

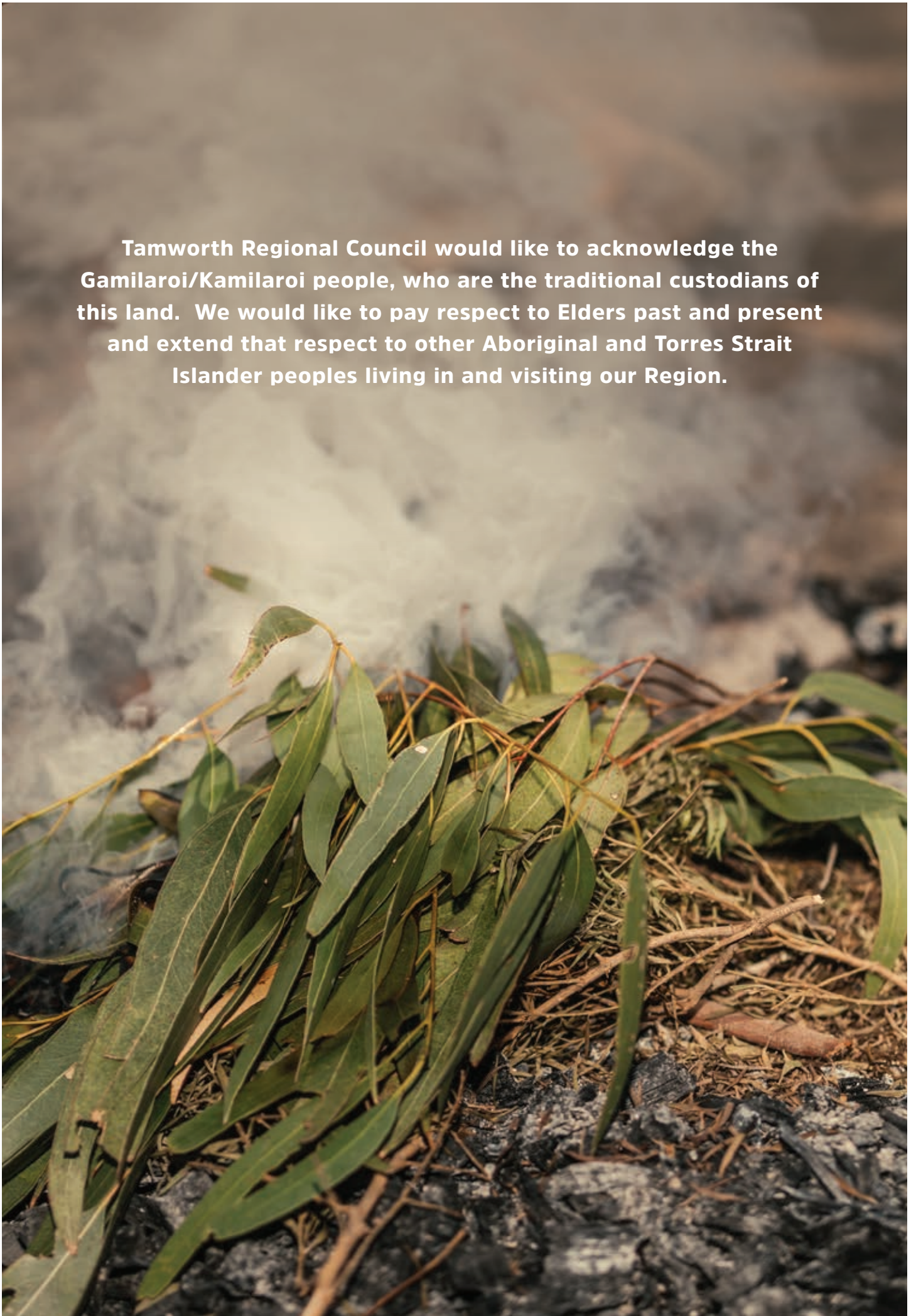
BLUEPRINT 100

Our Community Plan

2023 - 2033



Tamworth Regional Council would like to acknowledge the Gamilaroi/Kamilaroi people, who are the traditional custodians of this land. We would like to pay respect to Elders past and present and extend that respect to other Aboriginal and Torres Strait Islander peoples living in and visiting our Region.



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FEEDBACK

We want to hear from you. Please direct any feedback or suggestions about this plan to Council by calling (02) 6767 5555, emailing trc@tamworth.nsw.gov.au or visiting www.tamworth.nsw.gov.au.

THANK YOU

Tamworth Regional Council prepared this plan on behalf of our community.

Our sincerest thanks go to all the enthusiastic, caring members of our community who participated in our engagement process. Your visions, suggestions and comments are embodied in this Community Plan, and will guide the development of a vibrant and prosperous future for our beautiful region.

Council would also like to acknowledge the valuable contribution from community groups, business and government agency representatives, staff and Councillors.





Message from Tamworth Region Mayor, Russell Webb

A great place to live in does not happen without knowing what that actually means and how it will be achieved.

The Blueprint 100 Community Plan is our future vision for the Tamworth region – one we share with the members of our community. It sets out how we can ensure our region will be economically strong with sustained growth and give us all the quality of life we aspire to have.

Our nine focus areas reflect the aspirations we have for a vibrant, inclusive and progressive community.

Delivering durable water infrastructure including securing our water supply, facilitating smart growth and housing choices, create a prosperous region, build resilient communities, connect our region and its citizens, design with nature, celebrate our culture and heritage, and, strengthen our proud identity is all part of the roadmap which will get us to where we all want to be.

I encourage you all to continue to work together to make our region an even better place to call home.



Message from the General Manager, Paul Bennett

This Community Plan is the document which will guide the delivery of services and facilities in our region over the next 10 years.

It genuinely reflects the wants and needs of the Tamworth region community, being the result of an extensive consultation process.

I would like to thank the many people who added their opinions and ideas through our surveys and information sessions as well as engaging with us through our MyTRC Online Community portal. Your efforts have ensured this plan is truly a shared vision.

It is clear we all want Tamworth to be a world-class regional centre which is a great place to live, work, study, do business in and visit.

The hard work will now begin and I encourage you to continue with us on this journey.

An aerial photograph of a city at sunset. The sky is a mix of soft pinks, oranges, and yellows, with a few wispy clouds. In the distance, a range of low mountains is visible. The city below is densely packed with houses and trees, with a main road running through the center. The overall mood is peaceful and hopeful.

OUR VISION

“Our region will be thriving, modern and prosperous, with compassion for our people, reverence for our culture, and respect for nature.”

We will build a more resilient, inclusive community. We will protect and support our natural environment.

We will celebrate our rich culture and heritage. We will expand our proud identity. We will enable prosperity by supporting businesses to grow, through better housing options, thriving town centres and productive employment areas.

We will deliver water infrastructure and security that supports the growth of our region and economic aspirations. We will attract new businesses, support educational opportunities, and make it easier to do business. We will connect our region and its citizens through a safe and efficient movement network.

And we will achieve this with openness and accountability.



OUR VALUES

Here at Council, we endeavour to uphold our values in all that we do:

- Accountability
- Safety and health
- Customer Orientation
 - Equity
 - Teamwork

OUR MISSION

Tamworth Regional Council is committed to serving the community with:

- integrity • efficiency
- fairness • impartiality
- the encouragement of mutual respect
- Council promotes and strives to achieve a climate of respect for all

OUR PROMISE

Tamworth Regional Council is committed to making it simple for you to get in touch, have your questions answered and find the information you need.

Sunset over Tamworth, Oxley Scenic Lookout

PLANNING FOR OUR FUTURE

What is Integrated Planning & Reporting?

Integrated Planning and Reporting (IP&R) is the framework Tamworth Regional Council uses to work towards achieving our community's vision. It is an opportunity for everyone to join the conversation about the future of our region, what our priorities are, how projects and services are funded, and how we move forward sustainably.

Under NSW Government legislation, every council must prepare a number of connected plans that provide details on how a council intends to deliver works and services in the short and long term.

The plans in the framework are all connected, and are based on the community's priorities.

The plans are designed to cascade through a number of levels of detail, starting with the key Focus Areas in the document "Our Community Plan", and ending in actions and measures set out in the document "Our Annual Plan".

The framework also uses a reporting structure to communicate progress on the plans to our community, as well as a structured timeline for reviewing plans to ensure the goals and actions remain current.

You can find more information about the framework we use at the New South Wales Government website [Integrated Planning and Reporting - Office of Local Government NSW](#)

What is Our Community Plan?

Our Community Plan is a plan by our community for our future. It describes what we want our future to look like, and how we are going to get there.

Our Community Plan is based on partnerships between individuals, council, state and federal governments, businesses and community groups. We all play a part in achieving the shared vision of a prosperous future for our region.

This plan is used by council to plan the detailed actions needed to provide the services of the future. It is also used to advocate on behalf of our community at other levels of government.

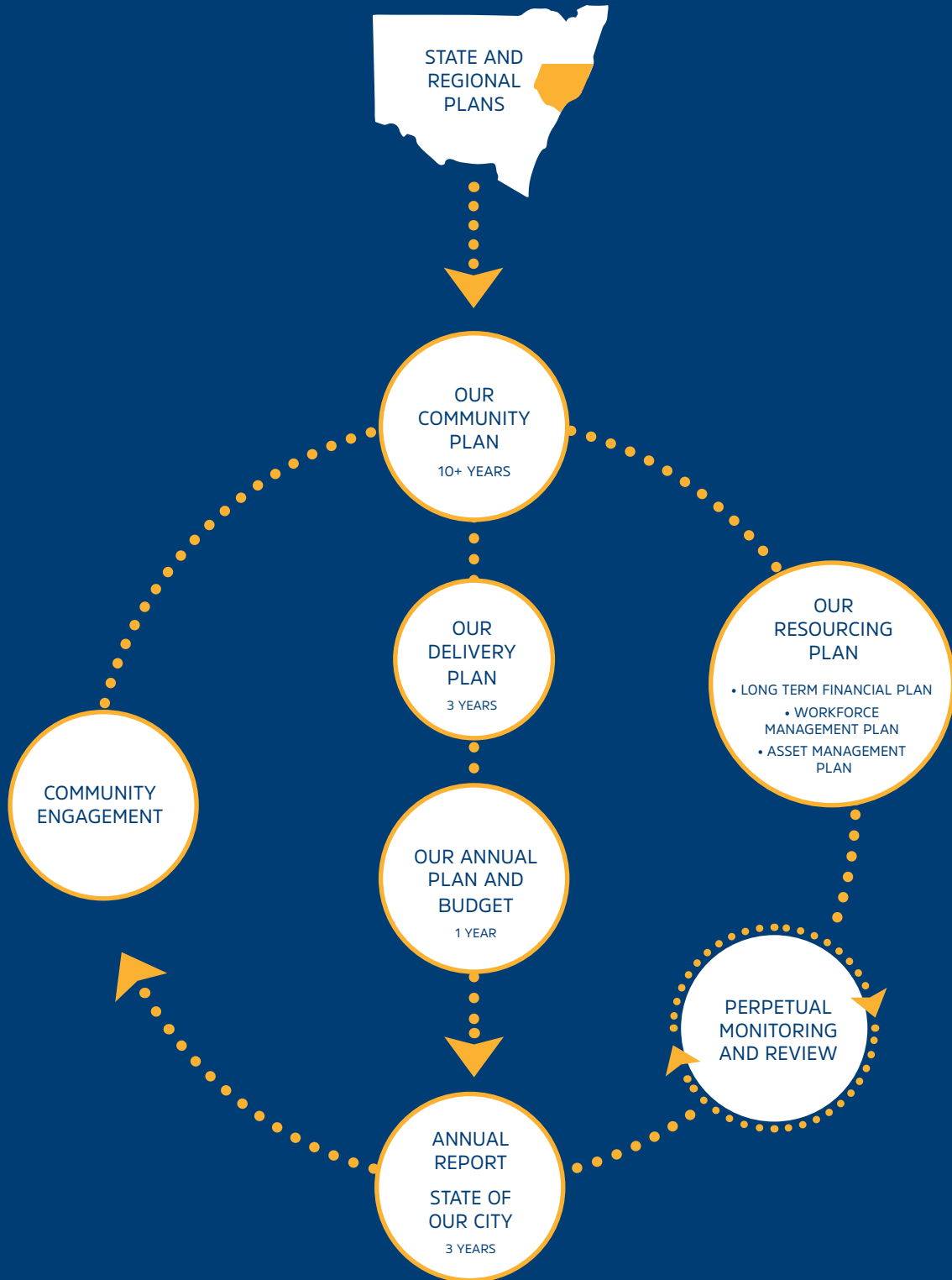
Not only does the plan show how we connect with the priorities of the New South Wales and Australian governments, it is also aligned with the

United Nations' Sustainable Development Goals, demonstrating how our future aligns with the aspirations of our broader community.

The Plan is based on the social justice principles of *Equity, Access, Participation and Rights*. And responsibilities have been identified to ensure everyone in our community knows what their role is.

To see how successful we have been in reaching our goals, the plan includes a number of measures. In 2025, when this plan expires and we prepare to review our goals, council will report back to our community on these measures.

INTEGRATED PLANNING AND REPORTING



OUR ROLE

Our Community Plan has been prepared by Council on behalf of our community.

Responsibility for achieving the long-term goals of our community rests with all levels of government, as well as individuals, organisations and industry groups.

Where Council is not the provider of a service or program, we are committed to taking action to facilitate change through advocacy, leadership and collaboration on behalf of our community.



PROVIDER

We provide services, facilities, infrastructure and programs to meet the long term goals of our community



ADVOCATE

We advocate on behalf of our community and provide a collective voice



COLLABORATOR

We partner with other organisations to deliver the best outcomes for our community



LEADER

We plan and provide direction, we identify issues and mobilise stakeholders

OUR ORGANISATION



Councillor Russell Webb
Mayor



Councillor Mark Rodda
Deputy Mayor



Councillor Phil Betts



Councillor Bede Burke



Councillor Judy Coates



Councillor Steve Mears



Councillor Brooke Southwell



Councillor Marc Sutherland



Councillor Helen Tickle



Paul Bennett
General Manager

| Peter Resch Director Regional Services | Bruce Logan Director Water & Waste | Gina Vereker Director Liveable Communities | Jacqueline O'Neill Director Growth & Prosperity | Jason Collins Executive Manager Strategy & Performance | Rami Abu-Shaqra Chief Financial Officer | Marie Resch Chief People Officer | Karen Litchfield Internal Auditor |
|--|--|--|---|--|---|--|--|
| Business Units | Business Units | Business Units | Business Units | Business Units | Business Units | Business Units | |
| Operations & Construction | Laboratory | Compliance | AELEC | Communications | Financial Services | People & Culture | |
| Plant Fleet & Building Services | Projects, Strategy & Infrastructure | Cultural & Community Services | Commercial Property | Governance | | Health & Wellbeing | |
| Project Planning and Delivery | Sustainability | Customer Services | Economic Development & Investment | Legal Services | | Injury Management | |
| Sports & Recreation | Waste & Resource Recovery | Development | Entertainment Venues | Risk & Safety | | | |
| Strategy, Assets and Design | | Development Engineering | Information Technology | Strategy & Performance | | | |
| | | Integrated Planning | Airport & Aviation | | | | |
| | | | Business Events | | | | |

ALIGNING WITH SUSTAINABLE DEVELOPMENT GOALS

The United Nations Sustainable Development Goals (SDGs) are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. The SDGs apply to all countries and promote action on climate change, economic inequality, innovation, sustainable consumption, peace and justice, among other priorities.

The SDGs were agreed and adopted by the United Nations member states, including Australia, in September 2015 as part of the 2030 Agenda for Sustainable Development.

Each of the 17 Goals are underpinned by targets.

Local Government plays a key role in identifying and implementing local actions that address the SDGs. Tamworth Regional Council has identified the most relevant SDGs aligned to Our Community Plan focus areas. This provides a framework for how council can contribute to the SDGs. For further information visit <https://sdgs.un.org/goals>



TAMWORTH REGIONAL COUNCIL FOCUS AREA SUSTAINABLE DEVELOPMENT GOALS

**TAMWORTH REGIONAL COUNCIL
FOCUS AREA**

**SUSTAINABLE
DEVELOPMENT GOALS**

1. OUR WATER SECURITY

"Deliver durable water infrastructure including raw water"



2. A LIVEABLE BUILT ENVIRONMENT

"Facilitate smart growth and housing choices"



3. PROSPERITY AND INNOVATION

"Create a Prosperous Region"



4. RESILIENT AND DIVERSE COMMUNITIES

"Build resilient communities"



5. CONNECT OUR REGION AND ITS CITIZENS



6. WORKING WITH AND PROTECTING OUR ENVIRONMENT

"Design with Nature"



7. CELEBRATE OUR CULTURES AND HERITAGE



8. A STRONG AND VIBRANT IDENTITY

"Strengthen our proud identity"



9. OPEN AND COLLABORATIVE LEADERSHIP





Sunset at Hanging Rock

BLUEPRINT 100 – A FUTURE VISION

Blueprint 100 is a vision for the long term future of our region.

It was created by a group of creative, civic-minded local people who are passionate about our region and the people who call it home. **Blueprint 100** is a collection of thoughts, dreams and ideas, as well as specific actions, to guide our great community towards the shared vision for our future. The strategies in Blueprint 100 tell us what we need to do NOW to keep growing towards a vibrant,

prosperous region that remains a great place to live, work and visit.

Blueprint 100 is grouped into **FOCUS AREAS**, and these focus areas form the basis for all other council strategies and plans.

You will find these focus areas and the strategies behind them in the following pages, and in all other council planning documents created on behalf of our community.

Blueprint 100 Focus Areas



FOCUS AREA 1
OUR WATER SECURITY
"Deliver durable water infrastructure including raw water"



FOCUS AREA 2
A LIVEABLE BUILT ENVIRONMENT
"Facilitate smart growth and housing choices"



FOCUS AREA 3
PROSPERITY AND INNOVATION
"Create a Prosperous Region"



FOCUS AREA 4
RESILIENT AND DIVERSE COMMUNITIES
"Build resilient communities"



FOCUS AREA 5
CONNECT OUR REGION AND ITS CITIZENS



FOCUS AREA 6
WORKING WITH AND PROTECTING OUR ENVIRONMENT
"Design with Nature"



FOCUS AREA 7
CELEBRATE OUR CULTURES AND HERITAGE



FOCUS AREA 8
A STRONG AND VIBRANT IDENTITY
"Strengthen our proud identity"



FOCUS AREA 9
OPEN AND COLLABORATIVE LEADERSHIP

OUR WATER SECURITY

"Deliver durable water infrastructure including raw water"



WHAT YOU TOLD US YOU WANT:

- A region that prioritises water conservation
- Improve how we use our waste water
- Secure and safe water for our future
- Our planning and urban design uses sustainable water and waste water best practices

SUSTAINABLE DEVELOPMENT GOALS



| Our Priorities <i>Where do we want to be?</i> | Our Strategies <i>How will we get there?</i> | Council's Role | Our Partners | Measuring Success <i>How will we know we have succeeded?</i> | QBL Indicators |
|--|---|--|--|--|---|
| A region with a safe and secure water supply | <p>Establish appropriate water and drought contingency measures in collaboration with the state government</p> <p>Investigate and develop practical ways to secure our water supply</p> | Advocate Collaborator Leader Provider | All water users Federal Government Research Sector State Government Water industry | Improved water security Community satisfaction with water security | Civic Leadership Economic Environmental Social |
| A region that prioritises water conservation and water sustainability | <p>Improve water sustainability across the region</p> <p>Use demand management measures, such as water pricing, to encourage efficient water use</p> | Advocate Collaborator Leader Provider | All water users Federal Government IPART Namoi Joint Organisation Research Sector State Government Water Sustainability Industry | Community satisfaction with water sustainability Water conservation increases across the region through community and business participation in water conservation programs | Civic Leadership Economic Environmental Social |
| Efficient and fit for purpose waste water management | <p>Progress the establishment of sustainable effluent management practices for all Wastewater Treatment Works</p> <p>Plan for and upgrade our waste water infrastructure</p> | Collaborator Provider | Businesses Research Sector State Government Waste Water Sector | Improved waste water practices | Environmental Social |
| Our urban planning, design and operations use sustainable water and waste water approaches | <p>Water sustainability is included in strategies, plans and policies</p> <p>Implement sustainable water practices across Tamworth Regional Council services and facilities eg convert more TRC sports fields and open spaces to more sustainable or non potable water supplies</p> | Advocate Collaborator Leader Provider | Building Industry Community groups Developers Federal Government State Government Water Sustainability Industry | <p>Increased number of Tamworth Regional Council services and facilities using sustainable approaches to water and waste water management</p> <p>More water and waste wise designs</p> | Economic Environmental Social |

Our Supporting Strategies and Plans

Asset Management Plans

Demand Management Plan

Development Servicing Plans

Drought Management Plan

Integrated Water Cycle Management Issues Paper

Integrated Water Cycle Management Strategy

Strategic Business Plan

Sustainability Strategy

Tamworth Regional Development Control Plan

Tamworth Regional Local Environmental Plan

Wastewater Servicing Strategy

Water Servicing Strategy

Council Business Units responsible for delivering outcomes:

Compliance

Development

Economic Development and Investment

Integrated Planning

Laboratory Services

Projects, Strategy & Infrastructure

Sports and Recreation

Sustainability

96%
of residents believe
delivering durable infrastructure,
including raw water is important/
very important for the future of
the region

91%
of residents said water
management was important/very
important

75%
of resident said waste water
services were important/very
important



120ML raw water storage dam at Calala Water Treatment Plant

A LIVEABLE BUILT ENVIRONMENT

"Facilitate smart growth and housing choices"



WHAT YOU TOLD US YOU WANT:

- A vibrant city centre
- Better manage rural- residential development
- Grow housing in the right places
- High quality community facilities
- More diverse house offerings
- More affordable housing across the region

85%
of residents believe facilitating smart growth and housing choices is important/very important for the future of the region

SUSTAINABLE DEVELOPMENT GOALS



PERCENTAGE OF OUR COMMUNITY SATISFIED WITH COUNCIL SERVICES



98%

Library services



93%

Ovals/sportsgrounds



92%

Parks/playgrounds



91%

Community buildings/halls



89%

Arts/entertainment

| Our Priorities <i>Where do we want to be?</i> | Our Strategies <i>How will we get there?</i> | Council's Role | Our Partners | Measuring Success <i>How will we know we have succeeded?</i> | QBL Indicators |
|--|--|--|--|---|---|
| The right growth in the right locations | Manage growth by updating the strategic land use plans and the Local Environmental Plan, and ensure developments meet these requirements Ensure sustainability principles are embedded into our policies and planning tools for future developments | Advocate Collaborator Leader Provider | Building Industry Development Industry Private investors Our Community State Government | Community satisfaction with growth decisions Meeting the outcomes of the Sustainability Strategy | Civic leadership Economic Environmental Social |
| Vibrant city and town centres | Enhance and revitalise town centres and manage streetscapes to improve the visual appeal of the CBD, towns and villages Encourage night time social connections Improve the greening and cooling of the region through the implementation of the Urban Street Tree Management Plan | Advocate Collaborator Leader Provider | Building Industry Business Chamber of Commerce CBD Businesses Development Industry Our Community State Government | Community satisfaction with our City and town centres' liveability | Civic leadership Economic Environmental Social |

| Our Priorities <i>Where do we want to be?</i> | Our Strategies <i>How will we get there?</i> | Council's Role | Our Partners | Measuring Success <i>How will we know we have succeeded?</i> | QBL Indicators |
|--|--|--|--|---|---|
| More diverse and affordable housing | <p>Deliver more opportunities for affordable housing</p> <p>Encourage the development of diverse housing options</p> <p>A more diverse and dense Long Yard Local Centre</p> | Advocate Collaborator Leader Provider | Building Industry Development industry Federal Government Our Community State Government Social housing providers | <p>Development and implementation of an Affordable Housing Strategy</p> <p>Finalisation of plans for Arcadia and Stratheden</p> <p>Community satisfaction with housing options and affordability</p> <p>Increased investment opportunities</p> | Civic leadership Economic Environmental Social |
| Providing high quality lifestyle, recreational and community facilities such as library's, pools, park, sports facilities, arts centres and cemeteries | <p>Implement the respective strategic plans and masterplans for our open spaces and recreational facilities</p> <p>Develop an arts and learning precinct that includes a performing arts centre and shared cultural facilities</p> <p>Deliver a multipurpose community centre at Kootingal</p> <p>Establish Aquatic facilities as regional sports and recreation attractions</p> | Advocate Collaborator Leader Provider | Arts Community Federal Government NCIS Our Community Schools Community Sporting Groups State Government | <p>Community satisfaction with our lifestyle, recreational and community facilities</p> <p>Progress the business case and detailed design for a performing arts centre</p> <p>Completion of revised Business Case for the aquatic & leisure needs of Tamworth</p> <p>Completion of the multipurpose community centre at Kootingal</p> | Civic leadership Social |

Our Supporting Strategies and Plans

Asset Management Plans

CBD Masterplan

NSW Visitor Economy Strategy

Northern Inland Centre of Sporting Excellence Masterplan

Peel Street Revitalisation Plan

Sport & Recreation Open Space Management Guide

Sports & Recreation Strategic Plan

Tamworth Economic Development & Investment Strategy

Tamworth Region Visitor Economy Plan

Tamworth Regional Development Control Plan

Tamworth Regional Local Environmental Plan

Urban Street Tree Management Plan

Council Business Units responsible for delivering outcomes:

Cemeteries

Cultural and Community Services

Development

Economic Development & Investment

Events

Financial Services

Integrated Planning

Library Services

Sports & Recreation

Sustainability

PROSPERITY AND INNOVATION

"Create a Prosperous Region"



WHAT YOU TOLD US YOU WANT:

- Support businesses and jobs across our existing industries
- Help improve the skill levels across the region
- Provide a sound economic base for business to grow
- Reduce the cost of doing business
- Attract new businesses to the region that add value and complement our existing businesses

SUSTAINABLE DEVELOPMENT GOALS



| <p>Our Priorities <i>Where do we want to be?</i></p> | <p>Our Strategies <i>How will we get there?</i></p> | <p>Council's Role</p> | <p>Our Partners</p> | <p>Measuring Success <i>How will we know we have succeeded?</i></p> | <p>QBL Indicators</p> |
|---|--|--|---|--|------------------------------|
| <p>Be an attractive region for new and existing businesses to invest.</p> | <p>Ensure business friendly principles are embedded into our policies, planning and operations, such as fast tracking development applications</p> <p>Implement actions from the Tamworth Economic Development and Investment Strategy</p> <p>Increase opportunities for aboriginal economic and business growth</p> | <p>Advocate Collaborator Leader Provider</p> | <p>Business Sector Federal Government State Government</p> | <p>Business and community satisfaction</p> <p>Delivery of actions from Tamworth Economic Development and Investment Strategy</p> | <p>Economic Social</p> |
| <p>Our industries are successful and create opportunities for other initiatives/business in the down stream economy</p> | <p>Ensure Tamworth's strategies, plans and policies appropriately enable growth in our food processing industry</p> <p>Develop our health precinct to attract a range of medical related services</p> <p>Establish a high technology Agribusiness cluster</p> <p>Grow our aviation sector to support the economy</p> | <p>Advocate Collaborator Leader Provider</p> | <p>Aviation sector Business Sector Federal Government Food Processing Sector Manufacturing Sector Health Sector State Government Technology</p> | <p>Delivery of actions from Tamworth Economic Development and Investment Strategy</p> <p>Expansion of existing industries</p> <p>Growth of GDP</p> | <p>Economic Social</p> |

| Our Priorities <i>Where do we want to be?</i> | Our Strategies <i>How will we get there?</i> | Council's Role | Our Partners | Measuring Success <i>How will we know we have succeeded?</i> | QBL Indicators |
|---|--|---|--|---|----------------------------|
| <p>Our community has access to higher education and skills development</p> | <p>Improve the availability and access to tertiary educational opportunities</p> <p>Support the ongoing service provisions of TAFE and school based vocational education</p> | <p>Advocate Collaborator Provider</p> | <p>Education Sector Federal Government State Government UNE</p> | <p>Number of tertiary educated and qualified skilled workers increases</p> | <p>Economic Social</p> |
| <p>The Tamworth region is Country Australia's leading and most vibrant destination with a sustainable and dynamic visitor economy</p> | <p>Make Tamworth the events capital of Country Australia by leveraging the Country Music Festival and growing our signature, bespoke and business events</p> <p>Enrich the experience of visitors through arts, culture, aboriginal culture, nature, heritage and food experiences</p> <p>Activate our assets and precincts to maximise the potential for equine, agri, sport, education and visitor economy</p> | <p>Collaborator Provider Advocate</p> | <p>Destination NSW Local Business Tourism Australia Tourism Industry</p> | <p>Delivering outcomes from our Visitor Economy Plan</p> <p>Increasing the the number of visitors and the average number of nights stayed</p> | <p>Economic Social</p> |

| Our Supporting Strategies and Plans |
|---|
| Asset Management Plans |
| NSW Visitor Economy Strategy 2030 |
| Tamworth Economic Development and Investment Strategy |
| Tamworth Regional Council Sport & Recreation Strategic Plan |
| Tamworth Region Prospectus |
| Tamworth Regional Local Environmental Plan |
| Tamworth Regional Development Control Plan |
| Tamworth Region Visitor Economy Plan |

| Council Business Units responsible for delivering outcomes: |
|--|
| AELEC |
| Airport and Aviation |
| Commercial Property |
| Communications |
| Cultural and Community Services |
| Development |
| Economic Development & Investment |
| Events |
| Integrated Planning |
| Sports & Recreation |
| Sustainability |
| Visitor Services |
| Risk & Compliance |
| Sports & Recreation |

95%
residents believe creating a prosperous region is important/very important for the future of the region.

RESILIENT AND DIVERSE COMMUNITIES

"Build resilient communities"



WHAT YOU TOLD US YOU WANT:

- Improve community services for all
- Help our towns and villages thrive
- Support the community to get better health services
- Be a safe place to live
- Be a healthy community

89%
of residents believe building resilient communities is important/very important for the future of the region

SUSTAINABLE DEVELOPMENT GOALS



| <p>Our Priorities <i>Where do we want to be?</i></p> | <p>Our Strategies <i>How will we get there?</i></p> | <p>Council's Role</p> | <p>Our Partners</p> | <p>Measuring Success <i>How will we know we have succeeded?</i></p> | <p>QBL Indicators</p> |
|---|---|--|--|--|---|
| <p>Our towns, villages and communities grow and prosper</p> | <p>Establish local strategies and community groups for towns and villages, including Kootingal, Manilla, Barraba and Nundle</p> <p>Deliver inclusive opportunities for local communities to be actively involved in decision-making</p> | <p>Advocate Collaborator Leader Provider</p> | <p>Federal Government Our Community State Government</p> | <p>Community and business satisfaction of our towns and villages</p> <p>Community satisfaction with community engagement</p> | <p>Economic Environment Social</p> |
| <p>Our community has improved outcomes and access to community and social services that are inclusive and meet their needs and expectations</p> | <p>Develop a framework to improve social and community services in the Tamworth Region</p> <p>Advocate and partner with Government, businesses and community service organisations to improve outcomes for our communities including our Youth, Aboriginal, Aged, Volunteer, and Disability communities</p> | <p>Advocate Collaborator Leader Provider</p> | <p>Community organisations Education Sector Federal Government Health Sector Our Community State Government</p> | <p>Community satisfaction with services provided Improved access to services</p> <p>Improved outcomes for our community</p> <p>Improved outcomes for our Aboriginal community</p> <p>Reduction in service gaps</p> | <p>Civic Leadership Social</p> |
| <p>Meet the 17 targets of the "Closing the Gap" national agreement for our community</p> | <p>Align our services and programs to align with "Close the Gap" targets</p> | <p>Advocate Collaborator Leader Provider</p> | <p>Aboriginal service providers Community Services sector Education sector Federal Government Health Sector Our Community State Government</p> | <p>Meeting the targets of the "Closing the Gap" agreement</p> | <p>Civic Leadership Economic Environmental Social</p> |

| Our Priorities <i>Where do we want to be?</i> | Our Strategies <i>How will we get there?</i> | Council's Role | Our Partners | Measuring Success <i>How will we know we have succeeded?</i> | QBL Indicators |
|---|---|--|--|---|---|
| Improve the health outcomes for all residents | Advocate to state and federal governments to help secure access to the health services our community needs now and into the future | Advocate | Federal Government Local Health providers and professionals NSW Health Our Community State Government | Improved health outcomes for the community | Economic Social |
| Be a safer and more resilient community | <p>Improve drought resilience of regional communities</p> <p>Support our region's prevention, preparedness, response and recovery measures to help build our resilience to disasters</p> <p>Support the state government's priority to reduce crime including violence, adult re-offending, road fatalities, domestic violence, youth crime</p> <p>Use education and enforcement of state and local regulations to deliver equitable outcomes for individuals and the community</p> | Advocate Collaborator Leader Provider | Companion animal welfare industry Federal Government NSW Emergency Service Agencies NSW Police Our Community State Government | <p>A more prepared and resilient community</p> <p>Community satisfaction with crime rates</p> <p>Reduction of crime rates</p> <p>Reduction in non-compliant behaviour</p> | Civic Leadership Environmental Social |

Our Supporting Strategies and Plans

Asset Management Plans

Bridge & Major Culverts Strategy

Crime Prevention Plan

Graffiti Management Plan

Nundle & Woolomin Flood Early Warning System

Onsite Sewerage Management Strategy

Reconciliation Action Plan

Regional Resilience plans for Towns and Villages

Strategic Companion Animal Management Plan

Tamworth City Wide Flood Risk Management Plan & Study

Tamworth City Wide Transport Model (Part 1 and Part 2)

Tamworth Region Disability Inclusion Action Plan

Tamworth Region Drought Resilience Plan

Tamworth Region Volunteer Strategy 2

Council Business Units responsible for delivering outcomes:

Communications

Compliance

Cultural and Community Services

Environmental Health

Place Management

Strategy and Assets

Sustainability

FOCUS AREA 5

CONNECT OUR REGION AND ITS CITIZENS



WHAT YOU TOLD US YOU WANT:

- A well connected, efficient, inclusive and safe movement network that serves businesses and commuters, as well as citizens who opt to walk and cycle
- Council to manage its infrastructure assets sustainably
- Council to plan and construct infrastructure for the future growth of our region
- An airport that serves both travellers and businesses
- Improved public transport options
- To advocate for better highways

SUSTAINABLE DEVELOPMENT GOALS



| Our Priorities <i>Where do we want to be?</i> | Our Strategies <i>How will we get there?</i> | Council's Role | Our Partners | Measuring Success <i>How will we know we have succeeded?</i> | QBL Indicators |
|--|---|--|---|---|--|
| A thriving aviation hub supporting travel and investment in our region | Improve connections with capital cities, and regions | Advocate Collaborator Provider | Aviation Sector Federal Government NSW Government Toursim Sector Business Sector | Business investment Community satisfaction with aviation services Utilisation and service availability | Economic Social |
| A safe and efficient transport network | Plan transport infrastructure to meet the needs of our community into the future Provide and maintain safe, cost effective and fit for purpose roads, bridges and carparks Partner with NSW Government to deliver efficient future proofed highways across our region | Advocate Collaborator Provider | Construction industry Developers Federal Government Freight and logistics sector NSW Police Our Community State Government Transport NSW | Community satisfaction with infrastructure service levels Condition and life cycle costs of infrastructure Infrastructure constructed | Economic Social |
| Expanded public transport options to meet the needs of our community now and in the future | Improve local bus services Investigate and advocate for the expansion of rail services within and out of our region | Advocate | State Government Transport providers | Improved services and availability of options | Environmental Social |
| Improved access to active transport options for movement between places | Increased participation in walking and cycling | Collaborator Provider | Local community groups NSW Health Transport for NSW | Community satisfaction Improved health outcomes Participation | Economic Environmental Social |
| Our community is enabled by technology | Support the community through improved digital services that meet the community's needs | Advocate Collaborator Leader Provider | Communications providers Communications sector Information Technology Sector | Community satisfaction with digital services Cyber security outcomes Improved efficiencies across council | Economic Civic Leadership Social |

Our Supporting Strategies and Plans

Active Transport Strategy

Airport Masterplan

Airport to CBD Corridor Strategy

Asset Management Plans

Bridges & Major Culverts Strategy

Calala Corridor Strategy

CBD Parking Strategy

Disability Inclusion Action Plan

Hills Plain & Stratheden Corridor Strategy

Road Infrastructure Strategy

Tamworth City Wide Transport Model (Part 1)

Tamworth City Wide Transport Model (Part 2)

Technology Strategy and Roadmap

Tamworth Global Gateway Park & Jewry Street Corridor Strategy

Transport Masterplan

Western Freight Link Corridor Identification

Council Business Units responsible for delivering outcomes:

Aviation, Events & Projects

Business Systems & Solutions

Communications

Customer Service

Economic Development and Investment

Financial Services

Operations & Construction

Plant, Fleet & Building Services

Risk & Compliance

Sports & Recreation

Strategy, Assets & Design

86%

of residents believe connecting our region and its citizens is important/very important for the future of the region



FOCUS AREA 6

WORKING WITH AND PROTECTING OUR ENVIRONMENT

"Design with Nature"



WHAT YOU TOLD US YOU WANT:

- Explore energy efficiency
- Pursue waste minimisation opportunities
- Look for renewable energy outcomes
- Use sustainable design and development practices
- Protect and conserve local wildlife, habitat and biodiversity

SUSTAINABLE DEVELOPMENT GOALS



| <p>Our Priorities <i>Where do we want to be?</i></p> | <p>Our Strategies <i>How will we get there?</i></p> | <p>Council's Role</p> | <p>Our Partners</p> | <p>Measuring Success <i>How will we know we have succeeded?</i></p> | <p>QBL Indicators</p> |
|---|---|--|---|--|---|
| <p>Increase the take up and use of affordable and clean energy across the region</p> | <p>Promote energy efficiency and renewable energy through the 2022-2025 Sustainability Strategy</p> <p>Make renewable energy available within the Tamworth Global Gateway Park</p> | <p>Advocate Collaborator Leader Provider</p> | <p>Building industry Business Sector Development industry Federal Government Our Community Renewable Energy Sector State Government</p> | <p>Access to renewable energy in the Tamworth Global Gateway Park</p> <p>Community satisfaction with renewable energy options</p> <p>Increase in the % of renewable energy used across the region</p> <p>Achieving the outcomes of the Sustainability Strategy</p> | <p>Civic leadership Economic Environmental Social</p> |
| <p>A region where sustainable design of facilities, infrastructure and development are the rule not the exception</p> | <p>Improve environmental sustainability across the region by implementing the initiatives, plans and programs identified within the Sustainability Strategy.</p> <p>Manage stormwater run off to protect our built and natural environments</p> | <p>Advocate Collaborator Leader Provider</p> | <p>Our community State Government Waste industry Developers Building Industry</p> | <p>Achieving the targets within State Governments Waste and sustainability strategy 2041.</p> <p>Achieving the targets within State Governments NSW Plastics Actions plan</p> <p>Community satisfaction with our waste management and recycling systems</p> | <p>Civic leadership Economic Environmental Social</p> |
| <p>Reduce our waste and manage it responsibly</p> | <p>Increase resource recycling, waste minimisation and improve waste segregation through a new 2030 Waste Strategy</p> | <p>Advocate Planner</p> | <p>Transport providers NSW Government Disability Sector Our Community Business Sector</p> | <p>Enhanced services and availability of options</p> | <p>Social Environmental</p> |
| <p>We care for our natural environmental (including flora, fauna and habitat)</p> | <p>Ensure that our planning and operational processes minimise and mitigate the impacts on biosecurity and our natural environment</p> | <p>Advocate Collaborator Leader</p> | <p>Building industry Development industry Our community State Government</p> | <p>Biodiversity is integrated into our LEP</p> <p>Community satisfaction with environmental outcomes</p> | <p>Civic leadership Environmental Social</p> |

Our Supporting Strategies and Plans

Asset Management Plans

East & North Tamworth Drainage Study

Economic Development and Investment Strategy

Flood Risk Management Plans for Tamworth, Manilla, Barraba, Nundle & Woolomin

Kerb & Gutter Priority Program

Local Environmental Plan

Sport & Recreation Open Space Management Guide

Sustainability Strategy

Tamworth Regional Development Control Plan

Tamworth Regional Local Environmental Plan

Urban Street Tree Management Plan

Council Business Units responsible for delivering outcomes:

Communications

Compliance

Construction/ Projects

Development

Economic Development

Integrated Planning

Strategy and Assets

Sustainability

Waste and Resource Recovery

87%

of residents believe design with nature is important/very important for the future of the region



CELEBRATE OUR CULTURES AND HERITAGE



WHAT YOU TOLD US YOU WANT:

- Celebrate and acknowledge our aboriginal history and culture
- Protect the region's heritage assets
- Engage and collaborate more effectively with our culturally diverse communities
- Showcase and promote our cultural assets

SUSTAINABLE DEVELOPMENT GOALS



| Our Priorities <i>Where do we want to be?</i> | Our Strategies <i>How will we get there?</i> | Council's Role | Our Partners | Measuring Success <i>How will we know we have succeeded?</i> | QBL Indicators |
|--|---|------------------------------------|---|--|-------------------------|
| Enhance our lives through the lived experience of arts and culture | Implement a framework for sustainable arts and cultural activity with an emphasis on celebrating diversity and strengthening the creativity across the region. Encourage new community arts initiatives and use of public spaces | Collaborator Leader Provider | Arts community Federal government Our community State Government | Community satisfaction with the arts and culture of the region | Social |
| Our Aboriginal community's history and culture is protected and celebrated | Support local Aboriginal communities' in the preservation and celebration of their cultures. | Collaborator Leader Provider | Aboriginal community Federal Government State Government | Aboriginal communities satisfaction with cultural respect | Environmental Social |
| Our region's heritage assets are protected and celebrated | Support the development of museum, gallery and library heritage collections Ensure development controls and zoning protect the heritage significance of items and conservation areas | Collaborator Leader Provider | Cultural and heritage groups Our Community State Government | Community satisfaction with heritage protection initiatives | Environmental Social |

Our Supporting Strategies and Plans

Australian Country Music Hall of Fame Strategic Plan

Aboriginal Cultural Heritage Study

Asset Management Plans

NSW Visitor Economy Strategy

Powerstation Museum Strategic Plan

Reconciliation Action Plan

Tamworth Economic Development and Investment Strategy

Tamworth Regional Gallery Strategic Plan

Tamworth Regional Museums Engagement Strategy

Tamworth Region Visitor Economy Plan

The Tamworth Region Cultural Plan

Tamworth Regional Local Environmental Plan

Tamworth Regional Development Control Plan

Council Business Units responsible for delivering outcomes:

Communications

Cultural and Community Services

Development

Economic Development and Investment

Entertainment

Gallery and Museums

Inclusive Community

Integrated Planning

74%
of our community rated celebrating our culture and heritage as important/very important for the future of the region



Len Waters Cultural Tour at Boundary Rock

A STRONG AND VIBRANT IDENTITY

"Strengthen our proud identity"



WHAT YOU TOLD US YOU WANT:

- Broaden Tamworth's identity beyond just Country Music
- Celebrate who we are

SUSTAINABLE DEVELOPMENT GOALS



| Our Priorities <i>Where do we want to be?</i> | Our Strategies <i>How will we get there?</i> | Council's Role | Our Partners | Measuring Success <i>How will we know we have succeeded?</i> | QBL Indicators |
|---|---|------------------------------------|---|---|-----------------------|
| Be known for country music and so much more | Develop and evolve our story to expand Tamworth's identity through all our strategies, plans and communications | Collaborator Leader Provider | Business Chamber of Commerce Entertainment Industry Our Community Tourism Industry State Government Federal Government | Our brand is well known and understood | Economic Social |
| Tell the world who we are and what we have | Market Tamworth beyond the region through our Economic and visitor economy strategies | Leader Provider | Business Chamber of Commerce State Government Tourism Australia Tourism NSW Tourism Sector | Economic and visitor economy communications plans developed Increase in visitation to the region Our marketing reaches a larger audience Increased business investment | Economic Social |
| Show who we are when people arrive by land or air to our towns and region | Develop and implement the Regional Entrance Strategy | Provider | Our Community | Improved entrances to our towns and villages built | Economic Social |

76%
 rated strengthening our proud identity as important/very important for the future of the region

Our Supporting Strategies and Plans

Asset Management Plans

Communications Strategy

Community Engagement Strategy

Community Participation Plan

Regional Entrance Strategy

Tamworth Economic Development and Investment Strategy

Tamworth Region Prospectus

Tamworth Region Visitor Economy Plan

Council Business Units responsible for delivering outcomes:

Communications

Economic Development

Economic Development and Investment

Events

Operations and Construction

Place Management

Sports and Recreation

Visitor Services



Fiesta La Peel Multicultural Street Festival

OPEN AND COLLABORATIVE LEADERSHIP



WHAT OUR COMMUNITY TOLD US:

You want us to communicate openly and be accountable. You want to be consulted and included in decision making. It is important to you Council is well led, and that we advocate for all groups in our region, with business partners and other levels of government.

You want our processes to be efficient, transparent and easy to use. You want us to deliver the future vision for our region sustainably. And you want council to be an organisation of excellence, both as an employer and a provider of services to the community.

SUSTAINABLE DEVELOPMENT GOALS



| Our Priorities <i>Where do we want to be?</i> | Our Strategies <i>How will we get there?</i> | Council's Role | Our Partners | Measuring Success <i>How will we know we have succeeded?</i> | QBL Indicators |
|---|---|--------------------------|--|---|--|
| Conduct council business with transparency and accountability | Ensure council meets the requirements of the Local Government Act and other information and disclosure requirements under State and Federal laws Make our planning and reporting easy to understand and reflective of the community's wants, needs and aspirations | Collaborator Provider | State Government NSW Statutory Authorities | Community satisfaction with council's transparency and accountability Integrated Planning & Reporting complies with State Government legislation Our Council represents and engages with all members of the community | Civic Leadership |
| Our financial position is strong and able to meet our current and future obligations to our community | Ensure long term financial sustainability through short, medium and long term financial planning Assets are managed to meet our community's needs through sustainable, cost effective lifecycle management | Provider | State Government NSW Statutory Authorities Our community | Community satisfaction with council's transparency and accountability | Civic Leadership Social |
| Everyone in our community feels informed, heard and understood. | Develop and implement a Communications Strategy to help build trust and transparency between our community and Council Provide customer services that are proactive, available, helpful, and accessible to everyone in the region | Provider | Our community | Community satisfaction with council communication Community satisfaction with customer service | Civic Leadership Economic Social |

| Our Priorities <i>Where do we want to be?</i> | Our Strategies <i>How will we get there?</i> | Council's Role | Our Partners | Measuring Success <i>How will we know we have succeeded?</i> | QBL Indicators |
|--|--|------------------------------------|---|---|------------------------------|
| Our workforce is agile and future ready | Attract and retain a high performing and engaged workforce Plan for our future workforce | Provider | Health providers Industry associations State Government | A workforce that is able to deliver outcomes for the community Implementation of the Workforce Management Plan | Civic Leadership Economic |
| Build strategic partnerships and advocate to other levels of government to ensure our community needs are met and concerns heard | Develop and manage relationships with all levels of government and stakeholders Participate in the Namoi Joint Organisation of Councils | Collaborator Leader Provider | Federal Government Our Neighbouring Councils State Government | We have productive relationships within the local government network | Civic Leadership Economic |

| Our Supporting Strategies and Plans |
|--|
| Annual Operational Plans |
| Asset Management Plans |
| Communications Strategy |
| Community Engagement Strategy |
| Internal Audit Program |
| Resourcing Strategy <ul style="list-style-type: none"> • Asset Management Strategy • Long Term Financial Plan • Workforce Management Plan |

| Council Business Units responsible for delivering outcomes: |
|--|
| Asset Management |
| Audit Services |
| Business Systems and Solutions |
| Communications |
| Customer Service |
| Financial Services |
| Governance |
| Legal Services |
| People & Culture |
| Risk & Compliance |
| Strategy & Performance |

90%
of residents rated transparency and accountability of council as important/very important



Blueprint 100 Community pop-up, Manilla

ALIGNMENT WITH STATE AND REGIONAL PLANS

The nine focus areas of Our Community Plan 2023-2033 align with the goals and priorities of the New South Wales government as shown in the table below.

| Focus Area | Future Transport Strategy 2056 | Housing 2041 - NSW Housing Strategy | New England North West Regional Plan 2036 | NSW 2021 State Plan |
|---|--------------------------------|-------------------------------------|---|---------------------|
| Our Water Security | | | ✓ | ✓ |
| A Liveable Built Environment | ✓ | ✓ | ✓ | ✓ |
| Prosperity and Innovation | ✓ | ✓ | ✓ | ✓ |
| Resilient and Diverse Communities | ✓ | ✓ | ✓ | ✓ |
| Connect our Region and its Citizens | ✓ | ✓ | ✓ | ✓ |
| Working with and Protecting our Environment | ✓ | ✓ | ✓ | ✓ |
| Celebrate our Cultures and Heritage | | | ✓ | ✓ |
| A Strong and Vibrant Identity | | | ✓ | ✓ |
| Open and Collaborative Leadership | | ✓ | | ✓ |

Links for further information:

| | |
|--|---|
| Future Transport Strategy 2056 | Future Transport 2056 Strategy.pdf (nsw.gov.au) |
| Housing 2041 - NSW Housing Strategy | Housing 2041 - NSW Housing Strategy |
| New England North West Regional Plan 2036 | New-England-North-West---Final-regional-plan-2017-09.pdf (nsw.gov.au) |
| NSW 2021 State Plan | NSW2021_WEBVERSION.pdf |
| NSW Disability Inclusion Action Plan 2020-2024 | Disability Inclusion Action Plan 2020-2025 (nsw.gov.au) |

| NSW Disability Inclusion Action Plan 2020-2024 | NSW Net Zero Plan 2020-2030 | NSW Regional Development Framework | NSW Smart Places Strategy | NSW State Infrastructure Strategy 2018-2038 | Premier's Priorities 2022 |
|--|-----------------------------|------------------------------------|---------------------------|---|---------------------------|
| | | ✓ | | ✓ | ✓ |
| ✓ | | ✓ | ✓ | ✓ | ✓ |
| ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
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| ✓ | | ✓ | ✓ | ✓ | ✓ |

| | |
|--|--|
| NSW Net Zero Plan |  Net Zero Plan. Stage 1: 2020-2030 (nsw.gov.au) |
| NSW Regional Development Framework |  Making it happen in the regions: Regional development framework (nsw.gov.au) |
| NSW Smart Places Strategy |  Smart Places Strategy (nsw.gov.au) |
| NSW State Infrastructure Strategy 2018-2038 |  SIS 2022 Infrastructure NSW |
| Premier's Priorities 2022 |  Premier's Priorities NSW Government |

COMMUNITY ENGAGEMENT

What you've told us

During December 2021 and January 2022, we asked our community members about their satisfaction with Council's services, and what they felt was important for the future of our region. These priorities are reflected in this Community Plan.

We have also drawn on your feedback from a number of other targeted community consultation activities, including;

- Blueprint 100;
- Revive the Region;
- 2021/22 Annual Operational Plan;
- Open Space Management Plan;
- Sport and Recreation Plan;
- Active Transport Plan;
- Sustainability Strategy;
- Visitor Economy Plan;
- Talking Tamworth Tomorrow; and
- Economic Development and Investment Strategy.



VERBATIM COMMENTS

"Road upgrades required as there are lots of potholes in the Kootingal area and are quite dangerous"

"Very progressive town always building new infrastructure rates spent well"

"Need more doctors and nurses"

"Easy to get around and everything is nice and calm - community and traffic and ease of movement"

"Good sporting facilities"

"Water security long term that belongs to Tamworth and isn't dependent on the state"

"New swimming facility e.g. current one is sub standard, deteriorating"

"Freedom to access services, facilities and entertainment"

"Friendly community"

"Public transport in more areas"



SUMMARY FINDINGS



94%

Of residents rate their quality of life as good, very good or excellent



Residents value the rural aspect, sense of community, closeness to everything and it being home to them



Improving local roads is the key area to change, followed by water supply, more community facilities/recreational opportunities and safety in the area



All key directions of Blueprint 100 resonates strongly with the community



80%

Of residents at least somewhat satisfied with Council's performance over the last 12 months



74%

Of residents at least somewhat satisfied with the level of communication Council currently has with the community

DRIVERS OF OVERALL SATISFACTION



Level of communication



Transparency & accountability



Customer service



Financial management

HIGHEST RATED IN IMPORTANCE



96%

Maintaining local roads



95%

Water management



92%

Supporting local jobs/businesses



90%

Recycling/waste minimisation



90%

Transparency & accountability

HIGHEST RATED IN SATISFACTION



98%

Library services



93%

Ovals/sportsgrounds



92%

Parks/playgrounds



91%

Community buildings/halls



89%

Arts/entertainment

WHAT WOULD YOU CHANGE?

What would you change about living in the Tamworth Region?



25%

Maintenance of roads and supporting infrastructure



10%

Safety/lowering crime



11%

Water supply/services/quality



9%

Children/youth services/education/activities



10%

More community facilities/recreation and leisure e.g. pools, water park, sporting facilities, bbq



9%

Improving/more medical health services



ENGAGE WITH US

You can be actively involved in decision making for your region through the MyTRC Online Community, Council's online engagement platform <https://haveyoursay.tamworth.nsw.gov.au/>

CONTACTING US

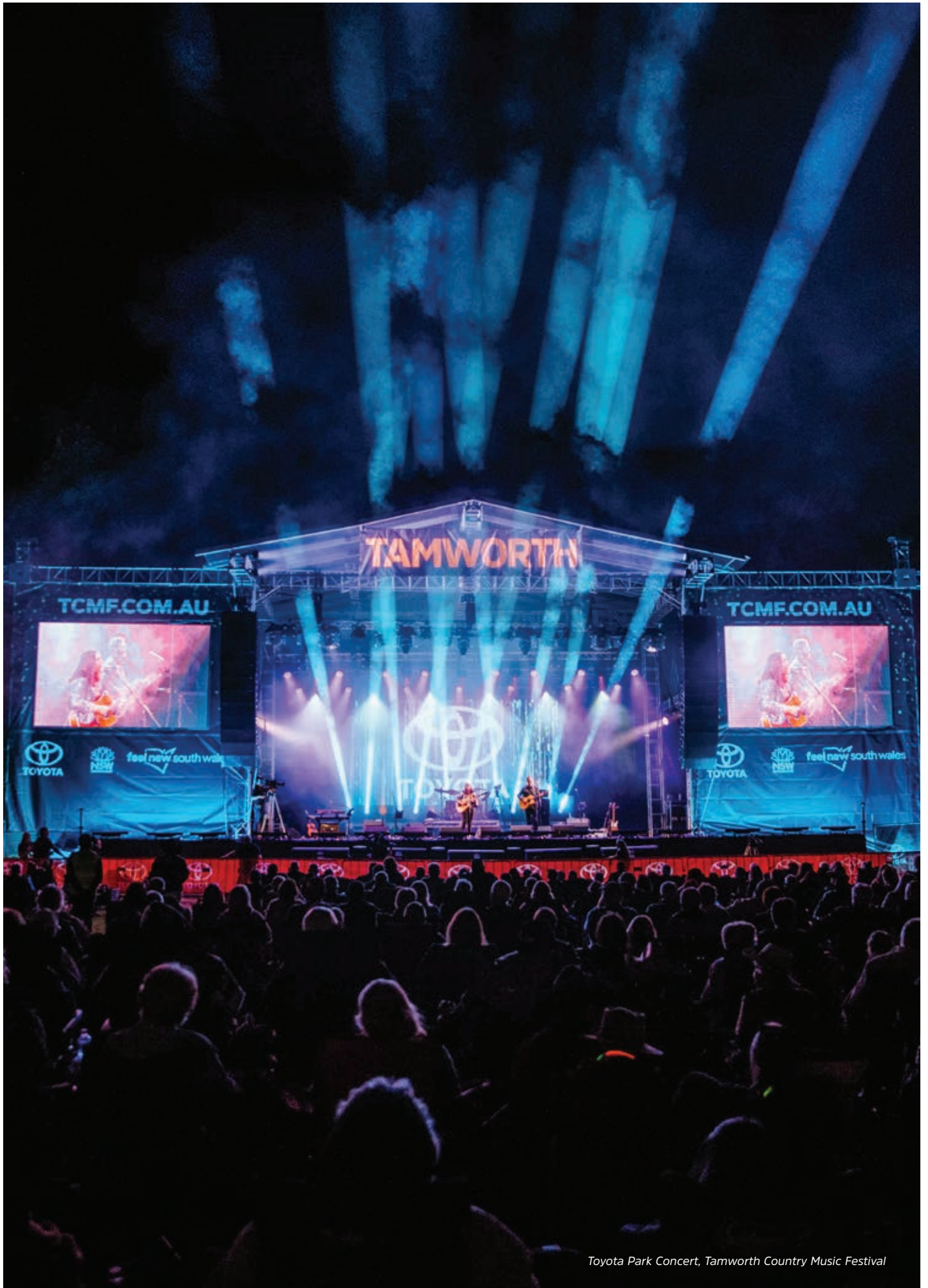
Phone (02) 6767 5555 or 1300 733 625

Email trc@tamworth.nsw.gov.au

Postal Address PO Box 555, Tamworth NSW 2340

Visit us

- » Ray Walsh House, 437 Peel Street, Tamworth NSW 2340
- » Barraba Branch Office, 108 Queen Street, Barraba NSW 2340
- » Manilla Branch Office, 210 Manilla Street, Manilla NSW 2346
- » Nundle Branch Office, 58 Jenkins Street, Nundle NSW 2340



Toyota Park Concert, Tamworth Country Music Festival



tamworth.nsw.gov.au