being my key focus. To ensure we attract people for the opportunities that are already here, let alone what can be created once we achieve a critical mass of 50,000. Therefore:



- A. The people running our LGA should be "the best in the business", Do what it takes to train, up skill and create/obtain the best.
- B. We should invest heavily via whichever means required (public, public/private shared) in having *inland Australia's leading digital capabilities*. I'm not a tech guy, but let's have the best Internet/Wi-Fi/digital connectivity capabilities anywhere outside major capital cities in Australia.
- C. **Marketing**. Social media is a most cost-effective form of marketing, let's invest in a digital marketing position at council that perpetually supports us in bringing Dubbo to the world.

3. Future Focused:

- A. One Unique Selling Feature (USF) that is under our feet is our indigenous community and history. Could we create for example "*The Worlds Centre for Indigenous Cultures*", museum, gallery, light show, memorial, etc etc. That could attract global tourists.
- B. **Embrace, Expand upon, celebrate and market our multiculturalism** as a key to our success.
- C. **Embrace Green, eco-friendly technologies** (that are cost-effective due to our climate) and implement them throughout our community, as a significant point of difference.
- D. Accept rates being paid in crypto, predominantly for the media impact, to help **explode some of the mythology around Dubbo's existing reputation**. And let's invest heavily in marketing to also explode that mythology...Lets be accountable and responsible for putting ourselves on the map, and not wait for somebody else to do so.
- E. Embrace technology amidst our public spaces and council facilities. Again, the emphasis here is to be leading-edge. For example could we have [Home - PROTO \(portthologram.com\)](http://portthologram.com) availability at the regional gallery or in the Main Street... For a small investment it could create a real buzz, become cheap marketing, and impact who wishes to live in Dubbo.

That's about me Tim, happy to discuss as you require for further clarification.

Regards,

Cam Crowley  
Director



On Tue, Mar 1, 2022 at 11:46 AM Tim Howlett <[REDACTED]> wrote:

Good morning,

Thank you for attending the Housing Supply Reference Group meeting yesterday. Council greatly appreciates your input into housing issues in the region, and the collaborative approach to dealing with the challenges.

Please find attached the Building Summary as at 31 January. February data hasn't been included yet as the report hasn't gone to Council's Committee meeting.

Archived: Tuesday, 3 May 2022 10:35:24 AM  
From: [Stephen Lawrence](#)  
Mail received time: Thu, 31 Mar 2022 02:04:25  
Sent: Thu, 31 Mar 2022 13:04:06  
To: [2040 Community Strategic Plan](#)  
Subject: Submission  
Importance: Normal  
Sensitivity: None

---

[EXTERNAL Message: Be cautious of clicking on links or opening attachments.]

?Dear council.

Thank you for the opportunity to make a submission.

I would like to raise matters related to liveability.

I request council include in the 2040 strategic plan at 5.4 to 5.6 in relation to the educational and cultural objectives the strategy that the region be serviced by a Conservatorium operating in a purpose built facility located as part of a broader cultural precinct in the Victoria Park area.

Regards.

Stephen.

Stephen Lawrence  
Barrister, Black Chambers.

<https://blackchambers.com.au/>

[REDACTED]

Liability limited by a scheme approved under Professional Standards Legislation

Sent from my iPad

**Archived:** Tuesday, 3 May 2022 10:35:27 AM  
**From:** [Karen Saunders](#)  
**Mail received time:** Thu, 31 Mar 2022 03:52:37  
**Sent:** Thu, 31 Mar 2022 14:52:22  
**To:** [2040 Community Strategic Plan](#)  
**Subject:** 2040 Community Strategic Plan - Submission  
**Importance:** Normal  
**Sensitivity:** None

---

**[EXTERNAL Message: Be cautious of clicking on links or opening attachments.]**

To Whom it May Concern,

I request Dubbo Regional Council include in the 2040 Strategic Plan at 5.4 to 5.6 in relation to the educational and cultural objectives the strategy that the region be serviced by a Conservatorium operating in a purpose built facility located as a part of a broader cultural precinct in the Victoria Park area.

I further request council take active steps to include a new building for the Conservatorium as a major part of DRC plans for the Dubbo Bowling Club site.

Yours sincerely  
Karen Saunders

Sent from [Mail](#) for Windows

**From:** [Ros Jackson](#)  
**Mail received time:** Thu, 31 Mar 2022 04:59:24  
**Sent:** Thu, 31 Mar 2022 15:59:09  
**To:** [Community Strategic Plan](#)  
**Subject:** FEEDBACK - 2040 COMMUNITY STRATEGIC PLAN (DRAFT) - 5.4 and 5.5  
**Importance:** Normal  
**Sensitivity:** None  
**Archived:** Tuesday, 3 May 2022 10:35:30 AM

---

[EXTERNAL Message: Be cautious of clicking on links or opening attachments.]

Hi

Just want to provide feedback re: Theme 5 – Liveability. One specific action could be to ensure that the Macquarie Conservatorium has a ‘home’.

The Conservatorium would be a brilliant addition to the proposed cultural precinct near Victoria Park and Council should consider planning to construct premises that will house the Conservatorium as part of DRC plans for developing the Dubbo Bowling Club site.

The Conservatorium is a very important asset to Dubbo. Not only because it enables children to learn a wide variety of music instruments and participate in activities including choirs, ensembles and orchestras, it also provides lessons and cultural experiences to adults, with various concerts and performances year round. The facility not only services the needs of Dubbo residents, it attracts students and audience members from all around the greater Orana area, providing an economic boon to the city.

Regards

Ros Jackson

**Archived:** Tuesday, 3 May 2022 10:35:37 AM  
**From:** [JENNIFER GOUD](#)  
**Sent:** Thu, 31 Mar 2022 06:21:14  
**To:** [2040 Community Strategic Plan](#)  
**Subject:** 2040 Strategic Plan - provision for Macquarie Conservatorium  
**Importance:** Normal  
**Sensitivity:** None

---

[EXTERNAL Message: Be cautious of clicking on links or opening attachments.]

To Whom it may concern,

We believe it is important that Dubbo Regional Council include the strategy that the region be serviced by a Conservatorium operating in a purpose built facility located as a part of a broader cultural precinct in the Victoria Park area in the 2040 Strategic Plan (5.4 to 5.6) in relation to the educational and cultural objectives.

We further request council take active steps to include a new building for the Conservatorium as a major part of DRC plans for the Dubbo Bowling Club site.

With thanks for your consideration

Anton Goud [REDACTED]  
Jennifer Goud [REDACTED]

[REDACTED]

Sent from [Mail](#) for Windows

**Archived:** Tuesday, 3 May 2022 10:35:40 AM  
**From:** [Andrew Livingston](#)  
**Mail received time:** Thu, 31 Mar 2022 06:28:39  
**Sent:** Thu, 31 Mar 2022 06:27:33  
**To:** [2040 Community Strategic Plan](#)  
**Subject:** Dubbo City Bowling Club  
**Importance:** Normal  
**Sensitivity:** None

---

[EXTERNAL Message: Be cautious of clicking on links or opening attachments.]

To whom it may concern

“I request Dubbo Regional Council include in the 2040 Strategic Plan at 5.4 to 5.6 in relation to the educational and cultural objectives the strategy that the region be serviced by a Conservatorium operating in a purpose built facility located as a part of a broader cultural precinct in the Victoria Park area. I further request council take active steps to include a new building for the Conservatorium as a major part of DRC plans for the Dubbo Bowling Club site.”

Both my daughters are having lessons at the Macquarie Conservatorium and I can not come up with a better, suitable and applicable location

Kind Regards

Andrew Livingston

**Archived:** Tuesday, 3 May 2022 10:35:43 AM  
**From:** [Louise Norton](#)  
**Mail received time:** Thu, 31 Mar 2022 06:51:16  
**Sent:** Thu, 31 Mar 2022 17:50:57  
**To:** [2040 Community Strategic Plan](#)  
**Subject:** Submission for the DRC 2040 Strategic Plan-Liveability  
**Importance:** Normal  
**Sensitivity:** None

---

[EXTERNAL Message: Be cautious of clicking on links or opening attachments.]

I am requesting that the DRC 2040 Strategic Plan include an urgent plan for a purpose built Conservatorium of Music on the old Dubbo Bowling Club site as part of its Liveability Strategy. This is an important facility for a regional city that hopes to mature into a community that offers a rich and diverse range of cultural and musical opportunities and experiences.

The value of the Conservatorium cannot be underestimated. My daughter has followed in the footsteps of many previous young people from Dubbo and is currently studying as a final year student at Sydney's Conservatorium of Music, with a view to a lifelong career in the music industry. This is a direct outcome of her commencing as a 5 year old music student with our local Conservatorium.

As well the Conservatorium sources and hosts many world acclaimed musicians throughout the year that are well patronised. To have a purpose built, high quality auditorium that can comfortably host these events is critical. Important also are the inclusion of high tech rehearsal and studio spaces to facilitate the mentoring and enrichment of our young musicians by these visiting artists.

The Conservatorium is an important local employer. It offers many employment opportunities (including teaching) to our local professional musicians both home grown and new arrivals to our city.

The announcement that the Conservatorium was in need of a new home was made several years ago. How is it that this is still not resolved? An immediate decision on this is vital to provide the Conservatorium and the community with the security and continuity they need going forward. Locating the Conservatorium adjacent to the Cultural Centre on the old Dubbo Bowling Club site will strengthen its position as an integral part of the cultural life of the city.

Many thanks for your consideration

Lou Norton

**Archived:** Tuesday, 3 May 2022 10:35:46 AM  
**From:** [CLAIRE EDWARDS](#)  
**Mail received time:** Thu, 31 Mar 2022 08:54:23  
**Sent:** Thu, 31 Mar 2022 19:54:05  
**To:** [2040 Community Strategic Plan](#)  
**Subject:** 2040 Strategic Plan  
**Importance:** Normal  
**Sensitivity:** None

---

[EXTERNAL Message: Be cautious of clicking on links or opening attachments.]

To Whom It May Concern,

*"I request Dubbo Regional Council include in the 2040 Strategic Plan at 5.4 to 5.6 in relation to the educational and cultural objectives the strategy that the region be serviced by a Conservatorium operating in a purpose built facility located as a part of a broader cultural precinct in the Victoria Park area.  
I further request council take active steps to include a new building for the Conservatorium as a major part of DRC plans for the Dubbo Bowling Club site."*

Regards  
Matthew and Claire Edwards



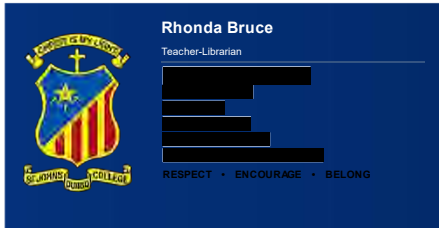
Archived: Tuesday, 3 May 2022 10:35:49 AM  
From: [Rhonda Bruce](#)  
Mail received time: Thu, 31 Mar 2022 20:52:06  
Sent: Fri, 1 Apr 2022 07:51:44  
To: [2040 Community Strategic Plan](#)  
Subject: Macquarie Conservatorium  
Importance: Normal  
Sensitivity: None

---

[EXTERNAL Message: Be cautious of clicking on links or opening attachments.]

*"I request Dubbo Regional Council include in the 2040 Strategic Plan at 5.4 to 5.6 in relation to the educational and cultural objectives the strategy that the region be serviced by a Conservatorium operating in a purpose built facility located as a part of a broader cultural precinct in the Victoria Park area. I further request council take active steps to include a new building for the Conservatorium as a major part of DRC plans for the Dubbo Bowling Club site."*

Kind regards



Catholic Education Diocese of Bathurst works on the Country of Wiradjuri, Gamilaraay and Wailwan peoples. We pay respect to their Elders, celebrate their continuing culture and acknowledge the memory of their ancestors.

*The contents of this email are confidential and are intended only to be read or used by the named addressee. Any unauthorised use of the contents is expressly prohibited. If you receive this email in error, please notify the administrator on [redacted] and immediately delete it from your system. You must not disclose, copy or use any part of this email if you are not the intended recipient*

Archived: Tuesday, 3 May 2022 10:35:54 AM  
From: [Liz Mazzer](#)  
Mail received time: Thu, 31 Mar 2022 21:35:55  
Sent: Fri, 1 Apr 2022 08:35:37  
To: [2040 Community Strategic Plan](#)  
Subject: Review of 2040 Community Strategic Plan  
Importance: Normal  
Sensitivity: None

---

[EXTERNAL Message: Be cautious of clicking on links or opening attachments.]

Hi

The Macquarie Conservatorium is the major music education facility in Dubbo. However, it is about to lose its building and has no long-term home.

Objectives 5.4 and 5.6 of the Strategic Plan address educational opportunities and cultural services. Consistent with this, I would like to see a purpose-built facility for the Macquarie Conservatorium located at the Dubbo Bowling Club Site. This would be part of a cultural precinct linked to Victoria Park, the museum, and art gallery.

I would like objective 5.6 expanded to:

*The diversity of our heritage, cultural services, and facilities are **expanded**, maintained, and promoted.*

A strategy should be added to objective 5.6:

*A cultural precinct will be developed in the Victoria Park area which will include a conservatorium facility.*

Thank-you for the opportunity to provide a submission  
Liz Mazzer

**Archived:** Tuesday, 3 May 2022 10:35:57 AM  
**From:** [Elizabeth McKay](#)  
**Sent:** Thu, 31 Mar 2022 21:42:44  
**To:** [2040 Community Strategic Plan](#)  
**Subject:** New Conservatorium  
**Importance:** Normal  
**Sensitivity:** None

---

**[EXTERNAL Message: Be cautious of clicking on links or opening attachments.]**

Dubbo must have a new and up to date Conservatorium, with design for the future, linked with the Art Gallery complex. Dubbo must realize the arts are an essential part of society and will not attract a varied population unless the arts are addressed adequately, not to mention the current population's needs.

Elizabeth and Doug McKay



Sent from [Mail](#) for Windows

**Archived:** Tuesday, 3 May 2022 10:36:00 AM

**From:** [Barry](#)

**Mail received time:** Thu, 31 Mar 2022 22:45:40

**Sent:** Thu, 31 Mar 2022 22:45:27

**To:** [2040 Community Strategic Plan](#)

**Subject:** Macquarie Conservatorium of Music submission 2040 Community Strategic Plan

**Importance:** Normal

**Sensitivity:** None

[EXTERNAL Message: Be cautious of clicking on links or opening attachments.]

*"I request Dubbo Regional Council include in the 2040 Strategic Plan at 5.4 to 5.6 in relation to the educational and cultural objectives the strategy that the region be serviced by a Conservatorium operating in a purpose built facility located as a part of a broader cultural precinct in the Victoria Park area.*

*I further request council take active steps to include a new building for the Conservatorium as a major part of DRC plans for the Dubbo Bowling Club site."*

It is absolutely imperative that Dubbo Regional Council consider the Macquarie Conservatorium of Music as a matter of urgency, to be located with a purpose built facility on the old Dubbo Bowling Club site within the Victoria Park area, placing it at the centre of Dubbo's Cultural precinct.

Gloria Young

Active Musician with Macquarie Conservatorium

**From:** [Prior Family](#)  
**Mail received time:** Fri, 1 Apr 2022 03:24:21  
**Sent:** Fri, 1 Apr 2022 14:24:10  
**To:** Community Strategic Plan  
**Subject:** Dubbo Music Conservatorium  
**Importance:** Normal  
**Sensitivity:** None  
**Archived:** Tuesday, 3 May 2022 10:36:03 AM

---

[EXTERNAL Message: Be cautious of clicking on links or opening attachments.]

Hello,

I would like to state my strong support for the Dubbo Regional Council region to be served by a conservatorium operating in a purpose built facility located in the cultural precinct area of Victoria Park Dubbo.

A further request is for council to take active steps to include a new building for the conservatorium as part of the plans for the Dubbo Bowling Club site.

Thank you for your consideration of this request.

Kind regards,

Judith Prior



**Archived:** Tuesday, 3 May 2022 10:36:10 AM  
**From:** [B&K REYNISH](#)  
**Sent:** Fri, 1 Apr 2022 15:31:53  
**To:** [2040 Community Strategic Plan](#)  
**Subject:** 2040 submission  
**Importance:** Normal  
**Sensitivity:** None

---

**[EXTERNAL Message: Be cautious of clicking on links or opening attachments.]**

*"I request Dubbo Regional Council include in the 2040 Strategic Plan at 5.4 to 5.6 in relation to the educational and cultural objectives the strategy that the region be serviced by a Conservatorium operating in a purpose built facility located as a part of a broader cultural precinct in the Victoria Park area.  
I further request council take active steps to include a new building for the Conservatorium as a major part of DRC plans for the Dubbo Bowling Club site."*

*Thank you  
Kate Reynish*

Sent from my iPhone

**Archived:** Tuesday, 3 May 2022 10:36:13 AM  
**From:** [Colin & Anne Johnston](#)  
**Mail received time:** Fri, 1 Apr 2022 05:40:27  
**Sent:** Fri, 1 Apr 2022 16:40:10  
**To:** [2040 Community Strategic Plan](#)  
**Subject:** New building for Dubbo Conservatorium  
**Importance:** Normal  
**Sensitivity:** None

---

[EXTERNAL Message: Be cautious of clicking on links or opening attachments.]

Councillors, Dubbo Regional Council

I request Dubbo Regional Council include in the 2040 Strategic Plan at 5.4 to 5.6 in relation to the educational and cultural objectives the strategy that the region be serviced by a Conservatorium operating in a purpose built facility located as a part of a broader cultural precinct in the Victoria Park area.

I further request that the council take active steps to include a new building for the Conservatorium as a major part of DRC plans for the Dubbo Bowling Club site.

Music education is very significant in the development of a young person's talent and overall ability.

I am one of hundreds who attend concerts organised by the Conservatorium. It has been a highlight of my ten years in Dubbo.

Colin Johnston  
[REDACTED]

**Archived:** Tuesday, 3 May 2022 10:36:16 AM  
**From:** [Sue Owens](#)  
**Mail received time:** Mon, 4 Apr 2022 00:41:25  
**Sent:** Mon, 4 Apr 2022 11:41:16  
**To:** [2040 Community Strategic Plan](#)  
**Subject:** The draft 2022-2040  
**Importance:** Normal  
**Sensitivity:** None

---

[EXTERNAL Message: Be cautious of clicking on links or opening attachments.]

Dear Sir

We would like you to include the Wellington Aerodrome in your strategic Plan. This is a great facility that is used for many reasons, such as fire fighting , mouse baiting , charter flights, Air ambulance, Corrective services, Agriculture and emergency landing site. Wellington is a very strong agricultural area and this facility needs to be included. A great deal of prime agricultural land has been used for Solar farms and is definitely an eyesore so please , no more solar farms. The parking facilities in the main street have been greatly reduced, there is now, nowhere for buses or trucks to pull up to use the park toilets , which have been reduced in numbers. This is also detrimental to the food outlets in Wellington. The DRC should consider Wellington in its plans.

Yours Faithfully  
Sue Owens





**Archived:** Tuesday, 3 May 2022 10:36:20 AM  
**From:** [Ruby Riach](#)  
**Mail received time:** Mon, 4 Apr 2022 01:36:45  
**Sent:** Mon, 4 Apr 2022 11:36:34  
**To:** [2040 Community Strategic Plan](#)  
**Subject:** re dubbo macquarie conservatorium  
**Importance:** Normal  
**Sensitivity:** None

---

[EXTERNAL Message: Be cautious of clicking on links or opening attachments.]

I strongly support the plan to develop a new conservatorium adjacent to the Cultural Centre buildings so forming a cultural precinct in the city of Dubbo. This would create a recognised part of the city to showcase its future. The growth of regional cities in the future will need to support cultural aspects so much more than in the past.  
Ruby Riach OAM, former Principal Lecturer, Sydney College of Advanced Education, now a Faculty of the University of Sydney.

**Archived:** Tuesday, 3 May 2022 10:36:23 AM  
**From:** [REDACTED]  
**Mail received time:** Tue, 5 Apr 2022 04:55:33  
**Sent:** Tue, 5 Apr 2022 14:55:13  
**To:** [2040 Community Strategic Plan](#)  
**Subject:** Submission re: Macquarie Conservatorium - new home Victoria Park area  
**Importance:** Normal  
**Sensitivity:** None

---

[EXTERNAL Message: Be cautious of clicking on links or opening attachments.]

Hello Dubbo,

I feel it is time we step up with the education of music here in Dubbo. We have had an influx of extremely capable musicians to Dubbo, not to mention an influx of city families looking for a quality education for their children. We could certainly accommodate our children better by creating a purpose built Conservatorium to bring many more qualified teachers to our ever growing city. Currently the drum room is very uninspiring, as goes to say for the majority of the rooms currently utilised by our children and teachers in the current property that the Conservatorium resides. We need a "Purpose Built" facility with plenty of discussion with those who are experts to be engaged to give feedback around the layout of the new facility. Lets not forget a concert / practice room and stage for all of those small plays to take place as well, we have some keen actors here in Dubbo, let allow our children a place to develop and grow, we need to accommodate the families wishing to watch and encourage our children wouldn't this be amazing.

I strongly feel we need to review this and move to a futuristic and fun place to learn and create happy music etc for our City of Dubbo! ... what is life without Music and quality music at that!

*"I request Dubbo Regional Council include in the 2040 Strategic Plan at 5.4 to 5.6 in relation to the educational and cultural objectives the strategy that the region be serviced by a Conservatorium operating in a purpose built facility located as a part of a broader cultural precinct in the Victoria Park area.  
I further request council take active steps to include a new building for the Conservatorium as a major part of DRC plans for the Dubbo Bowling Club site."*

Warm regards

Jodie Wiley





Wednesday 6th April 2022

**RE: Dubbo 2040 Community Strategic Plan Review - Submission**

To Whom It May Concern,

This letter forms part of my submission regarding the Dubbo 2040 Community Strategic Plan Review. Generally, the existing Community Strategic Plan and the proposed revisions are well structured and cover an appropriate range of objectives and strategies. I have a number of comments that I wish to be considered in your review. These are listed as follows:

- Responding to and mitigating climate change needs to be addressed in each of the strategic themes of the Community Strategic Plan as it affects and will continue to have a greater effect on every aspect of the community's life (housing, economics, infrastructure, liveability, etc).
- The strategies in the housing theme pay lip service to the stated objectives, which do not show up in reality, i.e. 'A variety of housing types are located close to appropriate services and facilities.' None of the new estates on the outskirts of town achieve this. These subdivisions shouldn't be approved if they don't contain various housing types, neighbourhood shops, street trees, parks, etc.
- Urban renewal (a euphemism for apartment building development) should not replace or impact on existing buildings that contribute to the streetscape).
- The economics theme should have an objective to shift Dubbo to a circular and low (or zero) carbon economy.
- Economy strategy 3.2.3 could include to diversify the agricultural sector.
- Liveability strategy 5.6.4 should be amended to 'our region's heritage items and places are celebrated, protected and conserved.'
- Allow for community input into the actions in the Operational Plan. Broad strategies and objectives with weak actions won't achieve the stated goals. The community would wish to direct what actions Council take and make a priority.
- Council should explore the environment and sustainability sections contained in the Community Strategic Plans of other Councils such as Banyule, Darebin, Newcastle, amongst many others. A number of these contain much stronger objectives regarding the environment, such as: achieving net zero emissions and net zero waste in both Council's operations but also in the community (businesses and residents); provide for and advocate for the protection and rehabilitation of natural areas.
- Actions to be addressed in an update of the operational plan could include: a new heritage study review (specifically looking at creating the heritage conservation areas proposed in earlier heritage studies as well as updating the inventory listings of existing heritage items); finding a new home for the Macquarie Conservatorium which may be in or at the site of the former bowling club; implement the Regand Park master plan to become a recreational woodland and environmental learning centre; expand Dubbo's tree canopy and encourage residents to plant trees; Council owned EV charging stations around the local streets; new clauses in the DCP to mandate solar panels and rainwater tanks in new development; Council to amend the LEP and DCP to include reference to climate change adaptation; Council to implement a Climate Action Plan and a Local Food Systems Strategy; Council to run a 'library of things'; sustainable living workshops; free tree seedlings; more bike paths; solar buy-in schemes; green waste/recycling bins in the main street; business food waste, energy and single-use plastics audits; re-establish the Sustainability Expo; Council run green living demonstration house; more community gardens/allotments.

I feel Council needs to be bold and be a driver for shaping Dubbo's future direction as a leading, innovative and sustainable city for other regional towns to emulate and for the residents and visitors to be inspired by.

Thank you for the opportunity to comment on the strategic plan review.

Yours faithfully,

A solid black rectangular box redacting the signature of Peter Duggan.

Peter Duggan

A solid black horizontal line redacting a line of text at the bottom of the page.

**Archived:** Tuesday, 3 May 2022 10:36:26 AM  
**From:** [Karen Deutscher](#)  
**Mail received time:** Wed, 6 Apr 2022 23:18:31  
**Sent:** Thu, 7 Apr 2022 09:18:12  
**To:** [2040 Community Strategic Plan](#)  
**Subject:** Comobella Hall Reserve  
**Importance:** Normal  
**Sensitivity:** None

---

[EXTERNAL Message: Be cautious of clicking on links or opening attachments.]

To Whom it may concern,

Firstly, Thankyou for inviting the wider community of Dubbo / Wellington to come forward with ideas and support, for the Dubbo / Wellington region going in the future.

I would like to shine some light on the Comobella Hall Reserve on the Saxa Rd, Wellington, as a concerned Comobella Hall Committee member and local resident.  
We have a beautiful hall set in a delightful setting along the Mitchell creek, we are 200 metres off the increasingly busy Saxa Rd.

The Comobella Hall has developed into a very popular rest stop out of fatigue mitigation and lack of other options to stop on the route between Dunedoo and Wellington.

This is not our concern, we are all travellers at heart and understand the need to find a nice shady, off the road quiet setting to have a cup of tea, stop for the night or just stretch the legs.

Our concern is there is no outdoor toilet facilities provided in this area and this is becoming a problem for us, as we are continually cleaning up wet wipes and toilet paper from behind every tree in the immediate area and a high traffic zone for toileting is behind our hall building. This is revolting to see and have to deal with or mow around / over.

I understand this is something we can't change people stopping here and also understand that people need to stop and rest to mitigate fatigue, our ask is to put the idea of a outdoor composting toilet system in around this popular stop.

There is no toilet facilities along the route between dunedoo and Wellington, although we don't wish this to become a designated rest stop as this is a functioning hall and don't wish to have half a dozen caravans parked at our next wedding. But the mess we are dealing with is disgraceful and needs to be addressed.

Dubbo / Wellington council workers are also continually using this nice shades area for their break stops during the day, spray workers and LLS workers, I am sure they would appreciate some sort of service as well.

Anyhow, Thankyou for your time taken in reading my concerns and hope this shines a bit of light on the issues we are facing as a committee.

Kind regards  
Karen Deutscher

**E-MAILED**  
6/4/22

**RECEIVED**  
06 APR 2022  
BY: [REDACTED]

Chief Executive Officer  
Dubbo Regional Council  
PO Box 81  
Dubbo NSW 2830

as a leaseholder with a hanger at the wellington aerodrome i find it disturbing that this community asset is not included in the 2022-2040 community strategic plan.

I have had this hanger since 2012 and use it to store my ultralight aircraft which i fly on a regular basis.

There is a growing number of people and aircraft using this community asset.

thank you.

Mack Watson

DRC Ratepayer  
[REDACTED]

DUBBO REGIONAL COUNCIL  
ACTIONED TO ..... GP2 .....  
- 7 APR 2022  
CONTAINER # - CD22/971

**Archived:** Tuesday, 3 May 2022 10:36:30 AM  
**From:** [Sonia Fernando](#)  
**Mail received time:** Wed, 6 Apr 2022 23:46:30  
**Sent:** Thursday, 7 April 2022 9:46:32 AM  
**To:** [Tim Howlett](#)  
**Cc:** [Steven Jennings](#)  
**Subject:** FW: Consultation  
**Importance:** Normal  
**Sensitivity:** None  
**Attachments:**  
[image001.png](#); [image002.png](#); [image003.png](#); [image004.png](#); [image005.jpg](#);

---

Hi Tim

Please see below email trail.

Thanks

Sonia

[REDACTED]

---

**From:** Clr Mathew Dickerson <[mayor@dubbo.nsw.gov.au](mailto:mayor@dubbo.nsw.gov.au)>  
**Sent:** Thursday, 7 April 2022 9:30 AM  
**To:** Sonia Fernando [REDACTED]  
**Subject:** FW: Consultation

Sonia,

Can you please ensure these comments are submitted as part of the CSP consultation?

Thanks.

---

**From:** kate charlton [REDACTED]  
**Sent:** Thursday, 7 April 2022 10:26 AM  
**To:** Clr Mathew Dickerson <[mayor@dubbo.nsw.gov.au](mailto:mayor@dubbo.nsw.gov.au)>  
**Cc:** Clr Richard Ivey <[ClrRichard.Ivey@dubbo.nsw.gov.au](mailto:ClrRichard.Ivey@dubbo.nsw.gov.au)>  
**Subject:** Re: Consultation

[EXTERNAL Message: Be cautious of clicking on links or opening attachments.]

Morning Matthew and Richard

Not sure why there isn't a feedback option on each page of the plan but have spent some time trying to unravel what to do to have a say without success. So...

Housing:

Years ago the rural consultative team developed a paper and presented it to the then mayor Allan Smith who put it in the bin. The plan was to enable farmers to sell the unproductive low grade land to people who would build houses managing their own power, waste and water. Farmers had money to improve farms, villages had more people. We thought it was a good idea as did Roger Fletcher when I chatted to him on a flight home one night.

Infrastructure

Highway surface not coping with big fast trucks

Not aware of public transport option in villages

Limited access to tip - everyone has to make a special trip - rarely while on the way passed. This is quite long for some.

Concern about what is being dumped at the former silo site. Usually untidy and no idea if it is hazardous. Concern with extended fencing if the trees will remain.

Livability

Tourism Are the villages included? Not aware if so.

Is there a mobile library visiting villages and schools, communities without access to the town library?

Environment

Mr Wood visited - what's improved? Is the plan to improve tree coverage to cool and provide habitat? To remove exotic species to remove unwanted bird, insect etc species? Manage clearing of new estate areas to maintain trees?

Fire risk - to show respect for Aboriginal culture and implement their management of the land to reduce fire risk and improve habitats?

River health - Burrendong dam was for flood mitigation not a water source for irrigators downstream. What's the plan to improve the health water of the river system including salt reduction, shade, seasonal water flow remembering there is the heritage protected Macquarie Marshes downstream and many communities relying on this water.

Might have the headings in disarray but I am hopeful you can follow my thoughts.

And I am keen to be part of the Villages Consultative group. Should I do something now or wait until after your next meeting?

I appreciate your prompt replies.

Thank you

Regards

Kate



On Tue, Apr 5, 2022 at 4:25 PM Clr Mathew Dickerson <[mayor@dubbo.nsw.gov.au](mailto:mayor@dubbo.nsw.gov.au)> wrote:

Thanks for your response to Richard Kate.

I echo Richard's comments and I am also confused about the fact you were turned away without a registration. Both Richard and I questioned why you needed to register and the staff assured us that it was only for catering and people would not be turned away.

We will follow up for next time.

Thanks,

Mathew.

---

**From:** Clr Richard Ivey <[ClrRichard.Ivey@dubbo.nsw.gov.au](mailto:ClrRichard.Ivey@dubbo.nsw.gov.au)>

**Sent:** Tuesday, 5 April 2022 3:00 PM

**To:** Kate Charlton [REDACTED]

**Cc:** Clr Mathew Dickerson <[mayor@dubbo.nsw.gov.au](mailto:mayor@dubbo.nsw.gov.au)>

**Subject:** RE: Consultation

Hi Kate

Thank you for your email. I understand completely your frustration, annoyance, and disappointment with the consultation procedure. We had a similar situation in Wellington (lack of promotion of the upcoming session) which resulted in low numbers. I have taken up the matter of the consultation process with the CEO and he will review the whole process and ensure the lessons are learned and not repeated in future.

Not a perfect solution I realise, but PLEASE make your comments known via the online Strategic Plan Review feedback mechanism: <https://www.dubbo.nsw.gov.au/About-Council/Our-Responsibilities/Community-Strategic-Plan/have-your-say-2040>.

Your comments on the inadequacy of the consultation process and it being interpreted as "Dubbo not caring about the villages" should be included as well as any specific comments about the plan and its effect on the villages.

The terms of reference for the reinstated Villages Consultative Committee have been released for public comment. Please check it out on the Council's [website](#).

Feedback on the Committee's proposed terms of reference can be submitted to Council via the online form: [Draft Terms of Reference - Community Committees, Working Groups and Forums - Dubbo Regional Council \(nsw.gov.au\)](#).

The Expression of Interest process will begin for each of the committees following the May Ordinary Council meeting.

Please don't hesitate to give me a call on 0428 284283. To discuss any matters.

Kind regards

Richard

-----Original Message-----

From: Kate Charlton [REDACTED]  
Sent: Tuesday, April 5, 2022 11:53 AM  
To: Clr Richard Ivey <[ClrRichard.Ivey@dubbo.nsw.gov.au](mailto:ClrRichard.Ivey@dubbo.nsw.gov.au)>  
Subject: Consultation

[EXTERNAL Message: Be cautious of clicking on links or opening attachments.]

Dear Richard

Last Thursday was the consultation date for Ballimore. How were we to know this? One local was turned away as he hadn't registered. Who knew you had to register?( I intended going but just forgot in the busyness of the day but hadn't registered . ) By the time he rounded up others the people running the meeting had left. I was contacted by Charlie to book the hall. I gave his contact number to the person who does the booking who unfortunately forgot to contact him. This was finally arranged. Then there was no advertising of the meeting.

We look as if we don't care. That is a gross error.

There is concern about what is being dumped at the silos site and the extended fencing of this area to the highway. There is concern about why Ballimore has to chase grants when Dubbo parks have barbecues. We have long been neglected. Looking at the village it is apparent a lot of local effort maintains it.

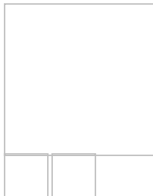
The former mayor cancelled community consultation including an efficient representation of the LGA namely the Rural Consultative Working Group - could have been the official name. Results for Ballimore include safe turning off the highway on the eastern access, extended sealed surface on Goan Creek Rd when Council intended sealing the causeways only. Thankfully Council listened to the locals. Plus seeking constant updates tracking the connection of Ballimore to town water. The limited access to our tip is an ongoing issue.

I look forward to your response and progress including authentic consultation.

Regards

Kate

Kate Charlton  
[REDACTED]



**Clr Richard Ivey**

**Deputy Mayor**

**Dubbo Regional Council**

P 0428 284 283 | M 0428 284 283

[ClrRichard.Ivey@dubbo.nsw.gov.au](mailto:ClrRichard.Ivey@dubbo.nsw.gov.au)

<https://www.dubbo.nsw.gov.au/>

### **Infrastructure**

- There needs to be acknowledgement green infrastructure (tree and ground cover) has as much importance as grey infrastructure such as roads, cycle ways, footpaths, water, sewer and solid waste.

### **Environmental Sustainability**

These strategies do not adequately cover the current environmental issues in the region and the following need to be included

- Include a target for Dubbo Regional Council Tree Canopy to manage urban heat in our changing climate.
- We need to increase tree canopy and greenspaces in our urban environments.
- This target should include the entire tree canopy of Dubbo Regional Council
- Our tree canopy needs specific strategy to ensure environmental assets are protected (6.3.4)
- The lack of management and protection of tree canopy since 1995 cannot continue towards 2040 when considering environmental sustainability
- The current 2040 plan has a strategy that has been removed from the Draft 2040 plan and it needs to be replaced in its entirety
- 5.10 The quality of our environment and lifestyle is enhanced by the provision of environmental education and regulation. "Regulation" has been removed and it is an essential strategy for the management and protection of our tree canopy.
- Need Tip Shop for Dubbo and Wellington
- Strategy to engage all stakeholders early in the planning process and not work in silos. eg how did we end up with no green cover only huge amounts of heat absorbing concrete after NSW taxpayers spent in excess of 20 million dollars on the Cobra/Fitzroy Street intersection? It was possible to have varying amounts of green cover from LH Ford bridge to this intersection and this has reverted to just concrete and bitumen in 2022! There needs to be negotiated strategy between Council and Transport NSW to manage changing climate and urban heat. Stop the blame game and have strategies in place to achieve appropriate outcomes. This applies to all other stakeholders such as Essential Energy.

### **Liveability**

- Our 62 HA of Regand Park should be only used for passive open space. This is a unique area by the Macquarie River that needs to be protected to ensure it can be used for current and future generations.
- Sporting facilities are essential and should be developed as required but never encroach on our recreational open space.
- Health outcomes improve when streets are walkable and tree canopy is essential to walkability
- Our community must not rely on vehicles because we do not have strategies to make our community walkable.
- Maintaining and managing our large canopy trees is essential strategy to make our community liveable

Barbara Sutherland  
7 April 2022

**Archived:** Tuesday, 3 May 2022 10:36:43 AM

**From:** [REDACTED]

**Mail received time:** Thu, 7 Apr 2022 10:44:58

**Sent:** Thu, 7 Apr 2022 20:44:43

**To:** [2040 Community Strategic Plan](#)

**Cc:** [REDACTED] [Dubbo Regional Council](#)

**Subject:** Concern for Wellington/ Bodangora Airstrip being excluded from the Community Strategic Plan

**Importance:** Normal

**Sensitivity:** None

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**[EXTERNAL Message: Be cautious of clicking on links or opening attachments.]**

Attention  
Chief Executive Officer  
Dubbo Regional Council

I wish to raise my concern with the downgrading or exclusion from the Wellington/ Bodangora Airstrip in the 2022-2040 Draft Community Strategic Plan.

I note that the airstrip is the base for light recreational aircraft which is consistent with the separation of light aircraft from the larger commercial use of the Dubbo Airport for safety and for scheduling of commercial flights.

The Airport was expanded to cope with the needs for the community and also for general aviation facilities relevant for the district. In the Sydney region where I am currently based there is a need for multiple airports within the region which focus on different requirements. This is also relevant in the Dubbo region.

I also note that it is needed as part of the longer term infrastructure in regional Australia and has formed part of national overall strategic plans. This in addition to the recreational facilities that it is used for. The general aviation assets that it represents and has been improved over many years is a resource that must continue to be enhanced for a specific need in the community that builds on existing aviation resources.

I have a specific interest in the area having a longer term plan to move to the Dubbo/Wellington LGA. I am planning to retire in the region and that the use of the airstrip and existing complementary uses such as firefighting resources in the area is important. It is important to me that where I retire has a facility such as this within the local area.

Please insure that the Wellington Airdrome at Bodangora is included in the 2022-2040 Draft Community Strategic Plan as it is an important part of the Dubbo LGA.

Eric Davis

## Infrastructure

- **Green infrastructure** such as trees, shrubs, and ground cover must be acknowledged as being equally as important as buildings, paths, roads, services etc.

## Environmental Sustainability

The nominated strategies do not adequately cover our region's current environmental issues. The following should be included:

- A **tree canopy target** designed to manage urban heat in our changing climate which includes the entire tree canopy of DRC.
- This target should show how DRC will **manage** the increase in tree canopy and greenspace in our urban environments.
- Our tree canopy needs a specific strategy to ensure **environmental assets are protected** (6.3.4)
- It would be irresponsible of DRC to continue with the current policy which has failed to manage and protect our tree canopy since 1995. We cannot continue to plan towards 2040 without considering environmental sustainability. We need a much stronger **Tree Protection Policy** for both public and private tree cover.
- The **current 2040 plan** has been removed from the Draft 2040 plan and it needs to be replaced in its entirety 5.10. The quality of our environment and lifestyle is enhanced by provision for, and delivery of, environmental education and regulation.  
Regulation has been removed even though it is an essential strategy for the management and protection of our tree canopy.
- DRC needs a **Tip Shop** for both Dubbo and Wellington.
- DRC must have a **strategy to engage all stakeholders early in the planning process and to prevent work in silos** – For example the huge thermal mass of heat absorbing concrete on the Cobra/Fitzroy Street intersection when it was possible to have some form of green cover from LH Ford bridge to Fitzroy St to ameliorate the radiant heat and be more attractive. There must be a negotiated strategy between Council, RMS, and Essential Energy to manage changing climate and urban heat. **DRC seem to constantly shoot itself in the foot when it comes to catering for our hot climate in our streetscape.**

## Liveability

- The 62 HA of **Regand Park** must be retained for passive recreational use only. As Dubbo grows and expands this unique area by the Macquarie River must be protected for current and future generations.

- **Sporting facilities** are essential and should be developed as required but they must never encroach on other recreational open space.
- Health outcomes improve when streets are walkable. **Tree canopy is essential to walkability** and those who regularly walk our streets in summer comment on how little shade there is compared to years gone by.
- Community should not be forced to take their vehicle because of the lack of shade on footpaths.
- **DRC must do better at maintaining and managing our large canopy trees** (including those massacred by Essential Energy) as this is an essential strategy to make our community liveable.

Thanks for reading

Narelle Grant 6/4/2022

## Dubbo Rivercare Group Inc – Response to 2040 Community Strategy Consultation

Thank you for the opportunity to contribute to this consultation. Further to our President's involvement in DRC's Zoom meeting on the 31<sup>st</sup> March our group would like to offer the following recommendations:

### Our Environment:

We live in an everchanging environment which requires planning for and implementation of strategies to reduce or eliminate the negative aspects of climate change and population growth. Our natural assets and resources need to be carefully protected and managed with a sustainable long-term plan. This can include:

- Quality and variety of public spaces and amenities.
- Safe and healthy communities.
- Active engagement between the community and Council by on-going consultation with community groups and a determined approach to implementing community goals not just consultation to tick the "done it" box.
- Clear and accountable decision making based on research rather than political or idealistic desires.
- Dubbo Regional Council should have a long term energy plan for the Region to be a net exporter of clean energy and for the region to be capable of continuing business 'off-grid' if necessary (6.1).
- The completion of clear River Reserve management plans for Council managed land along the rivers of the region, with the highest priority going to those reserves located adjacent to urban areas (6.3). The recent Covid-19 pandemic and 'lock-downs' have highlighted the communities' valuation and use of the River environments.
- Appropriate resource allocation to ensure our environment is appropriately managed such as control of environmental weeds is implemented and the prevention of the inappropriate encroachment that currently occurs on some of the riparian/floodplain areas (6.3).
- Transport strategies play an essential role in improving our environment and should include integrated and safe bicycle lanes across the city. Bicycle lanes should be mandatory in new developments. Future planning should include better local transport systems from bypasses to (electric) bus transport. Measures to reduce the number of and pollution from cars in the CBD and shopping centres could include smaller buses operating more frequently, DRC facilitating more recharging stations for electric vehicles and possibly even eBikes (6.1.3 & 2.3).
- Plan for higher density housing adjacent to the CBD to save transport congestion (3.4.1).
- Construct a walk/cycle bridge across the Macquarie Wambuul River behind the CBD to facilitate foot and bike traffic between east and west banks of the river. A park and walk to the CBD strategy to reduce cars in the CBD could be implemented with car parking on the western side of the river(6.1 & 2.3).
- Housing has a significant impact on our environment and more emphasis needs to be placed on more energy efficient construction and landscaping. For example use of light coloured roofing material to deflect heat, subdivision design to maximise the



northern aspect, minimal east and west facing windows. Set target for electric rather than gas and wood burning energy consumption, largely powered by solar panels and battery storage. Landscaping to provide summer shade and winter sun, rain water capture, bird habitat (6.1.4).

- All land managers – rural and urban implement sustainable land management practices (6.3.3)
- Existing trees/native vegetation to be preserved rather than removed and ‘compensated’ through ‘offset’ plantings. Offsets are high cost and need to be managed for many years before they become effective substitutes for destroyed vegetation (6.3.4).
- Imparting knowledge to the community on planting of appropriate species which will persist in the face of climate change and also add to the natural habitat. Recommendations and provision of native tree species, that have been proven to survive drought and flood in our environment. Current exotic street plantings in Dubbo streets impact the riverine environment through seed dispersal and seedling establishment.
- More open spaces in new residential developments and significant green space/canopy cover for the cooling effect under the expected increase in temperatures due to climate change (5.5.1).

**Education:**

Strategic planning must include the provision of educational opportunities. Dubbo has seen its university and TAFE facilities significantly downgraded. Courses that used to be available face to face at Dubbo campuses are now no longer available or require remote learning methodology. Whilst it is good that a person can now do a medical degree in Dubbo a plumbing apprentice has to travel to Orange or Tamworth for their course work. TAFE and CSU need to be encouraged to improve tertiary courses on offer in Dubbo (5.4).

**Implementation of the Plan:**

The plan needs to articulate that the six separate sections must not be considered in isolation but that there should be a commitment for a systematic and holistic approach to all decision making in the plan. Whilst we appreciate that the plan includes many very positive strategies it is essential that proper tracking, reporting and accountability methods are employed to ensure that the plan is adequately monitored and implemented. Council should report annually on the effectiveness of the Plan and any changes that need to or have been identified. Transparency of decision making and reporting by Council is very important for the community.

Thank you for the opportunity to comment on this Plan.

Daryl Green  
President,  
On behalf of Dubbo Rivercare Group Inc.

[REDACTED]

**Archived:** Tuesday, 3 May 2022 10:36:54 AM

**From:** [Randell-Moon, Holly](#)

**Mail received time:** Fri, 8 Apr 2022 01:42:37

**Sent:** Fri, 8 Apr 2022 01:42:22

**To:** [2040 Community Strategic Plan](#)

**Subject:** 2040 Community Strategic Plan

**Importance:** Normal

**Sensitivity:** None

**Attachments:**

[logo-full\\_bg-white\\_68aab86a-6a34-417d-8ead-4cfl d27d24c5.jpg](#)

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[EXTERNAL Message: Be cautious of clicking on links or opening attachments.]

Dear Chief Executive Officer,

My name is Dr. Holly Randell-Moon and I'm a Senior Lecturer in the School of Indigenous Australian Studies at the Dubbo campus of Charles Sturt University. I would like to congratulate you and the Council for the ambitious and socially inclusive 2040 Community Strategic Plan.

My research focuses on First Nations and regional development and I think there's scope for engagement with the Indigenous business economy in the region in the plan. The First Nations population in the region is growing and this community is a growth stakeholder. I appreciate First Nations are mentioned in the plan in terms of heritage and culture. A more explicit focus on economic opportunities and First Nations would make the Dubbo Regional Council a planning leader in the region.

Kind regards,

Holly.

[Charles Sturt University](#)

[ALBURY-WODONGA | BATHURST | BRISBANE | CANBERRA | DUBBO | GOULBURN | MELBOURNE | ORANGE | PORT MACQUARIE | SYDNEY | WAGGA WAGGA]

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Consider the environment before printing this email.

Prepared by Jill Cross-Antony, [REDACTED]

I am commenting on Council's 2040 Community Strategic Plan including Affordable living, Environment and sustainability, Quality of life and Transparency.

Theme 1 - Housing

1.2 An adequate supply of land is located close to community services and facilities

1.2.1. Land is suitably zoned, sized and located to facilitate a variety of housing opportunities.

Comment: I don't believe all land is sized adequate – at least not when considering the environment and maintaining cooler houses during the hot summer months and warmer in winter.

Recent observation of new house land packages in Boundary Road is an example of poor house/block planning. The house footprint on the block is so great that there is no space between the homes to plant small shrubs. By eliminating space for shrubs and trees, house temperatures can be extreme during hot summer months, and very cold during winter – thus requiring constant use of reverse cycling air-conditioning resulting in many families struggling to pay electricity accounts.

Historically, Australia's residents from 1940s to 1980s increased the front and backyard size – thus these areas were planted with vegetation, in addition to tree planting of nature strips. This strategy limited the need for artificial heating and cooling. There has been a shift in the modern planning of houses deliberately leaving less space for trees as an attempt of reducing urban sprawl, the result being increased energy consumption, heat, and Australian climate degradation.<sup>i</sup>

I urge Council to reconsider the vision they have for housing in Dubbo, by having more space between houses for shrubs and medium sized trees that provide protection from the hot summer sun.

In addition, Council could reduce carbon emissions by providing a green gift of tube stock shrubs/small trees (appropriate varieties that will grow in this harsh climate) to new homeowners to encourage greening their blocks, providing shade, and reducing home temperatures.

Tubestock are available through our local Indigenous nursery and would cost about \$2-3 each. Not a big investment for a huge environmental benefit, that would indicate Council cares about our environment, and community members contribute to sustainable living.

Prepared by Jill Cross-Antony, [REDACTED]

Theme 2 - Infrastructure.

2.3 The transportation network supports connections within and outside the region.

2.3.4 A network of cycleways and pedestrian facilities is provided and maintained.

With more people cycling and walking encouraging active lifestyles, means increased wellness by maintaining a healthy body weight, reduced cardiovascular, heart and lung diseases and diabetic illnesses. Healthy lifestyle also has an intergenerational impact and healthier lifestyle choices. Resulting in less visits to the general practitioner, reduced hospitalisations that benefit the State Health Service, and Federal Medicare system.

Whilst the cycleway along Tracker Riley is good, Council can do more to encourage cycling and walking by improving cycling paths, so that people feel more confident to use them.

I am a cyclist and given cycling paths are limited I have to cycle on the roads with cars, and indeed I am aware of the dangers. Council can better plan cycleways. For example, the cycleway along Wheelers Lane abruptly ends and to continue means sharing the lane with cars. This is not good planning. A cycle lane should be continual, and when new roads and bridges are planned a cycle lane should be part of that plan.

Unfortunately, the CBD does not support cycling. I have experienced many an instance when a vehicle backs out from their parking space almost knocking me off my bike, and I am not the only cyclist that has had that experience. If cars were to reverse park, they could see other cars approaching, cyclists and pedestrians. I would encourage Council to give reverse parking further consideration for safety reasons. In addition, in planning for the future bike racks should be more prominent in the CBD, so that cyclists can secure their bikes.

Theme 5 – Liveability

5.5 Our community has access to a diverse range of recreational opportunities.

5.5.1 Passive and active open space is located to maximise access and use by the community.

The Dubbo community are fortunate that we have so much greenspace on the Eastern side of the Macquarie River that is a flood plain, but well

Prepared by Jill Cross-Antony, [REDACTED]

utilised by sporting peoples with diversified sporting interests. It is good to see fields can adapt from being cricket to now being soccer fields which maximises the use of the area.

I would like to address the rubbish issue from participants using these playing fields. The waste collection bins should have coloured lids like residential bins. Most of them have no coloured lids at all, so that all rubbish is mixed – thus all going to landfill. Following sporting events, plastic bottles and rubbish are frequently left on the playing fields. My friends and I often pick up this rubbish, but by having coloured lids may encourage behavioural change of sports participants, and less rubbish going into landfill.

In addition, it is well known that St Johns School wishes to have a Rugby League area established in the area of Regan Park. I am aware this was previously tabled, but community were not in favour of that development, and so it was put on hold.

I would advocate that the area in question is not made available to any school/club or interest group for sporting, or other interests. This passive area forms part of our precious green corridor, that is valued by the community and visitors alike. The area is priceless, and is there for our community, the wildlife and insects that depend on it for their existence forming an integral part of our ecosystem.

Theme 6 – Environmental Sustainability.

6.1.1 Investment in renewable energy opportunities are encouraged and supported.

Given Dubbo is located in an area with a long hot summer, and frequently beautiful sunny days even in winter we are in a unique position to benefit from solar power. Many businesses and householders have solar installations (including myself), however, landlords and homeowners should be encouraged to install solar panels on their homes. With interest rates at an all time low, there may be opportunities to borrow from lending authorities to install solar panels and the benefit of solar credits would be reflected in electricity accounts and reduce our carbon footprint.

6.1.3. Alternative modes of transport are encouraged.  
The benefits of cycling are mentioned in 2.3.4. In addition, the use of E-bikes are proving a popular means of recreational and transport to work that also reduce the need for fuel and lowering carbon emissions.

6.2.4 Our community is educated and encouraged to adopt sustainable practices in their daily activities.  
How can we respond to climate change?  
Single use plastics – specifically plastic bags are causing huge problems in our rivers and oceans. Australia uses over 10 million plastic bags a day<sup>ii</sup>.

Prepared by Jill Cross-Antony, [REDACTED]

Prior to plastic bags and single use plastics we managed without them, now it is almost a given that there is no alternative. Business in Dubbo were criticised for not doing enough to help the environment<sup>iii</sup>. Zoo Director, Steve Hinks stated:

***“We have seen through a string of natural disasters – drought, bushfires, floods, and biodiversity crisis, that the reality of climate change is affecting us more and regularly in Australia.”***

The zoo has reduced its own environmental footprint by implementing many changes in the way they manage that facility and in doing so is diverting 84 percent of waste from landfill. If the zoo can do that, then our community should do that.

Dubbo should ban single use plastics, but not in 2040 – NOW. There should a window for community education – raising awareness about the benefits (reduced landfill and cleaner rivers and oceans). In the interim developing strategies for community education about how to dispose of single use plastics responsibly (instead of going into the red bin and landfill) in preparation for the celebration of no more single use plastics in Dubbo. The date for banning plastic use should be widely promoted through newspapers, television, social media and schools. That way everyone is prepared for change. Like car seat belts – everyone cursed the idea, but now its accepted and many lives have been saved because of that change.

I completed a project at Canberra University about plastic bag use. Observational analysis was integral to the research. Essentially, most customers using plastic bags did so because plastic bags were freely available in stores. In addition, checkout operators offered a plastic bag to customers (because they believed that was being considerate, or just put products into plastic).

The recommendations were about behavioural change. Checkout operators were not to offer plastic bags, and businesses not to have plastic bags available.

Over time people will accept change taking their own bags, or purchase an e-bag that is washable and reusable.

Dubbo Regional Council has an opportunity to lead the way in being a sustainable growing regional area paving the way for a reputation as a town with policy driven sustainable living, and one that cares about our rivers and oceans supporting their own ecosystem. The spin-off benefits for Dubbo Regional Council would be nothing short of admirable – it takes advocacy, and forward thinking with positive attitudes to contribute towards a better world for future generations.

Prepared by Jill Cross-Antony, [REDACTED]

I would be willing to participate in a 'working group' that could develop a plan for a way forward with the aim of ending single use plastics. Dubbo is the hub of the west where I was born. Making positive changes by implementing a rigorous process will achieve a positive outcome - putting Dubbo on the map for sustainable living, and a better future for all.

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<sup>i</sup> Journal homepage: [www.elsevier.com/locate/rser](http://www.elsevier.com/locate/rser) 'Renewable and Sustainable Energy Reviews', 22<sup>nd</sup> January 2022, P1.

<sup>ii</sup> <https://www.samedayrubbishremoval.com.au/War-On-Waste-Statistics.php>

<sup>iii</sup> Daily Liberal, Saturday March 26, 2022, p3.

**Archived:** Tuesday, 3 May 2022 10:36:59 AM

**From:** [Karen](#)

**Mail received time:** Fri, 8 Apr 2022 05:20:49

**Sent:** Fri, 8 Apr 2022 15:20:34

**To:** [2040 Community Strategic Plan Dubbo Regional Council](#)

**Cc:** [REDACTED]

**Subject:** Submission - Review of the Dubbo Regional Council Community Strategic Plan - (Bodangora Wellington) Airstrip

**Importance:** Normal

**Sensitivity:** None

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[EXTERNAL Message: Be cautious of clicking on links or opening attachments.]

Attention CEO Mr Murray Wood

I wish to make the following submission in respect of the Review of the Dubbo Regional Community Strategic Plan.

1. The 2018-2040 version of the CSP – under INFRASTRUCTURE (page 15) made the following specific mention of the Bodangora (Wellington) Airstrip:

*“The community also has access to the Bodangora Airstrip which provides general aviation facilities and is a vital asset for the Wellington community”*

2. It has been noted that the 2022-2040 version of the CSP no longer has a specific reference to the Bodangora (Wellington) Airstrip. It is believed that this may have been intentionally left out as there has been some talk of the facility being either sold off or leased out on a long term basis.
3. The ownership of the facility was transferred to Wellington Shire Council early in the 1990s as a Crown Reserve when the Federal Government changed the 50/50 funding maintenance arrangements for Aerodrome facilities Australia-wide and made councils an ex-gratia payment towards future maintenance.
4. Over the years various contributions have been made by various government agencies to upgrade the facility ie the NSW Department of Corrective Services made a contribution of \$250,000 in the early 2000s towards the cost of extending the runway ahead of the construction of the Wellington Correctional Centre. Council also secured a grant to install solar powered Pilot Active Landing Lights around the same time
5. The airstrip is extensively used by the local businesses and the community for both general aviation and emergency purposes and I believe these are detailed in a similar submission being made by the Wellington Aero Club Inc.

Accordingly, it is respectfully requested that Council make specific reference to this facility in the documents that underlie the CSP, namely, the Asset Management Plan, the four year Delivery Plan for 2022/2026, The ten year Financial Plan as well as the Operational Plan and Budget for 2022/23 to ensure that the facility remains in Council ownership for the benefit of the Wellington community in particular and the Dubbo Regional Council community in general.

I would be only to willing to provide further information if afforded the opportunity to do so.

Kind Regards,

Don Ramsland

[REDACTED]



**Archived:** Tuesday, 3 May 2022 10:37:02 AM  
**From:** [Di Clifford](#)  
**Mail received time:** Fri, 8 Apr 2022 05:49:22  
**Sent:** Fri, 8 Apr 2022 15:49:04  
**To:** [Dubbo Regional Council](#)  
**Subject:** TOWARDS 2040 Community Strategic Plan  
**Importance:** Normal  
**Sensitivity:** None

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[EXTERNAL Message: Be cautious of clicking on links or opening attachments.]

#### Theme 1 - Housing

A common problem for many regional centres around Australia is the scarcity of available housing, for purchase or rental. DRC has overseen some recent development in these two areas but the housing shortage remains an issue.

New housing/ estate developments appear to be problematic.

Are state-wide regulations being observed?

In new developments around Dubbo the homes have eaves which appear to be almost touching, and offer little sound and green space buffers between properties.

This is not conducive to outdoor family relaxation if establishment of trees, bushes and a flower/ vegetable garden is limited or impossible. Indoor living means extra demands on air-con.

Parking is problematic as the streets are narrow (cheaper for the developers) and there appears to be only one way traffic, if a car is parked on either side of the street. This can be chaotic and unsafe. Old, grand cities around the world offer a better model ... Paris, Hanoi, Berlin and many others. Here we see evidence of well established tree canopies enjoyed over many centuries.

Large spaces of concrete paths and open areas reflect heat and are uncomfortable for human foot traffic and family movement. Residents in these areas now report high temperatures in the evenings when one would normally expect a more pleasant outdoor experience.

In 2022, when we know that climate change is upon us, Dubbo needs tree lined streets conducive to a more comfortable outdoors setting around a residential area.

#### Theme 2 - Infrastructure

Concrete and tar needs to be balanced by green space, for added comfort and appeal.

New traffic lights and support areas offer concrete and bitumen with NO redeeming greenery at all. Many DRC residents are absolutely horrified at this ugliness and lack of aesthetics.

#### Theme 3 - Economy

Passive enjoyment of nature needs to be considered as we attract tourists and through traffic.

We do hear of businesses which considered Dubbo before choosing to locate to another regional centre. A thriving CBD and an appealing, healthy city is more attractive than a concrete jungle.

A Tip Shop for Dubbo and Wellington would assist those on a low income and will prevent many items from going directly to landfill.

#### Theme 4 - Leadership

DRC has new Councillors who are learning as they go. Those who take the time to listen to individuals and groups will help to build a more harmonious community, and help to prepare us all for the challenges ahead as we live with more turbulent weather

patterns, as is associated with global warming.

Theme 5 - Liveability

All living things need to exist in harmony . As we see climate change present challenges to us right now and into the future we need sound planning, within DRC.

Trees, on public and private land, need special promotion. Otherwise Dubbo will earn the reputation of "the dust bowl of the west" and will be avoided by anyone who can make such plans ... Orange and Mudgee offer more pleasant liveability ratings, as my friends and relatives assure me. A healthy tree canopy is vital, and is appreciated by all.

Regand Park was designated as an area of open space now, sadly, with no such protection.

Many towns and cities would be delighted to have such wonderful, direct access to a healthy river. Visitors, families, business people, all delight in a stroll by the river in the fresh air.

Ecotourism has been the top money spinner for most centres, for many decades.

There are several volunteer community groups around Dubbo who all strive to work with each other and with Council to enhance our green spaces and act to help in maintenance work by weeding and special 'clean up' events. Members of these groups love and value greenspace and wish to work with DRC in promoting trees in public and private locations to enhance the tree canopy we have and encourage more plantings.

Any development of fenced, private sporting structures and facilities acts against the wishes of previous Councils and residents and impinges upon what is needed at Dubbo, beautiful green spaces and an enjoyable outdoor asset, which is the envy of many other communities around NSW. Many residents of Dubbo, including those around Regand Park, are dismayed and aghast at the proposal that DRC would allow a private entity to purchase a chunk of prime riverine space for a sporting complex. There is other land in our environs which can be bought/ leased by any group, surely. We do not want to see our community 'ripped apart' by such a move. All the environmental advisors I have spoken to are totally disappointed at the thought of Regand Park losing its wonderful liveability as a Naturally Appealing Trump Card for Dubbo.

We are at the crossroads. If DRC drops the ball now, in 2022, we will all live to regret it or, as may well be the case, move away to where liveability means a more pleasant, greener and kinder location for humans and our fellow creatures, not under threat of scorching heat, mining dust and a concrete jungle.

Di Clifford

08.04.2022



8 April 2022

The CEO  
Dubbo Regional Council  
PO Box 81  
DUBBO NSW 2830

By Email: [council@dubbo.nsw.gov.au](mailto:council@dubbo.nsw.gov.au)

**RE: 2040 COMMUNITY STRATEGIC PLAN**

We thank Council for the invitation to attend the Facilitated online session Housing and Infrastructure on 10 March 2022. Laura Shooter and Bob Berry represented REINSW - Orana Division at this session, being the only attendees. Accordingly, we make the following submission in response to the headline “What do you think?”.

**The Theme 1 - Housing – “Our objectives and strategies”** appears to be largely a “cut and paste” from Management plans published over the past years, on which we have made submissions in 2019, 2020 and 2021, all being largely overlooked, without discussion.

**1. Do these strategies adequately consider the current housing issues?** Clearly the strategies do not. Housing needs do not meet the current and future needs of our community. This being acknowledged, it is not feasible the current strategies will meet the needs of the community up to 2040.

**2. How can we provide more housing and short-term accommodation options?** This question has an answer in the response of the Council to the report from CEO to be submitted to the April meeting of Council. Several proposals and suggestions were submitted by REINSW – Orana Division and Builders Group to DRC Meeting on 24 February.

**3. How can we sustainably manage population growth?** Planning of new land estates and significantly increase the area available for medium density housing, to accommodate the population increase, and then through planning to increase community infrastructure.

**4. Are there any other issues you think this Theme needs to address?** Yes – as follows.

██  
██  
██  
██

The Theme 1 - Housing should be rewritten to reflect the strategy DRC adopts for 2022 to address the current undersupply of housing in Dubbo. When adopted the strategy should be the basis of the 2040 strategy. This will then be an accurate coverage of the Housing policies for DRC in the next 18 years. The Theme should be specific when referring to housing strategies, not as the current Theme 1 is written.

Our members can provide up to the present statistics on sales and rents in Dubbo and Wellington, to assist DRC to re-write Theme 1.

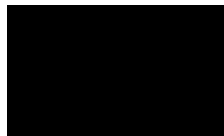
We trust the final version of 2040 Strategy will be a useful document for the community.

Yours faithfully

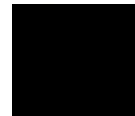
**Real Estate Institute NSW (Orana Division)**



Laura Shooter



Bob Berry



Shayna Chapman – Secretary

RECEIVED  
8 APR 2022  
BY: [REDACTED]

**URGENT  
MUSIC LOVERS  
NEED  
PERMANENT HOME**

Chief Executive Officer  
Mr Murray Wood  
Dubbo Regional Council,  
7th April 2022

Dear Mr Wood,

I would like to urge the Council to commit to the future of the Dubbo Conservatorium. As the time draws closer to our present site becoming unavailable, our musicians, teachers and local and regional citizens, need to have a approved plan and timeline to have a permanent site in Dubbo.

The Conservatorium has a great benefit, to not only, the citizens of Dubbo, but also the wider western region. Including local schools, here in Dubbo, Wellington, Narromine, Gilgandra and Warren.

The Conservatorium provides early childhood music education to pre-schools and childcare centres, music tuition for youth and adults of all skill levels, and they run a whole range of ensemble, music theatre and choral programs, so people in our community can enjoy music together.

It is very rewarding to have very professional teachers, working with our youth to spread the pleasure of making music together.

I am a mature age student, who has been learning violin for the last four years, and plan on learning in the years to come. Our granddaughter is learning the flute, so we can see great benefits for her and myself, having the facility available to have and play music.

**Note: Studies have shown Music benefits everyone's mental health.**

Yours faithfully,

[REDACTED]

Lyn Edwards

[REDACTED]

DUBBO REGIONAL COUNCIL  
ACTIONED TO ... GP2 ...  
12 APR 2022  
CONTAINER # ... C022/170 ...

**Archived:** Tuesday, 3 May 2022 10:37:07 AM  
**From:** [REDACTED]  
**Mail received time:** Thu, 14 Apr 2022 07:13:49  
**Sent:** Thu, 14 Apr 2022 17:13:34  
**To:** [2040 Community Strategic Plan](#)  
**Subject:** 2040 CSP submission  
**Importance:** Normal  
**Sensitivity:** None

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[EXTERNAL Message: Be cautious of clicking on links or opening attachments.]

Having attended the workshop at Dubbo RSL Club on Tuesday 29<sup>th</sup> March, 2022 I saw a very loud acknowledgement from the Cross section of people who attended, the environment, sustainability and liveability issues were high on the attendees priorities for the 2040.CSP Dubbo. Business and housing were also reflected in people's priorities.

I believe Environmental, Sustainability and liveability issues are all entwined.

Each of these factors will impact on the economic growth of our City and each needs to be given a considered approach.

Green infrastructure is just as important as grey infrastructure and needs to be considered at the time of the planning stage.

I would like to see Dubbo Regional Council take the lead and include green infrastructure as a mandatory requirement in any future Development application. The payoff is less urban heat, leading to less mental health issues, less stress on our already stretched health System etc.

Regand Park: This parcel of land needs to be left to the Community. We do not need more sporting fields in this particular area. Dubbo is a Growing City – perhaps land could be sourced to the east of the City to spread the playing fields across the City rather than having the whole Community attending the river vicinity to play their sport.

The importance of having green public space can be no better highlighted than that of New York City and Central Park. In 1853 the Central Park was gazetted. The planners Could see people were drawn to the few existing open spaces, mainly cemeteries for passive recreation. They wanted escape from the noise and chaotic life in the City. Its size and cultural Position make it a model for the World's urban parks. Dubbo is not on the same scale as NYC however, the same principals apply. In saving Regand Park, future generations will have the luxury of this green space alongside our iconic river. We don't need another sporting field in this space.

Transport NSW: When are we going to develop a working relationship with Transport NSW to replace what they tear down in order to make safer roads. I see the Hume Highway To Melbourne has a number of indigenous tree plantings. It doesn't appear to happen in our Dubbo area. It distresses me to see all the large gum trees destined to be taken out along the Narromine Road. Again – our green amenity and habitat destroyed. Is it being replaced? Is there

policy with Transport NSW to replace what they tear down? Community would expect there to be replacements albeit to the detriment of the environment. (80 years for a tree to develop hollows).

Dubbo needs a Tree Preservation Order. Tamworth is the only other regional city who does not have one. Look at the regional cities of Wagga, Albury, Inverell – one does not need

To explain the difference in the appearance of the cities. Their tree canopy is exceptional. Beautiful cities and a pleasure to visit. Dubbo has not had any protection of its tree

Canopy since 1995. This must change if we are moving towards a more liveable city. Council must consider environmental sustainability to achieve liveability.

Just a one off – sustainability – Dubbo needs a recycling centre at the tip. Prospect for employment, diverting goods from landfill and recycling. Orange has an excellent service in its

Tip shop. So much “stuff” diverted from landfill.

Regards,  
Belinda Edmondson  
8/4/2022.,

**Submission Dubbo Regional Council Strategic Plan 2040**

**Reference Theme 3 Economy**

3.1 Visitor economy is supported, Tourism developed and supported, experiences of high value, multicultural event.

*Let us just say that it is not just an achievement to get people to visit Dubbo once, but necessary to encourage return business and word of mouth recommendations for people to come the Dubbo*

**Improvement needed** Council employees need to improve their attitude and collaborate with event owners.

There is a strong feeling, and it is spoken of quite openly, amongst the event community and I include Service Clubs, Market Organisers, and Group event tours to Dubbo (EG Car Rallies) that DRC does not want events and markets in the LGA.

Where Council staff could mentor and collaborate with event organisers, to enable a smooth roll out of an event. Council employees just give tasks to organisers, create more hoops for them to jump through and create frustration for the organisers.

The release of event and market application forms at the end of June, just days before the scheduled ongoing markets are due to be held in a new financial year is not good business practice nor respectful of issues such as event (mostly volunteer) organisers may be employed or run a business, which as at the 30<sup>th</sup> June and a week either side of that with work commitment they are fully stretched.

The lack of formal in writing permission for events is problematic when event (market) organisers must continually email to confirm that they have the go ahead to hold the next market.

Most importantly when dealing with unforeseen circumstances eg. Others, not involved in the event, setting up to trade in the event precinct – without written authority from Council to show as proof – it is not possible to get Police to move the “squatters” on. Written from the voice of experience.

The uneven release of these Application documents with some event organisers getting the forms as much as 17 days prior to others gives some organisers an advantage over their peers, and an unfair advantage to some who may wish to book the same venue.

**Council tells us that markets are not eligible for assistance, but events are.** Correct this please and recognise that markets are events.

**Venue Hire Fees Formula** Event Heads have previously erroneously informed Councillors that “the markets are obviously making a profit” and that venue hire fees should be increased in Macquarie Street. These staff, having no insight into the finances of or operational costs nor philosophy of the Dubbo Rotunda Market were incorrect and indeed very mistaken. The market having been backed financially to start up to the tune of over \$10,000 from Alston & Geraldine McKay and now ongoing run as a Not for Profit Incorporated organisation where, apart from a sum set aside for unforeseen contingencies eg Covid or natural disasters. The income is spent on promotion of the market, the Dubbo CBD and visitor attraction to Dubbo. Not only to attract local and regional visitors to Dubbo, but further afield to the Hunter, Central Coast and Western Sydney.



**Markets bring in considerable income to the town** Dubbo Rotunda Market estimated annual turnover by stalls is in excess of \$1,750,000 with 74% of stall holders living in the Dubbo LGA 19% living in adjoining LGAs and the majority of the balance of stall holders within 2.5-hour drive of Dubbo.

Expenditure on accommodation, fuel and food are more than this sum

**Creating employment in the CBD** Add to this impact the extra spends by customers attracted by the market, who go into the shops in the market precinct and spend on market day. Several shops in Macquarie Street open extra hours for the market and some who open do not normally open on a Sunday at all, thus creating extra employment.

**Wet weather venue difficulties** There is a lack of customer focus and ability to gain best use of Dubbo facilities. Given the unpredictability of weather going forward the required 48 hours by Council for event organisers to change venues is neither nimble nor efficient for Council's business. Eg last November wetter than predicted weather impacted Victoria Park, Thursday we asked to move the market next door to No.1 Oval parking area and through road around the oval, were told that there was a cricket booking for the day.

Following excess than expected rain over Friday night Victoria Park was found to be very wet. At 6am Cricket was cancelled thus leaving the No. 1 oval vacant (and without revenue for hire for the Council). No answer could be gotten from any Council staff phones on Saturday morning, bar the emergency after hours sewerage etc line. So we contacted Mayor Stephen Lawrence who contacted the relevant Council staff to enable the market to shift, proceed, meet the public's expectations and provide a venue hire income for the Council as well. Win, win all round.

However, we have since been informed that we must apply 48 hours ahead for any venue changes going forward.

Does Council prefer to miss income, disappoint the public and cost event organisers unnecessary losses, just because the staff do not want to be nimble and helpful like a private business would be run?

### **Theme 5 Livability**

5.5 Our community has access to a diverse range of recreational activities

5.5.1 Passive and active open space is located to maximise access and use by the community

5.5.2 Unique recreation and open space facilities are available

5.5.3 Our sporting facilities cater for a wide range of local, regional and state sporting events and opportunities

### ***2040 is well into the Climate Change scenario with impacts on Liveability***

#### ***More customer focus needed***

What is the point of having Parks and Gardens that are too good to use?

Markets, with the stall holders parking their vehicles on the grass behind their stall have been held across the Nation for innumerable decades, without damage to the parks. Have a look at Moree, Orange, Bathurst, Mudgee, all major market centres with sustainable use of parks.

Less vehicle movements equals less risk.

Less lifting and carrying to sites equal less workplace risk.

Greater accessibility leads to inclusion of more disabled, elderly, and young families.

Yet now Dubbo has a policy of excluding these lauded public engaging events from pleasant public space.

Hunting events off down to the problematic Ollie Robins Oval. It has issues such as mosquitos, long grass, rough ground, lack of shade, lack of disabled access, easily wet weather impacted, lack of visibility (such a great way to hide an event – put it where few people can't see it), lack of safe access for pedestrians across the street with poor visibility where drivers proceed at "Dubbo Speed"

Council has become precious about these facilities and preventing use by the community without just cause.

Again, we see the need for a sense of cooperation amongst Council staff, when dealing with event organisers – their customers - whilst exercising their duty of care for the assets entrusted to them.

Better Markets Inc looks forward to working with Dubbo Regional Council staff to improve the economy and liveability of the LGA and region going forward.

Regards

Geraldine McKay

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

## What is your big idea for the region?

#	RESPONSES	DATE
1	1. I have family in Dubbo and as a regular visitor, I noticed that Dubbo really needs to improve & focus on its plantation, i.e. the Urban Landscape. It seems to us that it is a dry place and uncared for. We believe people are willing to visit Dubbo, especially when working remotely, but if they find nothing attractive in the cityscape to visit or re-visit, that would be a loss to the region. So if the authority can focus on planting more trees along the road sides, that will be a great outcome for Dubbo Council. Future generations will also enjoy a greener Dubbo City, definitely. 2. Another idea is council can provide each household 2-3 Plant /seedlings so each household can maintain the landscape in the suburbs (on the nature strip in front of their houses). Today's actions like this will help make the city more welcoming, cooler, and shaded in the long run. Everyone will benefit when nature thrives. Look forward to seeing a beautiful greener Dubbo City.	4/8/2022 9:13 PM
2	A. Provide more night time activities in the Dubbo CBD - after 5/6pm the whole place looks shut down. More restaurants in the city and active frontages open till 8/9pm would help promote liveliness, more walking and safety in the CBD. B. Bus services should also be revised and promoted more for higher usage. It would Help to have designated bus stops around suburbs even with signage only. C. More shading in the city would be great and encourage more walking.	4/8/2022 9:05 PM
3	In June 2021 facebook site SOS Trees Dubbo conducted a survey asking if residents considered Dubbo Regional Council have sufficient policies and procedures to enhance our tree canopy to achieve a liveable healthy and resilient Regional Community. 91% said No!	4/8/2022 4:28 PM
4	More Tree Planting to improve the tree canopy of Dubbo - allow the City to become more walkable. Green amenity will provide a welcoming more liveable City.	4/8/2022 3:26 PM
5	A Questacon (or an Exploratorium <a href="https://www.exploratorium.edu/">https://www.exploratorium.edu/</a> ) for the region! Based in Wellington. A tourist attraction and educational organisation that celebrates science and engineering.	4/7/2022 6:16 PM
6	The region needs greater promotion of the Macquarie River and its surrounding Parks. A Macquarie river precinct that encourages families/friend gatherings. Council should encourage community events, outdoor movie nights, theatre/comedy afternoons/nights, bbq facilities, busking, food and coffee pop up stalls and trucks. Macquarie town centre would benefit from Council encouraging a greater mix of retail and food premises that appeal to a growing community particularly to the young adults and young families. A mix of dine in restaurants, late night shopping, well lit public open spaces for takeaway options and late night street dining, pedestrian only areas, busking, etc.	4/6/2022 9:10 PM
7	When I arrived back in Dubbo in 1986. I moved into a Duplex in St Georges Terrace. Council at the time was promoting the area and what it was supposed to achieved. The developer was George Websdale and a farmer resident of the area Ian Bell. I met George Websdale at a race meeting about 1990. He was looking at his development from the Lounge Room of The Turf Club. He had a great vision for the estate. A shopping Centre was to be built I thought yes it would be a great idea to have one He also wanted to a have a Liquor store or Hotel Motel Complex as well. His other plan was also to have Two level units to be built close to the shopping Centre. There was community outrage of those plans. Hype was pressured into people of social inequality. To this day those plans have not been achieved. I myself do not have a driver's license. I have always depended on public transport. The local bus service at the time did not go into Eastridge at all I found out from the bus company They only had two services a day Monday to Friday. No Saturday or Sunday or Public Holidays at all. I had to walk from St Georges Terrace to Wills Avenue on Myall Street to get the bus. 9.30 or 12 20 pm I did that for 18 months With the help of the member for Dubbo The late Gerry Peacocke. I was given the news That Eastridge Estate was granted a bus timetable. Things were looking up. I moved out of Eastridge as It was just not the place for me to live. No community services. From 2000 to 2014 I lived in the house behind Hot Docs on the Corner of Church an Brisbane Streets. It was central. The house no longer standing as it caught on fire a couple of years ago. My friend passed away so I moved out and got my self a unit in Hunter Street where I am today. Over the last 7 years. I have caught the local bus service in Darling Street or Macquarie Street south of Cobra Street. For the last two years I have been using a mobility walker to get around. I need the bus to come into the curb and guttering to get on and off the bus we have what is know as a hail and ride system The situation in Darling street is chaotic at times no room for the bus to get into the guttering. I would like to see permanent bus stops in Darling Street so far to no avail. The footpath in Darling Street between Mitchell and Cobra is in need of repair. Pot holes and the trees need manicuring. Where the bus sign is in Macquarie Street on the western side just north of Blight street is no curb and guttering I have given that area away to get on the bus. As our area now comprises Wellington to Stuart Town we have to look at other forms of transport. John Mason	4/5/2022 3:18 PM

8	<p>Affordable Housing As a Dubbo resident and an Economist, I wanted to highlight that different professions tend to see the issue of housing affordability somewhat differently. If Council wants to address the issue then the first step is deciding which profession you are going to get advice from. The housing market has failed. The experts on housing and the experts on markets disagree on the basic nature of the problem. Some see low cost housing as a discrete issue, while most Economists will suggest it is almost certainly just the presenting symptom of a deeper cancer infecting the entire property market. The Economist's argument is technical and difficult to understand so I will try an illustration that I hope will get the picture across. In the small town of Myplace, there is a housing shortage of 10 luxury homes, 10 upper middle class homes, 10 lower middle class homes, 10 working class homes and 10 minimum standard home. For the sake of the example, each month a number of people leave the town and an equivalent number move in. That does not affect the illustration as the impact happens unless the population starts dropping. The maths is just easier with zero population growth. Likewise, for the sake of the example, the shortage has just appeared, but again that just makes for easier maths. We will call this initial situation month 0. In month 1, the 10 wealthy families who could not get a luxury home in month 0 need somewhere to live, so they hijack part of the upper middle class market. They buy upper middle class homes. The 10 upper middle class families who could not get an upper middle class home in month 0 hijack part of the lower middle class market. They buy lower middle class homes. The 10 lower middle class families who could not get a lower middle class home in month 0 hijack part of the working class market. Likewise 10 working class families take 10 minimum standard homes. The people who looking for minimum level accommodation cannot outbid anyone so their problem remains unresolved. In month 2 we find that the 10 families in the upper middle class category who lost out in month 1 because the 10 families in the luxury category hijacked the home they were going to get, now in turn hijack 10 lower middle class homes. 10 families who lost out in the lower middle class market in month 1 now hijack 10 homes in the working class market and 10 working class families move to the affordable housing market. In month 3 we find that the 10 families in the lower middle class category who lost out in month 2, consume houses out of the working class category. Likewise those pushed out of the working class homes in month 2 move to affordable housing. Under this model, the final outcome after all the changes happen is that a shortage of 50 homes across the board leads to 150 families displaced and the major pain point is 50 families from the affordable housing category miss out completely. Of course the model does not duplicate the situation in Dubbo. No town will be exactly like this and have five precise class levels. However many places will be a little bit like this. The model shows how a market works. So what would an economist suggest you should do? Something along these lines. 1. Scale back on treating the pain points. Long term solutions only come from curing the underlying problem and that must be your focus. 2. Stop researching the pain points. It is not just a waste of money, it creates errant arguments for not pursuing the proper process. 3. Build more homes as fast as you reasonably can. Increase the number of hectares to be developed this year and increase the number of hectares to be developed next year. 4. Shorten the supply pipeline – increase the number of hectares that can be brought to market at short notice, get the preliminary stuff resolved as quickly as possible, approve what is acceptable and minimise time allocated to searching for better solutions. Make Council requirements as clear and concrete as possible. Increase consultation. Council's objective must not be to force developers to fix any mistakes they make but rather helping them so the mistakes are not made in the first place. 5. Defer no-essential infrastructure. Focus on roads and pipes. 6. Recognise that we don't know exactly where the source of the problem is. Don't set targets for types of buildings in response to current pain points. Let the market determine the details. 7. Remember that during shortages the suppliers make super profits. When a market is in equilibrium price becomes strongly related to cost but we are not in equilibrium.</p>	3/31/2022 9:30 PM
9	<p>Council to stimulate a local circular economy where food, water, waste, energy is generated/produced/consumed/re-used in the local area with minimal distant inputs</p>	3/27/2022 3:48 PM
10	<p>Liveability and economy for Wellington. 1. Professional street art festival-with permission the back and the sides of the civic centre, the silos side of the building behind MacDonald's, abandoned shops etc. Public art as a draw card for tourism and to improve vitality of Wellington. 2. Empty shops to be utilised by council working with private owners to display local artworks, or lease out at discounted rate or to free as pop ups- empty shops across from grand hotel and shops across from the post office. 3. Utilise Cameron Park more for community events and festivals-picnic days, music, markets, outdoor movies (behind aquatic centre). All of these changes would improve the liveability and economic potential of Wellington.</p>	3/7/2022 5:25 PM

11	<p>Council has done a wonderful job with Cameron Park and the aquatic centre, however it is undisputable that Wellington needs a lot of help and further investment to begin to address significant socio-economic issues and for the overall region to keep skilled workers in the area. I think utilising and enhancing existing strengths of Wellington is required- focusing on natural capital such as Mount Arthur, the rivers, the beautiful building facades that require a bit of love, as well as activating the town centre and improving pride and respect in the town- I realise this is a very complex task. Here are a few ideas big and small for Wellington. Idea 1. There are of course a large number of unoccupied commercial buildings in Wellington, it would be great if council could work with private owners to offer opportunities for use of these stores free of charge or heavily discounted as pop up spaces (6-10 weeks) for people in the Dubbo and Wellington region wanting to trial a shop front or expand to open a store in Wellington. Alternatively it would be great to get local art by students or community members displayed in these windows or showcase historical items so that the town doesn't look empty and shops don't look abandoned. This would provide some needed economic, social and cultural activation in Wellington Town centre. Idea 2. Use of Cameron Park for more events e.g. Picnic in the Park style event with live music (e.g. behind the pool area), more frequent markets or food markets, outdoor exercise classes, deck chair cinema once a month etc. The asset of the park often feels underutilised by its residents. Idea 3. Street artwork or Silo art would be very beneficial for drawing in tourists, but also activating creativity and pride in the town. Ideas for the street art could be inspired by local community groups or individuals, or by natural features of the area eg. Mount Arthur, local wildlife, the caves or the river. Examples of this done well, while a more urban example, is the Wonderwalls events in the Illawarra region and another smaller town example in Macksville NSW. This could be funding assisted through regional growth fund application. This would also be good to happen in Dubbo. Idea 4. A better walking path system- create a more accessible clearly way marked walking route along the river and through town. Again great for tourists to take in natural and built features, but also great for locals- it's not enjoyable in some areas having to walk on the road or through high grass. Walking paths are an underated but very valuable infrastructure. Idea 5. Plant more street trees- offer residents the opportunity to apply for a street tree- native, fruit or nut tree to be planted in front of their homes on the verge. We know trees and green space have enormous social and environmental benefits and help beautifying spaces too. Idea 6. Secure small heritage grant funding from NSW state gov, to assist with heritage facade maintenance for buildings along the main streets of Wellington. Sad seeing things crumble when it presents so much potential. Idea 7. Become RV friendly- we know there has been increased domestic travel and movement with covid 19 impacts and grey nomads in vans are a big part of that, we require signage in the main street, both directions to direct caravans to appropriate parking so they know they can stop in the town. Changing some parallel parking in front of Cameron Park to caravan parking would be great. Idea 8. A community garden or council led bushcare group to plant out and stabilise the river banks would be very beneficial to people and environment.</p>	3/7/2022 5:01 PM
12	<p>RECREATIONAL Dubbo is a beautiful City centred by an amazing River that is extremely under utilised. There needs to be more focus on bringing people to the river. 1) Create a very large Platform over looking the river similar to the Sir Roden Cutler Park one but Flood Proof and in an area directly used by people but large. 2) The direct basin of our City at Ollie Robins and Hans Claven needs a massive overhaul. The river bank is overgrown and unattended and not inviting to people who want to be absorbed by it's presence. There needs to a pop cafe. Bike Hire and large water park and bbq where the current soccer fields are as an open invitation to embrace the river corridor. 3) The Japanese Garden is a magical spot but has no covered place for Spiritual Healing. It needs a fully enclosed glass or similar for healing ceremonies etc. 4) Dubbo needs a LAKE in Regand Park. This will be absolutely perfect for recreational use and does not need to further resources for water when the lake has access to storm water and the river. 5) Create and alter parts around our river that engages people. Large Monuments and rotating art figures, natural waterfalls. Again are all possible. 6) A massive sandpit is perfect for training, kids and sporting competitions.</p>	3/3/2022 1:08 PM
13	<p>Capitalise on the Indigenous business economy, First Nations land assets, and the First Nations community</p>	4/8/2022 11:10 AM
14	<p>Becoming the Inland Capital of Regional NSW, Commercial Business hub, regional sporting and education hub</p>	4/8/2022 10:26 AM
15	<p>More green spaces including sporting fields</p>	4/8/2022 9:01 AM
16	<p>I will make a list: employment opportunities; services for aged, disabled, people with mental health issues; development but considering environment.</p>	4/8/2022 8:58 AM
17	<p>Encourage &amp; improve agricultural sustainability, transport &amp; road infrastructure.</p>	4/7/2022 7:48 PM
18	<p>Dubbo could be a place with beautiful public spaces and streets, where anyone feels comfortable and safe to walk or ride around town.</p>	4/5/2022 3:03 PM

19	World-class Artworks- sculptures and murals. Environmental regeneration and restoration. Cycleway to Wellington Caves. More overtaking lanes on the Mitchell Highway. Fill the empty shop-fronts with local Promotion for clubs, organisations, memorabilia, exhibitions. Plant more trees!!! Stop chopping down all the trees- we need shade and oxygen. More Walking trails and Cycleways and parks and nature reserves. Plant native trees and plants!! (Not exotic introduced species). Free unlimited parking. Rural rubbish collection. Make the unemployed and Gaol inmates do community work!! Save the planet. Restore and maintain the beautiful old heritage buildings.	4/5/2022 11:52 AM
20	Increased out door family areas, that are free. Nature, bbq and activity area along our Macquarie River.	4/5/2022 6:07 AM
21	Dubbo needs to declare a climate emergency and prepare for the major challenges of climate change - preparation for drought and lack of water, fires, emergency accommodation. Also, a treaty with First Nations people	4/4/2022 2:11 PM
22	I request Dubbo Regional Council include in the 2040 Strategic Plan at 5.4 to 5.6 in relation to the educational and cultural objectives the strategy that the region be serviced by a Music Conservatorium operating in a purpose built facility located as a part of a broader cultural precinct in the Victoria Park area, perhaps a part of the Bowling Club site development	4/1/2022 10:48 AM
23	Newell Highway Bypass of Dubbo CBD as too many daily truck movements congesting local roads and to keep transport links open when the Macquarie & Talbragar Rivers flood. Dubbo will need at least 2 Comprehensive 7-12 Public High Schools as soon as possible. As the present Dubbo College education system is not proving popular with parents & students despite millions of dollars thrown at trying to make the experimental design work. Dubbo is losing it's dynamic students to Private schools in other major centres and very students attend the College from outside areas. Cycleways built on TSR's between Dubbo and surrounding villages as many people wish to commute to work on their bikes (like Melbourne & Canberra) and this would be a sustainable, climate action project.	3/24/2022 4:45 PM
24	Stop trying to focus on leading the "economy". This is not your role.	3/24/2022 1:10 PM
25	Tackle the drug issue and increasing anti social behaviour	3/23/2022 8:48 AM
26	Revitalisation of Wellington-through improving liveability, infrastructure, vibrancy and pride in the town. Dubbo to have improved way marking and various precincts with different functions in the community. The whole region to improve tourism pull, "tidy town" value and affordability and inclusiveness.	3/8/2022 12:51 PM
27	Less violence, drugs and alcohol. This is not done by increasing population and therefore increasing house prices which does not support affordability.	3/2/2022 4:49 PM

**Complete the sentence: In 2040 we will...**

*The current vision is:*

*In 2040 we will celebrate our quality of life, the opportunities available for us to grow as a community, our improved natural environment, and being recognised as the inland capital of regional NSW*

#	RESPONSES	DATE
1	and draw from the strengths of First Nations in the region	4/8/2022 11:10 AM
2	our built amenities and natural environment in harmony	4/8/2022 10:26 AM
3	Have a city that has grown but still managed quality of life through being quick and easy to get places with plenty of open spaces and sporting fields to provide a true country quality of life	4/8/2022 9:01 AM
4	I like the current vision for Dubbo region in 2040	4/8/2022 8:58 AM
5	In 2040 we will celebrate our quality of life, we will build greater opportunities for agriculture, through sustainable practises, to better feed the growing needs of the world. We will encourage all members of the community to be apart of the area we live in	4/7/2022 7:48 PM
6	In 2040 we will celebrate our quality of life, the opportunities available for us to grow as a community, our improved natural environment, and be a benefit to small towns in the region.	4/5/2022 3:03 PM
7	environmental protection and heritage	4/5/2022 11:52 AM
8	Celebrate and include all people in our community, from all walks of life	4/5/2022 6:07 AM
9	Hopefully be in Cabonne Council, which specialises in looking after villages OR Dubbo Council has provided enough for the southern villages for us to no want more!!	4/4/2022 2:20 PM
10	Stuart Town will become part of the Orange City Council	4/4/2022 2:11 PM
11	The above but - being the destination of choice in regional nsw	4/1/2022 10:48 AM
12	Well resourced with equitable Public Education, affordable medical and health services, connectivity to surrounding villages with cycle pathways (along existing TSRs), regular transport options to major centres & capital cities, secure & safe living in our homes, open spaces and protected bushland along our Macquarie River (i.e) leave Regand Park as public bushland space), Newell Highway bypass of the Dubbo CBD to ensure less trucks congesting local traffic and to keep Newell open during major Macquarie River flooding.	3/24/2022 4:45 PM
13	Take out "inland capital" as part of the statement. Too long and not well structured or put together. It seems not well thought out.	3/24/2022 1:10 PM
14	As above.	3/23/2022 8:48 AM
15	Have a more vibrant, inclusive, sustainable city and neighbouring villages.	3/8/2022 12:51 PM
16	Will be able to afford accommodation, less drugs and alcohol problems, less homelessness, stop increasing house prices, reduced antisocial behaviour, reduced sexism, reduced violence against women and reduced need for social services.	3/2/2022 4:49 PM

What are the strengths of our region?

#	1	DATE
1	First Nations populations have not declined	4/8/2022 11:10 AM
2	Location	4/8/2022 10:26 AM
3	Livability	4/8/2022 9:01 AM
4	A beautiful environment	4/8/2022 8:58 AM
5	Beautiful area, with fantastic diverse opportunities	4/7/2022 7:48 PM
6	River environment with parks, trees, and cycleways; wide open spaces	4/5/2022 3:03 PM
7	Macquarie and Bell Rivers	4/5/2022 11:52 AM
8	Parks/gardens	4/5/2022 6:07 AM
9	Proximity to Orange	4/4/2022 2:20 PM
10	Space	4/4/2022 2:11 PM
11	Culture	4/1/2022 10:48 AM
12	Weather	3/24/2022 4:45 PM
13	River and walk	3/23/2022 8:48 AM
14	Geographic space and room	3/8/2022 12:51 PM
15	Previously- being a regional town, in the future it doesn't sound like it will be with all the housing developments	3/2/2022 4:49 PM
#	2	DATE
1	First Nations business economy	4/8/2022 11:10 AM
2	Air connectivity	4/8/2022 10:26 AM
3	Big enough to have everything small enough to only take 10 minutes to get from one side to other	4/8/2022 9:01 AM
4	Strong Aboriginal community; and increasingly culturally diverse community	4/8/2022 8:58 AM
5	Generally tolerant residents	4/7/2022 7:48 PM
6	Sense of community (things like parkrun, farmers markets, and the local library help with this)	4/5/2022 3:03 PM
7	Mountains and valleys	4/5/2022 11:52 AM
8	Tourist Attractions	4/5/2022 6:07 AM
9	Climate	4/4/2022 2:11 PM
10	Services	4/1/2022 10:48 AM
11	Hospitals	3/24/2022 4:45 PM
12	Zoo	3/23/2022 8:48 AM
13	Natural environmental assets- the rivers, mountains, Plains, caves, flora and fauna, all which require regeneration and care.	3/8/2022 12:51 PM
14	tourist attractions	3/2/2022 4:49 PM



#	3	DATE
1	Environment	4/8/2022 11:10 AM
2	Health	4/8/2022 10:26 AM
3	connectivity	4/8/2022 9:01 AM
4	Many people with practical skills; and a can-do problem solving attitude	4/8/2022 8:58 AM
5	Centrally located at the junction of major road thoroughfares	4/7/2022 7:48 PM
6	Relaxed country lifestyle	4/5/2022 3:03 PM
7	Wide open spaces and less traffic	4/5/2022 11:52 AM
8	Agriculture	4/4/2022 2:11 PM
9	Access	4/1/2022 10:48 AM
10	Airport	3/24/2022 4:45 PM
11	Community resilience- drought and other challenges of rural and regional living	3/8/2022 12:51 PM

### What are the challenges facing our region?

#	1	DATE
1	Environmental sustainability	4/8/2022 11:10 AM
2	University education courses delivered locally	4/8/2022 10:26 AM
3	Growing without providing extra facilities including sporting	4/8/2022 9:01 AM
4	Social and economic disadvantage	4/8/2022 8:58 AM
5	Crime & a lack of effective policing	4/7/2022 7:48 PM
6	Lack of bike transport infrastructure	4/5/2022 3:03 PM
7	Climate change	4/5/2022 11:52 AM
8	Not enough medical and allied health services	4/5/2022 6:07 AM
9	The size of the Council region	4/4/2022 2:11 PM
10	Increased cost of housing/cost of living	4/1/2022 10:48 AM
11	Poor public secondary education system as Dubbo is losing it's dynamic youth to other cities where there are Public Comprehensive (7-12) schools providing a far better education.	3/24/2022 4:45 PM
12	Drug abuse and drug dealers	3/23/2022 8:48 AM
13	Environmental crisis- climate change is a challenge for Dubbo Region, Australia and the globe that needs to be central on actions made by council, state and fed gov and the private market. Economic and social prosperity are not mutually exclusive from environmental conservation and regeneration. The circular economy is something Dubbo Region needs to continue to expand on-our geographical assets are a huge strength in this space.	3/8/2022 12:51 PM
14	growth. Dubbo has a charm for it's size. Making high rise building and having more people only takes away that charm, makes it harder for families already in the town and pushes people out further west away from Dubbo to avoid the crowds.	3/2/2022 4:49 PM
#	2	DATE
1	Ensuring growth is socially inclusive	4/8/2022 11:10 AM
2	Skilled work force	4/8/2022 10:26 AM
3	Employment	4/8/2022 9:01 AM
4	Distances and isolation	4/8/2022 8:58 AM
5	Lack of the practical will & intestinal fortitude to adequately repair, maintain & build suitable roads	4/7/2022 7:48 PM
6	Disparity between high and low socioeconomic areas	4/5/2022 3:03 PM
7	Environmental and habitat destruction - loss of habitat	4/5/2022 11:52 AM
8	Not enough affordable housing	4/5/2022 6:07 AM
9	What committees are there?	4/4/2022 2:11 PM
10	Too many trucks travelling daily through the city causing traffic congestion. Urgently need a bypass like Parkes.	3/24/2022 4:45 PM
11	Constant Anti social behaviour, especially in main street	3/23/2022 8:48 AM
12	Housing crisis- affordable housing. New housing developments should require a % of affordable housing with rental price caps.	3/8/2022 12:51 PM
13	Drugs, alcohol and violence. Not managed at the moment. Dubbo is not a safe place to live and increasing the population and house prices only makes this worse	3/2/2022 4:49 PM

**APPENDIX NO: 1 - SUBMISSIONS, BIG IDEAS, GENERAL COMMENTS AND SURVEY RESULTS****ITEM NO: CCL22/170**

#	3	DATE
1	Education sector	4/8/2022 11:10 AM
2	Housing	4/8/2022 10:26 AM
3	Housing	4/8/2022 9:01 AM
4	Re-build and strengthen positive and ethical communication and practice between levels of government and community	4/8/2022 8:58 AM
5	Council & the directors that hold businesses back	4/7/2022 7:48 PM
6	Lack of street trees	4/5/2022 3:03 PM
7	Pollution and rubbish	4/5/2022 11:52 AM
8	Poor internet and NBN roll out	4/5/2022 6:07 AM
9	High charges for water & sewerage.	3/24/2022 4:45 PM
10	Poor (next to non existent) medical care	3/23/2022 8:48 AM
11	Keeping skilled workers. Investment in sustainability, liveability and vibrancy will assist in keeping these workers.	3/8/2022 12:51 PM
12	bullying and toxic work culture. hard to find FT employment and when you do there is bullying. The council had similar issues and these will not be forgotten. Lots of promises but no delivery.	3/2/2022 4:49 PM

What is missing in your neighbourhood that would make it better for you?

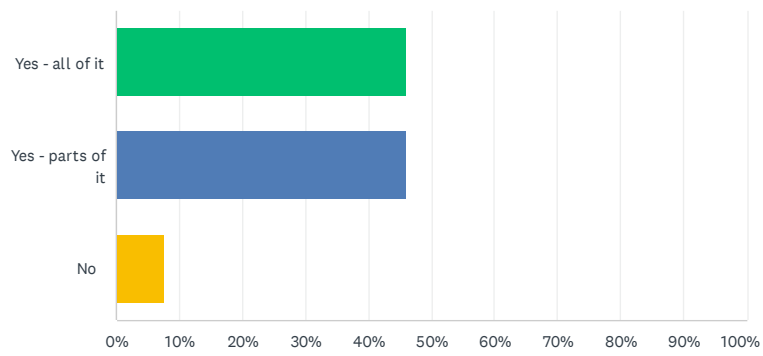
#	1	DATE
1	More capacity for environmental sustainability	4/8/2022 11:10 AM
2	Open space sporting fields	4/8/2022 10:26 AM
3	Wongarbon is a very good place to live; there is not much missing in my neighbourhood.	4/8/2022 8:58 AM
4	Safe, effective, suitable roads that are adequately maintained regularly	4/7/2022 7:48 PM
5	More and safer bike paths	4/5/2022 3:03 PM
6	Cycle paths and walking paths and bike racks	4/5/2022 11:52 AM
7	Outdoor family spaces that are disability accessible and focused	4/5/2022 6:07 AM
8	the region to be serviced by a music Conservatorium operating .	4/1/2022 10:48 AM
9	Public Comprehensive (7-12) Secondary school where my 3 children could attend in the next couple of years.	3/24/2022 4:45 PM
10	Police presence to curb anti social behavior	3/23/2022 8:48 AM
11	Basic walking pathways/infrastructure-Wellington/Momtefiores. Moving from somewhere where I walked every day to here where there are no Pathways for me to walk the dog on might seem like a small thing but it has huge value for children and adults alike for health and community connection. Not only do I and others have to walk on the road or in high grass, I have seen many kids on bikes and scooters riding dangerously on the road. Paths and walking loops are important and needed sooner rather than later.	3/8/2022 12:51 PM
12	Less population	3/2/2022 4:49 PM
#	2	DATE
1	More engagement with First Nations businesses	4/8/2022 11:10 AM
2	Street lighting	4/8/2022 10:26 AM
3	Telecommunications & internet that actually works	4/7/2022 7:48 PM
4	More street trees	4/5/2022 3:03 PM
5	Picnic facilities and more nature reserves	4/5/2022 11:52 AM
6	NBN access	4/5/2022 6:07 AM
7	Major Expansion in housing	4/1/2022 10:48 AM
8	More mental health places for patients wandering streets.	3/24/2022 4:45 PM
9	Better enforcement of dogs being loose	3/23/2022 8:48 AM
10	Events- wellington needs more vibrancy and events for the community and to bring visitors. Cameron Park is a great asset that could be utilised more for this.	3/8/2022 12:51 PM
11	Less development	3/2/2022 4:49 PM
#	3	DATE
1	More enhancement of the education sector	4/8/2022 11:10 AM
2	Trees	4/8/2022 10:26 AM
3	Council directors that are effective & communicate & engage ratepayers	4/7/2022 7:48 PM
4	Fenced Dog park	4/5/2022 11:52 AM
5	Reduce drug use in the community and this would reduce break and enters....we fear this invasion of our home daily!!	3/24/2022 4:45 PM
6	Medical care	3/23/2022 8:48 AM
7	Employment opportunities and skills building for young people- a social enterprise would be so valuable in the Wellington community.	3/8/2022 12:51 PM
8	Stop changing things. They were good as they were. It is appalling to get rid of the small regional town to try and make it a hub for council benefit. Council might be making money from the housing developments, but the grass roots people are suffering at other's cost.	3/2/2022 4:49 PM

**How important are the following to you?**

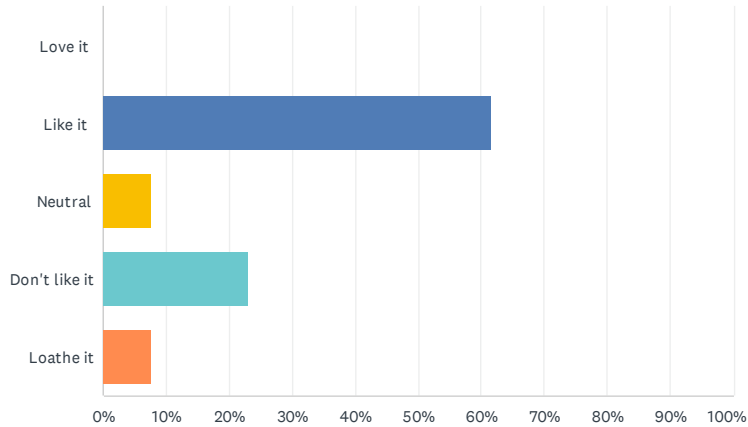
	NOT VERY IMPORTANT	NOT IMPORTANT	NEUTRAL	IMPORTANT	VERY IMPORTANT
The ability to walk, ride or catch public transport to things you need	20.00%	0.00%	20.00%	13.33%	46.67%
The ability to drive to things you need	0.00%	0.00%	6.67%	46.67%	46.67%
A sustainable future with a focus on the environment	0.00%	0.00%	13.33%	20.00%	66.67%
Parks and public spaces	0.00%	0.00%	0.00%	33.33%	66.67%
Sporting and recreational facilities	0.00%	0.00%	26.67%	40.00%	33.33%
Well maintained infrastructure	0.00%	0.00%	21.43%	50.00%	28.57%
Youth programs and places	6.67%	6.67%	13.33%	40.00%	33.33%
Access to local health services	0.00%	0.00%	0.00%	26.67%	73.33%
Local economic growth and jobs	7.14%	14.29%	7.14%	28.57%	42.86%
Services for disadvantaged groups	0.00%	13.33%	0.00%	26.67%	60.00%
Community facilities eg libraries, community centres	0.00%	0.00%	20.00%	26.67%	53.33%
Access to education	0.00%	6.67%	13.33%	33.33%	46.67%
Council leaders representing the community	13.33%	0.00%	0.00%	20.00%	66.67%
A vibrant cultural life with public art, events, festivals and performances	0.00%	13.33%	13.33%	33.33%	40.00%
Addressing discrimination and social exclusion	6.67%	6.67%	13.33%	26.67%	46.67%
Diverse and affordable housing	0.00%	0.00%	6.67%	46.67%	46.67%
Access to technology and digital networks	0.00%	13.33%	20.00%	20.00%	46.67%
Maintaining and promoting Aboriginal culture and heritage	13.33%	6.67%	0.00%	46.67%	33.33%
Maintaining and promoting the diversity of our built heritage	6.67%	6.67%	20.00%	60.00%	6.67%
Other (please specify below)	0.00%	0.00%	0.00%	0.00%	100.00%

#	OTHER (PLEASE SPECIFY)	DATE
1	Agricultural land as agricultural not solar or wind!	4/7/2022 7:48 PM
2	local history and heritage- ie wellington is the second oldest town this side of the Blue mountains- we need to maintain its identity, not modernise it	4/5/2022 11:52 AM
3	Flood proof and Drought Proof the CBD	3/24/2022 4:45 PM
4	Tackling the lawlessness of dubbo	3/23/2022 8:48 AM

Have you read the draft updated 2040 Community Strategic Plan?



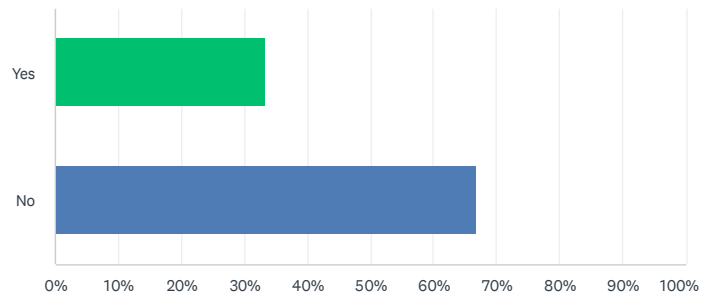
How do you feel about the vision in the existing Plan?



#	PLEASE EXPLAIN WHY	DATE
1	First Nations need to be better positioned as growth stakeholders in the region	4/8/2022 11:12 AM
2	finally identify as being Capital Regional NSW	4/8/2022 10:30 AM
3	It's going to be difficult to celebrate our quality of life when opportunities are been taken away, and Council infrastructure is eroding, along with our natural environment been decimated by un-natural additions (solar & wind)	4/7/2022 8:05 PM
4	we don't need to grow - we don't need a bigger population- we need to maintain the small-town country town farming town identity	4/5/2022 11:55 AM
5	"Inland capital" sounds very Dubbo centric	4/4/2022 2:21 PM
6	There should be recognition of our Indigenous community and a primary focus on transition to net zero economy. There are fantastic opportunities in the area	4/4/2022 2:16 PM
7	Not well structured or thought out. Remove "inland capital" old and boring.	3/24/2022 1:12 PM



Should any other themes be created?



#	IF YES, PLEASE EXPLAIN	DATE
1	Agriculture	4/7/2022 8:05 PM
2	Heritage and history	4/5/2022 11:55 AM
3	Disability access and inclusion requires more focus	4/5/2022 6:08 AM
4	Tourism	4/1/2022 10:51 AM
5	Remove economy from a theme, not your role.	3/24/2022 1:12 PM

What does the existing Plan do well?

#	RESPONSES	DATE
1	Recognises and plans for growth in socially inclusive ways	4/8/2022 11:12 AM
2	Covers off on the important areas for a city to grow	4/8/2022 10:30 AM
3	Lovely, glossy, feel good brochure for those that put it together	4/7/2022 8:05 PM
4	It's a reasonable start	4/4/2022 2:16 PM
5	Look after living standards and conditions.	3/24/2022 1:12 PM

**How could the existing Plan be improved?**

#	RESPONSES	DATE
1	A much clearer strategic focus on First Nations business economy is needed	4/8/2022 11:12 AM
2	I am not sure it can for now	4/8/2022 10:30 AM
3	Need to have greater detail on how you plan to execute.	4/8/2022 9:02 AM
4	The current Council should be applauded for trying to engage the community on this important document. I would have liked there to be greater effort put into engaging the agricultural sector.	4/7/2022 8:05 PM
5	Commitment to Indigenous culture and sustainable future	4/4/2022 2:16 PM

**How should Council approach funding and levels of service?**

	STOP PROVIDING THIS SERVICE	REDUCE LEVELS OF SERVICE AND FUNDING	MAINTAIN LEVELS OF SERVICE AND FUNDING	ENHANCE LEVELS OF SERVICE AND FUNDING	I DON'T KNOW
Roads and transport	0.00%	0.00%	57.14%	35.71%	7.14%
Drainage and flooding	0.00%	7.14%	64.29%	21.43%	7.14%
Water supply	0.00%	0.00%	78.57%	14.29%	7.14%
Sewer supply	0.00%	0.00%	85.71%	7.14%	7.14%
Solid waste management	0.00%	7.14%	71.43%	14.29%	7.14%
Parks and open spaces	0.00%	7.14%	42.86%	42.86%	7.14%
Sportsfields and aquatic centres	0.00%	21.43%	50.00%	14.29%	14.29%
Business and economic development	7.14%	21.43%	35.71%	28.57%	7.14%
Community buildings and facilities	0.00%	0.00%	78.57%	14.29%	7.14%
Arts, cultural facilities and associated events	0.00%	7.14%	64.29%	21.43%	7.14%
Administrative and support services	0.00%	28.57%	57.14%	7.14%	7.14%
Planning and building	0.00%	28.57%	50.00%	14.29%	7.14%
Emergency management	0.00%	0.00%	66.67%	26.67%	6.67%
Customer service	0.00%	0.00%	64.29%	28.57%	7.14%
Community engagement	0.00%	0.00%	40.00%	53.33%	6.67%
Civic services	0.00%	14.29%	57.14%	14.29%	14.29%
Other (please specify below)	0.00%	0.00%	0.00%	66.67%	33.33%

#	OTHER (PLEASE SPECIFY)	DATE
1	Pedestrian and bike infrastructure	4/5/2022 3:07 PM
2	much more Community consultation is required with what council does- we are the rate-payers- we need to have our say instead of council just doing what they want	4/5/2022 12:13 PM
3	Remaining services aren't available in Kerrs Creek - hard to increase/decrease in a meaningful way	4/4/2022 2:24 PM
4	Planning and building sustainably	4/4/2022 2:17 PM

**What services or projects should Council be prioritizing?**

#	1	DATE
1	Water, sewerage, and draining are pretty important	4/8/2022 11:15 AM
2	sporting fields	4/8/2022 10:34 AM
3	additional sports fields and recreation	4/8/2022 9:05 AM
4	Rural roads	4/7/2022 8:13 PM
5	Pedestrian and bike infrastructure	4/5/2022 3:07 PM
6	Environmental issues- tree-planting etc	4/5/2022 12:13 PM
7	Maintaining current assets	4/5/2022 6:15 AM
8	Causeway at Kerrs Creek - needs to be raised so access is available to/from villages during storms	4/4/2022 2:24 PM
9	Creative Economy	4/1/2022 10:54 AM
10	Garbage, Sewerage collection and recycling	3/24/2022 4:54 PM
11	Libraries	3/24/2022 1:16 PM
12	Drug abuse	3/23/2022 8:50 AM
13	Affordable housing	3/2/2022 4:53 PM
#	2	DATE
1	Emergency management to be ready for climate change after 2030	4/8/2022 11:15 AM
2	open space	4/8/2022 10:34 AM
3	Disaster mitigation	4/7/2022 8:13 PM
4	Community buildings and facilities	4/5/2022 3:07 PM
5	Nature reserves	4/5/2022 12:13 PM
6	Burrendong Way needs to be B-double access	4/4/2022 2:24 PM
7	Infrastructure	4/1/2022 10:54 AM
8	Footpaths, Cycleways	3/24/2022 4:54 PM
9	Anti social behaviour	3/23/2022 8:50 AM
10	less population	3/2/2022 4:53 PM
#	3	DATE
1	Customer service and community engagement	4/8/2022 11:15 AM
2	planning and building	4/8/2022 10:34 AM
3	Community engagement	4/7/2022 8:13 PM
4	Rivers	4/5/2022 12:13 PM
5	Evnironment	4/1/2022 10:54 AM
6	Clean drinking water...(like Mudgee)	3/24/2022 4:54 PM
7	Attracting decent medical care	3/23/2022 8:50 AM
8	less violence, drugs and alcohol	3/2/2022 4:53 PM

**What services or projects should Council be spending less on?**

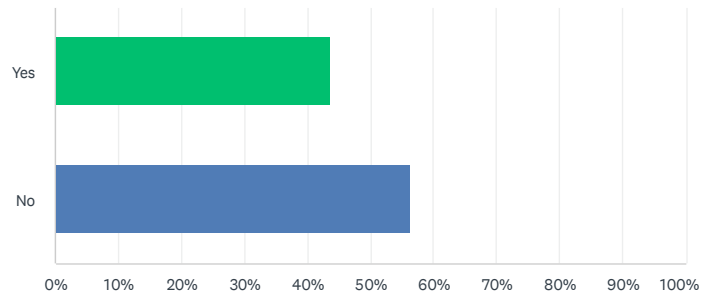
#	1	DATE
1	Introducing efficiencies into parks management	4/8/2022 11:15 AM
2	I suggest maintaining current levels	4/8/2022 10:34 AM
3	Admin	4/8/2022 9:05 AM
4	Civic events	4/7/2022 8:13 PM
5	If it's not broken dont fix it- stop wasting money on replacing and rebuilding things. Stop chopping trees down and replanting them.	4/5/2022 12:13 PM
6	Aquatic leisure centre , lease out	4/5/2022 6:15 AM
7	Too much ratepayer money wasted on excessive Staff employed by DRC.	3/24/2022 4:54 PM
8	Economy	3/24/2022 1:16 PM
9	less payrises for CEO and high level staff while everyone else suffers	3/2/2022 4:53 PM
#	2	DATE
1	Introducing efficiencies into sports facilities management	4/8/2022 11:15 AM
2	Cultural activities	4/7/2022 8:13 PM
3	Chopping down all the trees we have	4/5/2022 12:13 PM
4	WPCC cafe- lease out	4/5/2022 6:15 AM
5	Wasted money on advertising flags along bridge & main street	3/24/2022 4:54 PM
6	money trying to cover up the corruption from last year	3/2/2022 4:53 PM
#	3	DATE
1	Introducing efficiencies into administrative management	4/8/2022 11:15 AM
2	modernising everything	4/5/2022 12:13 PM
3	Too cosy with developers likes Walkoms, Maas, Payne etc.... Rate payers are not impressed about favouritism being shown with the new 2022 Council.	3/24/2022 4:54 PM
4	promoting themselves as having the communities interest first	3/2/2022 4:53 PM

**What services or projects should Council lobby other levels of Government for?**

#	1	DATE
1	Telecommunications	4/8/2022 11:15 AM
2	All projects particularly sporting, open space and environment	4/8/2022 10:34 AM
3	Anything to do with increased livability	4/8/2022 9:05 AM
4	Roads	4/7/2022 8:13 PM
5	Pedestrian and bike infrastructure	4/5/2022 3:07 PM
6	Recreation tracks, cycleways, walking paths.	4/5/2022 12:13 PM
7	Improved health services and access	4/5/2022 6:15 AM
8	Mobile phone services at Kerrs Creek - currently no service at all!	4/4/2022 2:24 PM
9	Infrastructure	4/1/2022 10:54 AM
10	Public Education - Need a 7-12 Comprehensive High School asap	3/24/2022 4:54 PM
11	Library	3/24/2022 1:16 PM
12	Safety in main street	3/23/2022 8:50 AM
13	Investment into regional town centre revitalisation for Wellington.	3/8/2022 12:59 PM
14	drugs support	3/2/2022 4:53 PM
#	2	DATE
1	Emergency management	4/8/2022 11:15 AM
2	Telecommunications	4/7/2022 8:13 PM
3	Tree-replanting	4/5/2022 12:13 PM
4	Roads	4/1/2022 10:54 AM
5	Affordable aged care	3/24/2022 4:54 PM
6	Drug abuse	3/23/2022 8:50 AM
7	To become a special activation precinct	3/8/2022 12:59 PM
8	housing support	3/2/2022 4:53 PM
#	3	DATE
1	Arts and culture	4/8/2022 11:15 AM
2	River restoration and riparian zone rehabilitation and restoration.	4/5/2022 12:13 PM
3	Floods/drainage	4/1/2022 10:54 AM
4	Bypass/ Ring road for Dubbo	3/24/2022 4:54 PM
5	Medical care (not trainee doctors, experienced ones)	3/23/2022 8:50 AM
6	Climate action	3/8/2022 12:59 PM
7	support equality	3/2/2022 4:53 PM

### Would you pay more rates to improve levels of service?

*Please note this question is hypothetical. Council is not intending to increase rates above the rate peg under the provisions of the Local Government Act 1993. Any special variation to rates requires community consultation and information on the full cumulative increase in percentage terms and total increase in dollar terms for the average ratepayer.*





**Do you have any other comments, views or feedback?**

#	RESPONSES	DATE
1	There is scope for the DRC to be a region leader in promoting First Nations business economy	4/8/2022 11:10 AM
2	Modern open space sporting precincts to get our community and particularly our youth more engaged and active in exercise.	4/8/2022 10:26 AM
3	We need to provide extra recreational facilities to catch up with population growth. We need to ensure that we are attracting people to Dubbo to fulfill the growth. Need to maintain it being a 10 minute affordable vibrant City.	4/8/2022 9:01 AM
4	While I can understand council's fixation with the Dubbo metro area, they need to realise the importance of agriculture to the environment, and to the financial prosperity of the entire region. There appears to only be lip service paid to agriculture in the strategic plan. How about supporting agricultural businesses, and those that work in, or own, those businesses. Council should be supporting agriculture through better & improved roads, better access for modern trucks, better telecommunications & internet access. On this point alone, 40,000 tonnes of wheat was delivered to 1 local grain buyer this year. Similar tonnes of canola & barley were also grown. Yet Council has blocked all attempts to improve freight logistics, & minimise truck movements. While Council supports Solar & wind power, where are the ongoing gains to our region? Less long term employment opportunities, very minimal ongoing money into our region, a distinct lack of Council foresight into gaining major benefits for our region.....Solar farms DO NOT help agriculture.....they destroy it! I also noted in the Strategic Plan item 6.4.1 People & property protected from fire related incidents, yet Council is not fulfilling their obligations or responsibilities in respect to Hazard Reduction on Council lands.....even when grant funding is available!	4/7/2022 7:48 PM
5	There were a couple of great features of the 2036 strategic plan that aren't currently in the 2040 plan, and it would be a missed opportunity if they weren't included: 1. On Pages 16-20 the 2036 strategic plan lists specific ideas and priorities from the community 2. On Page 34 is a list of 35 "community performance indicators" to measure how well our aims are being met. As the saying goes "You can't manage what you can't measure". I believe that Dubbo and surrounding villages would benefit greatly in lifestyle, health, economy, environment, and safety through more widespread adoption of walking and cycling as methods of transportation, and that the language in the proposed 2040 plan regarding active transport is not nearly ambitious enough. Theme 2.3.4 currently reads: "A Network of cycleways and pedestrian facilities is provided and maintained." A better goal would be: "Car dependency is reduced and active transport encouraged through a sufficiently extensive and safe network of cycleways and pedestrian facilities." We need more planting and protection of street trees to make Dubbo's streets more liveable. Traffic calming in should be used in residential areas through street design (median strips, narrow streets, trees planted close to road, etc.) to make safer and more liveable neighbourhoods. (this is done really well in some areas of Dubbo, and really poorly in others - a place in the strategic plan would help consolidate this as a priority) Zoning should allow cafes and corner stores to be built in new residential areas, increasing walkability and creating local places of gathering.	4/5/2022 3:03 PM
6	Councils leadership both internally within council and outward facing , councillors, has a lot of work to earn the trust of the community. Particularly as the plan promises transparent leadership.	4/5/2022 6:07 AM
7	Don't feel safe walking the main street. Constant anti social behaviour. Lot of it caused by drug abuse. Motor bikes on l plates going airborne on the crossings and doing wheelies, cars not caring if they run people down, p platers deliberately driving up gutters smashing into council infrastructure, kids kicking footballs into shop Windows and riding bikes into shopping centres.Combine this with disrespect for the elderly- I have witnessed people shouting profanity at the elderly on numerous occasions. It is disgusting and getting worse and it's not being addressed. This is why Dubbo has the deserving reputation of Australia's dodge city.	3/23/2022 8:48 AM
8	The more you develop the more you take away what Dubbo is at heart. No more small regional town community, rather Sydney like anonymity. You increase the suffering for present residents through increasing rates and increasing rents/house prices so council profits. We shouldn't have to worry about the future of our children to afford to live. You are taking this away by expanding Dubbo. Sydney is a terrible place to live with the congestion and people move here to escape that- but you are encouraging it to become an awful place to live with unaffordable housing, congestion, drugs, alcohol and violence as a result. I am not a supporter. Don't fix what's not broke.	3/2/2022 4:49 PM

9	Savings could be made by improving the efficiencies of some council staff, and improving how Council does business. Waste is rife in many Council activities.	4/7/2022 8:13 PM
10	The last Council were a total embarrassment and failure to the community. There was no Community consultation about anything. Since the amalgamation Wellington has suffered as DRC just does whatever they want- they have ruined the historic park by putting a playground right in the centre of it and cutting off the centre path, the new pool is much worse than the old pool and looks like a circus- the heritage colours and style weren't maintained, the CBD parking has been ruined, the public amenities were demolished and replaced by 1 toilet which is completely inadequate and the Wellington Train station and Swift street areas have been modernised and ruined completely with no acknowledgement to their traditional style or appearance, the street lights in Swift street don't even match or maintain the Heritage style- stop ruining Wellington!!! All the old historic trees along both sides of Showground road were chopped down and not replaced- even though DRC said they would replace them- DRC are blatant liars to the community- say they will do something and then don't do it. Write a letter to DRC says it will be replied to in 14 days but it is never replied to years later, you are letting down your community - let's hope the new Council are better than the old Council who were a bunch of crooks and were corrupt just did what they want	4/5/2022 12:13 PM
11	Lets actually spend the rates we already pay in where they come from	4/4/2022 2:24 PM

**General comments, views or feedback**

#	RESPONSES	DATE
1	Would like to see the cricket and tennis courts fixed up.	4/3/2022 11:22 AM
2	Less spread out, less growth. More free camping and tourist friendly activities.	4/2/2022 12:03 PM
3	More growth and bigger lots - 600m2 is too small	4/2/2022 11:45 AM
4	More places to rent and buy on. Not monopoly from one company. Bit more support from council for new businesses and not just hiring friends and relatives for council projects	4/2/2022 11:43 AM
5	Indoor aquatic centre so kids can learn to swim all year round	4/2/2022 11:32 AM
6	There should be more Multi story parking, ring road should not go ahead, change parking to reverse in, drainage crossing eg short street-should be fixed.	4/2/2022 11:26 AM
7	Health of ALL the community should be improved rather than enhanced Removing barriers for exercise - narrow cycle ways, more dedicated on-road cycle facilities, open public toilet facilities for running early in the morning, cycleways should not only focus on coming into CBD (more throughout entire region)	4/2/2022 11:14 AM
8	More bike rack and locker facilities should be provided in public areas	4/2/2022 11:05 AM
9	Is it possible to replace tree that was tarred over at 236 Darling Street?	4/2/2022 10:10 AM
10	Beni Forest Road street signs have been removed and need replacing (east end). Peachville Road sign has also gone missing.	4/2/2022 9:47 AM
11	Bins 4 Blokes initiative - disposable bins for incontinence products in men's bathrooms. Email sent 6 weeks ago and no response yet.	4/2/2022 9:30 AM
12	Street signs should have house numbers displayed to help the public navigate their way through town. Would be helpful for community drivers too	4/2/2022 9:07 AM
13	Old steam train (not diesel) with zoo character advertising to promote tourism in the region. Should run from Toongi to the zoo, could stop at Dundilimal Homestead. People would stand next to tracks as these are very popular Could be leveraged into a SteamFest (similar to Maitland)	4/2/2022 9:00 AM
14	Doncaster Ave - stormwater isn't clearing as there are no drains (backs up from 444 Wheelers Lane)	4/2/2022 8:55 AM
15	South Dubbo dog park spotlight isn't working West Dubbo dog park water fountain isn't working These facilities are great	4/2/2022 7:59 AM
16	More disabled facilities required, including parking, accessible toilets and footpaths/ramps. A disabled community committee is needed instead of the other ones (currently on exhibition) Dubbo needs a western bypass - traffic on LH Ford Bridge becomes a parking lot in the morning More beautification for neighbourhood shopping centres, including abilities of people with a disability to access Wheelers Lane needs to be upgraded - roads/potholes are a problem throughout the LGA Council should focus on core business - roads, rates and rubbish only There shouldn't be more growth in the region Rates are too expensive and should be better utilised The region needs for public education facilities Council should lobby state and federal politics for more funding opportunities	3/29/2022 9:22 AM
17	Dubbo CBD is a disgrace and needs to be tidied up - trees haven't been trimmed, footpath is a disgrace, rubbish is everywhere. It needs to be more presentable so people visit Conditions of roads are horrible. Potholes everywhere and are only getting bigger Clarity needed on location of drug and alcohol facility. Where is it going? More social housing needed in appropriate locations	3/29/2022 8:25 AM
18	More multicultural services and facilities should be available, specifically multicultural park	3/29/2022 7:45 AM
19	Parkes Street - House is messy and can Council investigate?	3/26/2022 11:06 AM
20	Promote Wellington more for tourism opportunities - grey nomad magazines Signs should be installed for caravan parking Parking in CBD for grey nomads should be improved Ponto Falls, pool, parks/open spaces and shops in CBD should be leveraged Council vehicles make noise too early in the morning through residential areas (Pearce St)	3/26/2022 9:59 AM

**APPENDIX NO: 1 - SUBMISSIONS, BIG IDEAS, GENERAL COMMENTS AND SURVEY RESULTS****ITEM NO: CCL22/170**

21	Wellington Cameron Park child playing area is too close to the road, pole construction is unsafe, there is no fence. Facility is great otherwise Park is beautiful otherwise Wellington is progressing well Need Council to be more open and transparent	3/26/2022 9:31 AM
22	Workmanship quality is poor, construction mess is left on site, lawn mowing services are poor quality in Wellington Chris Rark is helpful	3/26/2022 9:20 AM
23	Safety in Wellington and more police presence Library hours to be extended More resource recovery centres	3/26/2022 9:01 AM
24	Important to ensure environmental sustainability. Less waste, more use of recycled materials for new infrastructures. Less paper wastage. Did not like how the mayor was advocating for more paper wastage at the markets at Dubbo.	3/20/2022 12:25 PM
25	Our street trees need more attention. It concerns me that when Road shoulders are sealed the bitumen is right up to the trunk of the tree: blue metal is dumped around the base of the trees- adding to the problem, as this creates more heat and less water. The concrete collars around some trees sometimes is filled with waste blue metal. It would be great for Council and contractors to have more consideration for the care of our street trees.	3/19/2022 10:12 AM
26	Customers should be contacted sooner. They often wait 2 weeks for a call back	3/19/2022 9:21 AM
27	Condition of roads is horrible	3/19/2022 9:19 AM
28	266 Darling Street - dirt on footpath is hazardous	3/19/2022 9:18 AM
29	Geurie rest stop is in a bad state and has rubbish everywhere	3/19/2022 9:15 AM
30	Facilities for trucks to stop and recover on highways Bridge discussions and bottlenecks at river Electric vehicles, but issues arise with recycling components Strong agricultural sector is needed Support for small businesses Wave park along the river - tourism benefits	3/19/2022 9:06 AM



# TOWARDS 2040

COMMUNITY STRATEGIC PLAN





# Acknowledgement of Country

Dubbo Regional Council acknowledge the Wiradjuri People who are the Traditional Custodians of the Land. Council pay respect to all Elders past, present and emerging of the Wiradjuri Nation and extend that respect to other First Nations peoples who are present.

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## Introduction

This Dubbo Regional 2040 Community Strategic Plan identifies your main aspirations and priorities for the future of the region through to 2040.

This Plan is the highest level strategy that will guide and influence the direction of Council, the community and other levels of Government over the coming years. It seeks to provide a blueprint for achieving your vision for the future, while being flexible and fit for purpose over the term of its life.

This Plan is the second version of its kind to be developed. It is important not to lose sight of the significant community input and actions from the original 2040 Community Strategic Plan and to build on its success in driving and maintaining our region as a great place to live, work and play.

Together as a community we have a combined strength and focus which will ensure the region continues to prosper and provide an excellent and affordable quality of life for residents and visitors.



# Your future

## Your vision

In 2040 we will be an innovative, resilient and sustainable region with opportunities to grow and a high quality of life.

- Our thinking, practices and solutions will make things better for all generations and be **innovative**
- Our community will respond to challenges and become stronger and **resilient**
- Our natural and built environment will be **sustainable**
- Our housing, economic, educational, social, equity, cultural, entertainment and recreational facilities will have **opportunities to grow**
- Our community will have a **high quality of life**

## Your aspirations



### Affordable living

Variety of housing types, locations and price points  
Plan and manage land use



### Lifestyle opportunities

Growth of villages and rural areas



### Urban infrastructure

Well-maintained road, sewer, water and stormwater infrastructure



### Village infrastructure

Well-maintained, fit for purpose and new infrastructure



### Environment and sustainability

Plan for climate change  
Protect and manage natural assets and resources



### Thriving economy

Strong and diverse local jobs and businesses  
Strong visitor economy that attracts significant tourists



### Culture and heritage

Variety of culture, history, art and creativity  
A range of unique experiences  
Recognising First Nations heritage



### Quality of life

Quality and variety of public spaces and amenities  
Safe and healthy communities



### Collaboration

Active engagement between the community and Council



### Transparency

Clear and accountable decision making  
Understanding of resource allocation



DUBBO REGION COMMUNITY STRATEGIC PLAN

4



# Bringing your vision to life

This Plan is the central component of the Integrated Planning and Reporting Framework under the Local Government Act 1993. The Framework requires Council to undertake long-term planning, based on comprehensive community engagement, that supports a clear vision for the future and provides a roadmap for delivering community priorities in a sustainable manner. The Integrated Planning and Reporting Framework is shown in Figure 1.

The vision and community objectives in this Plan will guide Council's long-term decision making. It provides direction for Council's four-year Delivery Program and one-year Operational Plan, and creates clear linkages between strategic directions and operational efficiency. These linkages will ultimately ensure delivery of your vision, aspirations and priorities.

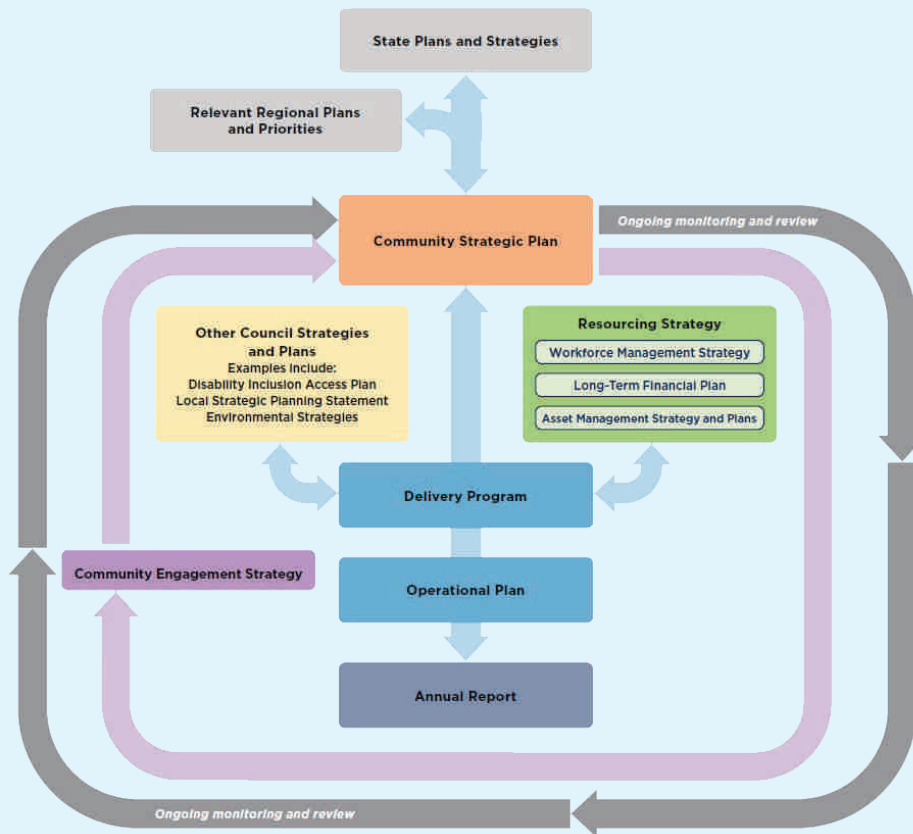
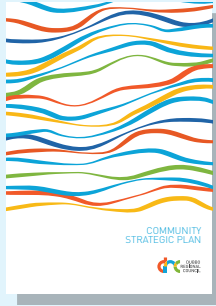


Figure 1-Integrated Planning and Reporting Framework



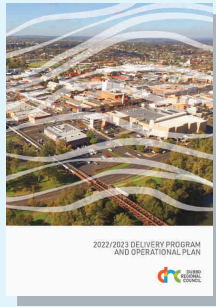
### 2040 Community Strategic Plan

**States** the community's vision, main priorities and aspirations



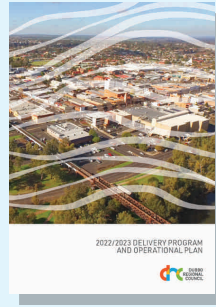
### Resourcing Strategy

**Demonstrates** how the Delivery Program and Operational Plan will be resourced from an asset, financial and workforce perspective



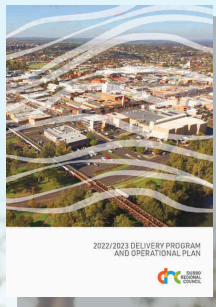
### Delivery Program

**Outlines** the principal activities that Council will undertake over the next 4-years to address the vision and objectives of the CSP



### Operational Plan

**Identifies** the projects, programs and actions that Council will undertake during the financial year to address the goals outlined in the Delivery Program



### Informing Strategies

**Guides** the priorities and actions in the Delivery Program and Operational Plan



DUBBO REGION COMMUNITY STRATEGIC PLAN

## Council's guiding principles

This Plan is underpinned by the following guiding principles:

### Improving Council's decision-making

Council's decision-making and actions need to be open, transparent and accountable. Improving the decision-making of Council, other levels of Government and the community is an essential driver for achieving outcomes.

### A partnership approach

Partnerships with our stakeholders are critical as they help achieve a shared vision, enable more effective and efficient use of resources, and provide a means of distributing the costs involved in delivering actions.

### Effects on future generations

We all have a responsibility to ensure future generations are not worse off as a result of our decision-making and actions. Council will leverage every resource available to encourage individuals, communities, organisations and Governments to do what is needed.

### Social justice

Social justice ensures the rights of everyone are considered in a fair and equitable manner. While equal opportunity targets everyone in the community, social justice targets groups of people who are marginalised and disadvantaged. Social justice means a commitment to ensuring:

- Fairness in the distribution of resources;
- Rights are recognised and promoted;
- That everyone has fair access to essential services that meet their basic needs and improve their quality of life; and
- That everyone has better opportunities for genuine participation and consultation about decisions affecting their lives.

### The Quadruple Bottom Line (QBL)

The QBL addresses social, environmental, economic and civic leadership considerations, and ensures a holistic approach is applied to all aspects of this Plan.





# Council's role

Council will identify and prioritise key local community needs and aspirations, and develop strategies and activities to achieve them within the resources available.

Council takes the lead role in implementing this Plan but has limited abilities and funding sources available to deliver all of the actions and initiatives identified by the community. All levels of government, stakeholders, community and individuals share responsibility for achieving the goals.

Council will have the following roles when implementing this Plan:



**PROVIDER**

Deliver the services and programs to meet the needs of the community



**LEADER**

Act as leaders and identify key community issues that stakeholders should respond to



**COLLABORATOR**

Support and work in partnership with stakeholders to deliver benefits to the community



**ADVOCATOR**

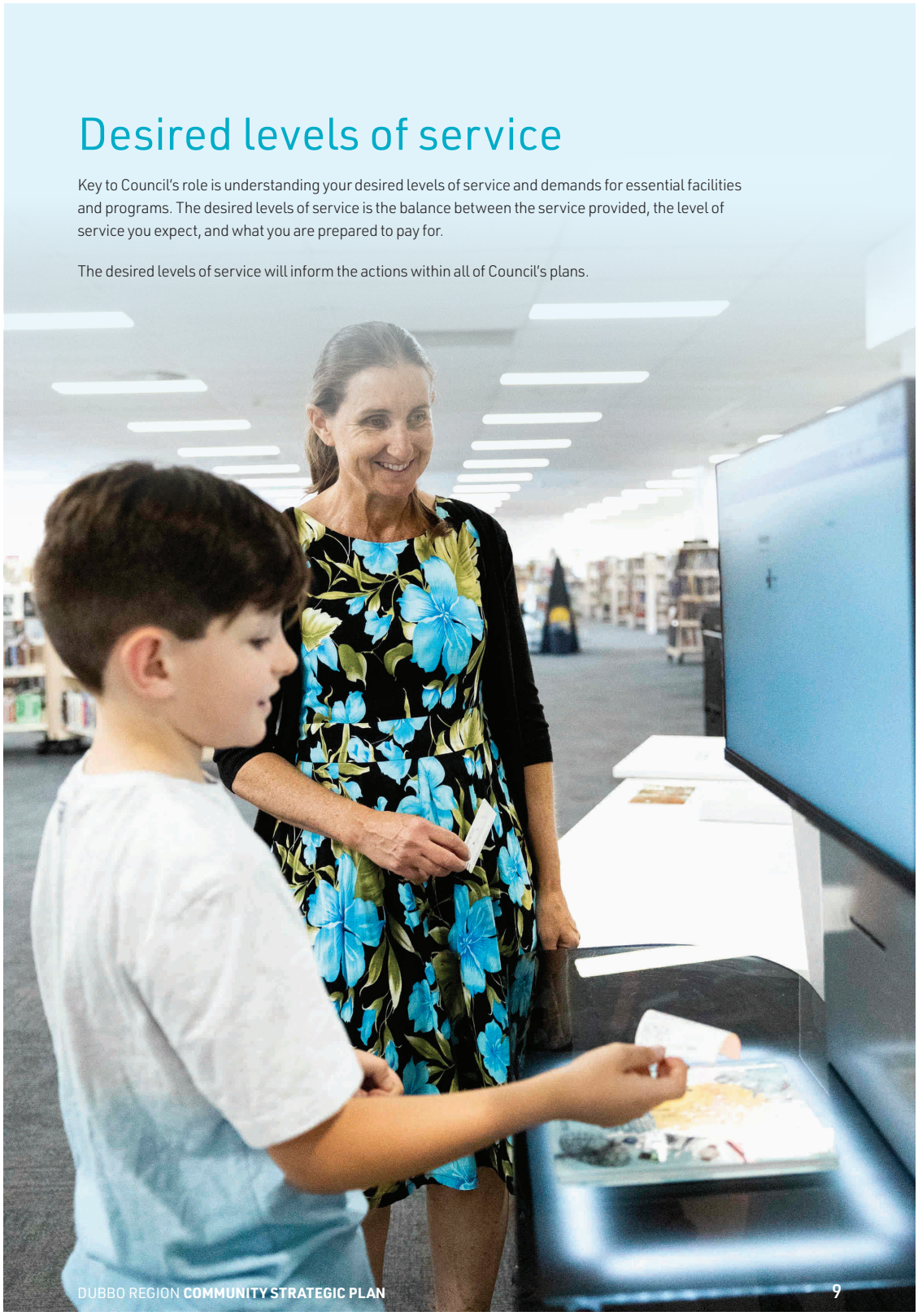
We ensure major priorities for the community are known and promoted to other decision-making organisations



# Desired levels of service

Key to Council's role is understanding your desired levels of service and demands for essential facilities and programs. The desired levels of service is the balance between the service provided, the level of service you expect, and what you are prepared to pay for.

The desired levels of service will inform the actions within all of Council's plans.



DUBBO REGION COMMUNITY STRATEGIC PLAN



## Our region

The Wiradjuri People are the original inhabitants and custodians of all land and water in the Dubbo Regional Local Government Area.

The region is one of the fastest growing and largest Local Government Area in regional NSW. Geographically located in the heart of NSW, it services a catchment area of over 120,000 people from across an area one-third the size of NSW, and is ideally located at the intersection of major road, rail and air routes. The broad range of economic sectors reinforces our role as a vibrant, regional service centre.

The region contains a diverse mix of urban, rural and industrial land uses, as well as significant area of natural bushlands and state forests.

The region is culturally diverse, and has a welcoming and vibrant society where a quality lifestyle, affordable housing, career opportunities and education options combine and make the region a great place to live, work, invest and play. Council and the community will continue to work together so that as change occurs, the many lifestyle elements that make the region a great place to live will be made even better.



## Our community



### POPULATION

Dubbo region: 54,843  
 Aged 65+ years: 18%  
 Aboriginal or Torres Strait Islander: 16.5%



### DWELLINGS

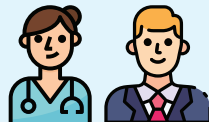
Dwellings: 22,500  
 Person occupancy rate: 2.4

### HOUSEHOLDS

Owned outright or with a mortgage: 68%  
 Renting: 32%  
 Social housing: 4%

### HOUSEHOLD TYPES

Couple with children: 27.6%  
 Couple without children: 28.1%  
 Single parent: 12.8%  
 Lone person: 24.2%  
 Group households: 2.8%  
 Multiple family households: 3.6%  
 Other family households: 0.9%



### EDUCATION

Completed year 12: 36.8%  
 Vocational qualification: 69.1%  
 University qualification: 23%

### EMPLOYMENT

Health care, retail, education and training, and construction are the main employment industries

## 2040 forecast



### POPULATION

Dubbo region: 65,697  
 Aged 65+ years: 23.3%  
 Aboriginal or Torres Strait Islander: 16.5%



### DWELLINGS

Dwellings: 28,068

### HOUSEHOLDS

Owned outright or with a mortgage: 68%  
 Renting: 32%  
 Social housing: 4%

### HOUSEHOLD TYPES

Couple with children: 26.6%  
 Couple without children: 28.1%  
 Single parent: 12.5%  
 Lone person: 25.6%  
 Group households: 2.8%  
 Multiple family households: 3.5%  
 Other family households: 0.9%



### EMPLOYMENT

Health care, retail, education and training, construction, and manufacturing will be the main employment industries

Statistics provided by REMPLAN

# Planning to support your vision

This Plan contains six inter-related themes, objectives and supporting strategies that support your vision and aspirations for the future.



## HOUSING

We are a well-designed region that includes a variety of housing types, densities, locations and price points



## INFRASTRUCTURE

We have well-maintained, fit for purpose and new infrastructure that helps our community grow



## ECONOMY

We have a strong and diverse local economy that provides employment opportunities for people of all ages and abilities



## LEADERSHIP

We have leaders who are engaged, transparent, accountable, and represent the best interests of our community



## LIVEABILITY

We are a diverse, vibrant, safe and healthy region that includes a variety of public spaces and amenities



## ENVIRONMENTAL SUSTAINABILITY

We have a healthy natural environment that is resilient to the impacts of climate change and natural hazards





# Theme 1 – Housing



## Our objectives and strategies

### 1.1 Housing meets the current and future needs of our community

- 1.1.1 A variety of housing types and densities are located close to appropriate services and facilities
- 1.1.2 Housing is affordable and secure
- 1.1.3 Urban renewal occurs in the Dubbo Central Business District and Wellington Town Centre
- 1.1.4 Public and social housing are integrated into residential areas
- 1.1.5 Development opportunities are communicated to the community

### 1.2 An adequate supply of land is located close to community services and facilities

- 1.2.1 Land is suitably zoned, sized and located to facilitate a variety of housing types and densities
- 1.2.2 Adequate land is available in the villages for development
- 1.2.3 Development is supported by a strategic and affordable infrastructure framework
- 1.2.4 Rural and productive agricultural land is managed sustainably

### 1.3 Short-term and emergency accommodation is available

- 1.3.1 Short-term accommodation is available for the workforce associated with significant infrastructure, major projects and employment generators
- 1.3.2 Crisis and emergency accommodation supports the needs of the community

## Our partners

- Department of Planning and Environment
- Department of Communities and Justice
- Development industry
- Real Estate industry
- Finance industry
- First home buyers
- Residential land owners
- Not-for-profit and affordable social housing providers



# Theme 2 – Infrastructure



## Our objectives and strategies

**2.1 The road transportation network is safe, convenient and efficient**

- 2.1.1 Traffic management facilities enhance the safety and efficiency of the road network
- 2.1.2 The road network meets the needs of the community in terms of traffic capacity, functionality and economic and social connectivity
- 2.1.3 Additional flood-free road access over the Macquarie River at Dubbo is provided
- 2.1.4 Adequate and convenient car parking is available in commercial centres
- 2.1.5 Council works collaboratively with the government and stakeholders on transport-related issues

**2.2 Infrastructure meets the current and future needs of our community**

- 2.2.1 Water and sewer infrastructure and services meet the needs of the community
- 2.2.2 Solid waste management services meet the needs of the community

- 2.2.3 Urban drainage systems meet the needs of the community
- 2.2.4 Enhanced telecommunications coverage is available in the region
- 2.2.5 Council maintains infrastructure and delivers services at the adopted service levels as agreed with the community
- 2.2.6 Council utilises a modern and efficient plant fleet that meets operational needs

**2.3 Transportation systems support connections within and outside the region**

- 2.3.1 Appropriate and well-connected rail infrastructure is available
- 2.3.2 A network of cycleways and pedestrian facilities is provided and maintained
- 2.3.3 Public transport services are available in our villages
- 2.3.4 Our community has convenient air access to a variety of destinations
- 2.3.5 Roadside environments and entrance statements are developed and maintained



### Our partners

- Transport for NSW
- Australia Rail Track Corporation
- Department of Planning and Environment
- Department of Infrastructure, Transport, Regional Development and Communications
- Transport industry
- Cycling, running and walking groups
- Telecommunications providers
- Energy providers
- Public and community transport providers

# Theme 3 – Economy



## Our objectives and strategies

### 3.1 Visitor economy growth is supported

- 3.1.1 Diverse and unique tourism opportunities are explored, developed and supported
- 3.1.2 Events that foster cultural, recreational and community interaction are supported
- 3.1.3 Visitor accommodation is available

### 3.2 Employment opportunities are available in all sectors of our economy

- 3.2.1 Employment and investment opportunities for all sectors of the community are fostered
- 3.2.2 Traineeships and employment pathways are available for all sectors of the community
- 3.2.3 The growth, development and diversification of the agricultural industry is supported
- 3.2.4 The Dubbo Central Business District and Wellington Town Centre are supported by commercial activation programs and activities
- 3.2.5 Neighbourhood shopping centres provide attractive and convenient services and facilities

### 3.3 A strategic framework is in place to maximise the realisation of economic development opportunities for the region

- 3.3.1 Land is suitably zoned, sized and located to facilitate a variety of development and employment generating activities
- 3.3.2 The Dubbo Central Business District and Wellington Town Centre are supported by long-term plans
- 3.3.3 Major investment is proactively attracted and supported in line with regional opportunities

## Our partners

- Destination NSW
- Regional Development Australia
- Chamber of Commerce and business providers
- Tourism and visitor providers
- Education and training providers
- Department Planning and Environment
- Department of Premier and Cabinet





# Theme 4 – Leadership



## Our objectives and strategies

### 4.1 Council provides transparent, fair and accountable leadership and governance

- 4.1.1 Council encourages and facilitates two-way communication with and between stakeholders and the community
- 4.1.2 Council's decision-making processes are open, transparent and accountable
- 4.1.3 Council provides quality customer service
- 4.1.4 Statutory requirements are met and services are provided in a cost-effective and timely manner

### 4.2 The resources of Council are sustainably managed

- 4.2.1 The system of raising revenue is equitable and revenue from grants and other income sources is maximised

- 4.2.2 Technological capabilities meet the requirements of Council and the community
- 4.2.3 A highly skilled, diverse and motivated workforce is maintained
- 4.2.4 The business activities of Council are financially sustainable and provide financial returns to the community
- 4.2.5 Service reviews are conducted to improve Council's performance

## Our partners

- Department of Premier and Cabinet
- Office of Local Government
- The community



## Theme 5 – Liveability



### Our objectives and strategies

#### 5.1 The health and safety of the community is improved

- 5.1.1 Effective medical services and facilities are available
- 5.1.2 The needs of older people and people with a disability are monitored to ensure appropriate services and facilities are available
- 5.1.3 There is an appropriate level of policing in our region

#### 5.2 Our First Nations communities and cultures are celebrated and enhanced

- 5.2.1 The health, education and socio economic status of our First Nations communities is improved
- 5.2.2 The culture of our First Nations communities is recognised and celebrated
- 5.2.3 Items, areas and places of First Nations cultural heritage significance are protected and conserved

#### 5.3 The lifestyle and social needs of the community are supported

- 5.3.1 The social service issues and requirements of our community are identified and met
- 5.3.2 A variety of youth activities and entertainment is available
- 5.3.3 People have access to a range of burial and interment options
- 5.3.4 Our community values domestic, companion and other animals

#### 5.4 Our community has access to a full range of educational opportunities

- 5.4.1 Access to a variety of high quality education facilities, opportunities and choice is available
- 5.4.2 Childcare, preschool and after-hours care meets the needs of the community
- 5.4.3 Access to a high standard of library services and facilities is available

#### 5.5 Our community has access to a diverse range of recreational opportunities

- 5.5.1 Passive and active open space is located to maximise access and use by the community
- 5.5.2 Unique recreation and open space facilities are available
- 5.5.3 Our sporting facilities cater for a wide range of events and opportunities

#### 5.6 The diversity of our heritage, cultural services and facilities are maintained and promoted

- 5.6.1 Our community participates in and celebrates the high quality of cultural services and facilities available
- 5.6.2 Culturally and Linguistically Diverse peoples' culture and heritage is celebrated
- 5.6.3 Items of heritage significance protected, conserved and adapted for re-use where appropriate

### Our partners

- Department of Premier and Cabinet
- Department of Education
- Department of Communities and Justice
- Department of Planning and Environment
- Western NSW Local Health district
- Orana-Mid Western Police
- Aboriginal Land Councils, First Nations organisations and the First Nations community
- Education and training institutions
- Not-for-profit and non-government organisations
- Sporting groups and associations



# Theme 6 – Environmental Sustainability

## Our objectives and strategies

### 6.1 We achieve net zero emissions

- 6.1.1 Investment in renewable energy opportunities is encouraged and supported
- 6.1.2 Council buildings and facilities are energy efficient, carbon neutral and utilise renewable energy sources
- 6.1.3 Alternative modes of transport are available
- 6.1.4 Existing and new development is sustainable, has sufficient greenspace and efficiently uses resources

### 6.2 We recognise, plan for and respond to the impacts of climate change

- 6.2.1 The impacts of climate change are identified and addressed through collaboration with our community and government
- 6.2.2 Water supply is provided efficiently and sustainably to our community
- 6.2.3 Waste management processes reduce our environmental footprint and impact on the environment

### 6.3 Land use management sustains and improves the built and natural environment

- 6.3.1 The quality of the Macquarie, Talbragar and Bell river corridors are managed and enhanced
- 6.3.2 Stormwater discharge into receiving waters is limited
- 6.3.3 Endangered ecological communities, threatened species, habitats and environmental assets are protected

### 6.4 We plan for and mitigate the impacts of natural events and disasters

- 6.4.1 People and property are protected from fire-related incidents
- 6.4.2 Development does not place the community at risk from flood impacts
- 6.4.3 Local emergency management organisations and local State Emergency Services are capable of responding to emergencies

## Our partners

- Department of Planning and Environment
- Department of Primary Industries
- National Parks and Wildlife Service
- Environment Protection Authority
- State Emergency Services and local emergency management groups
- Development industry
- Local environment groups



## Relationship with other plans

This Plan has an intrinsic relationship with the following international, Federal and State plans and strategies

### GLOBAL ISSUES

Impacts our people and our future

- United Nations Sustainable Development Goals

### STATE NEEDS

Impacts residents in New South Wales

- NSW Premier's Priorities
- NSW State Plan
- Future Transport 2056
- NSW State Infrastructure Strategy
- NSW State Health Plan
- NSW Department of Education Strategic Plan
- NSW Disability Inclusion Plan
- NSW Inclusion Strategy

### REGIONAL NEEDS

Impacts residents in the Central West and Orana region

- Central West and Orana Regional Plan
- Central West and Orana Transport Plan
- Regional Development Australia Orana
- Western NSW Local Health Strategic Plan
- Western NSW Regional Water Plan

### LOCAL NEEDS

Impacts residents in the Dubbo Regional Local Government Area

- Integrated Planning and Reporting Framework
- Dubbo Regional Council policies, strategies and plans



DUBBO REGION COMMUNITY STRATEGIC PLAN



# How will we know when we get to 2040?

It is important that we continually review and check our progress to ensure we continue to work toward the strategic outcomes included in the Plan and ultimately, the vision for the Dubbo Regional Local Government Area.

The documents below outline the public reporting requirements Council will undertake to ensure that progress is monitored and maintained in our journey to 2040.



## Budget Review Statement

A revised estimate of income and expenditure with reference to Council's Statement of Revenue Policy.

**Frequency:** Prior to 1 December, 1 March and 1 June.



## Annual Report

Report on the achievements in implementing the Delivery Program principal activities and their effectiveness in achieving CSP objectives.

**Frequency:** Adopt by 30 November every year.



## Progress reports on the Delivery Program

Report on the progress of the measures included in the Delivery Program.

**Frequency:** Present to Council every six months.



## State of the Region Report

Report Council's achievements in implementing the CSP over the previous four years

**Frequency:** Present at the second meeting of the newly elected Council and included in the Annual Report in year of an election.







Cnr Church and Darling streets, Dubbo  
Cnr Nanima Crescent and Warne Street, Wellington  
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■ New     
 ■ Amended     
 ■ Deleted

### Theme 1: Housing

Publicly exhibited Towards 2040 Community Strategic Plan	Post-exhibition amendments
Housing meets the current and future needs of our community <ul style="list-style-type: none"> <li>A variety of housing types are located close to appropriate services and facilities</li> <li>Housing is affordable and secure</li> <li>Urban renewal is encouraged in the Dubbo Central Business District and Wellington Town Centre</li> <li>Public and social housing are integrated into residential areas</li> </ul>	Housing meets the current and future needs of our community <ul style="list-style-type: none"> <li>A variety of housing types <b>and densities</b> are located close to appropriate services and facilities</li> <li>Housing is affordable and secure</li> <li>Urban renewal <b>occurs</b> in the Dubbo Central Business District and Wellington Town Centre <b>to provide a variety of housing choice</b></li> <li>Public and social housing are integrated into residential areas</li> <li><b>Development opportunities are communicated to the community</b></li> </ul>
An adequate supply of land is located close to community services and facilities <ul style="list-style-type: none"> <li>Land is suitably zoned, sized and located to facilitate a variety of housing opportunities</li> <li>Adequate land is available in the villages for development</li> <li>Development is supported by a strategic and affordable infrastructure framework</li> <li>Development does not impact the agricultural production potential of rural land</li> </ul>	An adequate supply of land is located close to community services and facilities <ul style="list-style-type: none"> <li>Land is suitably zoned, sized and located to facilitate a variety of housing <b>types and densities</b></li> <li>Adequate land is available in the villages for development</li> <li>Development is supported by a strategic and affordable infrastructure framework</li> <li><b>Rural and productive agricultural land is managed sustainably</b></li> </ul>
Short-term and emergency accommodation is available <ul style="list-style-type: none"> <li>Short-term accommodation is available for the workforce associated with significant infrastructure, major projects and employment generators</li> <li>Crisis and emergency accommodation supports the needs of the community</li> </ul>	Short-term and emergency accommodation is available <ul style="list-style-type: none"> <li>Short-term accommodation is available for the workforce associated with significant infrastructure, major projects and employment generators</li> <li>Crisis and emergency accommodation supports the needs of the community</li> </ul>

**Theme 2: Infrastructure**

Publicly exhibited Towards 2040 Community Strategic Plan	Post-exhibition amendments
<p>The road transportation network is safe, convenient and efficient</p> <ul style="list-style-type: none"> <li>• Traffic management facilities enhance the safety and efficiency of the road network</li> <li>• The road network meets the needs of the community in terms of traffic capacity, functionality and connectivity</li> <li>• Additional flood-free road access over the Macquarie River at Dubbo is provided</li> <li>• Adequate and convenient car parking is available in commercial centres</li> <li>• Council works collaboratively with government and stakeholders on transport-related issues</li> </ul>	<p>The road transportation network is safe, convenient and efficient</p> <ul style="list-style-type: none"> <li>• Traffic management facilities enhance the safety and efficiency of the road network</li> <li>• The road network meets the needs of the community in terms of traffic capacity, functionality and <b>economic and social</b> connectivity</li> <li>• Additional flood-free road access over the Macquarie River at Dubbo is provided</li> <li>• Adequate and convenient car parking is available in commercial centres</li> <li>• Council works collaboratively with government and stakeholders on transport-related issues</li> </ul>
<p>Infrastructure meets the current and future needs of our community</p> <ul style="list-style-type: none"> <li>• Water and sewer infrastructure and services meet the current and future needs of the community</li> <li>• Solid waste management services meet the current and future needs of the community</li> <li>• Urban drainage systems meet the current and future needs of the community</li> <li>• Enhanced telecommunications coverage is available in the region</li> <li>• Council maintains infrastructure and delivers services at the adopted service levels as agreed with the community</li> <li>• Council utilises a modern and efficient plant fleet that meets operational needs</li> </ul>	<p>Infrastructure meets the current and future needs of our community</p> <ul style="list-style-type: none"> <li>• Water and sewer infrastructure and services meet the <b>current and future</b> needs of the community</li> <li>• Solid waste management services meet the <b>current and future</b> needs of the community</li> <li>• Urban drainage systems meet the <b>current and future</b> needs of the community</li> <li>• Enhanced telecommunications coverage is available in the region</li> <li>• Council maintains infrastructure and delivers services at the adopted service levels as agreed with the community</li> <li>• Council utilises a modern and efficient plant fleet that meets operational needs</li> </ul>
<p>The transportation network supports connections within and outside the region</p> <ul style="list-style-type: none"> <li>• State transportation infrastructure and services are maintained and enhanced</li> <li>• Appropriate and well-connected rail infrastructure is available</li> <li>• A network of cycleways and pedestrian facilities is provided and maintained</li> <li>• Community and business have convenient air access to a variety of destinations</li> <li>• Non-private transport services are available in our villages</li> </ul>	<p>The transportation network supports connections within and outside the region</p> <ul style="list-style-type: none"> <li>• <b>State transportation infrastructure and services are maintained and enhanced</b></li> <li>• Appropriate and well-connected rail infrastructure is available</li> <li>• A network of cycleways and pedestrian facilities is provided and maintained</li> <li>• <b>Our community has</b> convenient air access to a variety of destinations</li> <li>• <b>Public</b> transport services are available in our villages</li> <li>• <b>Roadside environments and entrance statements are developed and maintained</b></li> </ul>

**Theme 3: Economy**

Publicly exhibited Towards 2040 Community Strategic Plan	Post-exhibition amendments
<p>Visitor economy growth is supported</p> <ul style="list-style-type: none"> <li>• Diverse and unique tourism opportunities are explored, developed and supported</li> <li>• Visitor experiences in the region are of high quality, relevant and provide value for visitors</li> <li>• Events that foster cultural and recreational opportunities and community interaction are supported</li> <li>• Visitor accommodation is available to support tourist activities</li> </ul>	<p>Visitor economy growth is supported</p> <ul style="list-style-type: none"> <li>• Diverse and unique tourism opportunities are explored, developed and supported</li> <li>• Visitor experiences in the region are of high quality, relevant and provide value for visitors</li> <li>• Events that foster cultural, recreational and community interaction opportunities are supported</li> <li>• Visitor accommodation is available to support tourist activities</li> </ul>
<p>Employment opportunities are available in all sectors of the economy</p> <ul style="list-style-type: none"> <li>• Employment and investment opportunities for all sectors of the economy are fostered</li> <li>• Traineeships and employment pathways are available for all sectors of the community</li> <li>• The growth and development of the agricultural sector is supported</li> <li>• The Dubbo Central Business District and Wellington Town Centre are supported in increasing activity and development</li> <li>• Neighbourhood shopping centres provide attractive and convenient services and facilities</li> </ul>	<p>Employment opportunities are available in all sectors of the economy</p> <ul style="list-style-type: none"> <li>• Employment and investment opportunities for all sectors of the community are fostered</li> <li>• Traineeships and employment pathways are available for all sectors of the community</li> <li>• The growth, development and diversification of the agricultural industry is supported</li> <li>• The Dubbo Central Business District and Wellington Town Centre are supported by commercial activation programs and activities</li> <li>• Neighbourhood shopping centres provide attractive and convenient services and facilities</li> </ul>
<p>The opportunities and benefits of living, working and visiting the region are promoted</p> <ul style="list-style-type: none"> <li>• Marketing programs encourage new residents and skill attraction</li> <li>• Destination brands for Dubbo and Wellington are maintained and supported</li> <li>• Opportunities and unique offerings in the Local Government Area are promoted</li> </ul>	<p>The opportunities and benefits of living, working and visiting the region are promoted</p> <ul style="list-style-type: none"> <li>• Marketing programs encourage new residents and skill attraction</li> <li>• Destination brands for Dubbo and Wellington are maintained and supported</li> <li>• Opportunities and unique offerings in the Local Government Area are promoted</li> </ul>
<p>A strategic framework is in place to maximise the realisation of economic development opportunities for the region</p> <ul style="list-style-type: none"> <li>• Land is suitably zoned, sized and located to facilitate a variety of development and employment generating activities</li> <li>• The Dubbo Central Business District and Wellington Town Centre planning, development and investment are supported by long term plans</li> </ul>	<p>A strategic framework is in place to maximise the realisation of economic development opportunities for the region</p> <ul style="list-style-type: none"> <li>• Land is suitably zoned, sized and located to facilitate a variety of development and employment generating activities</li> <li>• The Dubbo Central Business District and Wellington Town Centre planning, development and investment are supported by long term plans</li> <li>• Major investment is proactively attracted and supported in line with regional opportunities</li> </ul>

**Theme 4: Leadership**

Publicly exhibited Towards 2040 Community Strategic Plan	Post-exhibition amendments
<p>Council provides transparent, fair and accountable leadership and governance</p> <ul style="list-style-type: none"> <li>• Council encourages two-way communication with stakeholders and the community</li> <li>• Council’s decision-making processes are open, transparent and accountable</li> <li>• Council provides quality customer service</li> <li>• Statutory requirements are met and services are provided in a cost-effective and timely manner</li> </ul>	<p>Council provides transparent, fair and accountable leadership and governance</p> <ul style="list-style-type: none"> <li>• Council encourages <b>and facilitates</b> two-way communication with <b>and between</b> stakeholders and the community</li> <li>• Council’s decision-making processes are open, transparent and accountable</li> <li>• Council provides quality customer service</li> <li>• Statutory requirements are met and services are provided in a cost-effective and timely manner</li> </ul>
<p>The resources of Council are well managed</p> <ul style="list-style-type: none"> <li>• The system of raising revenue is equitable and revenue from grants and other income sources are increased</li> <li>• Information management capabilities meet the requirements of Council and the community</li> <li>• A highly skilled, diverse and motivated workforce is maintained</li> <li>• The business activities of Council provide financial returns to the community</li> </ul>	<p>The resources of Council are <b>sustainably</b> managed</p> <ul style="list-style-type: none"> <li>• The system of raising revenue is equitable and revenue from grants and other income sources <b>is maximised</b></li> <li>• <b>Technological</b> capabilities meet the requirements of Council and the community</li> <li>• A highly skilled, diverse and motivated workforce is maintained</li> <li>• The business activities of Council <b>are financially sustainable and</b> provide financial returns to the community</li> <li>• <b>Service reviews are conducted to improve Council’s performance</b></li> </ul>

### Theme 5: Liveability

Publicly exhibited Towards 2040 Community Strategic Plan	Post-exhibition amendments
<p>The health and safety of the community is maintained and enhanced</p> <ul style="list-style-type: none"> <li>• Effective medical services and facilities are available</li> <li>• The needs of older people, people with a disability and vulnerable people are monitored to ensure appropriate services and facilities are available</li> <li>• There is an appropriate level of policing in the region</li> </ul>	<p>The health and safety of the community is <b>improved</b></p> <ul style="list-style-type: none"> <li>• Effective medical services and facilities are available</li> <li>• The needs of older people and people with a disability <b>and vulnerable people</b> are monitored to ensure appropriate services and facilities are available</li> <li>• There is an appropriate level of policing in our region</li> </ul>
<p>Our First Nations communities and cultures are recognised and celebrated</p> <ul style="list-style-type: none"> <li>• The health, education and well-being of our First Nations communities is improved</li> <li>• The culture of our First Nations people is celebrated</li> <li>• Items, areas and places of First Nations cultural heritage significance are protected and conserved</li> </ul>	<p>Our First Nations communities and cultures are <b>celebrated and enhanced</b></p> <ul style="list-style-type: none"> <li>• The health, education and well-being of our First Nations communities is improved</li> <li>• The culture of our First Nations people is <b>recognised and</b> celebrated</li> <li>• Items, areas and places of First Nations cultural heritage significance are protected and conserved</li> </ul>
<p>The lifestyle and social needs of the community are supported</p> <ul style="list-style-type: none"> <li>• The social services requirements of the community are met</li> <li>• A variety of youth activities and entertainment is available</li> <li>• Our community has access to a range of burial and interment options</li> </ul>	<p>The lifestyle and social needs of the community are supported</p> <ul style="list-style-type: none"> <li>• The social services requirements of the community are <b>identified and met</b></li> <li>• A variety of youth activities and entertainment is available</li> <li>• <b>People have</b> access to a range of burial and interment options</li> <li>• <b>Our community values domestic, companion and other animals</b></li> </ul>
<p>The community has access to a full range of educational opportunities</p> <ul style="list-style-type: none"> <li>• Access is available to a variety of high quality education facilities, opportunities and choice</li> <li>• Early childhood education meets the needs of the community</li> <li>• Access to a high standard of library services and facilities are available</li> </ul>	<p>Our community has access to a full range of educational opportunities</p> <ul style="list-style-type: none"> <li>• Access to a variety of high quality education facilities, opportunities and choice is available</li> <li>• <b>Childcare, preschools and after-hours care</b> meets the needs of the community</li> <li>• Access to a high standard of library services and facilities is available</li> </ul>
<p>Our community has access to a diverse range of recreational opportunities</p> <ul style="list-style-type: none"> <li>• Passive and active open space is located to maximise access and use by the community</li> <li>• Unique recreation and open space facilities are available</li> <li>• Our sporting facilities cater for a wide range of local, regional and state sporting events and opportunities</li> </ul>	<p>Our community has access to a diverse range of recreational opportunities</p> <ul style="list-style-type: none"> <li>• Passive and active open space is located to maximise access and use by the community</li> <li>• Unique recreational and open space facilities are available</li> <li>• Our sporting facilities cater for a wide range of <b>local, regional and state sporting</b> events and opportunities</li> </ul>

Publicly exhibited Towards 2040 Community Strategic Plan	Post-exhibition amendments
<p>The diversity of heritage, cultural services and facilities are maintained and promoted</p> <ul style="list-style-type: none"> <li>• Our community participates in and celebrates the high quality of cultural services and facilities available</li> <li>• Culturally and Linguistically Diverse peoples culture and heritage is celebrated</li> <li>• Existing arts and cultural facilities are leveraged to provide and promote complementary facilities and opportunity</li> <li>• Items of heritage significance are protected, conserved and adapted for re-use where are appropriate</li> </ul>	<p>The diversity of heritage, cultural services and facilities are maintained and promoted</p> <ul style="list-style-type: none"> <li>• Our community participates in and celebrates the high quality of cultural services and facilities available</li> <li>• Culturally and Linguistically Diverse peoples’ culture and heritage is celebrated</li> <li>• Existing arts and cultural facilities are leveraged to provide and promote complementary facilities and opportunity</li> <li>• Items of heritage significance are protected, conserved and adapted for re-use where are appropriate</li> </ul>

**Theme 6: Environmental Sustainability**

Publicly exhibited Towards 2040 Community Strategic Plan	Post-exhibition amendments
<p>We will achieve net zero emissions</p> <ul style="list-style-type: none"> <li>Investment in renewable energy opportunities are encouraged and supported</li> <li>Council buildings and facilities are energy efficient and utilise renewable energy supplies</li> <li>Alternative modes of transport are encouraged</li> <li>Existing and new development is sustainable and efficiently uses resources</li> </ul>	<p>We <b>will</b> achieve net zero emissions</p> <ul style="list-style-type: none"> <li>Investment in renewable energy opportunities are encouraged and supported</li> <li>Council buildings and facilities are energy efficient, <b>carbon neutral</b> and utilise renewable energy sources</li> <li>Alternative modes of transport are <b>available</b></li> <li>Existing and new development is sustainable, <b>has sufficient greenspace</b> and efficiently uses resources</li> </ul>
<p>We recognise and plan for the impacts of climate change</p> <ul style="list-style-type: none"> <li>The impacts of climate change are addressed with our community through identification and collaboration with all levels of government</li> <li>Water supply is provided efficiently and sustainably to our community</li> <li>Waste management processes adopt innovative and advanced technologies to reduce our environmental footprint and impact on the environment</li> <li>Our community is educated and encouraged to adopt sustainable practices in their daily activities</li> <li>We work with our community and partners to become more sustainable</li> </ul>	<p>We recognise, plan for <b>and respond to</b> the impacts of climate change</p> <ul style="list-style-type: none"> <li>The impacts of climate change are <b>identified and addressed through collaboration with our community and government</b></li> <li>Water supply is provided efficiently and sustainably to our community</li> <li>Waste management processes <b>adopt innovative and advanced technologies to</b> reduce our environmental footprint and impact on the environment</li> <li><b>Our community is educated and encouraged to adopt sustainable practices in their daily activities</b></li> <li><b>We work with our community and partners to become more sustainable</b></li> </ul>
<p>Land use management improves and sustains the built and natural environment</p> <ul style="list-style-type: none"> <li>The quality of the Macquarie, Talbragar and Bell river corridors is enhanced</li> <li>Urban stormwater discharge from the drainage network into receiving waters is limited</li> <li>Rural land managers are encouraged to promote sustainable agricultural and land management practices</li> <li>Endangered ecological communities, threatened species and environmental assets are protected</li> </ul>	<p>Land use management sustains and improves the built and natural environment</p> <ul style="list-style-type: none"> <li>The quality of the Macquarie, Talbragar and Bell river corridors are <b>managed and enhanced</b></li> <li><b>Urban</b> stormwater discharge <b>from the drainage network</b> into receiving waters is limited</li> <li><b>Rural and productive agricultural land is managed sustainably</b></li> <li>Endangered ecological communities, threatened species, <b>habitats</b> and environmental assets are protected</li> </ul>
<p>Our community is prepared for natural events and disasters</p> <ul style="list-style-type: none"> <li>People and property are protected from fire-related incidents</li> <li>Development does not place the community at risk from flood impacts</li> <li>Local emergency management organisations and local State Emergency Services are capable of responding to emergencies</li> </ul>	<p><b>We plan for and mitigate the impacts of natural events and disasters</b></p> <ul style="list-style-type: none"> <li>People and property are protected from fire-related incidents</li> <li>Development does not place the community at risk from flood impacts</li> <li>Local emergency management organisations and State Emergency Services are capable of responding to emergencies</li> </ul>