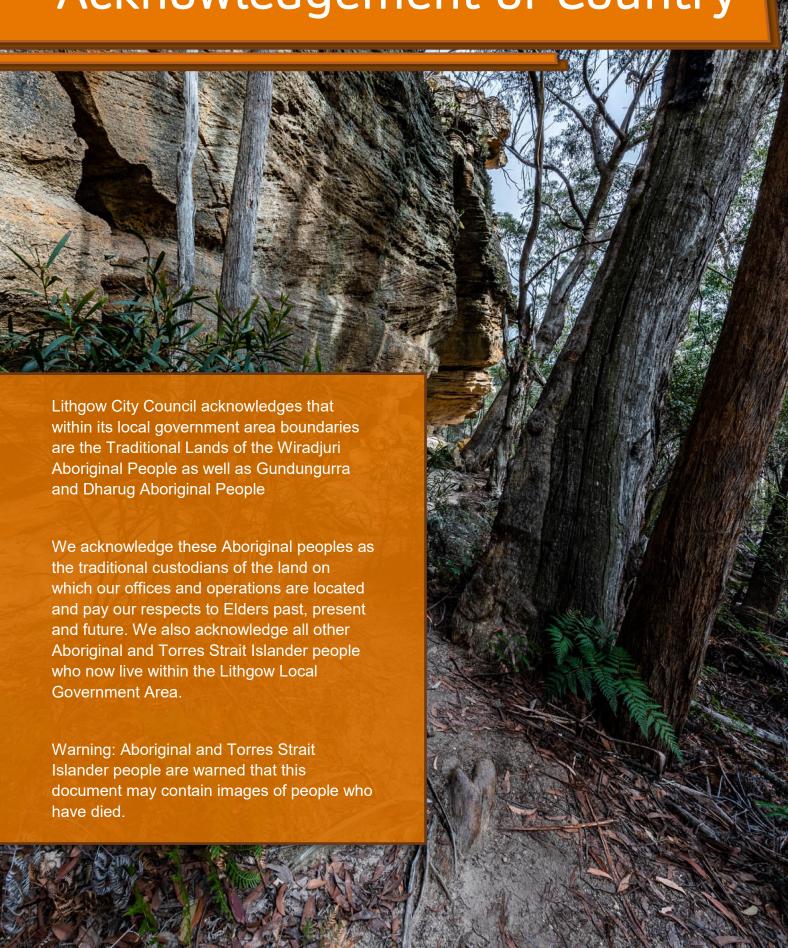
A 20 YEAR STRATEGIC PLAN TO SET OUT LAND USE DIRECTIONS AND PRIORITIES FOR THE FUTURE OF LITHGOW.







Mayor's Message

As Mayor, it is my privilege to present the *Lithgow 2040 Local Strategic Planning Statement* which provides a long-term vision and direction for the future of land use planning in Lithgow.

Our region is currently undergoing change, from our core demographics to our key industries This presents new opportunities as well as new challenges. To ensure the best possible outcomes for our community, we

need sound strategic direction. We must retain the character of our region and lifestyle whilst also embracing new opportunities.

Council is planning for a Lithgow where more people and families call our beautiful region home. We envisage around 4000 new residents over the next 20 years; an increase of our total population by almost 20%.

Our statement also acknowledges our unique positioning as a key connection point between metropolitan Sydney and the Central West. Lithgow is well placed to benefit from the economic and population growth in Sydney's west and the new Western Sydney International Airport.

While this statement guides the growth of our region for the next twenty years, Council cannot achieve it alone. To ensure that we achieve our vision, Council will collaborate with the community, State Government, as well as many other public and private stakeholders to ensure the best possible outcomes for Lithgow.

I encourage you to read the Lithgow 2040 Local Strategic Planning Statement to understand the challenges that we face, how we will respond to those challenges and what Lithgow will look like in 2040.

Councillor Ray Thompson

Mayor of Lithgow



The Local Strategic Planning Statement (LSPS) is an important document which builds upon Council's planning framework to provide an overarching vision for our community.

Council has developed the *Lithgow Local Strategic Planning Statement 2040* which will act as the driving force for strategic planning over the next 20 years, providing a link between our Community Strategic Plan and other local land use plans, policies and strategies.

Our world is constantly changing with new ideas and technologies which change how we live, work and play. It is through the LSPS that Council demonstrates how we are responding to the challenges of a changing community, environment, and economy.

The LSPS has been heavily influenced by the community's feedback we received from the Community Strategic Plan 2030 – 'Our Place...Our Future' - and other land use related strategic plans such as the Lithgow Land Use Strategy 2010-2030. This document demonstrates how Council is going to protect and enhance these values going forward to 2040.

Council will be closely monitoring and reporting on the progress of the actions identified in our LSPS to ensure transparency. As part of the monitoring and reporting, Council will be reviewing the LSPS on a regular basis to ensure the document stays relevant and reflects the values and aspirations of our community.

Council's LSPS shows how community and Council can work together to build a future that we all are proud of without losing what makes our LGA special.





Contents











Acronyms and Version

ABS: Australian Bureau of Statistics

CSP: Community Strategic Plan

CWORP: Central West Oriana Regional Plan

DCP: Development Control Plan

DMP: Destination Management Plan

DPIE: Department of Planning, Industry and

Environment

FFDI: Forest Fire Danger Index

EP&A Act: Environmental Planning and

Assessment Act 1979

LEP: Local Environmental Plan LGA: Local Government Area

LSPS: Local Strategic Planning Statement

LUS: Land Use Strategy

WSUD: Water Sensitive Urban Design

Version	Notes					
0.1	Adopted Draft LSPS at council meeting for public exhibition 24.02.2020.					
0.2	Amended Draft LSPS to include feedback from consultation period as reported to Council on the 22.06.2020					
1.0	Adopted by Council at the Ordinary Meeting of Council 22 June 2020 Minute No. 20 - 149					

The Purpose Of The Local Strategic Planning Statement

In March 2018, the Department of Planning, Industry and Environment (DPIE) amended the Environmental Planning and Assessment Act 1979 (EP&A Act) to introduce new requirements for local councils to prepare Local Strategic Planning Statements (LSPS). This change sought to shift the planning system to be proactive, rather than reactive, to development and would enshrine the role of strategic planning at a local council level in Section 3.9 of the EP&A Act.

To facilitate the paradigm shift, the LSPS was introduced as a mechanism for local councils to envision the future direction of their region. The Lithgow City Council Local Strategic Plan is the response of the Lithgow City Council to Part 3 of the EP&A Act and acts to provide direction on our community's social, environmental and economic land use needs for the next 20 years.

This LSPS provides an overarching strategic direction of how Lithgow City Council is planning for the present and the future. This statement identifies the local issues and needs of the community, and establishes priorities to which planning instruments will need to be amended or reinforced to facilitate future planning directions.

The key themes for our LSPS are:

- Liveability
- Infrastructure
- Economy
- Environment

The Role of the LSPS

- Create a 20 year land use vision for the Lithgow region.
- Identify special characteristics that contribute to local identity
- Recognise shared community values and how it will be maintained or enhanced.
- Identify and manage new growth
- Identify and give effect to directions located within the Central West and Orana Regional Plan.
- Identify gaps of knowledge where further strategic planning work is needed

The LSPS however is not a standalone document and needs to contextualize itself within existing strategic directions at both a local and state level. This includes documents such as Regional Plans, Local Environmental Plans, Development Control Plans, and Community Strategic Plans.

Through the outcome of the LSPS, changes may be identified at a local council level and will require planning tools such as the LEP, DCP or other local Council plans to be amended as means to implement actions flowing through from the Regional Plan.

This is the first LSPS created by the Council and will come into effect by 1st July 2020. As per legislative requirements, the LSPS will be reviewed every 7 years.

How To Read This Plan

VISION



An overarching statement which provides a broad strategic planning direction for the Lithgow region and gives rise to the role of Lithgow in a regional context

STRUCTURE MAP



A series of maps that spatially represent the outcomes of the LSPS. The maps will depict key areas, themes and locations where the priorities and actions are to be implemented.

FOUR THEMES



Lithgow City Council has adopted 4 themes that tie into the Regional Plan, Community Strategic Plan and other council plans to ensure orderly and sustainable development.



ronment Liveahil



Economy



Infrastructure

PLANNING PRIORITIES



An identification of outcomes that need to be achieved to meet regional and local plans.



ACTIONS



A list of work to be undertaken to achieve the planning vision and planning priorities.



IMPLEMENTATION



An evaluation of how Lithgow City Council will complete the actions set out in the LSPS. This includes establishing timelines and creating indicators to measure the successful implementation of actions.



Regional Context

The Lithgow Local Government Area (LGA) is located on the western boundaries of the Blue Mountains, about 140km West of Sydney. The LGA is defined as a regional LGA, being located within the Central West Region of NSW, outside the western periphery of the Sydney Metropolitan Area . The LGA borders the local government areas of Bathurst, Hawkesbury, Singleton, Blue Mountains, Mid-western Regional, and Oberon Councils.

The Lithgow LGA covers approximately 4,516 km² of which roughly 55% is covered by national parks and state forests. These protected lands in the region are home to rich biodiverse ecosystems and contain significant amounts of environmental and social value for the state and our local residents.

Outside of the protected areas, Lithgow's population is dispersed between the three towns, four villages, several hamlets, and the wider regional areas in the rural north and south in dispersed rural lifestyle dwellings. The majority of the regions population is located in Lithgow which acts as a central hub for employment, commercial activities, and essential services which agglomerates primarily around the town main street.

The region is steeped in rich Indigenous and colonial heritage, being coined the 'Birthplace of the Australian iron and steel industry' with strong ties to its pioneer and railway history which is celebrated and cherished by our residents. Our area is home to a significant amount of Aboriginal Sites and one declared Aboriginal Place, Maiyingu Marragu (Blackfellows Hand), situated in the Traditional Lands of the Wiradjuri Aboriginal People as well as Gundungurra and Dharug Aboriginal People which hold symbolic

spiritual importance for our Indigenous population. Our colonial and pioneer heritage sites include historically important places such as Lithgow Blast Furnace, Portland Foundations and Zig Zag Railway which documented our changing role in aiding the development of a burgeoning Sydney.

The strategic position of Lithgow is vital to the regions future as it serves as a key connection between the rural west and Sydney through the Great Western Highway and Bells Line of Road, and marks a transitory point between urban and rural. All freight and road travel from Sydney to the rural and central west and vice versa must travel through Lithgow.

As recorded in the 2016 ABS census, 21,090 people called Lithgow home. From 2011 to 2016, Lithgow's population grew by 916 new residents, growing the LGA's total population by 4.5% (or 0.89% per annum). Council believes that through proactive leadership, Lithgow's population will continue to grow at 0.89% p.a., reaching 25,500 residents by 2040. This is in contrast to the NSW Department of Planning, Industry and Environment (DPIE) population projections 2019 which predicts a small population climb continuing on to 2021 followed by a steady decline in population onwards to 2042; a common

trend shared with other regional LGA's.

Lithgow Local Profile





Average Household Size Housing



9,689

Dwellings

Medium and High Density

10%

Weekly

Weekly Median Median Rent

Mortgage

Households with a Mortgage

(30.2% in 2011) Households Renting

23%

(24% in 2011)

Median Age 45

(42 in 2011)

Couples with children... 22.4% Couples without children... 24.9% One parent families... 11.2% Group Households... 2.2% Lone Persons... 29.6% Other...





Aboriginal or Torres Strait Islander

1209 (5.7%)



Born Overseas 9.3%

Speaks a language other than English

Economy

Contribution to local economy

1. Mining 23%

2. Public Admin

3. Tourism 6%

4. Utility Services 5. Construction 6. Health and Social Assistance

6% \$61m

5% \$60m

5%

Employment per sector

1. Health and 2. Retail Trade 3. Admin 4. Accommodation Social Care

and Food Services

11.6%

9.6%

Unemployment Rate

Participation Rate

Education

University Qualification



25% (23.8% in 2011)

Source: Profile ID

Our Planning Precincts

Portland



1,062

Total Dwellings:

Portland

Estimated Population

2,429

Occupied Private Dwellings

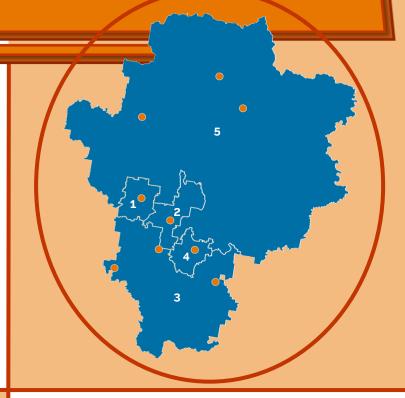
964 (90.8%)

Population in Non-Private **Dwellings**

22 (0.9%)

Average Household Size

2.39





5,795

Wallerawang

Estimated Population

2,450

Occupied Private Dwellings

900 (93.3%)

Population in Non-Private Dwellings

111 (4.5%)

Average Household Size

2.56

Rural South

Estimated Population

2,150

Occupied Private Dwellings

906 (87.4%)

Population in Non-Private **Dwellings**

11 (0.5%)

Average Household Size

2.34

Total Dwellings:

1,036

964

Average Household Size

261 (2.2%)

2.21

Rural North

Estimated Population

2,177

Occupied Private Dwellings

688 (81.8%)

Population in Non-Private **Dwellings**

449 (20.6%)

Average Household Size

2.5



7

Community Values

Council has undertaken significant amounts of community consultation regarding its strategic planning duties in the recent past to gauge public interest and values. The values below were derived from previous consultations such as the Lithgow CSP in 2016, Land Use Strategy 2010-2030 and the Lithgow 2040: Our Place Our Future survey. The following techniques were used in order to facilitate previous community consultation programs:

- · Resident feedback registers
- Online/telephone surveys
- Community and stakeholder workshops and forums
- Public meetings
- Drop-in information sessions
- · Community satisfaction surveys
- Media Releases
- Have your say website and newsletter
- Councillor strategic planning workshops and sessions



Heritage

- Celebrating our local heritage.
- Preserving and maintaining local historical buildings.
- Identifying and respecting indigenous heritage.



Proximity to major centres

- Relatively close to Sydney.
- Rail and road opportunity to access Sydney metro area.
- Close proximity to regional centres such as Bathurst.



Cohesive and inclusive society

- Supporting indigenous and cultural linguistic communities.
- Appropriate recreational offerings for a range of abilities and ages.
- Community being involved in decision making processes of Council.



Scenic and conservation areas/landscapes

- Protecting and promoting the natural environment.
- Identifying vulnerable areas within Lithgow.
- Manage and protect our water resources and waterways.



Lifestyle

- Ensure that the LGA remains affordable.
- Provide a variety of housing options.



Local character and identity

- Protect our character areas from overdevelopment.
- Retain unique character of our rural areas and townships.

Metro Context Map



Figure 2: Relationship between Lithgow and Metropolitan Sydney. Population growth towards Lithgow is constrained by the topography and protection status of the Blue Mountains.

Regional Context Map

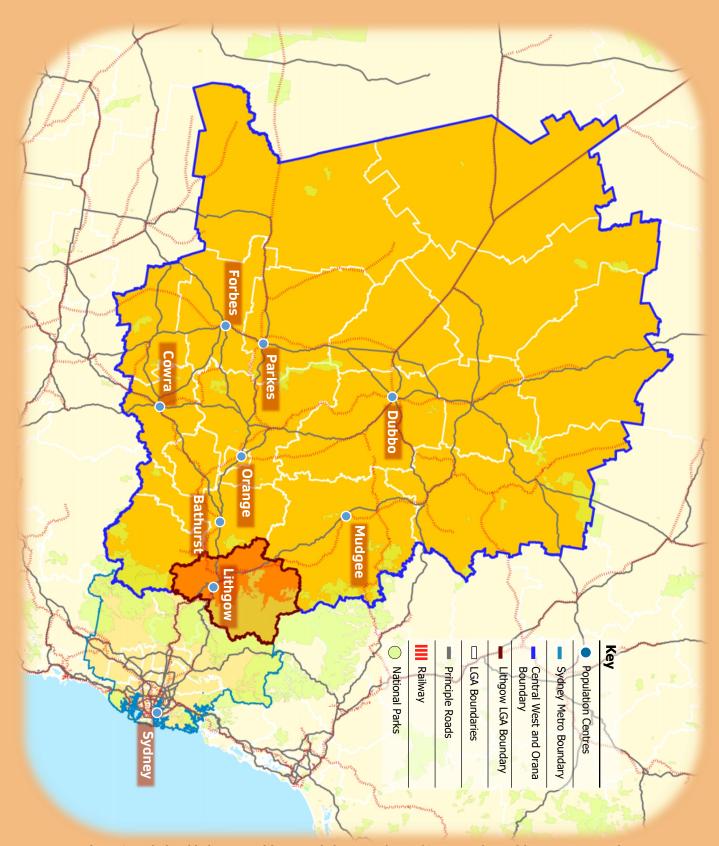


Figure 3: Relationship between Lithgow and The Central West/Orana Regions. Lithgow acts as a primary funnel point for rural west in to the Sydney market and vice versa.

Regional Planning Context

The Central West and Orana Regional Plan 2036

The Central West and Orana Regional Plan (CWORP) sets out the strategic land use planning direction for the region over the next 20 years. The plan estimates that by 2036, the regions population would increase to 308,950, inviting an additional 23,450 persons to live in the region, primarily in regional cities such as Bathurst, Orange and Dubbo. To achieve the vision of the CWORP, the department has created 29 strategic directions under the following four goals:

- 1. The most diverse regional economy in NSW
- 2. A stronger, healthier environment and diverse heritage
- 3. Quality freight, transport and infrastructure networks
- 4. Dynamic, vibrant and healthy communities

From these priorities, local councils need to guide further investigations on how each council will achieve each priority. This LSPS will link how Lithgow Council will achieve the strategic directions set out in the CWORP.

Future Priorities of Lithgow as per the CWORP



Maintain the primacy of Lithgow's main streets and central business district



Develop transport and freight connections that capitalise on Lithgow's proximity to Sydney



Leverage opportunities from the LGA's locations and rural character to support diverse industries such as tourism

20 Year Economic Vision for Regional NSW

This Plan identifies the Lithgow Functional Economic Region as a Metro-satellite. This is due to our proximity and connectivity to economic centres of major economic activity, in particular Western Sydney and Sydney and eastern ports as well as the concentration of high economic growth mining industry.

The Plan identifies the following global mega trends as opportunities for expansion of regional NSW:

- The rise of Asia
- Demographic and social change
- Rapid Urbanisation
- Digital disruption

The plan identifies engine industries that will drive regional NSW economy over the next 20 years that includes seven established sectors and three emerging sectors. These are as followed:

Established Industries

- Agribusiness and Forestry
- Resources and Mining
- Tertiary Education and Skills
- Health and Residential Care
- Freight and Logistics
- Defence
- Tourism and Hospitality

Emerging Industries

- Renewable Energy
- Advanced Manufacturing
- Technology enabled primary industries

Given the proximity to Sydney, its range of endowments and the presence of most of the "engine industries", Lithgow is well placed to foster future business investment in the region when transitioning its economy from one dominated by mining and electricity generation to a more diverse economy.

Vision



'The Lithgow region is an ideally located strategic centre with an evolving economy and a resilient and connected community which embraces its proud heritage and world class natural environment'.

Over the next 20 years, Council will be actively working to maintain and enhance our community values; our unique lifestyle, our rich identity, and our pristine natural environment. All our communities, both rural and urban will play a part in shaping Lithgow's future and aid in helping to achieve its economic, social and environmental goals.

Business in Lithgow will grow and thrive, supported by a strong focus on our emerging tourism destination profile, leveraging our close proximity to Sydney and rural NSW. Previously dominant industries such as resource extraction will still play a part in the regions economic output, but will be robustly supported by new employment lands that will offer a range of diverse opportunities; particularly for our youth. Our commercial precincts will form the vibrant heart of our towns and villages, offering unique boutique experiences and services. Our main streets will be attractive and vibrant destinations for shopping, restaurants and entertainment, underpinned by their heritage and artistic values.

The Lithgow region will continue to be an attractive lifestyle option for those seeking a rural or 'tree change' lifestyle. Our residents value their ability to live in a semi-rural environment that is only a hour and a half away from metropolitan Sydney and less than an hour to Bathurst. The majority of our population will live in or closely surrounding our existing centres of Lithgow, Portland and Wallerawang to build upon existing infrastructure and community services. Our larger and older population will mean that we will be living in smaller, more centralised

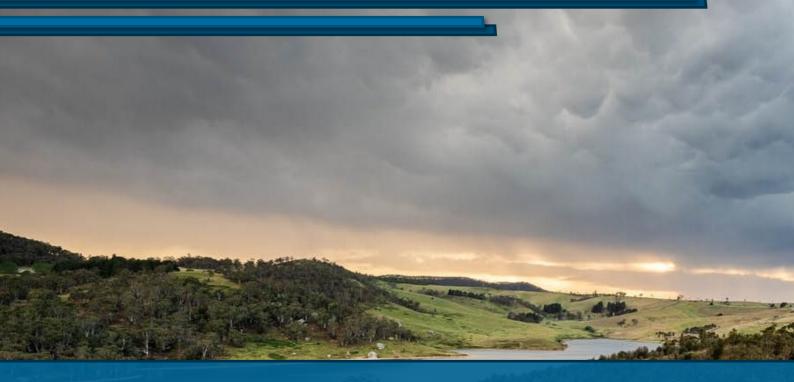
dwellings around retail, service and transport nodes serviced by efficient public transport and road networks. Higher densities in our town centres achieved through medium density dwellings will be fundamental to achieving sustainable growth in our town centres.

Our rural villages will continue to build upon their unique character through alternative lifestyle opportunities and events which are intrinsically linked to their distinct character. Growth will occur in our rural areas but it will be respectful of the constraints and existing land uses of our hinterlands.

Our natural environment has and will continue to be the draw card of the Lithgow region. Council will be better equipped to recognise and protect areas of significant environmental value while supporting development which shows high environmentally sensitive design. Our national parks will be better connected to our social and tourism infrastructure while our homes and businesses will respect the dangers of natural disasters that can come from our natural areas with new developments being located further away from bushfire and flood risk areas.

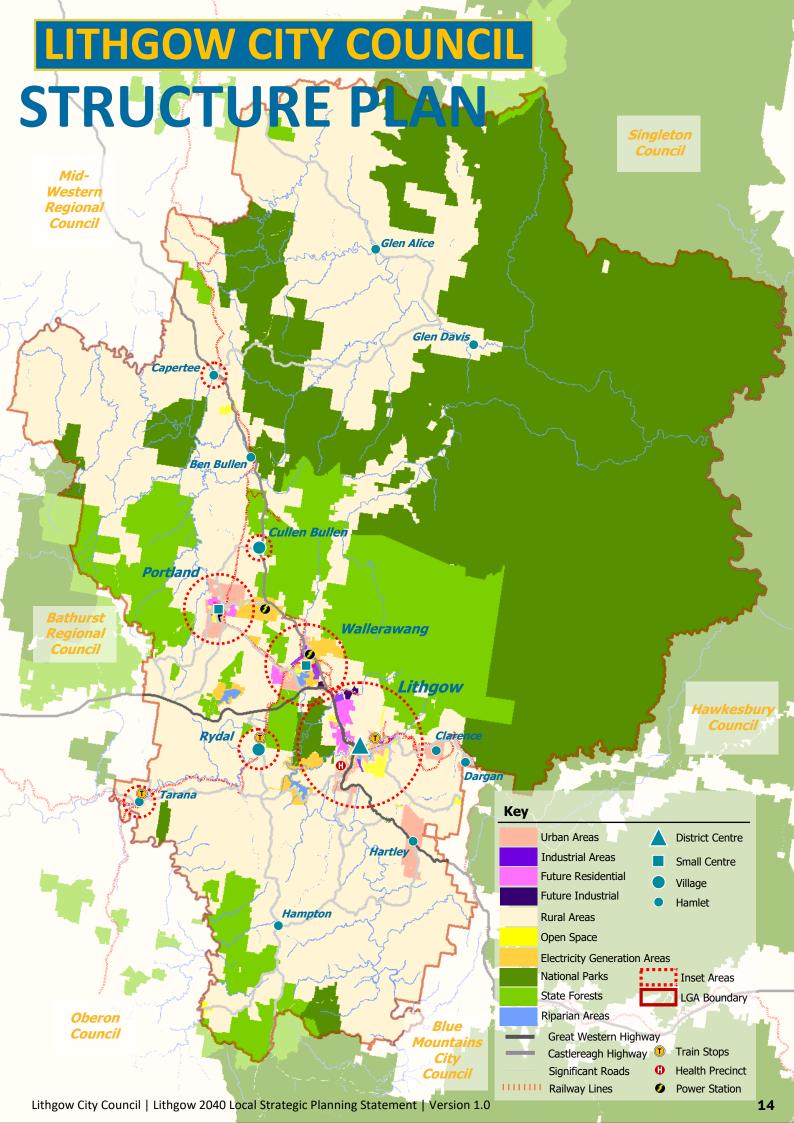
Our identity will only strengthen in time with a greater appreciation for our heritage. In the future, our heritage will be better understood and celebrated with the activation of dormant heritage items being cared for by the public.

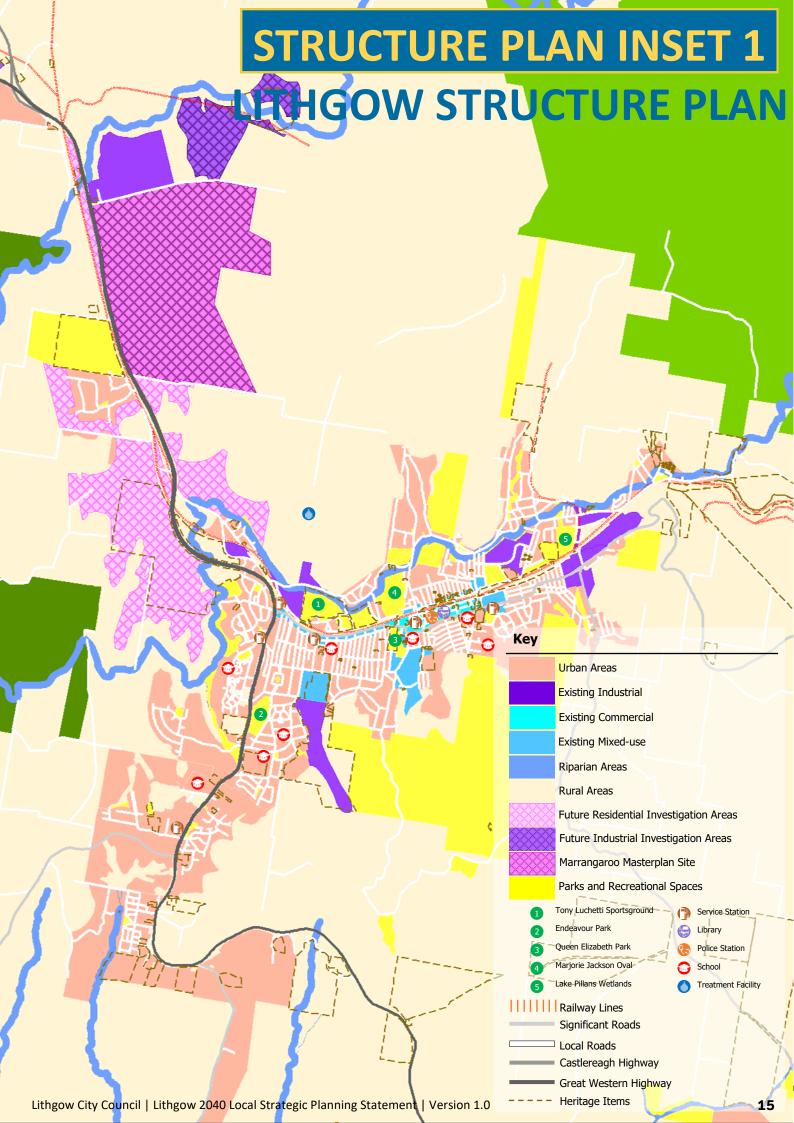
Structure Plans



Lithgow will grow and change over the lifetime of the LSPS. The following structure plans are a visual representation of where these changes will occur. They focus on our urban areas where the biggest change to our LGA will occur. It is important to note that while no new areas may be identified on some of the maps, our towns and villages still contain existing growth opportunities under local planning instruments. Structure plans have been created for the following towns and villages:

- Lithgow
- Wallerawang
- Portland
- Capertee
- Rydal
- Tarana
- Cullen Bullen

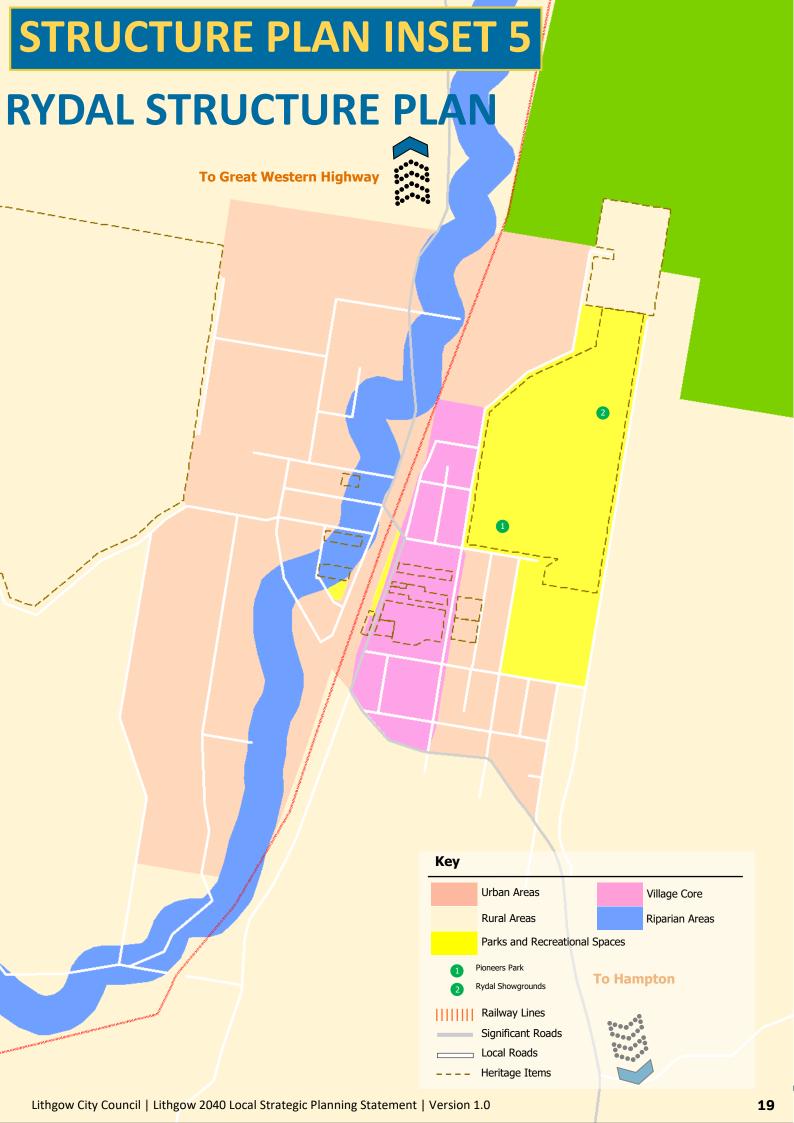




WALLERAWANG STRUCT STRUCTURE PLAN INSET 2 To Portland To Cullen Bullen 0 TURE PLAN To Lithgow Hen, Former Wallerawang Power Station investigation area for eco-industrial park Key Great Western Highway Henrietta Park Lake Wallace Oxley Park Wallerawang Playing Fields/Goonellabah Park Heritage Items Railway Lines Tweedie Park Future Industrial Investigation Areas Existing Industrial Castlereagh Highway Local Roads Significant Roads Future Residential Investigation Areas Existing Commercia Parks and Recreational Spaces **Electricity Generation Areas** Rural Areas Riparian Areas **Urban Areas** Library Service Station Treatment Facility School Police Station Lithgow City Council | Lithgow 2040 Local Strategic Planning Statement | Version 1.0 16

STRUCTURE PLAN INSET 3 PORTLAND STRUCTURE PLAN **To Cullen Bullen** 0 Key **Urban Areas** Riparian Areas Future Residential Rural Areas Investigation areas To Wallerawang **Existing Commercial Electricity Generation Areas** Foundations Redevelopment Site Parks and Recreational Spaces Portland Golf Club Service Station Kremer Park/Portland Showground Medical Services Library Paine Street Park Police Station Railway Avenue School Treatment Facility Heritage Items Railway Lines o Great Western Significant Roads **Highway** Local Roads Lithgow City Council | Lithgow 2040 Local Strategic Planning Statement | Version 1.0 17

STRUCTURE PLAN INSET 4 CAPERTEE STRUCTURE PLAN To Mudgee To Ben Bullen and Key Village Core **Urban Areas** Riparian Areas **Rural Areas** Parks and Recreational Spaces Service Station Clarence Pirie Memorial Park Police Station Community Hall Significant Roads Railway Lines Local Roads Castlereagh Highway Heritage Items Lithgow City Council | Lithgow 2040 Local Strategic Planning Statement | Version 1.0 18



STRUCTURE PLAN INSET 6 TARANA STRUCTURE PLAN To Lithgow To Bathurst Key **Urban Areas** Village Core **Rural Areas** Riparian Areas Railway Lines Significant Roads Local Roads Heritage Items

STRUCTURE PLAN INSET 7

CULLEN BULLEN STRUCTURE PLAN

Liveability



Planning Priority 1		Planning Priority 2		Planning Priority 3		Planning Priority 4	
Alignment with Community Strategic Plan	Alignment with Central West and Orana Regional Plan	Alignment with Community Strategic Plan	Alignment with Central West and Orana Regional Plan	Alignment with Community Strategic Plan	Alignment with Central West and Orana Regional Plan	Alignment with Community Strategic Plan	Alignment with Central West and Orana Regional Plan
SE1.2, GL1.1	22	SE1.2, BE1.4	25, 26, 29	SE1.2	28	SE2.3, NE2.1, BE1.4	17

Planning Principles

- 1. New growth areas should be located in areas that are/can be well serviced by social and hard infrastructure.
- 2. Recognise and protect areas of character from inappropriate development and/or overdevelopment.
- 3. Each village and town should be planned to enhance and build upon existing character.

- 4. Ensure that significant heritage items and areas are protected.
- 5. Heritage items should be repurposed to provide incentive for their upkeep.
- 6. Ensure rural lifestyle developments are ancillary to rural land uses.
- 7. Identify areas for housing diversity that have appropriate social infrastructure.

- 8. Define limits of urban growth to prevent sprawl.
- 9. Seek to improve the liveability of our urban areas by creating links in our blue and green grids.

Planning Priority 1

Establish a Framework for Sustainable Growth



Rationale:

Lithgow has targeted its population growth to 25,500 by 2040, an increase of almost 4,000 people in the space of 20 years. It is Councils core planning function to determine where this new growth will occur and to minimise the impacts this will have on our urban and rural character by deciding how it will be cohesively integrated into our economic, social and environmental values and visions.

The DPIE have provided their own population projections for Lithgow showing that by 2040, Lithgow's population will stabilise at 21,600 before a gradual small decline. These projections are based on assumptions around fertility, life expectancy and migration to and between centres.

Future decisions around infrastructure investment and land use planning may change future population patterns including growth and distribution.

To achieve our growth targets, it will require strong Council governance and leadership partnering with private organisations and government bodies to influence drivers of change such as:

- Diversifying our local economy to support innovative industries that capitalise on our regional location to rural and metro centres;
- 2. Incentivise youth education and employment to support new growth in our local economy and population;
- Providing and maintaining effective and efficient social infrastructure which is affordable and accessible;
- Providing attractive lifestyle choices for residents by leveraging competitive advantages through planned liveable communities.

To provide for well-planned and serviced growth, Council has adopted a growth strategy, as depicted in the Structure Plan Maps, which will see new growth being centralised in our major population centres of Lithgow, Wallerawang and Portland. This will assist in achieving the necessary population thresholds to support the provision and retention of key infrastructure. It is planned

to maintain the separation of the three town centres resisting further urban sprawl along the key transport corridors and aligning development to the defined infrastructure capacities of each centre.

Under the adopted strategy only modest new growth in our villages is planned to ensure that the sustainability and unique rural character of these areas are not compromised.

Growth in our wider rural areas will be refocussed to support the productive, economic and environmental values of our rural areas as well as retaining the quality of the rural landscapes and vistas that surround our towns and villages.

To support and refine our growth strategy, further studies will be needed to be completed to determine the factors influencing local growth, growth targets and values and characteristics that will influence how that growth should occur:

- Local Housing Strategy to provide context and character of our areas, and to define growth areas and targets for new residential development.
- Rural Residential Strategy to determine how much and what type of new growth in our rural land is sustainable.
- Employment Lands Review to guide development of our commercial and industrial zoned lands.

This growth framework will be supported by a comprehensive DCP which will be strengthened over time by implementing development controls informed by studies listed above in conjunction with the Lithgow LEP 2014.

Settlement hierarchy in the Lithgow LGA



Council Will:

- Collaborate with agencies and stakeholders for sustainable long term growth solutions.
- Reconfirm a growth target of 25,000 by 2040 to underpin our decision making.
- Plan and promote growth of new development within the three town centres of Lithgow, Portland and Wallerawang supported by the villages as identified in the structure plans.
- Resist planning proposals that are inconsistent with the Lithgow Land Use Strategy growth management directions and principles until Council has considered and adopted a new growth framework informed by the Local Housing Strategy and Rural and Rural Residential Strategy and Employment Lands Review.

Actions:

- Develop a growth framework informed by the Local

 1.1 Housing Strategy and Rural and Rural Residential

 Strategy and the Employment Lands Review.*
- Actively engage with landowners and key stakeholders in planning for growth areas in the Lithgow LGA to bring land to market.
- Develop a comprehensive DCP which will provide

 1.3 detailed planning and design guidelines for future developments consistent with the Lithgow LEP 2014.

Timeline

Short

*See also action 2.1, 3.1 and 9.4

Ongoing

Immediate

Planning Priority 2

Plan for a Diversity of Housing



Rationale:

Housing diversity provides a mix of types, sizes and tenure options of homes in a choice of locations. A diversity of housing is important to attract new residents to the area as well as allowing residents to relocate within their local area and stay connected to community services, friends and family whilst achieving the lifestyle they desire at different life phases and economic circumstances.

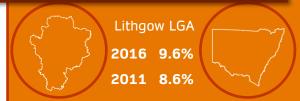
New dwellings in the LGA have typically been large homes on medium to large lots in the newer residential areas or rural residential housing. There has been limited development of medium density housing options within the wider housing market.

By the year 2036 it is expected that two in every three homes in the LGA will have only one or two occupants being couples without children or lone person households. A significant number of these homes will be occupied by persons over the age of 60. Therefore, more one- and two-bedroom homes and smaller homes such as secondary dwellings, dual occupancies and townhouse/villas on smaller lots will be needed, having good access to town infrastructure and services.

market to better reflect the changing demographics of our vulnerable community groups.

The Marrangaroo Urban Release Area is a key example of how Council will deliver a diversity of housing types, sizes and price points, however it is expected that this area will take one or maybe several decades to be realised.

Change in High and Medium Densities Between 2011 and 2016



Regional NSW **2016 16.8%**

2011 16.2%

In the interim it is expected that there will be pressure for those residential and mixed use areas close to central retail, services, transport and cultural facilities in Lithgow, Portland and Wallerawang town centres to undergo some degree of change to accommodate new housing options. These areas would also be the focus for new seniors housing developments.

Separate/
Detached Dwellings

Medium High Density
Density
Density
Density
Density
Density
Density
Density

There is also a need for a review of social and affordable housing options in the LGA to seek higher quality outcomes of our regions social and affordable housing In planning for growth and change in existing residential areas, Council shares the community concern that it is important to ensure that development respects neighbourhood character and amenity as well as the heritage significance and value of the LGA's older residential areas and villages. It is also equally important that any new development is aligned with existing and planned infrastructure capacities.

A Local Housing Strategy is required to identify the LGA's specific housing needs including seniors and affordable housing and to plan for a range of housing types and the infrastructure required to support local communities. This strategy will inform any changes needed to the Local Environmental Plan and Development Control Plan to deliver future housing needs.



Planning Priority 3

Plan and Appropriately Manage Rural Lifestyle Development

Rationale:

Rural residential housing is a popular housing choice in the Lithgow LGA, representing approximately 50% of all dwelling applications in the last decade, which has been a consistent trend since 1996. Indications are that this form of development is still in high demand and may increase in popularity into the future as the trends towards "tree change" and the desire for a rural lifestyle in close proximity to metro and regional centres continue.

Rural living in the Lithgow region is separated in to two variants: Large Lot Residential and Rural Lifestyle.

The LGA has an ample supply, (approximately 19 years of supply) remaining in existing large lot residential areas that are clustered on the periphery of each of our town centres and villages.

There is also a much larger latent supply of potential randomly dispersed rural living opportunities on a range of holding sizes throughout the rural areas under existing planning controls.

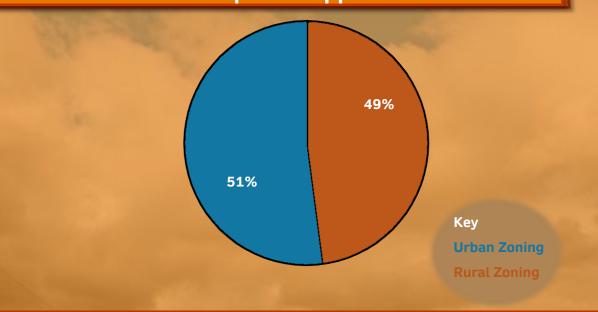
Despite this level of supply, there is still pressure to investigate and release new areas for rural residential housing with many seeing this development as a way to attract new residents and increase population growth.

The challenge for Council is to ensure that the future demand for this form of housing occurs in a sustainable and planned manner and does not further detract from the viability of existing centres or the productive economic and environmental values of our rural lands. It should also not impose on the Lithgow community an unreasonable demand for services and facilities outside of existing town centres and villages.

These are matters that will be further explored in a Rural and Rural Residential Strategy. This strategy will integrate with the Local Housing Strategy to identify future rural residential housing opportunities within the LGA.



Urban and Rural Development Approvals 2014-2019



Council Will:

- Manage the growth of rural residential housing to maintain the viability of our town centres and villages and ensure the economic and efficient provision of infrastructure, services and facilities.
- Ensure rural residential housing is located to avoid:
 - fragmentation of primary production lands,
 - areas of high environmental or cultural value, constraints and hazards,

- land use conflicts; and
- hindering urban expansion of our town centres
- Monitor the creation and take-up of rural residential housing opportunities to identify trigger points to investigate and bring on line new opportunity areas
- Investigate the development of a rural living handbook to support community awareness of what it means to live in a rural area, potential areas of land use conflict and promote the primary production and environmental values of rural land.

Actions:

Complete and implement the Lithgow Rural and Rural
Residential Strategy to identify constraints and opportunities for development in our rural zoned areas.

Timeline

Immediate

Planning Priority 4

Recognise, Preserve, Promote and Activate our Heritage



Rationale:

There is a rich and wide diversity of heritage throughout the Lithgow LGA spanning from indigenous occupation to the early 19th century pastoral explorers and the pioneers crossing the Blue Mountains as well as the early 20th century expansion of rail, coal mining and the industrialisation of steel and shale oil.

Maiyingu Marragu (Blackfellows Hands) is the only declared Aboriginal Place under the National Parks and Wildlife Act in the Lithgow LGA. This place holds special meaning to the Wiradjuri people and is highly valued by the wider Aboriginal community. Further research and collaboration with our Aboriginal community is required to better understand and protect the LGA's broader Aboriginal cultural heritage sites and values through a Cultural Heritage Study.

Draft Aboriginal Cultural Heritage Bill

Council acknowledges the NSW Governments proposed reforms to manage and conserve Aboriginal Cultural Heritage. These reforms offer a contemporary and respectful vision for the management of Aboriginal cultural heritage that aims to:

- Recognise Aboriginal cultural heritage values,
- Provide broader protection and more strategic conservation of Aboriginal cultural heritage values,
- Create a new governance structure that gives
 Aboriginal people legal responsibility for and authority over Aboriginal cultural heritage,
- Improve outcomes for Aboriginal cultural heritage with new information management systems and processes, and
- Facilitate better assessments and clearer consultation processes for proposals that might affect Aboriginal cultural heritage.

Currently, there are 384 individual heritage items listed in the Lithgow LEP with 13 Heritage Conservation Areas which contain local and/or state significance. These items and areas were selected through an extensive selection process informed through the 1999/2000 Community Heritage Study and the Heritage Development Control Plan Study 2010.

Whilst this inventory is extensive there remains some heritage themes that remain under represented within the LEP Schedule 5. Managing such a large heritage inventory does present challenges for both Council and the community which places strain on the limited resources Council can provide to assist landowners and community with maintenance and promotion programs and activities. To ensure that the LGA's most significant heritage items and places are protected and resources are applied where they will have the most impact, Council will undertake a progressive audit and review of the Lithgow Community Heritage Study and Schedule 5 of the LEP.

There is also opportunity for our heritage to be better promoted and preserved. For heritage to be valued and preserved, the community and visitors need to be able to engage with individual heritage items and places and easily understand their stories. This engagement can be through commercial or community adaptive reuse of an item by opening them up to the public, heritage tourism programs and events, or simply through the provision of easily accessible information. Heritage items and places that are activated are more likely to be appropriately maintained and preserved than if the item was unoccupied.

Council aims to improve planning controls to promote restoration, preservation and adaptive reuse of items as well as improving the availability and accessibility of information telling our stories of the past to current and future generations. Promoting the adaptive reuse of our heritage can bring forth economic growth in our tourism and retail sectors as explored in Planning Priority 7 and 9.

Council Will:

- Continue to engage and collaborate with the Local Aboriginal Lands Councils and the Local Indigenous Representative groups.
- Continue to support the Heritage Advisor Service.
- Review the terms of reference for the Local Heritage Advisory Committee.

- Promote and encourage heritage tourism programs and events.
- Support initiatives and developments that encourage the activation and conservation of heritage items and places.

Actions:

Review and update the Lithgow Community Heritage Study and the Heritage Schedule within the LEP.

Medium

Timeline

4.2 Develop and/or implement conservation management plans for each Council owned item.

Medium

4.3 Incorporate heritage development controls in the Comprehensive Development Control Plan

Immediate

Prepare a Cultural Heritage Study to explore
4.4 recommendations to manage and conserve items and places of heritage significance.

Long

Infrastructure



Planning I	Priority 5	Planning Priority 6		
Alignment with Community Strategic	Alignment with Central West and Orana Regional Plan	Alignment with Community Strategic	Alignment with Central West and Orana Regional Plan	
SE1.2, BE1.2, BE1.4	21, 22	BE1.2	29	

Planning Principles

- 1. Future development should only be permitted where it can be adequately provisioned with timed and cost effective physical and social infrastructure.
- 2. Future infrastructure upgrades should target 0.5% to 1% annual population growth.
- 3. Ensure all new urban developments in the Development Service Plan Area are serviced with appropriate water and wastewater infrastructure.
- 4. Reduce the LGA's dependence on out of areas water supplies and improve the sustainability of our regional water supply.
- 5. New infrastructure should be fit for use and reflect the scale of development.

- 6. Ensure that provision of recreation and open space opportunities reflect current and predicted community needs.
- 7. Ensure open space facilities are accessible to all users and is equitable across the LGA.
- 8. Minimise the impact of new developments on key transport routes through appropriate planning.

Planning Priority 5

Align Development with Essential Infrastructure



Rationale:

Infrastructure includes all the physical components that support communities to go about their daily lives such as water, roads, sewerage, etc. Well planned infrastructure, services and community facilities improve the functioning and liveability of our LGA for our current and future generations. As the area changes and grows it is essential that infrastructure is provided in the right areas and at the right time and is able to respond to the changing needs of our community.

Lithgow LGA is generally well serviced by existing infrastructure. However, the LGA like many others, is challenged by a backlog of infrastructure renewal where elements of our infrastructure are nearing end of life or require significant upgrade to meet current standards of operation and changing community expectations.

The size and density of our population at 0.05 persons per hectare, relative to the extent of infrastructure that Council is required to provide and maintain, places a significant financial burden on Council resources. To redress this imbalance Council must in the future look to ways to improve the viability and sustainability of both capital and operating costs of infrastructure assets and services. Council will adopt and implement land use planning policy aimed at concentrating the majority of future population growth in existing town centres and villages where existing infrastructure exists. It will also ensure that new development is supported by appropriate funding mechanisms such as developer contributions and planning agreements.

Council has been active in the past decade or so upgrading our water and wastewater infrastructure to improve operating and environmental outcomes and to provide capacity for future growth. The Lithgow, Portland and Wallerawang Sewerage Treatment Plants have been upgraded with a new smaller treatment plant in the planning phases for Cullen Bullen. Council has also undertaken works to provide a more secure and reliable bulk water supply through the development and commissioning of the Clarence Water Transfer System. This system reduces the reliance of the smaller town centres of Portland and Wallerawang upon the Fish River Water Supply Scheme that is vulnerable to the vagaries of climate change.

The Fish River Water Scheme which is owned and operated

by WaterNSW provides water to the Wallerawang and Mount Piper Power Stations in addition to covering the drinkable water supply for our rural villages while also being able to supplement Lithgow townships water supply on occasions under a supply arrangement.

Council is also investigating further longer term water security options as well as the upgrade of the Oakey Park Water Treatment Plant. These options along with identifying issues within the current water and wastewater infrastructure and stormwater networks will be investigated within the Integrated Water Cycle Management (IWCM) Study under preparation. The IWCM study will inform and improve Council's wastewater and stormwater asset management system and identify long term capital expenditure required to deliver the system. Planning Priority 10 of this LSPS further elaborates on Councils direction for the IWCM plan.

The greenfield Marrangaroo Urban Release Area and adjoining employment lands will require significant water and sewer infrastructure to enable full build out and will be staged over time. Council will seek a combination of government grant funding and developer contributions to fund this significant infrastructure spend.

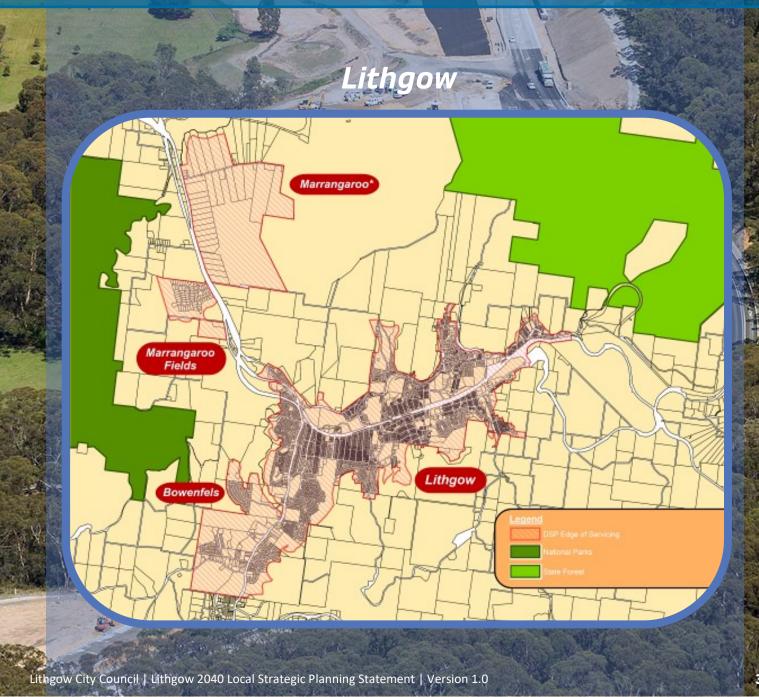
The LGA is well serviced by an extensive local road network and State main road and highways that link our three town centres to each other and to the surrounding regional centres. However, the conditions and maintenance requirements of our road network varies considerably and is not always consistent with user numbers. Maintenance of the local road network is one of the highest pressures on Council's financial resources. As our towns grow, Council will be reviewing local and state road networks to identify gaps in connectivity and traffic flow.

Improving the connectivity between the LGA and the expanding Sydney metro areas and the new Western Sydney Aerotropolis is vital to promote and leverage Lithgow's growth opportunities. As such Council will continue to actively advocate for the enabling projects such as the Katoomba to Lithgow Great Western Highway upgrade, Western Rail Line upgrades, extension of the railway electrification between Bathurst and Lithgow, future projects for fast rail, as well as the Bells Line Expressway.



The following maps identify the boundaries for water supply and sewerage infrastructure Council will be committing to as per the *Development Servicing Plans for Water Supply and Sewerage 2018*.

*Note that the servicing of the Marrangaroo Urban Release Area will be through a separate developer servicing plan as shown on the map below as it was not included in the 2018 DSP.



Wallerawang Lidsdale Wallerawang Portland Portland Lithgow City Council | Lithgow 2040 Local Strategic Planning Statement | Version 1.0

Council Will:

- Continue to be a reliable partner for State,
 Federal and private infrastructure
 investment and planning.
- Continue to advocate for Bells Line of Expressway, Katoomba to Lithgow Great Western Highway Upgrade and Upgrades to the Western Rail Line and express passenger services
- Ensure that new development is prioritised in the three town centres where existing infrastructure capacity exists
- Avoid the encroachment of incapable land uses on major transport corridors within the LGA
- Ensure that infrastructure for new development is appropriately planned and sequenced and is funded by the developer
- Forge closer integration of infrastructure asset planning and land use planning within its planning and reporting frameworks

- Continue to implement the Active Transport Plan
- Advocate for improved public transport services linking town centres and villages including investigating the feasibility of "on demand" services.
- Continue to collaborate with Transport
 NSW to improve the connectivity of new
 development areas such as South
 Bowenfels and the Marrangaroo Urban
 Release Area.
- Consider water sensitive urban design (WSUD) principles in the provision and delivery of water and wastewater infrastructure.

Actions:

		<u>IIIIIeuiie</u>
5.1	Review Council's development contributions framework to ensure that appropriate infrastructure is funded by the developer.	Ongoing
5.2	Prepare an interim servicing strategy for the Marrangaroo employment lands	Immediate
5.3	Prepare and adopt a Developer servicing Plan for the Marrangaroo Release Area	Immediate
5.4	Develop guidelines in Council's DCP and supporting Engineering Guidelines to address water related infrastructure, stormwater management and water sensitive urban design.	Medium
5.5	Undertake the Marrangaroo Traffic Study to identify the required road network and transport facilities to support the Urban Release Area.	Immediate
5.6	Continue to collaborate with Transport NSW for the upgrade and signalisation of the intersection at Col Drewe Drive and the Great Western Highway.	Ongoing

Provide the Community with Access to Attractive, Healthy and Green Public Spaces and Places



Rationale:

Well planned and designed public realm can improve the communities cultural, economic and physical wellbeing by creating safe, healthy and socially inclusive places that meet the needs of all ages and abilities.

The public realm includes places where people can connect with one another and come together to enjoy a range of activities and includes all spaces and places that are publicly accessible such as streets; civic spaces, parks ,gardens, playgrounds, sportsgrounds, natural areas and reserves.

Enhancing streetscapes and civic places and spaces improves the liveability and attractiveness of towns and villages for residents and visitors. It can define the character of the area and create a sense of place as recently experienced in Portland through wall art throughout the town and the Foundations silo art.

Significant programs that will address streetscape and civic spaces such as the Lithgow Main St Revitalisation program are underway.

Council will need to ensure that new development contributes and addresses the public realm. This can be achieved through appropriate urban design principles underpinning future land use planning decisions.

As part of the public realm, open space is an important element that contributes to the character and sense of place within our town centres, villages and neighbourhoods. While open space provision and distribution is good throughout the LGA, existing spaces do not always meet the needs of the population it serves. Some facilities are duplicated, some areas are underutilised and some areas, particularly the district sports facilities struggle to meet demand of competing uses.

The key open space challenges in the LGA are:

 Distance between town centres and villages creating a high level of car dependency due to the dispersed population

- Changes to recreational trends and the demographic make-up of areas requiring a more diverse range of recreational and open space options
- Significant maintenance burden on Council's field staff due to the size of the open space network
- Greater expectation of residents in relation to the quality and accessibility of open space
- Timely provision of open space and recreation facilities to serve to new housing estates
- Accessing and integrating our natural bushland areas and waterways into the open space network.
- Transitioning to a multi-purpose facilities model to cater for a greater range of users whilst maintaining our high numbers of volunteer groups.
- Some open space areas are subject to flooding risk. This will require consideration of increased impervious surfaces, stormwater management and water sensitive urban design principles in the design and embellishment of these areas.

To address these challenges into the future Council will need to more proactively plan, design and manage our open space network adopting best practice principles to maintain and grow our strong sporting community and love of outdoor activities.

Council has recently developed an Active Transport Plan to increase pedestrian and cycling opportunities throughout the LGA. As part of encouraging a greater use of active transport, we will work towards expanding and linking walking and cycling pathways, ensuring they are accessible, connected, and focussed in and around centres. Active transport provides enjoyment, health benefits, reduces household and infrastructure costs, reduces car dependency and increases opportunities for social connection.

Council Will:

- Consider and integrate into land use planning documents and decisions the design guidelines and principles produced through the NSW Government Architects office as "Better Placed", "Greener Places" and Urban Design for Regional NSW to facilitate the creation of a healthy built environment.
- Continue to maintain the amenity of public spaces and facilities.
- Promote opportunities to collaborate with stakeholders and the community in planning, designing and developing all facets of public space and places.
- Continue to value and support the work of volunteer groups and individuals to assist in the provision of high quality recreational spaces and places.

Actions: **Timeline** Review and adopt the open space hierarchy and identified service levels to be applied to new and existing open spaces as outlined in the 2011 Lithgow 6.1 Short Open Space and Recreational Needs Study as part of Council's asset management strategy and forward planning of areas and facilities. Undertake an audit of the recommendations of the 2011 Lithgow Open Space and Recreational Needs Study. 6.2 Short Review and update those outstanding recommendations as necessary and prepare an implementation plan. Review the zoning of the open space network to facilitate environmental outcomes and the provision of integrated 6.3 Short green infrastructure and to appropriately identify land for future acquisition processes. Prepare and implement a public realm strategy to assist with the planning, design and management of the public 6.4 Medium realm with the aim of developing a sense of place for Lithgow LGA's public spaces. Continue to implement the Main Street Revitalisation Ongoing 6.5 program Prepare and implement a Plan of Management for all 6.6 Short lands for which Council is Crown Land Manager Adopt and implement the recommendations of the 6.7 **Ongoing** Lithgow Active Transport Plan Review the Development Contributions Framework to Short apply to new development to facilitate the creation of a 6.8 healthy built environment.

Economy



Planning Priority 7		Planning	Priority 8	Planning Priority 9	
Alignment with Community Strategic Plan	Alignment with Central West and Orana Regional Plan	Alignment with Community Strategic Plan	Alignment with Central West and Orana Regional Plan	Alignment with Community Strategic Plan	Alignment with Central West and Orana Regional Plan
SE2.1, SE2.2	4	SE1.2	1, 9, 12	SE1.1, SE1.2	2, 3, 10, 17, 18

Planning Principles

- 1. Provide for employment lands of an industrial nature in defined zones away from conflicting land uses.
- Ensure all industrial areas are provided with adequate utility and infrastructure to meet the intended land use.
- Cluster future industrial land uses to capitalise on service efficiencies and reduce unplanned infrastructure costs.
- Cluster industrial land uses to build upon business synergies and to reduce the potential of land use conflicts.
- 5. Locate future industrial land in targeted locations to minimize the impact on local amenity and environmental values.

- Promote commercial and business growth in established centres as per the centre hierarchy.
- 7. Retain local character in our retail precincts by differentiating planning controls for each centre.
- 8. Ensure sustainable growth of our centres and that our commercial precincts contribute to the amenity of our towns.
- 9. Protect our tourism assets from overdevelopment and intrusive land uses.
- Ensure that tourism related developments and activities don't adversely impact our existing communities or lifestyle.

- 11. Manage tourism development to ensure that future developments are sympathetic to the values of their proximities.
- 12. Protect primary production and extractive industry lands from further land fragmentation and land use conflict.

Increase the Visitor Economy



Rationale:

The tourism sector provides a healthy contribution to the local employment and economy of Lithgow with 9% working in the tourism industry (0.5% increase since 2011) and providing \$82.2m in total sales in 2016, targeting primarily the domestic market of Sydney.

500,000

Domestic visitors in the 2018-2019 period (Tourism Research Australia)

Lithgow has established itself as the backyard playground for the Sydney region, particularly focusing on nature based and adventure tourism. The council through scoping mechanisms identified the competitive advantages Lithgow can leverage to increase tourism by focusing on:

- Proximity and ease of access to Lithgow and its regional areas by the Great Western Highway and Blue Mountains Train Line from the Sydney basin.
- Locally owned and orientated business which supports community development and growth.
- Abundance of scenic areas and diverse landscapes including national parks and state forests.
- Strong rail heritage values associated with the crossing of the Blue Mountains such as the Zig Zag Railway.
- Strong industrial heritage such as Portland Foundations and Lithgow Blast Furnace
- Places of Aboriginal heritage and significance.
- Diverse built form and heritage in our towns, villages and hamlets.

Our 2014 Destination Management Plan (DMP) is the lead document of tourism development and management in the Lithgow LGA. The DMP was developed with the input of key stakeholders such as local business groups, government agencies, and tourism organisations to build a comprehensive understanding of the strengths and weaknesses of our existing tourism market. Key areas identified in the DMP include:

- Concentrate tourism development in areas that have pre-existing visitation numbers and can provide direct economic benefit for local businesses;
- Encourage tourism operators to act in a responsible manner to ensure our natural attractions are sustainably managed;
- Utilise existing assets such as our parks and showgrounds in addition to our natural assets; and
- Draw higher visitation in to our towns and villages by encouraging visitors away from our highways.

While the DMP provided forward thinking strategies, the drivers and influences in the region regarding tourism have shifted and Council will be reviewing its DMP to better reflect the future direction of tourism in the Lithgow LGA.

Council is also actively marketing the Lithgow LGA as a destination region through the support of thematic annual events such as Lithgow Halloween, LithGlow and many other privately run high-profile events such as Ironfest. Our current LEP facilitates the temporary use of

land which allow for events to occur in our significant heritage spaces while allowing pop-ups to occur in our commercial centres.

While growth of our tourism sector is beneficial for our region, Council will support and promote tourism developments that are

Domestic Daytrip Visitors

and an our S.

47.4% 26.9% 23.8% Other

Pagion, than and Holiday Family and Friends Priends Priends

planned in a sustainable manner that are conducive to their rural character. This would envision tourism developments such as glamping and nature based accommodation in our rural areas that promote our natural attractions while more intensive accommodation developments such as hotels to be located in our town centres which can utilise existing infrastructure.

Council Will:

- Sustainably grow the tourism industry sector in our urban and regional areas.
- Advocate for Lithgow as a destination for festivals, events and tourism investment.
- Provide leadership and work with our local partners in the community from business groups and individual tourism operators and state governments and bodies to push Lithgow as a tourism destination.
- Investigate new tourism opportunities to offer a greater variety of activities particularly in areas of already significant concentration of visitors.
- Promote our regions tourism profile through events which activate our civic, recreational and commercial spaces

- Manage and control our rural lands to reduce land use conflict between tourism and other competing land uses.
- Manage degradative activities caused by tourism to ensure sustainability of our natural resources.
- Activate existing assets for tourism promotion and events.
- Ensure the hierarchy of tourism development with and emphasis on larger scale tourism developments being in or in close proximity to our developed settlements.
- Review capabilities for infrastructure capacity to support further growth of the tourism sector
- Improve signage and mapping to identify tourism opportunities and attractions.

Actions: Timeline Review and update the Lithgow Destination Short 7.1 Management Plan Review the LEP to incorporate increased tourist and visitor accommodation, and tourist support services and **Immediate** 7.2 activities to capitalise on the LGA's natural areas and landscapes. Promote heritage related tourism and events and conservation through increased appropriate use of Ongoing 7.3 Clause 5(10) Conservation Incentives of the LEP. Liaise with the Department of Planning, Industry and Environment to further expand upon the definitions of 7.4 **Immediate** tourism accommodation in the standard instrument, particularly around cabin style tourism development in regional areas

Protect the Economic Values of Rural Areas Through Managing Land Use Conflict



Rationale:

While the development of our rural lands creates new economic and social opportunities for our region, they also have the potential to infringe on the rights, values and/or amenity of other nearby existing land uses. Failure to mitigate land use conflict in our rural areas can jeopardise the economic potential of our agricultural and extractive resource production.

There are a variety of land uses present within the rural areas of the Lithgow City Council LGA including agricultural, native vegetation, rural residential, mines/extractive industries, commercial and light industrial. While Lithgow is well endowed with large expanses of rural zoned land, activation for the purposes of economic development is challenging due to the environmental and infrastructure constraints that influences their ability to contribute to the regions economic output. Protection of our high productive lands is Councils priority to ensure the viability of our regional employment and industry base.

Lithgow is well known for its coal mining operations such as Centennial Coal, energy production from Mount Piper Power Station, state significant extractive industries for sand and construction material, and numerous agricultural farms which primarily specialise in the grazing of livestock. This is expected to continue for the life of this LSPS.

The greatest threat to our rural economic developments is rural residential housing and the communities expectation of dwelling entitlements on rural lands, particularly in areas of high agricultural potential. Council through the adoption of the Lithgow LUS identified the fragmentation of rural land as the primary cause of land use conflict in our rural areas. As demand for housing increases, spurred on by development growth in the Sydney basin, land owners in the rural areas are starting to subdivide holdings down to the minimum lot size (currently 40ha in most rural zones) in rural zones to create multiple allotments with housing entitlements. This further exacerbates the land use conflict between existing commercially viable farms having to mitigate at a much higher level against impacts such as domestic animals, invasive weed control, spraying of pesticides, fences, etc.

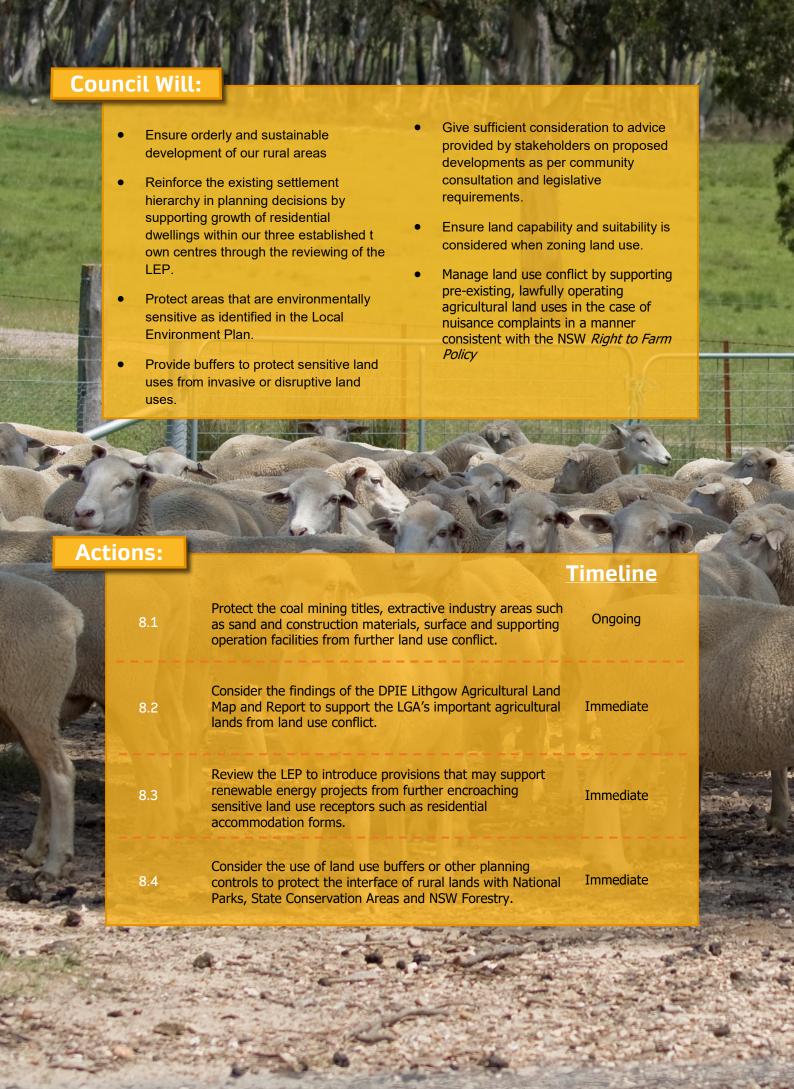
To support the continuation of our agricultural farming in rural areas, The Department of Primary Industries (Agriculture) intends to prepare maps identifying the important agricultural lands in the Lithgow LGA. This mapping exercise aims to assist Council in identifying current and future areas where agricultural investment would be best spent and what areas need to be protected from conflicting land uses which would support the NSW *Right to Farm Policy*.

In addition to agricultural production, the potential for investment in the renewable energies industry as identified by mapping provided by the former Department of Infrastructure and Planning shows Lithgow is well positioned to promote effective renewable energy projects and provide an avenue to diversify Lithgow's economic base. Current mapping shows most of the Lithgow LGA being able to produce a moderate amount of solar power at a rate of 16 megajoules per square metre daily while almost all areas outside of Newnes Plateau are considered areas of high wind speed (10.2 metres per second on average).

Lithgow is situated outside of the Central-West Renewable Energy Pilot Zone. Whilst large scale investment is unlikely to occur outside the pilot zone, there is existing high kV electrical infrastructure to support smaller scale developments the Lithgow LGA. Council's planning controls in conjunction with the Infrastructure SEPP identify minimal barriers in the approval of small scale renewable energy projects across the LGA.

An example of renewable energy project in the Lithgow LGA is the Hampton Wind Park which currently provides enough energy to power 500 homes and reduce greenhouse gas emissions by 3000 tonnes each year. There is also growing interest from the private sector for small scale solar energy production in our rural areas.

It is the Councils role to ensure the existing economic values of our rural areas are protected and potential conflicts are mitigated through local planning instruments. Council will strive to minimize impacts new developments have on our natural and economic assets.



Attract Investment and Grow Local Jobs



Rationale:

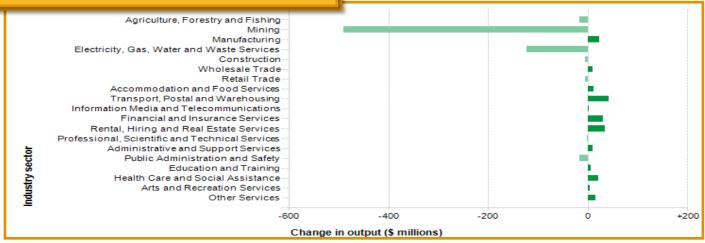
With a changing global and national economic climate, we need to ensure that our region can facilitate the needs our changing population. Given the proximity to Sydney and it's positioning to western regional centres and growing investment by State Government, Lithgow is well placed to foster business investment and growth. Continual review of council policies and industry innovation will be needed to keep Lithgow competitive in a growing investment market.

Lithgow is well known for its industrial and agricultural heritage with its strong focus in mining and manufacturing. In present day, Lithgow has begun to diversify its business offerings with significant growth in health care, manufacturing, accommodation, and public administration over the past five years. With a growing shift towards more specialised industries, there are opportunities to attract a more higher skilled workforce who currently live outside the LGA to fuel the industries which will lead growth and investment in the region. As of present, the Lithgow LGA has been able to sustain its local businesses with 80% of the current workforce living locally. Encouraging the new workers to live in the Lithgow LGA will ensure that wealth generated from local industry stays in the region which can provide flow-on effects to support current and future businesses.

Council has identified that the greatest opportunity for economic growth in the LGA will come from our industrial, commercial and agricultural businesses.



Change in output by industry sector between 2013/14 to 2018/19



Attract Investment and Grow Local Jobs: Agricultural



Rationale:

Lithgow is home to differing scale of livestock growers, ranging from hobby growers to commercial operations specialising primarily in cattle, sheep, and poultry products, outputting \$43.4m in sales for the 2018 period. While the agricultural sector is not a large industry output sector at this point in time, it is an important source of income and employment for our rural lands that will continue in the future.

The agricultural sector of Lithgow is made up of 239 registered businesses which employs 232 residents of which 212 are employed full time with 94% of workers living in the Lithgow region.

47.5% located in the Southern Precinct.

28.8% located in the Northern Precinct.

With a growing demand for food in global markets, the agricultural sector is starting to shift towards more intensive and specialised production models; requiring less land to produce more product. While Lithgow has had minimal exposure to intensive agriculture in the past, the changing climate conditions makes Lithgow's comparatively cool temperature climate a potential investment opportunity.

While agricultural grazing is our predominate land use in our rural regions, most cannot be considered self-

sufficient agricultural enterprises due to the prevalence of small land holdings below 1000ha caused by fragmentation. This has slowly shifted our agricultural workforce to rely on off-farm income to remain viable.

Total output by the agricultural sector has shrunk significantly over the past five years by 16.6%.

Consolidation of these holdings to encourage commercially viable sized farms is possible but unlikely as increasing encroachment of lifestyle rural dwellings is competing for the lands, driving up land value and making new or expanding self-sustaining agricultural uses an unviable proposition most notably in our southern regions such as Hartley and Tarana.

Larger allotments with agricultural potential should be protected where possible to protect already established farms and encourage a more diverse economy.

Council supports new and existing primary producers to use intensive agricultural practices and techniques such as greenhouses and horticulture to activate our existing small-scale allotments in our primary production zone where appropriate.

As such, any significant growth in the agri-business sector is expected to come from value-adding or supportive industries to the agricultural sector, or non-traditional agriculture practises to the region such as intensive agriculture.

Attract Investment and Grow Local Jobs: Commercial and Retail



Rationale:

Lithgow's commercial centres are comprised of the sub-regional centre of Lithgow with supporting local centres in Wallerawang and Portland. These retail centres play a significant role in shaping the character and quality of life that make each of our towns and villages unique by providing a different mix and intensity of retail and commercial goods and services. Additionally, Lithgow has a number of decentralised opportunities for commercial and retail development in our rural villages such as Capertee which draws on local offerings and provides essential services to their nearby communities.

premises before approving new retail developments.

Revitalising the public domain in our main streets will be

need to monitor commercial and retail land use to ensure

that any future retail can reuse existing vacant retail

a key component of stimulating retail growth rather than supporting more commercial developments. Council is currently in stage 2 of the Lithgow CBD Revitalisation Action Plan which aims to rejuvenate public infrastructure and amenity to create a more attractive and friendlier interface.

Our existing commercial centres in the Lithgow LGA are located in:

- Lithgow in the B4 and B2 zones; particularly surrounding Main Street, Mort Street, and Lithgow Street which acts as the primary commercial hub of the region and provides an economy of scale to facilitate specialised goods and services. Lithgow Street is also home to the Lithgow Valley Plaza which houses the majority of chain stores in the area;
- Wallerawang in the B2 Zone along Main Street which provides convenience based commercial offerings; and
- Portland in the B2 Zone along Wolgan Street, Cullen Street, and Williwa Street which provide day to day convenience retail opportunities and businesses that support tourism such as cafes.

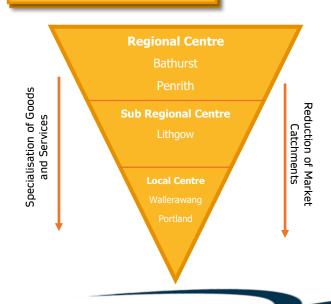
New retail and commercial services will be encouraged in our business and mixed use-zoned areas located in our existing centres to further enhance the vitality and vibrancy of our main streets. By focusing commercial development in these areas, Council will help to keep the unique commercial character of the townships separate to drive visitation and create adaptive reuse of our character and heritage buildings.

Council will be need to carefully consider the range and scale of retail opportunities in the proposed Marrangaroo masterplan area and in the Portland Foundations site to ensure they don't detract from the viability of our existing core commercial centres.

Because of Lithgow's market catchment compared to surrounding region, Bathurst and Penrith act as regional centres for Lithgow's more specialised retail and commercial needs. To attract large chain retailers and more high-end specialised retail opportunities, as well as to recapture escape expenditure, Lithgow would need to substantially increase its market catchment and population size.

Key findings from past retail strategies have identified that there is currently an oversupply of retail floorspace in all main streets. In order to protect the viability of our main streets and core commercial areas, Council will

Scale of Retail Influence



Attract Investment and Grow Local Jobs: Industrial



Rationale:

Historically in the LGA, much of the zoned land under the Lithgow LEP 1994 was permissible for light industrial land use. While this allowed for greater flexibility for developers and business to establish themselves in the LGA through low competition and reduced land costs, it caused industrial lands to disperse, reducing Councils ability to adequately service business with appropriate infrastructure and drive targeted investment. Because of the wide-reaching zoning, no surety or protections were given to existing land owners causing land use conflicts.

The current Lithgow LEP 2014 has addressed these issues by zoning three new industrial precincts for a ranging scale and intensity of modern industrial land use. These precincts will facilitate the establishment of new industrial clusters to build the opportunities of:

- Minimal exposure to land use conflicts
- Road access and egress to major road infrastructure
- Agglomeration of supportive industries
- Proximity to workforce

These new industrial precincts are located at Marrangaroo, adjacent to the Marangaroo urban release area, adjacent to the former Wallerawang Power Station, and at Lidsdale.

Challenges to unlocking this land to the public market in to the future requires Council and industry to establish a market demand, provide supporting infrastructure, and to engage private land owners to bring industrial zoned land to market.

With the decline of historical industries that the LGA anchored itself on, Council must be able to facilitate and support new and emerging industries to establish themselves. Council is actively reviewing its employment lands, looking to re-use or expand on sites which have untapped development capacity through undertaking an employment lands audit.

forward-thinking industrial enterprises within our LGA. This is evident by two significant proposals around emergent markets for waste to energy projects and ecoindustrial developments that will act as catalysts to diversify our industry base. These proposals have the added benefit of repurposing significant power generation infrastructure that is currently underutilised.

The proposed Mount Piper Energy Recovery Project is an Australian first energy recovery project involving using non-recyclable plastics, line and cardboard (known as refuse derived fuel) to create steam which will drive existing large turbines at the existing power station to generate electricity without burning additional coal. This process would reduce our regions greenhouse gas emissions while recycling some 200,000 tonnes of material that would otherwise go to landfill.

The other significant proposal being investigated is the repurposing of the former Wallerawang Power Station to establish an eco-industrial business park (including other industrial uses) which combines elements of the circular economy with the international framework for eco-industrial parks.

The LGA may also benefit from its proximity and connectivity with The Western Sydney International Airport with improved access to existing and new markets both interstate and overseas. The LGA can also benefit from infrastructure upgrade such as the Bells Line Expressway and The Great Western Highway Upgrade Program which will provide enhanced freight potential between Sydney and the Central West as well as provide our local industries better access the Sydney market.

Further consultation with State Governments and private parties will be needed to best position Lithgow to capitalise on potential business opportunities.

There is growing investment interest in providing new and

Council Will: demand and servicing is appropriate. Protect and enhance our main streets by ensuring orderly development Protect the agricultural values of our regional lands while allowing for Plan for employment lands to build upon supplementary land uses that valueeffective buffering controls, and access adds to our agricultural industry. to essential infrastructure and services. Encourage niche and innovative Manage zoning to facilitate appropriate industries that complement their local levels of development to reflect area and/or adaptively reuse existing characteristic values of our areas. buildings. Protect and enhance historical land use and businesses. Investigate new release areas where **Actions:** <u>Timeline</u> Implement the actions of the Lithgow Regional Economic Ongoing 9.1 Development Strategy. Review the Lithgow LEP to facilitate the activation and Short redevelopment of the former Wallerawang Power Station Site and the Foundations Portland Site. Actively engage and partner with owners of zoned 9.3 employment lands to facilitate the availability of shovel Ongoing ready land to the market. Audit and review employment lands to unlock 9.4 **Immediate** redevelopment or infill opportunities. Review the LEP and DCP to facilitate growth of agri-9.5 businesses/Agri industries to capitalise on new technologies Short and proximity to existing and emerging markets. Review the LEP to create opportunities for creative 9.6 **Immediate** industries such as artisan food and drink premises and to facilitate the paddock to plate strategy.

Review the land use zoning over the Thales Site to facilitate

redevelopment opportunities.

9.7

Short

Environment



Planning Priority 10		Planning	Planning Priority 11 Planning Priority 1		riority 12
Alignment with Community Strategic Plan	Alignment with Central West and Orana Regional Plan	Alignment with Community Strategic Plan	Alignment with Central West and Orana Regional Plan	Alignment with Community Strategic Plan	Alignment with Central West and Orana Regional Plan
NE1.2, NE1.3	11, 14	NE2.1	11, 13		11, 15

Planning Principles

- 1. Direct development away from areas identified as environmentally sensitive.
- 2. Developments located in environmentally sensitive areas should demonstrate how they will avoid creating adverse impacts on their locale.
- 3. New developments should reduce their susceptibility and risk to natural disasters such as flooding and bushfires.
- 4. Ensure our visually prominent areas are protected from inappropriate development that would diminish the local character and values.
- 5. Restrict developments in flood liable areas.
- Protect our waterways from intrusive and damaging land uses.

Manage Natural Waterways and Water Resources



Rationale:

Lithgow LGA is home to a vast waterway system which provides sustenance to both our natural and built environments. It consists of large rivers and creeks, and the smaller tributaries and ephemeral streams that are part of the larger Hawkesbury Nepean Catchment and Central West Catchment areas. The major surface water resources of the LGA are Farmers Creek, Cox's River, Marrangaroo Creek, Turon River, Capertee River and Fish River.

Within the waterways system, riparian areas are important to support the diversity of local ecosystems and stabilise our in-stream ecological processes. Protecting these areas will in turn protect our hydrological processes, natural paths and water quality.

The southern half of the LGA is within the Sydney Water Drinking Catchment which channels rain and run-off through our waterways and groundwater systems to the drinking water storage of over four million people in the Sydney basin. Ensuring the health and quality of these systems is vital and all new development must demonstrate a net neutral or beneficial effect on water quality under state planning policy.

As Lithgow grows and change, Councils policy's and procedures will adapt to ensure the best planning outcomes for our waterways. Challenges and threats to our waterways, wetlands and riparian areas include:

- Increased weed and algal growth from stormwater and the increase of new residents in rural areas.
- Discharge of waste water by local industries.
- Reduction of significant rainfall to resupply waterways.
- Pollution of waterways by increased population waste.
- Historic developments being located within identified flood risk areas.
- Growing demand for potable water.
- Development close to riparian areas.
- Poorly maintained infrastructure such as septic tanks.

 End of line discharge from urban stormwater network.

Any future growth in proximity to our waterways, wetlands and riparian areas can challenge these values if protective measures are not managed proactively.

Farmers Creek is the principal waterway flowing through the Lithgow township. The waterway has in the past been degraded by uncontrolled urban impacts and changes to its natural flow and ecosystem. Council has prepared and commenced works based on the Farmers Creek Precinct Masterplan to restore the natural functions, and to enhance the social, recreational and environmental outcomes of the waterway.

To better manage our natural waterways and water resources, Council will prepare a Integrated Water Cycle Management Study. This has the potential to realise the following benefits:

- Leaving more water for healthy river flows and reducing stormwater pollution.
- Creating green open spaces and minimalize flooding.
- Supporting the sustainability of industry and agriculture
- Reducing costs over the longer term.
- Diversifying our sources of water so we can withstand future shocks like droughts and floods.
- Access to healthier and cleaner waterways.
- Protecting our riparian vegetation leading to improved water quality and ecological benefits.

We will also build upon urban design by introducing water sensitive designs to minimize our collective impact on our waterways.

Values Of Our Waterways



Ecological importance for native fauna and flora species such as



Amenity provided to our scenic



Variety of recreationa opportunities for locales and visitors.



Availability of potable and non-potable water supply for both our



- Protect the ecological stability of our waterways, wetlands and riparian areas.
- Manage growth and development to ensure new developments enhance water quality.
- Continue to engage stakeholders including other councils, NSW EPA, DPIE and Water NSW to ensure strategic alignment and high-quality environmental outcomes.
- Engage with local industries such as mining and agriculture to best utilise water supplies and manage environmental impacts such as contamination.
- Encourage new developments to incorporate water sensitive design.
- Monitor water quality.
- Engage and partner with Local Land Services and Land care to manage and protect our natural resources.

		protect our flatural res	resources.		
	Actions:				
/1	M. H. H. W. A. A.		<u> Timeline</u> –		
	10.1	Prepare and adopt an Integrated Water Cycle Management Study to guide and prioritise Council's actions to manage urban water supply, sewerage and stormwater systems.	Short		
也是	10.2	Develop water sensitive urban design guidelines and include in DCP.	Immediate		
	10.3	Prepare an Urban Waterways and Riparian Areas Strategy to assess waterway condition, to identify long term strategies for management and restoration, and to recognise the environmental and recreational values of our waterways.	Short		
N. T.	10.4	Review and update the riparian and waterway provisions of the LEP and DCP.	Ongoing		

Protect Areas of High Environmental Value and Significance



Rationale:

Lithgow is home to a diverse and unique natural environment that is a significant lifestyle, community and economic asset for residents and visitors alike. Environmental attributes in the Lithgow LGA include assets such as Gardens of Stone, Blue Mountains, Wollemi, Capertee and Marangaroo National Parks which provide significant wildlife habitats to support a wide array of biodiversity of fauna and flora. In addition to our national parks and state forests, Lithgow contains significant pockets of environmentally sensitive land owned in public and private interests for which Council is responsible in a planning perspective to ensure environmentally sound outcomes through planning instruments.

It is Councils aim to manage, facilitate and encourage sustainable development that protects the environmental values for current and future generations.

In total, 92.3% of land in the Lithgow LGA is located in an area of environmental constraint. Council mapping indicates that there is overlapping of areas of high environmental value with land zoned for potential residential and commercial or industrial uses. This can be broken down in to:

57,221 Hectares of State Forests

83,241 Hectares of Sydney Water Catchment Area

119,057 Hectares of Groundwater Vulnerability

155,377 Hectares of Biodiversity

193,861 Hectares of National Parks

0 50,000 100,000 150,000 200,000

Balancing the economic, social and environmental values of our environmental areas is key to the health and wellbeing of our regional biodiversity. Traditional threats to habitats and threatened species such as mining and agriculture are now being joined by rural residential living. As our urban settlements start to grow outwards, and

more people look to develop in rural areas, Council will need to consider what environmental values need to be protected from overdevelopment.

To ensure adequate planning controls are being applied to protect the significant environmental values of our region, additional studies will be required to bridge our gaps of knowledge. Currently, there is a need to review our environmental constraints mapping to identify areas of extreme high values. This will include identifying in specific detail the important environmental corridors, where endangered ecological communities occur in the LGA, and what change is needed in development controls to ensure a healthy and vibrant natural ecosystem.

Environmentally Constrained Land



Constrained Land By Overlays Land constrained by biodiversity values. Land constrained by the Sydney Water Land constrained by groundwater Darker shades of red represent higher Catchment Area. Development in the vulnerability. Development in the values. Development in the highlighted highlighted area must show net-neutral or highlighted areas must show how areas must show how development will beneficial impact on water quality to gain development will mitigate or minimise its avoid causing environmental impact. development consent. impact on groundwater.

Council Will: Ensure that natural assets and areas of Strengthen local planning controls to high environmental value are mapped and ensure new developments identifies appropriately zoned protects any significant environmental attributes associated with the allotment. Ensure Important environmental qualities will be protected under appropriate Ensure that development is minimalized in environmental zonings and controls. areas containing high biodiversity values. **Actions: Timeline** Review the Environmentally Sensitive Area maps and provisions within the Lithgow LEP 2014 to ensure best practice Short 11.1 implementation at the appropriate level within either the LEP Prepare a biodiversity strategy to identify and manage the 11.2 Long

LGA's significant biodiversity values.

Adapt to Natural Hazards and Climate Change



Rationale:

With a changing climate and growing awareness of the impacts of man-made climate change, Council is actively investigating policies and procedures to enhance the resilience of our LGA to climate change in accordance with the NSW Government's Climate Change Policy for NSW. This is in conjunction with the overarching aim of achieving the state governments goal of achieving net zero emissions by 2050.

Climate modelling provided by AdaptNSW identifies moderate potential changes to our regional climate to 2080. The Central West will continue to experience lower rainfall, higher variations in temperature extremes, prolonged dry conditions, intensification of weather events, and an increase bushfire risk. Localised modelling by Office of Environment and Heritage demonstrates that while Lithgow will experience similar effects of climate change as the Central West, it will occur at a lower intensity than its regional neighbours.

The largest concern to Lithgow originating from a changing climate is the increasing prevalence of natural hazards.

development in established townships will reduce the risk to life and property in addition to maximise functionality of natural hazard infrastructure and services.

Flooding is another type of natural hazard that is predicted to increase in frequency and intensity with more concentrated precipitation events. The Lithgow region is estimated to receive 0 to 5% more rainfall annually but will see a reduction of rain in all seasons except for Autumn where rainfall is expected to increase by up to 10 to 20%. Council is currently preparing for flooding scenarios through recent studies done in conjunction with DPIE to map and model localised flooding in our urban areas.

Lithgow is susceptible to localised riverine and overland flooding on a two to five year cycle primarily in our urban areas; primarily in the Vale of Clwydd and around the banks of Farmers Creek. Preparing and implementing policies to protect new and existing development from flooding is currently being explored through a Floodplain Management Study and Plan.

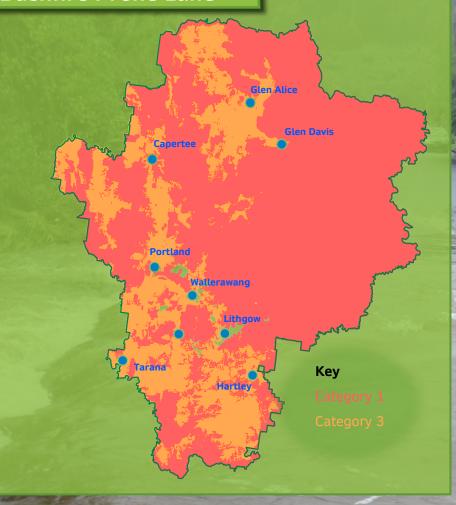
Bushfires are one of the natural hazards predicted to increase in frequency and intensity as conditions that constitute a bushfire season such as intense periods of dry conditions become more frequent and prolonged. Due to the geographical and rural nature of Lithgow, significant portions of the LGA has been identified as either category 1 or 3 bushfire prone land; areas of medium to high bush fire risk. It is estimated that by 2040, the Lithgow regions exposure to bushfire events will increase by up to 0.5% with an added risk of bushfire events in spring increasing by up to 1% with severe bushfire events following a similar trend.

Built environment patterns also hinder our ability to mitigate the impacts of bushfires with increasing pressure to further develop areas of high vegetation for aesthetic 'tree change' lifestyles. Reducing development footprints in category 1 fire prone areas and focusing new

limate Projections	Ву 2030	Ву 2070
Maximum Temp.	+0.7°	+2.1°
Minimum Temp.	+0.6°	+2.1°
Rainfall	-0.5% to -2.5%	+4.6% to +8.5%
FFDI ¹	+0.1 to +0.25 days >	+0.25 to +0.55 days
Days above 35°	+1 to 3 days	+3.7 to 9 days
Nights below 2°	-10 to –13 days	-29 to –37 days

¹: Forest Fire Danger Index. 12 and below is moderate, 12 to 25 is high, 25 to 49 is very high, 50 to 74 is severe, 75-99 is extreme. And above 100 is catastrophic.

Bushfire Prone Land



Council Will:

- Ensure development avoids areas where natural hazards cannot be avoided, mitigated or have adaptative measures adopted.
- Continue to update local bushfire risk mapping as required.
- Support developments that maximise efficient reuse of natural resources and reduces overall environmental footprint.
- Continue to monitor and update changes in climate and natural hazard modelling.

Actions:

N. Carlot			Timeline
1/10	12.1	Prepare and implement the Lithgow Floodplain Risk Management Study and Plan	Short
	12.2	Increase community awareness of the extent of bush fire prone land and bush fire impacts across the LGA	Immediate
	12.3	Partner with the RFS to undertake a review of the Lithgow Bushfire Risk Management Framework considering the principles outlined in Chapter 4 of the <i>Planning For Bushfire Protection 2019</i> guide.	Short
	12.4	Investigate Councils capacity to become a Power Partner with the Cities Power Partnership.	Immediate
	12.5	Review and finalise the Draft Lithgow Climate Change Risk Adaptation Report	Short

Implementation, Monitoring and Reporting

Implementation

The LSPS will communicate the long-term land use strategy for the Lithgow LGA over a 20-year planning horizon. To realise this vision, a series of amendments to other Council plans which provide the delivery framework for Council's strategic planning will be required. These plans and their functions are described below:

- Local Environmental Plan (LEP) LEPs are the principal statutory document which establishes the planning controls for an LGA. Through zoning, development standards and other local provisions the LEP provides the legal framework to ensure development is appropriate and reflects the communities vision for land use in the LGA.
- Development Control Plan Are non-statutory plans that provides detailed planning and design guidelines, and development controls to support the LEP.
- Contributions Plan Division 6 of Part 4 of the EP&A Act 1979 gives Council the power to collect contributions from developers toward public infrastructure required as a consequence of their development.

Timelines

Proposed timings for the actions located within the planning priorities sections are as followed:

Immediate 0-1 years

Short: 1-3 years

Medium: 3-5 years

Long: 5+ years

LEP amendments

Proposed developments which align to the strategic planning direction in the LSPS may require changes to development controls or land use zoning to occur before a development application can be submitted. In this case, an amendment to the LEP would be required.

Amendments to the LEP are subject to planning proposals in accordance with section 3.4 of the EP&A Act 1979. Planning proposals to amend the LEP may either be prepared by Council or by applicants. Alignment to the strategic direction within the LSPS will be a significant consideration when determining whether an LEP amendment will proceed.

More information on amendments to the LEP can be found in DPIE's A Guide to Preparing Planning Proposals.

Monitoring and review

Council will monitor, review and report on its Local Strategic Planning Statement to ensure that its planning priorities are being achieved. Council will use the existing Integrated Planning and Reporting (IP&R) framework under the Local Government Act 1993 for the purpose of monitoring implementation of the LSPS.

Council will commence its first full review of the LSPS in 2025 and again every four years to align the review period with Council's overarching community strategic planning and IP&R under the LG Act.

Regular reviews will ensure that the LSPS reflects the vision the community has for future of Lithgow and is aligned to the latest trends and information available about the environment and the community's social and economic needs.

Funding & Investment

The LSPS will play an important role in Council's resourcing strategy, with preparation of strategies and studies required by this plan funded in the 4-year delivery program and annual operational plans

