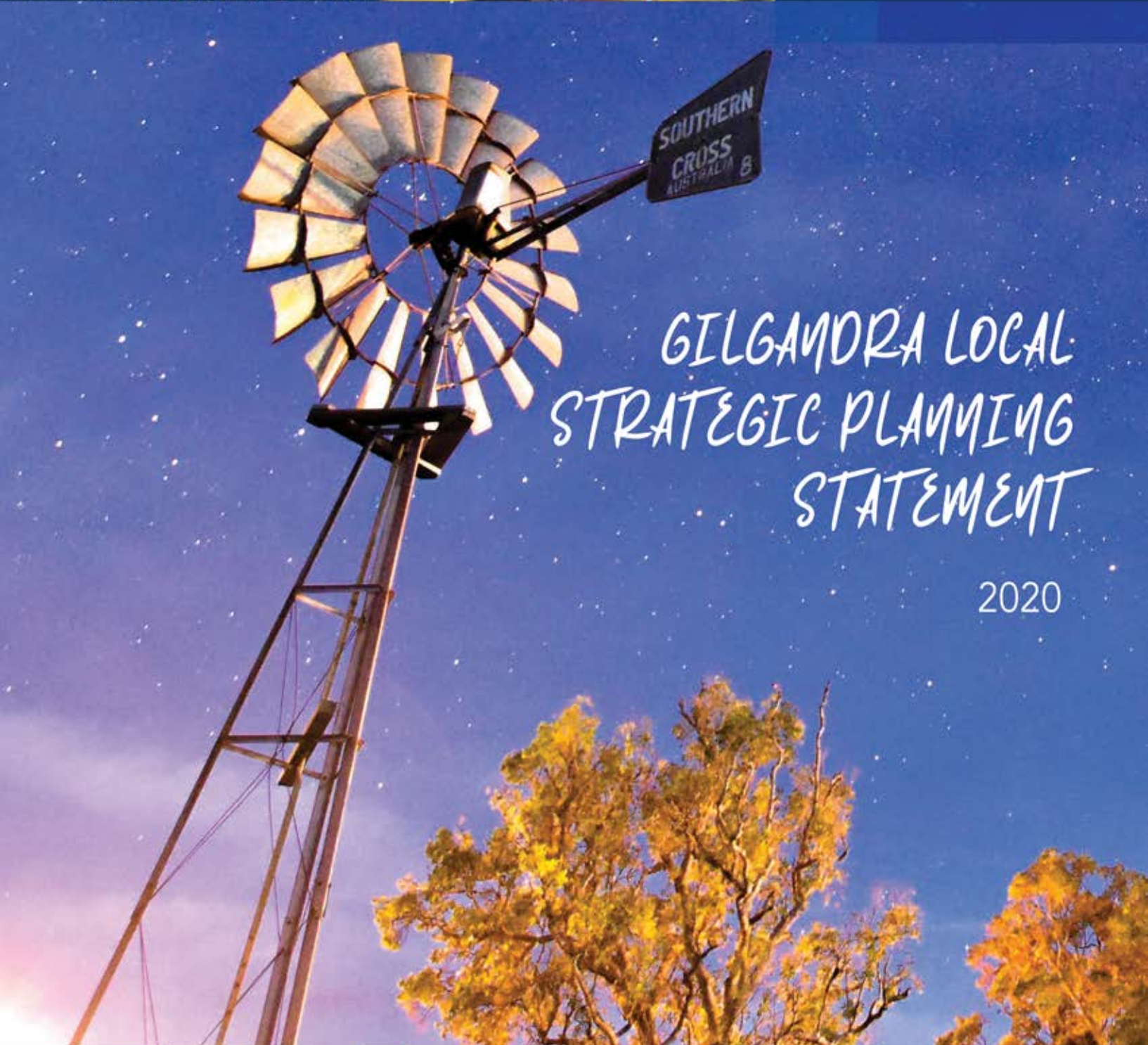




GILGANDRA
SHIRE COUNCIL

Live > Enjoy > Grow



GILGANDRA LOCAL STRATEGIC PLANNING STATEMENT

2020



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This Local Strategic Planning Statement has been prepared by Gilgandra Shire Council with the assistance of NSW Department of Planning, Industry & Environment.

About this Statement

This Local Strategic Planning Statement ('this Statement') sets the framework for Gilgandra Shire's economic, social and environmental land use needs over the next 20 years, outlining how we can maintain our core community assets and take advantage of new and diverse opportunities for growth.

This Statement identifies 9 Planning Priorities to achieve Council's vision for Gilgandra, along with actions and the means for monitoring and reporting on the delivery of these actions.

This Statement is consistent with Council's other plans, including:

- Local Environmental Plan (LEP),
- Development Control Plan (DCP),
- Community Strategic Plan (CSP)
- Cultural Strategic Plan, and
- Gilgandra Activation Blueprint.

Our Community Strategic Plan sets our vision as:

Gilgandra Shire is a strong and sustainable rural centre with a caring community that is building a future together.

And our values:

Integrity, leadership, inclusivity, selflessness, objectivity, accountability, openness, honesty, respect, professionalism, innovative, proactive, performance, consultative, strategic

This Statement also gives consideration to the:

- Central West and Orana Regional Plan 2036,
- the Regional Development Framework, the
- Destination Country and Outback NSW Management Plan 2018-2020, and the
- Castlereagh Regional Economic Development Strategy 2018-2022 amongst others.

Purpose of this Statement

All councils within NSW are required to prepare a local strategic planning statement to act as a link between the strategic priorities identified at a regional or district level, and more detailed planning at a local level expressed in council's LEP and DCP to ensure consistency in strategic planning approaches.

Policy Context

This Statement has been prepared in accordance with clause 3.9 of the *Environmental Planning and Assessment Act 1979* (EP&A Act) requiring that it must include or identify the following:

- (a) the basis for strategic planning in the area, having regard to economic, social and environmental matters,
- (b) the planning priorities for the area that are consistent with any strategic plan applying to the area and (subject to any such strategic plan) any applicable community strategic plan under section 402 of the *Local Government Act 1993*,
- (c) the actions required for achieving those planning priorities,
- (d) the basis on which the council is to monitor and report on the implementation of those actions.

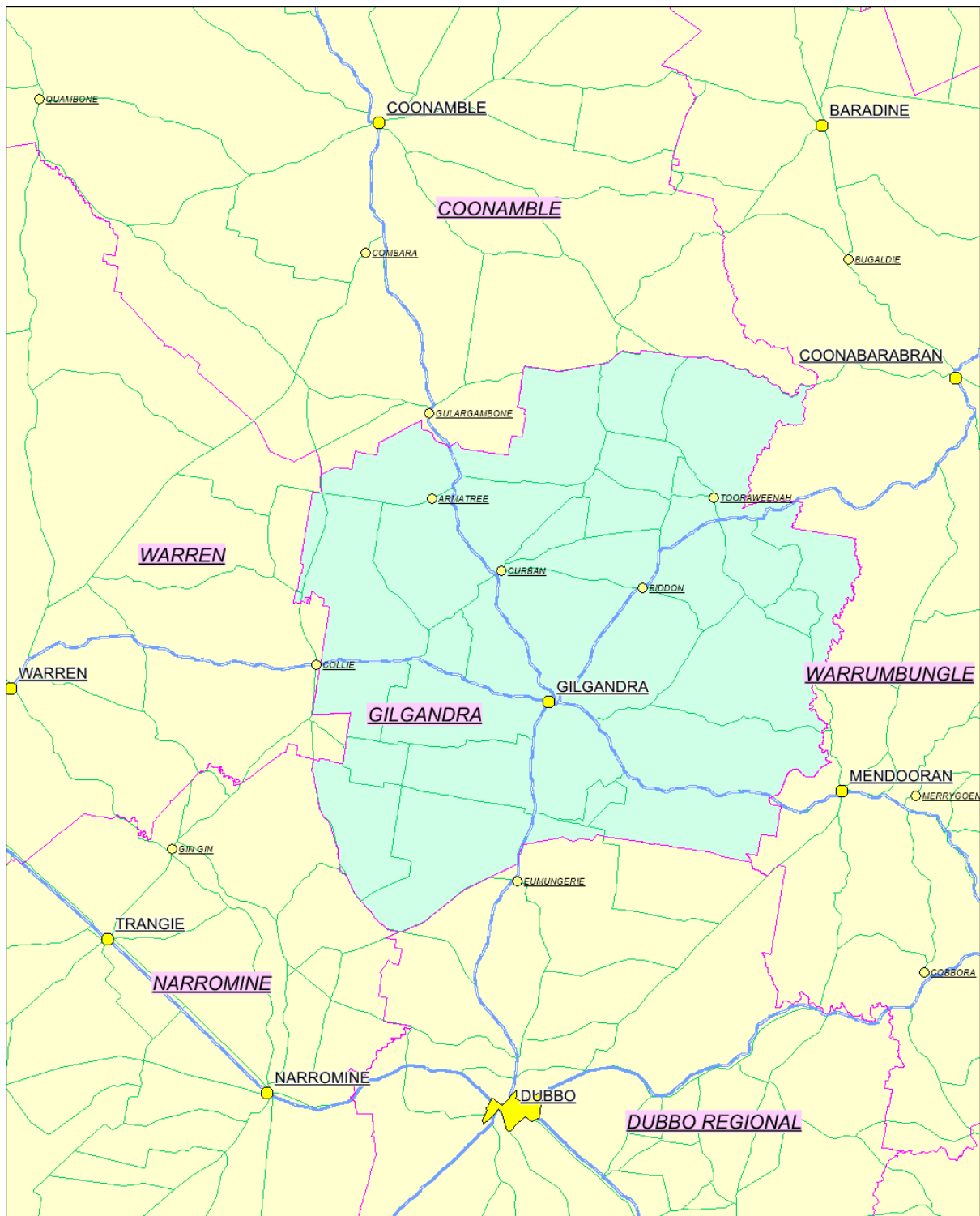
Consultation

Council prepared this Statement by building on the consultation carried out for the Integrated and Reporting framework in 2016-2017 as part of the Community Strategic Plan. Our close community (population 4,236) means that Council is able to easily give information and receive feedback from our residents through a variety of channels including face-to-face, written, email, social media, website, radio and newspaper.

This Statement also draws on a number strategies, ideas and actions from a variety of Council and regional plans which have previously undergone extensive formal consultation processes.

This Statement will be made available for community feedback for a minimum period of 28 days in May 2020 proceeding to Council for formal adoption before the end of June 2020.

GILGANDRA: Where We Are...



Our Place in NSW

Gilgandra is ideally placed at the centre of NSW half-way between Brisbane and Melbourne on the junction of the Newell, Oxley and Castlereagh highways. Gilgandra is connected through the state road and rail network, within a 45-minute drive to the major centre of Dubbo, and also has direct access through the port of Newcastle.

Utilising the highways which intersect the town, Gilgandra is a major transport hub, supporting traffic from the freight industry as well as tourism and the travelling public.

Because of our position within the state highway network, Gilgandra is central to a number of regional opportunities for development including the Commonwealth Government Inland Rail Project.



Our Community

The Gamilaroi, Wiradjuri and Wailwan people are the traditional owners of this land. The word Gilgandra is taken from an Indigenous language meaning “long water hole”.

Today, the Indigenous population of Gilgandra is 14% (2016 Census). This is significantly more than the state average of 2.9%.

Gilgandra was officially declared a town in 1888, with the Shire established in 1906. Gilgandra Shire has a land area of 4,836 kms², with an estimated population of 4,236. In addition to the township of Gilgandra, the Shire has two villages; Tooraweenah located at the southern entrance to the Warrumbungle National Park (estimated 233

persons), and Armatree in the north of the Shire (estimated 152 persons).

Gilgandra is located 65kms north of Dubbo, one of the largest inland cities in NSW. Through Dubbo our residents to have access to a base hospital, specialist medical services, employment opportunities and a regional airport.

The geography of the Shire is flat and highly suited to broad acre farming. Farming is a major contributor to the Gilgandra economy. In recent years health, disability services, and aged care have emerged as large employers in the community and form an important part of a diversified economy.





The population of Gilgandra Shire is 4,236 (2016)



14.1% of our population identify as Aboriginal and/or Torres Strait Islander (2016)



23.6% of our population is aged over 65 (2016)



The median age of our residents is 46 (2016)



The median age for Aboriginal people in our Shire is 23 (2016)



There is an average of 2.3 people per household (2016)



69.6% of our residents travel to work by car (2016)



The median personal income is \$509 per week (2016)



7.5% of residents in Gilgandra Shire hold a bachelor degree or equivalent (2016)



80.4% of people in Gilgandra Shire were born in Australia (2016)



7.1% of residents are unemployed (2016)



53.5% of residents work full-time (2016)



41.8% of people in Gilgandra Shire own their own house (2016)



Gilgandra Shire is 4,836km²



95.8% of people in Gilgandra Shire live in a house (2016)

Our Environment

Gilgandra is located on the Castlereagh River within a vast agricultural landscape, and includes parts of the Warrumbungle National Park. These ranges are a remarkable natural feature of the region and dominate the horizon of many parts of the Shire.

In 2018, Gilgandra became part of the first Dark Sky Park in the southern hemisphere. The Dark Sky Park aims to protect the night sky from light pollution and provide ideal conditions for astronomers and researchers working from the world-class Siding Spring Observatory.

Our climate in Gilgandra is reasonably mild experiencing frosts in winter and a number of hot days in the summer. Natural hazards have an impact on our community when they occur (e.g. 2013 bushfires in Warrumbungle National Park). The 1955 flood changed the way in which Council plans future land use, and the more frequent intensity of droughts significantly impact on the economy and have an effect on the well-being of our community.

Building resistance and adapting to natural hazards and climate change will be a focus for Council with the need to develop an Adverse Event Plan.

The recent approval of the Gilgandra Solar Farm is one example of how



Gilgandra is adapting to the change by diversifying its infrastructure. This is an environmentally and economically sound renewable energy project that will provide renewable energy to the local community as well as exporting to the national grid

Gilgandra is at the forefront of waste management, with community driven recycling and innovative waste solutions. Our Materials Recovery Facility (MRF) is operated by Carlginda, an Australian Disability Employment Enterprise for adults with an intellectual disability. These hard working staff members provide a great service to the community sorting our recycling and maintaining a high quality product for sale, which is re-invested back into our community waste management system. Carlginda also processes recycling from Bogan Shire.



Our Economy

Traditionally agriculture has been the most important industry for Gilgandra Shire. The Agriculture, Forestry and Fishing sector is the main economic contributor to the Gilgandra Shire, with 546 persons employed in this sector in 2016. The total output of agriculture by the Shire in 2016 was \$167m. Agricultural production includes wool, beef, legumes, lupins, chickpeas, fava beans, wheat and barley.

The health and community care industry has grown significantly, now emerging as large employers in Gilgandra. Our town has maintained a public hospital since 1916, as well as supporting three General Practice (GP) clinics, two dentists and a range of other allied health care services.

Gilgandra Shire Council manages Gilgandra Lifestyles which includes numerous aged care services such as the Cooee Lodge Hostel, Cooee Retirement Village, Jack Towney Hostel (Aboriginal Aged Care) and Community Care and Home Care Packages Program.

Gilgandra Shire Council also manages Orana Living, a National Disability Insurance Scheme (NDIS) approved provider of disability services to adults with intellectual disability aged 18-64 years. This service provides accommodation, supported living, activities, and life skills for their clients. Accommodation is purpose built and specialised for the clients needs. Five (5) new single/couple independent living accommodation for people with a disability will be complete in 2021.

Celebrating Gilgandra

Our town is a significant transport hub – Gilgandra sits at the junction of three highways (Newell, Oxley and Castlereagh), alongside the Dubbo-Coonamble-Gilgandra rail line.

The imminent new development of the Melbourne to Brisbane Inland Rail will consolidate Gilgandra as a major transport hub. Inland Rail is a once-in-a-generation greenfield project spanning more than 1,700 km and is the largest freight rail infrastructure project in Australia. It has a 10-year delivery schedule that will see Inland Rail operational in 2025.

In preparation for the Inland Rail project, the NSW government provided a \$3.9m grant to develop a new industrial precinct on the southern entry to Gilgandra. This funding provides a greater opportunity to attract industry to our town.

Gilgandra is a great place to live. The town has excellent schools, a comprehensive range of medical services, and diverse sporting facilities. The Gilgandra Sports Council is actively pursuing major upgrades and consolidation of existing community sporting facilities

to promote better health and social cohesion among our community.

The Cooee Heritage Centre (CHC) focuses on three main themes: our military history, Aboriginal artefacts, and local history with a focus on rural innovation and pioneering families.

Gilgandra is known as the Town of Windmills because prior to construction of the town water supply, every dwelling in the township drew water from a well in the backyard. It is recorded that over 300 windmills dotted the skyline at its peak.

Gilgandra is known as the Home of the Cooees because of a recruitment drive in 1915 during WWI known as the Cooee March. A contingent of 26 men left Gilgandra on foot marching their way to Sydney gathering recruits along the way. By the time they reached their destination their numbers had swelled to 263, making it one of the most successful enlistment strategy's at that time.

This culture of volunteerism continues today with over 200 volunteers directly involved with the operations of Gilgandra Shire Council services plus numerous active community groups such as CWA, Lions, as well as various sporting and recreational clubs.

Our Challenges

Gilgandra Shire experienced a 3.1% decline in population between 2016 and 2018. During the same period, the number of occupied dwellings also decreased.

Gilgandra Shire has a higher proportion of older persons (65 years and older - 23.6%) than the state average (15.8%). This demonstrates the continued need to provide housing choices for the aged to match these changing demographics. It also means a reduced available workforce. This places an importance on succession and workforce planning.

Our community has faced challenges from a decline in retail services, and also a reduction of jobs in the agricultural sector. These decreases are due to changes in how these practices traditionally operate. More modern equipment and technology reduces the need for manual labour.

Our Council relies on underground bore water, the future security of which is unknown. Under the Water Security for Regions Program, the NSW Government allocated \$366 million of Restart NSW funding to help regional communities improve water security and prepare for future drought conditions.

Gilgandra has two projects currently under consideration:

- Construction and augmentation of reticulation system and

Gilgandra Water Treatment Plant (Business Case); and

- Construction of a new Sewage Treatment Plant, pumping stations, sewer mains and associated works (Business Case).

Our current water infrastructure is aging and establishing water security for the township and surrounding villages is considered by Council to be essential for the longevity of the community.

Regional data indicates that there are a number of health concerns for our community which require consideration in future planning for our community to ensure there are limitations on harmful behaviours and an emphasis on healthy lifestyles.

These challenges include:

Health issue	Western NSW	NSW state av.
Diabetes	12.7%	8.7%
Overweight or obese	63.9%	52.3%
Physical inactivity	37.7%	33.4%
Smoking	18.2%	13.5%
Smoking while pregnant	22.1%	9.3%
Harmful use of alcohol	7.6%	5.4%

GILGANDRA: Our Vision

Live > Enjoy > Grow

Over the next 20 years Gilgandra Council is positioning itself to seize opportunities to grow and develop new employment, industry, and community service prospects while maintaining a relaxed, rural lifestyle.

Our communities enjoy regional liveability with urban accessibility. Gilgandra locals are positive about its future with emerging developments and opportunities for growth. Through Gilgandra Lifestyles, housing opportunities cater to a changing demographic, ensuring that elderly residents are provided with retirement living, without the need to leave town. The Council has built strong and exceptional health, disability, and aged care services.

Known as an innovative transport hub, Gilgandra boasts a diversified and prosperous economy, leveraging both road and rail options. With its strategic positioning at the junction of three major highways, Gilgandra's location is a major advantage in attracting new growth industries which require road/rail connectivity. Our new industrial estate will be essential to attracting new and diverse business to our town.

Inland Rail is in the beginning of its construction, and we are yet to realise the full extent of its impact on our

community, but Council is committed to embracing new opportunities for growth and development in our Shire.

Gilgandra is also an ideal rest point for the traveller offering a wide range of heritage tourism (CHC and Tooraweenah village) and is a gateway to the Warrumbungle National Park.

Agricultural production, including livestock grazing and large-scale cropping, remain our primary economic drivers within the community. This industry is reliant on favourable environmental conditions. A strong, sustainably based economy is the foundation for our continued prosperity.

Gilgandra Council has a number of key community assets which will be maintained and enhanced into the future including the Cooee Heritage Centre and Art Gallery (upgrades 2020), Carlginda Materials Recovery Facility, our open green parks, sporting facilities (McGrane upgrades 2019-20), community halls (Tooraweenah 2019), and library (The GIL).

This statement sets 9 Planning Priorities across three themes:

1. *a vibrant and connected community;*
2. *a diversified and prosperous economy; and*
3. *an environmentally conscious and sustainable community.*

GILGANDRA OUR VISION:

Live > Enjoy > Grow

Over the next 20 years Gilgandra Council is positioning itself to seize opportunities to grow and develop new employment, industry, and community service prospects while maintaining a relaxed, rural lifestyle.

THEME ONE

A vibrant and connected community

Planning Priority 1

Promote local identity, social cohesion and health and well-being

Planning Priority 2

Increase digital connectivity

Planning Priority 3

Infrastructure connectivity for people and freight

THEME TWO

A diversified and prosperous economy

Planning Priority 4

Industry diversification

Planning Priority 5

Attract and retain business and industry

Planning Priority 6

Education and opportunities for local employment

THEME THREE

A Healthy and sustainable environment

Planning Priority 7

Water Security and Waste management

Planning Priority 8

Protecting the natural, built and Aboriginal heritage

Planning Priority 9

Adapting to change

Achieving our Vision

Gilgandra Council will achieve this 20-year vision for our community through our identified 9 Planning Priorities that are consistent with the:

- Gilgandra LEP 2011
- Gilgandra DCP 2011 and
- Gilgandra Community Strategic Plan 2017/2018 – 2026/2027

Actions

Gilgandra Council's 9 Planning Priorities will be delivered through actions to be undertaken by Council over the coming years. These may include the preparation of further community consultation during the development of targeted strategies or policies, implementation of specific projects, or amendments to existing Council planning documents such as our LEP or DCP.

Implementation, Monitoring and Reporting

Council will monitor and report on the implementation of our actions to ensure that the planning priorities are achieved. This will be aligned with other Council's review and reporting processes and fall within the with the Integrated Planning and Reporting (IP&R) framework under the *Local Government Act 1993*.

Review of our LEP, DCP, CSP, and IP&R are conducted in line with relevant legislation. Annual reporting, quarterly progress reports, Regional State of the Environment Reports, and end of term reports will also contribute to future reviews of this Statement.

This Statement will be reviewed at least every seven years pursuant to section 3.9(1) of the *Environmental Planning and Assessment Act 1979*. The next review is in 2027.

A Vibrant and Connected Community

Planning Priority 1

Promote local identity, social cohesion and health and well-being

Rationale

Many people from Gilgandra have deep family roots and strong connection to a “local” identity. Strengthening culture and inclusion will build a more cohesive community.

The World Health Organisation defines health as “a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.” Gilgandra can provide its residents with a safe place to live, affordable services and housing, employment opportunities, and a relaxed lifestyle. These elements contribute towards good sense of health and wellbeing in our community.

There are 126 community facilities across the local government area managed by Gilgandra Council (worth \$44.2m) and include health and medical facilities, open space, sporting facilities, preschool, skate park, community halls, and library. These services have been built up over generations and are integral to its future. Gilgandra Shire seeks to maintain a secure and diverse range of medical services in the community that are accessible to all residents.

Proactive community health initiatives are important social investments for the future of Gilgandra and include accessible active transport connections from affordable housing or aged care accommodation to key facilities in town.

Actions

- Address social infrastructure needs, such as open space and community facilities.
- Encourage and support community driven festivals and events.
- Increase housing diversity in line with community needs.
- Ensure appropriate access to transport and cycle/walkability are considered in any new residential land developments.
- Enhancing sporting and recreation facilities and opportunities to support healthy exercise and new sporting prospects.

A Vibrant and Connected Community

Planning Priority 2

Increase digital connectivity

Rationale

Digital technology is driving huge changes in the global economy. Reliable mobile phone and device connectivity with access to high quality broadband network is critical for Gilgandra because technology has the power to overcome the disadvantages of distance in regional areas. Smart technology can also level the social equity playing-field for residents of rural areas, through increased access to educational, employment, and social opportunities.

Connectivity underpins resilience and growth by delivering vital services, greater productivity for business and efficient emergency management. An increase in access to technology will result in greater productivity and innovation in rural areas, from revolutionizing the agricultural sector to innovative online business and retail.

While the NBN has made it to Gilgandra, our rural and village residents still receive substandard mobile phone coverage. This is a significant barrier to growth in technological business in these areas. Through the recent Gilgandra Activation Blueprint (2019) our community has identified a need for greater community and business access to "hotspot" technology in our CBD.

Actions

- Develop digital connectivity strategies beneficial to Gilgandra residents.
- Develop a Regional Smart City Strategy in conjunction with relevant State and Commonwealth agencies, to identify projects that provide best practice in delivering services, engaging with our community, and facilitating data access equity.
- Increase interaction with our community via social media and media technology to inform, engage, and receive feedback.
- Implement actions from the Gilgandra Activation Blueprint (2019) to provide more digital "hotspot" technology in our CBD to support innovative business and community start-ups.
- Advocate for infrastructure to support reliable mobile connectivity across our entire Shire (particularly in Tooraweenah and Armatree).

A Vibrant and Connected Community

Planning Priority 3

Infrastructure connectivity for people and freight

Rationale

Our road network of over 1,499km, comprises 123km of state highways, 60km regional roads, 238km of sealed roads, and 982km of unsealed roads.

Gilgandra Aerodrome is regularly used by the Royal Australian Air Force (Hercules training), The Royal Flying Doctors service, air ambulances (both commercial and state), as well as private users.

Gilgandra, is located just 65km north of Dubbo, meaning residents have access to Dubbo airport providing direct return services from Dubbo to Sydney, Brisbane, Melbourne, Newcastle, Broken Hill, Walgett, Lightning Ridge, and Bourke. However, public transport to and from Gilgandra to Dubbo is not easily accessible or frequent. CountryLink buses run one daily service from Lightning Ridge through Gilgandra to Dubbo with rail connection to Sydney's Central Station. Therefore, the vast majority of trips made by our people are by car, presenting particular challenges for aging and disadvantaged groups.

Actions

- Advance Gilgandra's strategic transport location by supporting any strategies that advocate freight and transport linkages.

- Develop and implement evidenced based freight and transport strategies that integrate the key regional freight network and support the recommendations of the Transport for NSW Connecting the Central West and Orana Transport Program.
- Identify opportunities for delivery of complimentary investments and infrastructure to leverage off the Inland Rail project, with a strong focus on the proposed industrial subdivision adjacent to the existing rail corridor.
- Work with Transport NSW to implement the Gilgandra Active Transport Strategy PAMP and Bike Plan (2016).
- Update Gilgandra LEP to give effect to any regional strategic transport plan recommendations relating to transport corridors.
- Advocate for more public transport options that connect Gilgandra and the region, including consideration of future driverless options.
- Advance a business case to encourage construction for modern and efficient infrastructure that provides connectivity between Inland Rail and the existing Country Rail network (Dubbo to Coonamble line) at Curban.

A Diversified and Prosperous Economy

Planning Priority 4

Industry Diversification

Rationale

Gilgandra Shire, like so many other rural communities is faced with significant challenges in the agricultural sector. The decline of employment numbers in agriculture has made the need to diversify the economy even more essential for Gilgandra's future.

Shifting global demands for food, driven by the growing Asian market, provides an agricultural market opportunity. To succeed in these markets, reliability of supply, cost effective transport, and a reputation as a supplier of quality and sustainably produced food is required.

Valuable input to the local economy from visitors provides employment opportunities. The connectivity of the highways through Gilgandra means that our tourism sectors (motels, cafes and restaurants, retail and cultural businesses) have a steady influx of business from travelling public.

The community and Council have invested heavily in medical infrastructure to ensure the community has exceptional access to essential medical and allied health services.

In light of the new Industrial estate, Gilgandra will strive to attract new investment and a diverse range of jobs, including agriculture, health, education, retail, manufacturing, and tourism.

New industry has the potential to develop in the form of renewable energy sources.

Actions

- Provide opportunities for local community engagement to help determine economic development projects and priorities.
- Prioritise and support projects that can demonstrate the creation of new jobs and education/training pathways in the region and will help to build a diverse multi-skilled workforce.
- Continue to implement strategies identified in the Gilgandra Activation Blueprint (2019) to support local business and community events.
- Implement Gilgandra Cultural Precinct Strategic Plan (2018) focused on movements of visitors between key tourist destinations within our Shire.
- Support the uptake of new business/industry opportunities within Gilgandra's new industrial estate.
- Undergo the Gilgandra River Restoration and Beautification Project, which defines opportunities to add value to the environment whilst promoting sand extraction and associated industries.

A Diversified and Prosperous Economy

Planning Priority 5

Attract and Retain Business and Industries

Rationale

Agriculture remains the largest employer of local residents in Gilgandra Shire. The community acknowledges agriculture remains our main source of local employment and has a direct link into our local economy. Therefore, recent declines in employment numbers in agriculture are of concern to the community.

The rise in the demand for aged care and health services along with changing economic and social patterns provides new opportunities for careers in the field of health in Gilgandra.

Encouraging non-traditional business and investment to the region to increase economic activity has been achieved through Gilgandra Lifestyles. Council will continue to seek innovative solutions for employment within our community.

Population decline is a challenge especially to sustain minimum population numbers in our villages to maintain security for levels of services relating to business and industry.

There is potential to capture more of the regional tourism market by promoting the accessibility and affordability of staying in Gilgandra at the junction of three major highways.

Actions

- Understand trends and future business and industry needs across the region to ensure this statement and future land use plans remain relevant over time.
- Continue to grow opportunities for multi-use entrepreneurial community spaces identified in the Gilgandra Township Activation Blueprint (2019) such as 'The GIL'.
- When reviewing the Gilgandra LEP, avoid potential land use conflicts between agriculture and other land uses through appropriate land zones.
- Leverage opportunities from regional tourism (such as Taronga Western Plains Zoo and Warrumbungle National Park), while supporting new and innovative tourism ideas.
- As Gilgandra is already a natural stopping point along the three highways, enhance opportunities to capture more of this tourism market.
- Actively support agricultural diversification, innovative farming practices, and value adding industries for all primary production.

A Diversified and Prosperous Economy

Planning Priority 6

Expand Education and Opportunities for Local Employment

Rationale

It is widely acknowledged that meaningful employment results in not only improved income for the individual, family and communities, but also enhances opportunities for self-development, improved self-esteem and reduced social isolation.

Gilgandra is fortunate to be able to provide the community with education from childcare through to tertiary education at Gilgandra TAFE. Innovation in tertiary and vocational education and training delivery will assist regional towns adapting to digital change, and potentially leveraging new opportunities stemming from these new technologies.

Further expanding tertiary education services and online access to education will decrease isolation and sustain community wellbeing, particularly in our smaller villages. The NSW Government is committed to delivering better community access to quality vocational education and training through technology improvements to support global competitiveness and innovation. Strategies to support young and Indigenous people gain meaningful local employment will strengthen the future of our community.

Actions

- Council to continue to maintain good relationships with our local schools.
- Continue to grow opportunities for community start-up 'hot-desk' spaces.
- Providing local cadetships, traineeships or apprenticeships.
- Supporting the creation of a diverse workplace within Council.
- Seek to build opportunities for local youth to come back into employment in Gilgandra after completion of university education.
- Explore opportunities to provide creative outlets (workshops, exhibitions, pop-up shops) for people to grow their entrepreneurial skills.
- Continue to provide training opportunities for local businesses supporting their aspirations.
- Gilgandra Council is now providing a Nursing scholarship in partnership with Charles Sturt University (CSU). Continue to grow our relationship with CSU offering traineeships and other learning partnerships where possible.

A Healthy and Sustainable Environment

Planning Priority 7

Water Security and Waste Management

Rationale

Water security is paramount for Gilgandra Shire for urban water supply, the maintenance of a healthy environment, and for the agriculture sector. Fluctuating river water levels, bore quality, equitable distribution of water allocations, increasing costs for infrastructure such as dams, pipelines and irrigation are just some of the issues facing the region that require strategic planning.

Water security is a major challenge for the sustainable growth and resilience of Gilgandra. Our people are dependent on our water resources (from a series of bores) and there is a risk that our water supply could come under pressure in the future due to droughts, higher temperatures and growing demand. Projects that provide greater water security are strongly supported by Council.

Gilgandra Shire Council is committed to ongoing improvement to the recycling and waste services for residents. Carlginda's MRF provides high-quality sorting of recycling resources. Some of our plastics are sold regionally to the Australian Recycling Centre located in Narrabri, improving our profit margins through reduced transport costs.

The Gilgandra Community Recycling Centre (CRC) and DrumMuster programs provides a safe place to dispose of problem wastes ensuring these hazardous materials are kept out of our landfill.

Actions

- Undertake review of the Gilgandra Shire DCP to include guidance and controls on water sensitive urban design.
- Continue to collect baseline data of the water, waste water, and waste infrastructure needs of the LGA.
- Continue to be a member of NetWaste and participate in innovative and strategic planning for waste management in the region.
- Develop an Infrastructure strategy to enhance water security that is not wholly reliant on groundwater sources and investigate opportunities for more water storage.
- Develop an Infrastructure Strategy to provide villages with reticulated potable water.

A Healthy and Sustainable Environment

Planning Priority 8

Protecting the Natural, Built and Indigenous Heritage

Rationale

In Gilgandra we value culture and heritage. Indigenous locals have a strong connection to place, which is central to their identity. Significant places of Aboriginal culture and heritage exist throughout the LGA.

Our built heritage is a mix of the old and the new. Gilgandra's main street retains many features of the art deco period in which it was constructed. New developments (such as the supermarket built in 2010) have also been designed with the art deco style in mind. There are significant homesteads and farm buildings dotted throughout the shire of local heritage significance, along with historic villages and cemeteries.

Gilgandra Council takes the protection and maintenance of our historic sites seriously and employs a consultant Heritage Advisor to advise on proposals for heritage sensitive sites. Council also administers an annual Local Heritage Project offering local residents who own a heritage property, or live in the heritage precinct, financial incentive to maintain their assets.

St Ambrose Church (managed by Anglican Diocese of Bathurst) is listed as a State Heritage Item. This church was gifted to Gilgandra from St. Ambrose Church Bournemouth,

England in recognition of our town's remarkable war service record.

The Corduroy Road Ruins (managed by Gilgandra Shire Council) was listed on the State Heritage Register in 2018 and is a remnant of road constructed for use by Cobb & Co.

Actions

- Improve opportunities for passive recreation around our natural and heritage assets.
- Work with the Local Aboriginal Land Council and local Aboriginal people to identify and protect Indigenous cultural heritage items and sites into the future.
- Continue to offer the Local Heritage Projects program to local residents and community groups.
- Investigate opportunities to protect and maintain the Corduroy Road Ruins.
- Upgrades to the Cooee Heritage Centre will focus on protecting our heritage and promoting the culture of Gilgandra community.

A Healthy and Sustainable Environment

Planning Priority 9

Adapting to change

Rationale

Climate change research predict warmer and drier conditions causing reduced stream flows, more severe droughts, extreme weather events and increased bushfire risk in the future.

Drought, water security, and flood plain management are essential natural hazard management priorities for Gilgandra. The potential impact on agricultural production, requires informed land use decision-making and an increase in sustainable agricultural practices by land owners.

Gilgandra Shire Council will also show leadership by committing to transitioning its energy needs to renewable sources, creating healthy public spaces, and resilient infrastructure.

To ensure public spaces are attractive and usable, areas such as the Gilgandra CBD will need to combat urban heat with tree canopy and vegetation, creating cool areas for its residents and visitors to take respite. Council will develop an urban tree strategy that will identify areas and species to be planted out. Council will also encourage new developments to provide shade trees in carparks and areas of public open space by ensuring appropriate controls in our DCP.

Actions

- Incorporate controls into the Gilgandra Shire DCP for greater enhanced environmental outcomes.
- Develop an urban tree strategy for future amenity in and around Gilgandra and villages.
- Continue to invest in recycling operations in Gilgandra and investigate further opportunities to remove waste from landfill (organics options, education campaigns, e-waste, soft plastics, etc.)
- Investigate opportunities to reduce Councils carbon emissions.
- Investigate opportunities to participate in the Biodiversity Offset Scheme on Council owned land.
- Ensure Gilgandra's LEP identifies suitable locations for future growth needs in energy production, water consumption, etc. and avoid potential land use conflicts with agricultural uses.
- Undertake a flood study for Gilgandra and update our LEP accordingly.

Appendix

References

Gilgandra Shire Council

Gilgandra Active Transport Strategy PAMP and Bike Plan (2016)

Asset Management Plans (2014)

Community Engagement Strategy (2017)

Community Participation Plan (2019)

Community Strategic Plan 2017/2018 – 2026-2027 (2017)

Long-Term Financial Plan 2018/2019 – 2026/2027 (2018)

Delivery Program 2017-2018 to 2020-2021 (2017)

Disability Inclusion Action Plan (2017)

Gilgandra Cultural Precinct Strategic Plan 2018/2019 – 2027/2028 (2018)

State of the Environment Report (2019)

Operational Plan 2019-2020 (2018)

Gilgandra Local Environmental Plan (LEP) (2011)

Gilgandra Development Control Plan (DCP) (2011)

Gilgandra Activation Blueprint (2019)

Gilgandra Economic Development Strategy (2018)

Gilgandra Community Based Heritage Study (2009)

Regional Plans

Central West and Orana Regional Plan 2036 – Implementation Plan 2017-2019 (2017)

Regional Development Framework (2017)

Destination Country and Outback NSW Destination Management Plan 2018 – 2020 (2018)

Castlereagh Regional Economic Development Strategy 2018-2022 (Incorporating Gilgandra and Warrumbungle Shire Councils) (2018)

Plan	Gilgandra Planning Priority (PP)
Gilgandra Active Transport Strategy PAMP and Bike Plan	PP1, PP3
Gilgandra Asset Management Plans	PP1, PP2, PP5, PP8
Community Engagement Strategy	PP1
Community Participation Plan	PP3, PP4, PP7, PP8, PP9
Gilgandra Community Heritage Based Study	PP1, PP8
Community Strategic Plan Delivery Program 2017-2018 to 2020-2021 Operational Plan 2019-2020	
Themes (T)	
(T1) Sense of Place	PP1, PP8
(T2) Community Engagement	PP1
(T3) Land Use Planning and Sustainable Environment	PP4, PP5, PP9
(T4) Strategic Leadership	PP1, PP6
(T5) Economic Development	PP4, PP5
(T6) Asset Management and Service Delivery	PP7
(T7) Legislation & By-Laws	N/A
(T8) Representation and Collaboration	PP2, PP3, PP7
Long-Term Financial Plan 2018/2019 – 2026/2027	PP1, PP7, PP8
Disability Inclusion Action Plan	PP1, PP6
Gilgandra Cultural Precinct Strategic Plan 2018/2019 – 2027/2028	PP1, PP3, PP8
Gilgandra Township Activation Blueprint & Place Plan	
Action Plan (AP)	
(AP1) Strengthen the structure plan for the Township	PP1, PP4, PP5, PP7, PP8, PP9
(AP2) Create a CBD Community Hub: The Gil	PP1, PP2
(AP3) Connect the CBD tourist anchor and revitalised river corridor	PP8
(AP4) Create gateway entrances	PP1
(AP5) Activate key CBD spaces	PP4, PP5, PP8
(AP6) Support local businesses to thrive	PP5
(AP7) Build on local and community events	PP1
(AP8) Strengthen industrial and agribusiness precincts	PP3, PP4, PP5, PP6
Gilgandra Economic Development Strategy	
Goals (G)	

(G1) Support local business development	PP2 , PP4, PP5
(G2) Foster and facilitate external investment including the attraction of new residents to the Shire	PP4, PP6
(G3) Harness key developments and strategic opportunities	PP1, PP2. PP3. PP4. PP5, PP7
(G4) Ensure good governance and strategic leadership	PP1, PP7, PP9
Castlereagh Regional Economic Development Strategy 2018-2022 (Incorporating Gilgandra and Warrumbungle Shire Councils)	
Strategy (S)	
(S1) Boost key industries access to market and labour to reduce cost of transport, transactions, treatment and training	PP3. PP5. PP6
(S2) Invest in water and energy utilities infrastructure to achieve a sustainable economy and improve quality of life	PP7, PP9
(S3) Develop and enhance the regional lifestyle as attractive for work, leisure and business	PP1, PP8
(S4) Develop and promote a broad event and destination profile to increase visitation, and diversify the economy	PP1, PP2, PP4, PP5
(S5) Build support for local businesses by taking advantage of Inland Rail, integrating advantage into major projects and tenders and providing business upskilling opportunities	PP3, PP5, PP6
Central West and Orana Regional Plan 2036 – Implementation Plan 2017-2019	
Directions (D)	
(D1) Protect the region’s diverse and productive agricultural land	PP4, PP5
(D2) Grow the agribusiness sector and supply chains	PP3, PP5
(D3) Develop advanced manufacturing and food processing sectors	PP3, PP4, PP5
(D4) Promote and diversify regional tourism markets	PP2, PP4, PP5, PP6
(D5) Improve access to health and aged care services	PP5, PP6
(D6) Expand education and training opportunities	PP6
(D7) Enhance the economic self-determination of Aboriginal communities	PP1, PP8
(D8) Sustainably manage mineral resources	N/A
(D9) Increase renewable energy generation	PP9
(D10) Promote business and industrial activities in employment lands	PP4, PP5, PP6
(D11) Sustainably manage water resources for economic opportunities	PP7
(D12) Plan for greater land use compatibility	PP5, PP7, PP8, PP9
(D13) Protect and manage environmental assets	PP8
(D14) Manage and conserve water resources for the environment	PP7, PP9
(D15) Increase resilience to natural hazards and climate change	PP9
(D16) Respect and protect Aboriginal heritage assets	PP8
(D17) Conserve and adaptively re-use heritage assets	PP8
(D18) Improve freight connections to markets and global gateways	PP3
(D19) Enhance road and rail freight links	PP3

(D20) Enhance access to air travel and public transport	PP3
(D21) Coordinate utility infrastructure investment	PP7
(D22) Manage growth and change in regional cities and strategic and local centers	PP3, PP5
(D23) Build the resilience of towns and villages	PP1, PP6, PP9
(D24) Collaborate and partner with Aboriginal communities	PP1, PP3, PP6
(D25) Increase housing diversity and choice	PP1
(D26) Increase housing choice for seniors	PP1
(D27) Deliver a range of accommodation options for seasonal, itinerant and mining workforces	N/A
(D28) Manage rural residential development	PP1
(D29) Deliver healthy built environments and better urban design	PP1
Regional Development Framework	
Programs (P)	
(P1) Providing quality services and infrastructure in regional NSW	PP2, PP3
(P2) Aligning effort to support growing regional centers	PP2, PP5, PP6
(P3) Identifying and activating economic potential	PP4, PP5

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- Sheep – Barbara Scott
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GILGANDRA LSPS: Actions Table

THEME ONE

A vibrant and connected community

Planning Priority 1

Promote local identity, social cohesion and health and well-being

Actions

- Address social infrastructure needs, such as open space and community facilities.
- Encourage and support community driven festivals and events.
- Increase housing diversity in line with community needs.
- Ensure appropriate access to transport and cycle/walkability are considered in any new residential land developments.
- Enhancing sporting and recreation facilities and opportunities to support healthy exercise and new sporting prospects.

Planning Priority 2

Increase digital connectivity

Actions

- Develop digital connectivity strategies beneficial to Gilgandra residents.
- Develop a Regional Smart City Strategy in conjunction with relevant State and Commonwealth agencies, to identify projects that provide best practice in delivering services, engaging with our community, and facilitating data access equity.
- Increase interaction with our community via social media and media technology to inform, engage, and receive feedback.
- Implement actions from the Gilgandra Activation Blueprint (2019) to provide more digital “hotspot” technology in our CBD to support innovative business and community start-ups.
- Advocate for infrastructure to support reliable mobile connectivity across our entire Shire (particularly in Tooraweenah and Armatree).

Planning Priority 3

Infrastructure connectivity for people and freight

Actions

- Advance Gilgandra's strategic transport location by supporting any strategies that advocate freight and transport linkages.
- Develop and implement evidenced based freight and transport strategies that integrate the key regional freight network and support the recommendations of the Transport for NSW Connecting the Central West and Orana Transport Program.
- Identify opportunities for delivery of complimentary investments and infrastructure to leverage off the Inland Rail project, with a strong focus on the proposed industrial subdivision adjacent to the existing rail corridor.
- Work with Transport NSW to implement the Gilgandra Active Transport Strategy PAMP and Bike Plan (2016).
- Update Gilgandra LEP to give effect to any regional strategic transport plan recommendations relating to transport corridors.
- Advocate for more public transport options that connect Gilgandra and the region, including consideration of future driverless options.
- Advance a business case to encourage construction for modern and efficient infrastructure that provides connectivity between Inland Rail and the existing Country Rail network (Dubbo to Coonamble line) at Curban.

THEME TWO

A diversified and prosperous economy

Planning Priority 4

Industry diversification

Actions

- Provide opportunities for local community engagement to help determine economic development projects and priorities.

- Prioritise and support projects that can demonstrate the creation of new jobs and education/training pathways in the region and will help to build a diverse multi-skilled workforce.
- Continue to implement strategies identified in the Gilgandra Activation Blueprint (2019) to support local business and community events.
- Implement Gilgandra Cultural Precinct Strategic Plan (2018) focused on movements of visitors between key tourist destinations within our Shire.
- Support the uptake of new business/industry opportunities within Gilgandra's new industrial estate.
- Gilgandra River Restoration and Beautification Project which defines opportunities to add value to the environment whilst promoting sand extraction and associated industries.

Planning Priority 5

Attract and retain business and industry

Actions

- Understand trends and future business and industry needs across the region to ensure this statement and future land use plans remain relevant over time.
- Continue to grow opportunities for multi-use entrepreneurial community spaces identified in the Gilgandra Township Activation Blueprint (2019) such as 'The GIL'.
- When reviewing the Gilgandra LEP, avoid potential land use conflicts between agriculture and other land uses through appropriate land zones.
- Leverage opportunities from regional tourism (such as Taronga Western Plains Zoo and Warrumbungle National Park), while supporting new and innovative tourism ideas.
- As Gilgandra is already a natural stopping point along the three highways, enhance opportunities to capture more of this tourism market.
- Actively support agricultural diversification, innovative farming practices, and value adding industries for all primary production.

Planning Priority 6

Education and opportunities for local employment

Actions:

- Council to continue to maintain good relationships with our local schools.
- Continue to grow opportunities for community start-up 'hot-desk' spaces.
- Providing local cadetships, traineeships or apprenticeships.
- Supporting the creation of a diverse workplace within Council.
- Seek to build opportunities for local youth to come back into employment in Gilgandra after completion of university education.
- Explore opportunities to provide creative outlets (workshops, exhibitions, pop-up shops) for people to grow their entrepreneurial skills.
- Continue to provide training opportunities for local businesses supporting their aspirations.
- Gilgandra Council is now providing a Nursing scholarship in partnership with Charles Sturt University (CSU). Continue to grow our relationship with CSU offering traineeships and other learning partnerships where possible.

THEME THREE

A Healthy and Sustainable Environment

Planning Priority 7

Water Security and Waste management

Actions:

- Undertake review of the Gilgandra Shire DCP to include guidance and controls on water sensitive urban design.
- Continue to collect baseline data of the water, waste water, and waste infrastructure needs of the LGA.
- Continue to be a member of NetWaste and participate in innovative and strategic planning for waste management in the region.

- Develop an Infrastructure strategy to enhance water security that is not wholly reliant on groundwater sources and investigate opportunities for more water storage.
- Develop an Infrastructure Strategy to provide villages with reticulated potable water.

Planning Priority 8

Protecting the natural, built and Aboriginal heritage

Actions:

- Improve opportunities for passive recreation around our natural and heritage assets.
- Work with the Local Aboriginal Land Council and local Aboriginal people to identify and protect Indigenous cultural heritage items and sites into the future.
- Continue to offer the Local Heritage Projects program to local residents and community groups.
- Investigate opportunities to protect and maintain the Corduroy Road Ruins.
- Upgrades to the Cooee Heritage Centre will focus on protecting our heritage and promoting the culture of Gilgandra community.

Planning Priority 9

Adapting to change

Actions:

- Incorporate controls into the Gilgandra Shire DCP for greater enhanced environmental outcomes.
- Develop an urban tree strategy for future amenity in and around Gilgandra and villages.
- Continue to invest in recycling operations in Gilgandra and investigate further opportunities to remove waste from landfill (organics options, education campaigns, e-waste, soft plastics, etc.)
- Investigate opportunities to reduce Councils carbon emissions.

- Investigate opportunities to participate in the Biodiversity Offset Scheme on Council owned land.
- Ensure Gilgandra’s LEP identifies suitable locations for future growth needs in energy production, water consumption, etc. and avoid potential land use conflicts with agricultural uses.
- Undertake a flood study for Gilgandra and update our LEP accordingly.

Version Control

Date	Version	Status	Comments
	0.1	Draft	To go to April Council Meeting