



**State of Our  
City Report  
2021 - 2024**



## Acknowledgement of Country

Lismore City Council acknowledges the Widjabul/Wia-bal people of the Búndjalung nation, traditional owners of the land on which we work, live and play.

We acknowledge their continuing connection to the land, sea and community.

We pay our respects to the Widjabul/Wia-bal people, their culture, their elders and community leaders past, present and emerging.

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# Purpose of the State Of Our City report

Lismore City Council is proud to present the State of Our City Report for the 2021 – 2024 term of Council.

This report reflects on the community’s progress over the previous three years against the goals set in Lismore City Council’s Community Strategic Plan 2022 – 2032. It reviews our performance in achieving the five identified priorities and aspirations and will inform Council’s upcoming review of the Community Strategic Plan.

The report evaluates the effectiveness of the strategies implemented to achieve these priorities and outlines what is working well and what may need to be revised.

As a review of the previous term, the State of Our City Report would not be complete without addressing the single biggest event during these past three years, the devastating natural disasters of 2022. In addition to the priorities in the Community Strategic Plan, this report will look at our community’s recovery from those events, what has been achieved and what is still to be done.



# Your Councillors

Lismore City Council is made up of 11 Councillors, including a popularly elected Mayor, who were elected to serve until September 2024.

Due to the COVID-19 pandemic, the NSW Office of Local Government extended the previous term of Council by 15 months. This means Councillors elected in 2021 served a shortened term with the local government elections for the new term of Council held in September 2024.

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# Our community aspirations and objectives

During the development of the Community Strategic Plan, Council ran an extensive community consultation program including a Community Satisfaction Survey. This consultation articulated the aspirations of our community, to be achieved by focusing on five priority areas:

**An inclusive and healthy community**

**A prosperous and vibrant city**

**Our natural environment**

**Our built environment**

**Leadership and participation**

Separate to these identified priority areas, the events of 2022 added a further priority:

- Restore the liveability of Lismore and surrounds to pre-flood levels.

# How we measure progress

The Community Strategic Plan identifies key outcomes for each priority area that can measure, in a quantifiable manner, whether we are on track to achieve our goals.

In a normal Council term, these measures would provide an accurate picture of how the Lismore community has progressed and how successful we have been in realising our vision for Lismore. The 2021 - 2024 term, however, has been anything but normal.

A standardised Community Satisfaction Survey could not truly reflect the strides we have taken to move on from the largest natural disaster in Australia's history, nor the impacts it has had on all aspects of life in the Lismore Local Government Area (LGA). We now look to measures that more accurately reflect our progress as one community, continuing to live our everyday lives while simultaneously recovering, restoring and reinvigorating our people, our environment, our city and our region.

Instead, our progress can be more truthfully assessed by analysing community interaction and involvement, notable events and activities, restoration of our roads, buildings, and environment, and economic growth and development. Still quantifiable, still measurable, just more suited to a unique time in our history.

This State of Our City Report uses these measures to evaluate our progress, analysing data from several sources to do so, including the Australian Bureau of Statistics (ABS), NSW Government (including Data. NSW and Your Council), and Council gathered statistics (e.g. attendance numbers). It also highlights specific actions, events and/or plans that have contributed to these outcomes.



# What outcomes do we expect to see

When a community is as devastated as ours was in 2022, life does not stop.

We continue to move forward, one step in front of the other, and recover as best we can. But the community is changed, and we cannot expect that life will immediately resume as it was before. Our goals may be altered, our priorities shifted, some temporarily and some for the long term.

The State of Our City Report measures our community's progress against goals set before we experienced significant upheaval, it looks at what was achieved against priorities that may now seem out of touch. This affects what progress or outcomes we may expect to see. It does not mean that no progress should have been achieved, we must keep striving and always aim for improvement. The starting blocks, however, have been swept backwards from where they were, and we have a lot of ground to make up.

That has been the focus of this past term, getting back on even ground and assessing how we come back stronger than ever before. Some steps were easy, and we expect to see progress beyond where we were in 2021. Others have been more complex, and we must expect to see some ground still to be made up, or at best we are back at our original starting point. Whatever the outcomes, we take them onboard and use them as the basis of the question the community and new term of Council must consider - "Where to from here?"






**Stable**



**Improving**

Progressing towards achieving community aspirations



**Declining**

Moving away from community aspirations



**Data not available**

Trend not available

# An inclusive and healthy community

## A1 Our community is safe, happy and healthy

Measure	Progress as at 31 August 2024	Trend
Community perceptions of safety in the community	• Data not available at time of publication	◆
Level of local crime	• The crime rate remains stable with average annual offences 2017 - 2021 to 2021 - 2024 increasing by less than 2% <sup>1</sup>	↔
Engagement with Council's emergency management	• Appointment of permanent Emergency Management Coordinator in 2024	◆

### Actions and events contributing to these outcomes

- **Safer Cities: Her Way:** Through this collaborative project with Transport for NSW, The Harold Fredericks Carpark and the walkway between Woodlark Street and the Clyde Campbell Carpark received a number of community recommended safety improvements including improved lighting, safety bollards and additional CCTV cameras as part of this project. The sites also feature artworks from local artists contributing to an increased sense of safety and community value.
- **Lismore Laneways Project:** The revitalisation of the Lismore Laneways precinct included installation of artworks, landscaping and street furniture making the area more vibrant. The addition of decorative lighting improved safety for evening users of the precinct.
- **Feel Blue, Touch Green:** This program encourages people to spend time in nature to improve mental and physical health. It includes a brochure, signage and maps in the city centre and free bush therapy events for Lismore residents referred by mental health peer workers.

<sup>1</sup> NSW Bureau of Crime Statistics and Research. Accessed 11 October 2024

## A2 We recognise our Aboriginal and Torres Strait Islander community and cultures

Measure	Progress as at 31 August 2024	Trend
People's level of agreement with the statement "feeling part of the community"	• Data not available at time of publication	◆
Community satisfaction with Council's relationship with Indigenous residents	• Data not available at time of publication	◆

### Actions and events contributing to these outcomes

- **Cory James Memorial Scholarship** has been awarded to an Indigenous Council employee in 2022 and 2024 for further study and training to help develop their career.
- **Lismore City Council's 2022-2024 Reconciliation Action Plan** was launched at the 2022 NAIDOC Day celebrations.
- **Since the Lismore Employment Acceleration Pathways (LEAP) program** began in 2023, 27% of participants identified as Indigenous.



### A3 Our sporting facilities and recreational spaces encourage active and passive community participation

Measure	Progress as at 31 August 2024	Trend
Community utilisation of aquatic centres and pools	<ul style="list-style-type: none"> <li>GSAC Visitors – 328,276</li> <li>Memorial Baths Visitors – 28,926 (since reopening Dec 2023)</li> <li>14 school swimming carnivals hosted at Memorial Baths</li> </ul>	◆
Community utilisation of major sporting facilities	<ul style="list-style-type: none"> <li>Oakes Oval/Crozier Field attendees – 33,750</li> </ul>	◆

#### Actions and events contributing to these outcomes

- Lismore Active Fest:** This program was held at the Goonellabah Sports & Aquatic Centre, featuring an array of free sport workshop activities. This event was supported by the NSW Government's Community Sport Rebuild and Recovery Package, aiding communities affected by the COVID-19 lockdowns
- Goonellabah Skate Park Upgrade:** Funded by the NSW Government, the project saw the introduction of new skate elements, alongside essential maintenance and remediation works to enhance the experience for all users of the facility. The improvements expanded usage of the park to include skate, scooter and BMX riders and included more beginner-friendly elements opening up the park to a broader section of the community.
- Lismore Regional Sports Hub:** The \$12.4M upgrade to Oakes Oval, Crozier Field and the surrounding precinct included improved accessibility, refurbished function spaces, change rooms and grandstands as well as new facilities including cricket nets, function space, coaches boxes and offices.
- Heritage Park upgrades:** In response to suggestions received through community consultation, Heritage Park now features a range of improvements to make it more enjoyable for all. Shade sails over play areas, increased seating options through the park and the access path connecting City Hall to Riverside Park and the Wilsons River have made it safer and easier for the community to enjoy the space and its facilities.

### A4 Our community is a desirable place to live, an easy place to work and a welcoming place to visit

Measure	Progress as at 31 August 2024	Trend
Number of people who agree that the Lismore area is a great place for people like me	<ul style="list-style-type: none"> <li>202 new citizens welcomed</li> </ul>	◆

#### Actions and events contributing to these outcomes

- Lismore, Nimbin & Villages Destination Management Plan 2024 – 2028:** The plan was developed and launched, providing strategic direction and actions for sustainably growing and managing Lismore's visitor economy.
- Over 60,000 people attended the events held during **Opening our Heart** marking the one year anniversary of the 2022 disaster. The series of events included Recognition of Boaties BBQ, the Gathering of Reflection and Healing, Music From The Heart in the CBD, From the Heart community concert, Heart of Sport legends 20/20 Cricket Day and Opera From the Heart.
- LEAP Program:** Creating employment opportunities within our community, the Lismore Employment Acceleration Pathways (LEAP) program was launched in January 2023. It offers a range of apprenticeships, traineeships and training opportunities with a focus on growing youth employment and skills development. To date, 22 people have participated in the program including 32% female and 27% indigenous-identified applicants.
- Northern Rivers Rail Trail:** The Lismore to Bentley section of the Northern Rivers Rail Trail transformed 16.3km of abandoned rail route into a fun, safe way to enjoy our region's natural environment. Due to open in late 2024, this section of the Rail Trail will boost tourism and encourage growth for businesses in the LGA.

### A5 Our community has access to essential services

Measure	Progress as at 31 August 2024	Trend
Community satisfaction with Council's cemeteries and crematorium facilities	<ul style="list-style-type: none"> <li>50% drop in maintenance requests for cemeteries compared to previous term</li> </ul>	↑
Community satisfaction with Council's provision of essential services	<ul style="list-style-type: none"> <li>See "Restore The Liveability of Lismore and Surrounds to Pre-Flood Levels" for further information</li> </ul>	◆

#### Actions and events contributing to these outcomes

- CBD Watermain Replacement Program:** Approximately 1732 metres of aging cast-iron water pipes have been replaced across the Lismore CBD in 2024. This was done to reduce risk of failures and leakage in the old pipes and to ensure a more dependable and safe water supply for residents and businesses.
- Post-flood Library Services:** While the rebuilding of the Lismore Library continues, library services have been offered through a number of different channels. This includes the Lismore Library Meeting Room at Lismore Central Shopping Centre, pop-up libraries in Molesworth Street and Goonellabah to maintain community access to services.





# A prosperous and vibrant city

## B1 Our community has diverse business and industry, as well as opportunities for investment and growth

Measure	Progress as at 31 August 2024	Trend
Relative level of socio-economic disadvantage	<ul style="list-style-type: none"> <li>Current SEIFA ranking is 46 (where 1 is most disadvantaged and 129 is least disadvantaged). No change from previous census<sup>2</sup></li> </ul>	↔
Gross Regional Product and population figures	<ul style="list-style-type: none"> <li>Gross Regional Product 2023: \$3.109B, 16% increase on 2021<sup>3</sup></li> <li>Estimated population in 2023 was 43907, a 1% decrease from 2021<sup>4</sup></li> </ul>	↑
Engagement with Council's City Centre Management Program	<ul style="list-style-type: none"> <li>CBD Occupancy rate decreased from 90.2% in Feb 2022 to 76.8% in June 2024. This is a significant recovery post flood</li> </ul>	↓
Community satisfaction with the provision of business facilitation including encouraging new small business and investment	<ul style="list-style-type: none"> <li>Number of active businesses in the LGA<sup>5</sup>: FY 2021 - 4114 FY 2023 - 4310</li> </ul>	↑

### Actions and events contributing to these outcomes

- Loving Local Gift Cards:** Launched in the Lismore LGA in 2021, the Loving Local Gift Card program encourages our community to shop locally and help grow our economy. It has formed a vital part in Council's Business Activation Plan and has contributed to the recovery of local businesses after the 2022 natural disaster.
- Business Renewal Engagement and Business Activation Plan:** An extensive engagement and consultation program was conducted with local businesses during 2023 as part of the development of the Business Activation Plan 2024 - 2026. The feedback received through this engagement program resulted in a number of activation activities and business support programs being implemented to support businesses across the LGA.
- Harvest Food Trail:** Co-sponsored by Lismore City Council for the first time in 2023, the annual event provides a much-needed opportunity to promote the amazing farmers, produce and food establishments after they were hit by COVID-19 followed by the February 2022 natural disaster.

<sup>2</sup> Australian Bureau of Statistics, Socio-Economic Indexes for Australia (SEIFA), 2021, released in 2023, accessed 10/10/2024

<sup>3</sup> National Institute of Economic and Industry Research (NIEIR) ©2024

<sup>4</sup> Australian Bureau of Statistics, Population estimates by LGA, Significant Urban Area, Remoteness Area, Commonwealth Electoral Division and State Electoral Division, 2001 to 2023, accessed 10/10/2024

<sup>5</sup> NSW Office of Local Government Your Council Report, Time Series Data, accessed 10/10/2024

## B2 Our city, villages and riverbank precincts are vibrant and provide diverse activity that strengthens our social connections

Measure	Progress as at 31 August 2024	Trend
Community satisfaction with access to public spaces in the urban area and villages	<ul style="list-style-type: none"> <li>Data not available at time of publication</li> </ul>	◆
Community satisfaction with appearance of public spaces in the urban area and villages	<ul style="list-style-type: none"> <li>Data not available at time of publication</li> </ul>	◆
Community engagement with festivals and events	<ul style="list-style-type: none"> <li>234,161 attendees at events in Lismore LGA Dec 2021 - June 2024</li> <li>60,000 attendees at Opening our Hearts series of events March 2023</li> </ul>	↔
Community engagement with libraries and information	<ul style="list-style-type: none"> <li>1,649,319 library items loaned</li> <li>104,652 active borrowers 2022 - 2024 across the RTRL network</li> <li>5% increase in Library visitors and a 33% increase in PC users in Lismore libraries 21/22 FY to 22/23 FY<sup>6</sup></li> </ul>	↑

### Actions and events contributing to these outcomes

- The Collage Club:** After the February natural disaster and major March flood, the need for a community event that supported recovery in a sensitive way was identified by the Lismore Regional Gallery team. Offered in partnership with The Quad, the Collage Club continues to provide a free weekly creative recovery activity for the community and has been recognised with the IMAGinE Award for Innovation and Resilience in 2022.
- High Schoolers Haven:** The pilot program was launched in June 2024, offering a vibrant pop-up event framework, where young people can cultivate skills, forge connections with peers and mentors and contribute meaningful feedback on their community. A collaboration between Council and winners of the ABC's Takeover Lismore, five monthly events were announced to gauge the initiative's sustainability and pinpointing potential future funding avenues.

<sup>6</sup> Richmond Tweed Regional Library Annual Report 2022 - 2023



### B3 Our community has a diverse and thriving arts and cultural life

Measure	Progress as at 31 August 2024	Trend
Community participation in arts and cultural activities	<ul style="list-style-type: none"> <li>227,797 visitors to Lismore Regional Gallery (including pop-up galleries and gallery events)</li> </ul>	◆
Community engagement with festivals and events	<ul style="list-style-type: none"> <li>234,161 attendees at events in Lismore LGA Dec 2021 - June 2024</li> <li>60,000 attendees at Opening our Hearts series of events March 2023</li> </ul>	↔

#### Actions and events contributing to these outcomes

- **CONVERGE:** CONVERGE is an innovative creative enterprise development program, designed to revitalise Lismore's business centre and elevate the economic and artistic strength of our local creative industries. Organised by Lismore City Council in partnership with key arts, business and education stakeholders, the project has been running since June 2024 and works with 11 artists-in-residence.
- **Lismore Laneways:** Commenced in 2021 to help reinvigorate our inner-city laneways precinct and attract more visitors to the area. The project was interrupted by the 2022 natural disaster, however, work has since picked back up and include the Laneways Listening booth and Community Book Exchange.

### B4 Our community is connected and convenient

Measure	Progress as at 31 August 2024	Trend
Percentage of people who travel to work by public transport	<ul style="list-style-type: none"> <li>0.3% use public transport to travel to work<sup>7</sup></li> <li>Decrease from 0.7% reported in 2021</li> </ul>	↓
Community satisfaction with footpaths and bicycle paths	<ul style="list-style-type: none"> <li>Feedback received and incorporated to Walking, Cycling and Micromobility Strategy 2024 - 2034 shows a positive interest in increased cycleways and walking paths</li> </ul>	↑
Community satisfaction with the convenience of community and public transport	<ul style="list-style-type: none"> <li>Data not available at time of publication</li> </ul>	◆
Community satisfaction with airport and aviation services	<ul style="list-style-type: none"> <li>Lismore Airport terminal is yet to reopen after damage from 2022 floods</li> </ul>	◆

#### Actions and events contributing to these outcomes

- **Nimbin Rainbow Walk:** First conceived in 2004, the Nimbin Rainbow Walk serves to connect the local community, support tourism to the area, and revegetate this space in the heart of Nimbin. Construction commenced in early 2024 and is due to be completed before the end of the year.
- **Nimbin Wayfinding Project:** Aimed at enhancing road and footpath networks, providing additional seating and shaded areas, and addressing safety concerns around the pedestrian crossing, Nimbin's Cullen Street was revitalised in 2023 as part of the NSW Government's Streets as Shared Spaces funding provided to Lismore City Council. The project provided improved pedestrian mobility, safety and accessibility on Nimbin's main thoroughfare.

<sup>7</sup> Australian Bureau of Statistics 2022 'General Community Profile', 2021 Census of Population and Housing, accessed 14/10/2024

# Our natural environment

### C1 Our waterways and catchments are healthy

Measure	Progress as at 31 August 2024	Trend
Gross pollutants diverted from river - Wilsons River and Tucki Creek urban catchments	<ul style="list-style-type: none"> <li>Any data reported would not be a true reflection of work in this area due to the extreme impacts of flood events of 2022</li> </ul>	◆
Sediment diverted from river - Wilsons River and Tucki Creek urban catchments	<ul style="list-style-type: none"> <li>Any data reported would not be a true reflection of work in this area due to the extreme impacts of flood events of 2022</li> </ul>	◆

#### Actions and events contributing to these outcomes

- **Lismore Tree Day:** Hosted by the Wilsons River Schools Project Partnership, over 1,100 trees were planted along the banks of the Wilsons River. This connected previous areas of planting creating a wildlife corridor and also stabilised the river bank to reduce sediment runoff.
- **Riverbank Rehabilitation Project:** North Coast Local Land Services, collaborating with Council and landowners, have worked to rehabilitate flood-affected riverbanks across the catchment area.

### C2 We are committed to resource recovery, waste management and recycling innovation

Measure	Progress as at 31 August 2024	Trend
Overall diversion from landfill	<ul style="list-style-type: none"> <li>Recycling rate dropped from 56% diverted in 2017-21 to 44.1% diverted in 2021-2023</li> <li>Restrictions on paper products allowed in organic waste has decreased diversion rates and increased waste going to landfill</li> </ul>	↓

#### Actions and events contributing to these outcomes

- **Glass sand trial:** Lismore City Council partnered with the NSW Environment Protection Authority (EPA), Graham's Concrete and Southern Cross University (SCU) in 2023 to trial the use of crushed glass sand in concrete flooring in a new shed at the Lismore Recycling and Recovery Centre. The creation of this dedicated facility at the Centre is part of an innovative partnership between two of the city's largest organisations, Council and SCU, to work together towards reducing waste and encouraging a circular economy.
- **Resource Recovery and Residual Waste Strategy 2022 - 2032:** Council adopted a new Resource Recovery and Residual Waste Strategy in June 2022 which aims to move Lismore towards a circular economy and promote reusing, repairing and remanufacturing of products.



### C3 We are committed to environmental sustainability

Measure	Progress as at 31 August 2024	Trend
Council's carbon footprint	<ul style="list-style-type: none"> <li>2022 - 2023 net emissions were 20,102 t CO<sub>2</sub>-e</li> <li>This will be considered the baseline year and Council's carbon footprint will be measured and reported on annually going forward</li> </ul>	◆
Reduction of Council's greenhouse gas emissions	<ul style="list-style-type: none"> <li>See above</li> </ul>	◆
Proportion of self-generated electricity	<ul style="list-style-type: none"> <li>2024 review of all Council solar assets identified some need repair or replacement. A number of arrays are still offline post-flood and will be brought back online once site reconstruction is completed</li> </ul>	↓

#### Actions and events contributing to these outcomes

- **Clyde Campbell Solar Car Park:** The construction of the solar power generating parking area in the Clyde Campbell carpark was a significant step towards a sustainable future for Lismore. Providing much needed shaded parking for CBD shoppers, including accessible carparks and motorcycle spaces, the project featured a 99.9kW solar PV system and incorporated two electric vehicle charging stations.
- **Climate Change News:** In January 2024, Council launched Climate Change News, a monthly newsletter aimed at keeping the community informed about efforts taken to address climate change. In addition to sharing stories about what Council and community members have done to promote sustainability, the newsletter shares information about events, educational opportunities, sustainability tips and funding sources available to the community to enable everyone to address climate change.

### C4 Our diverse natural environment is protected and enhanced

Measure	Progress as at 31 August 2024	Trend
Amount of restored and revegetated native vegetation	<ul style="list-style-type: none"> <li>132.92ha of native vegetation has been restored and revegetated, a decrease of 17% from previous term</li> </ul>	↓
Amount of restored and revegetated koala habitat	<ul style="list-style-type: none"> <li>59.07ha of koala habitat has been restored and revegetated, a decrease of 46% from previous term</li> </ul>	↓
Amount of restored riparian area	<ul style="list-style-type: none"> <li>20.02km of riparian area restored, an increase of 15% from previous term</li> </ul>	↑
Amount of riparian area excluded from livestock	<ul style="list-style-type: none"> <li>13.32km of riparian area excluded from livestock, an increase of 75% from previous term</li> </ul>	↑

#### Actions and events contributing to these outcomes

- **Koala Exclusion Fences:** A new koala exclusion fence project on the Bruxner Highway at South Gundarimba recommenced in late 2024 following delays caused by the 2022 floods. This follows on from the repair of the Skyline Road Koala Exclusion Fence in 2023. Both project aim to protect the local koala population from death or injury from road strikes and provide safe crossing points and one-way escape poles for koalas who accidentally find themselves on the road.
- **LANDCARE4Lifestylers:** The field day, held in Boatharbour in 2023, highlighted how overcleaned land can be successfully revegetated by landholders and also held interesting talks on regeneration of wildlife habitat and sustainable food production in backyards.

# Our built environment

### D1 Our city and village services are well managed and maintained

Measure	Progress as at 31 August 2024	Trend
Community satisfaction with the provision of water and sewage services	<ul style="list-style-type: none"> <li>Network significantly impacted during 2022 flood - unable to provide fair comparison data</li> </ul>	◆
Community satisfaction with the maintenance of sealed roads	<ul style="list-style-type: none"> <li>Network significantly impacted during 2022 flood - unable to provide fair comparison data</li> </ul>	◆
Community satisfaction with the maintenance of unsealed roads	<ul style="list-style-type: none"> <li>Network significantly impacted during 2022 flood - unable to provide fair comparison data</li> </ul>	◆

#### Actions and events contributing to these outcomes

- **Wooden Bridge Replacement Project:** 2022 saw the commencement of the Fixing Country Bridges Program in the Lismore LGA. The project aimed to replace 10 aging wooden bridges with modern concrete structures, improving safety and increasing resilience to natural disasters. Seven of the 10 bridges earmarked for replacement have been completed with the most recent being Ridgewood Bridge over Coopers Creek just outside Clunes.
- **Flood Recovery, Repair and Rebuild:** The single biggest impact on our built environment during the Council term was the 2022 floods. Please see 'Restore the Liveability of Lismore and Surrounds to Pre-Flood Levels' for more detailed information.

### D2 Our built environment is managed and enhanced to meet the needs of our growing community

Measure	Progress as at 31 August 2024	Trend
Community satisfaction with level and type of development	<ul style="list-style-type: none"> <li>22% decrease in average yearly application submissions</li> <li>33% increase in average yearly development cost of applications</li> </ul>	↔
Community satisfaction with the processing of development applications	<ul style="list-style-type: none"> <li>Average assessment days: 2022 - 2024 - 27.3 2017 - 2021 - 59</li> </ul>	↑

#### Actions and events contributing to these outcomes

- **Lismore Growth and Realignment Strategy 2022:** Adopted by Council in December 2022, the Lismore Growth and Realignment Strategy 2022 (GARS) identifies land that is potentially suitable for future housing, commercial and industrial purposes. Growth areas have been identified that are consistent with the planning principles in the Local Strategic Planning Statement (LSPS), meet the economic, social and environmental expectations of the community, have minimal constraints and can be serviced by appropriate infrastructure.
- **Development Application Fast Track System:** By introducing a contemporary fast-track assessment system in 2024, Council has drastically slashed processing times for residential Development Applications from around 40 days to between five and ten days with an aim to make Lismore easy to do business with and attract more investment in the city.



### D3 Our land-use planning caters for all sectors of the community

Measure	Progress as at 31 August 2024	Trend
Community engagement with land-use planning for population and growth	<ul style="list-style-type: none"> <li>Community engagement events held to consult on Flood Development Control Plan, Affordable Housing Scheme, Rural Land Use Study and others</li> </ul>	◆

#### Actions and events contributing to these outcomes

- Employment Lands:** The \$14.2 million project, officially opened in July 2023, was designed to unlock the Goonellabah Industrial Estate to spur investment and create more local jobs by extending Oliver Avenue to link with the Bruxner Highway. Works included the construction of the Oliver Avenue link, a new bridge over Tucki Tucki Creek, a new roundabout at the Oliver Ave/Holland St/Taylor Ave intersection, modification/upgrades to the existing roundabout at Bruxner/Holland St to facilitate B-double movements, construction of a new public carpark at Hepburn Park and earthworks to Council-owned land at 260 Oliver Ave to facilitate additional industrial lots.
- Pineapple Road Sewerage Scheme:** The wastewater project involved the installation of a new pump station and over four kilometres of pipeline, unlocking development opportunity for up to 600 new housing lots in Goonellabah. The new sewerage scheme connects to Council's established network of 46km of rising mains and 332kms of Wastewater (sewer) Gravity Pipes, providing a modern and sustainable wastewater service for the future precinct.

### D4 Our community has a diversity of affordable housing options

Measure	Progress as at 31 August 2024	Trend
Number of and types of dwelling structures in Lismore LGA comparative to regional NSW	<ul style="list-style-type: none"> <li>15.6% of dwellings in Lismore City were medium or high density, and increase from 14.9% previously<sup>8</sup></li> </ul>	↑

#### Actions and events contributing to these outcomes

- Housing Grant Program:** Since launching in July 2023, Lismore City Council's Housing Grant program has received applications to build 28 new units and dwellings, all qualifying under the Affordable Housing guidelines. With a dedicated pool of \$1.2 million available, the program aims to stimulate the development of new affordable housing options within the community.
- MOU for affordable housing in Lismore:** Lismore City Council signed Memorandums of Understanding (MoU) with Landcom and the NSW Department of Communities and Justice, marking a significant step towards constructing additional affordable housing units on Council-owned land in Lismore. The project will see up to 64 units constructed and the partnership ensures the units will remain as low-cost housing indefinitely, providing essential relief to the community's housing needs.
- Introduction of Affordable and Diverse Housing Strategy 2023:** Designed to replace the 2012 Housing Strategy, the Affordable and Diverse Housing Strategy was launched in March 2023. The main aim of this strategy is to provide a roadmap for the Council to encourage more affordable and medium-density housing in the urban areas of Lismore. The strategy emphasises the need to align the location of new housing with jobs, infrastructure and services.

8 Australian Bureau of Statistics, Census of Population and Housing, 2021, accessed 14/10/2024

# Leadership and participation

### E1 We communicate and engage with our community

Measure	Progress as at 31 August 2024	Trend
Participation in community engagement activities	<ul style="list-style-type: none"> <li>142K visits to Your Say Lismore page</li> <li>86.3K informed visitors - clicked on a consultation</li> <li>33.8K engaged visitors - interacted with a consultation page</li> </ul>	◆
Community engagement with Council social media	<ul style="list-style-type: none"> <li>Facebook - follower increase of 7,990 over last two years</li> <li>Instagram - follower increase of 687 since Oct 2022</li> <li>LinkedIn - follower increase of 725 over last year</li> </ul>	↑
Community opportunities to have a say on important issues	<ul style="list-style-type: none"> <li>690 consultations held during the term</li> </ul>	◆

#### Actions and events contributing to these outcomes

- Computer and tablet giveaway** to flood-affected local businesses. After the February natural disaster, Council reached out to its business partners Vestone and Renew IT, asking if they could assist our business community. More than 70 free refurbished laptops, tablets and desktop computers were donated to flood-affected local businesses.
- Opening Our Heart:** To mark the one-year anniversary of the 28 February natural disaster, Lismore City Council held a series of events to allow our community to reflect on the catastrophic flood and to look forward as we rebuild our City. The events were designed to give residents the opportunity to come together to reflect on the previous 12 months, reconnect, heal and enjoy some entertainment to mark the city's new beginning.

### E2 We collaborate with other agencies to achieve great outcomes

Measure	Progress as at 31 August 2024	Trend
Number of partnering projects completed per year	<ul style="list-style-type: none"> <li>See Flood Restoration information below</li> </ul>	◆

#### Actions and events contributing to these outcomes

- Well-Being Hub held at the Quad:** As part of events marking the one year anniversary of the 2022 floods, a Wellbeing Hub consisting of service providers, support services, activities and events was set up at the Lismore Quad to allow the community to talk, reflect and heal. The Hub became a location for residents to reflect on the year that was with support from professional services. Services at the Wellbeing Hub included Red Cross, Headspace, Interrelate, Safe Haven, Lifeline NNSW, The Salvation Army, NNSW Local Health District, Men and Family Centre, GROW and Social Futures.
- One From The Heart:** To celebrate the resilience and lift the spirits of the Lismore Community after the events of 2022, Lismore City Council worked with Chugg Entertainment and Helium Records to stage One From The Heart, a free concert for the people of Lismore LGA and surrounds.



### E3 Our decisions and actions are open, transparent, effective and in the interests of all.

Measure	Progress as at 31 August 2024	Trend
Number of Council resolutions in closed session versus total number of resolutions	<ul style="list-style-type: none"> <li>735 resolutions in open session, 60 resolutions in closed session – 7.5% of total resolutions in closed session</li> <li>Previous term – 17.1% in closed session</li> </ul>	↑
Number of Code of Conduct complaints	<ul style="list-style-type: none"> <li>62% increase in complaints received per year (average)</li> <li>391% increase in complaints where breach was found per year (average)<sup>9</sup></li> </ul>	↓

#### Actions and events contributing to these outcomes

- Lismore Local Planning Panel:** Early in 2023, the NSW Government announced it would establish the Lismore Local Planning Panel to determine contentious and complex development applications and provide advice on other planning matters. However, following a motion passed by Council that they had not asked for, nor did they require, assistance, as well as support from MP Janelle Saffin and visits to the area by the NSW Minister for Planning, the Minister decided to return planning powers to Councillors. This kept planning powers in the hands of the community's elected representatives.

9 NSW Office of Local Government Your Council Report, Time Series Data, accessed 10/10/2024

### E4 We provide effective management and responsible governance

Measure	Progress as at 31 August 2024	Trend
Satisfaction with Council leadership and advocacy	<ul style="list-style-type: none"> <li>Data not available at time of publication</li> </ul>	◆

#### Actions and events contributing to these outcomes

- GSAC Evacuation Centre:** During the flood events in 2022, it was quickly identified that the main evacuation centre at SCU would be insufficient. Council established a second evacuation centre at GSAC and staffed it from set up to closure to support evacuees.
- Lismore Housing Expo:** 2023 saw the inaugural Lismore Housing Expo held at the South Lismore Bowling Club. Aimed at assisting local and regional residents with the information they need to feel secure and to invest in the city's future, the Expo showcased easy guides to accessing Council's housing grant program, provided insights into the world of development approvals and covered sustainable and modular housing options for a future focussed region.
- Lismore Flood Fund:** Lismore City Council established and oversaw the Lismore Flood Fund, a fundraising appeal launched to support members of the Lismore community affected by the devastating floods. The fund raised over \$1.7 million which was distributed to over 1800 affected residents, with the outstanding balance donated to the Lismore Soup Kitchen.

### E5 We continue to grow our reputation and capacity as a regional city

Measure	Progress as at 31 August 2024	Trend
Tourist visitor numbers and attendance at major events	<ul style="list-style-type: none"> <li>234,181 events held in the Lismore LGA during the term</li> <li>Tourism/visitor data not available at time of publication</li> </ul>	◆
Community satisfaction with business facilitation including encouraging new small business and investment	<ul style="list-style-type: none"> <li>In FY2023 there were 4362 businesses, increase from 4133 in FY2021<sup>10</sup></li> </ul>	↑

#### Actions and events contributing to these outcomes

- Lismore, Nimbin and Villages Destination Management Plan 2024 - 2028:** Adopted by Council in 2024, the Destination Management Plan provides a collective focus, strategic direction and actions for sustainably growing and managing the visitor economy in the Lismore LGA to 2028 and beyond.
- Business Activation Plan:** The Lismore Business Activation Plan 2024 - 2026 aims to enhance Lismore's vibrancy and to boost promotion of our extraordinary local events, attractions, culture and business community. It also has complementary goals to improve the city experience and to support local business and economic development outcomes. It was launched in early 2024 after extensive community consultation and feedback activities to ensure it keeps a focus on current community priorities and improves outcomes for local businesses.

10 Australian Bureau of Statistics, Counts of Australian Businesses, including Entries and Exit, accessed 15/10/2024





# Restore the liveability of Lismore and surrounds to pre-flood levels

Perhaps the most defining moment of the 2021 - 2024 Council's term, and Lismore's recent history, was the catastrophic floods of February and March 2022.

The impacts of these natural disasters cannot be overstated in their scale and devastation to the Northern Rivers, particularly the Lismore LGA. Lives were lost and our CBD, residential, and industrial centres were significantly disrupted, with much of our infrastructure damaged. The estimated total damage to community infrastructure is \$1.08b. Despite these challenges, our community's resilience shone through as we began the journey of recovery.

Out of this disaster, Council successfully advocated for the Lismore community to be central to the restoration of these public assets. Working collaboratively with State and Commonwealth governments, we established a Council-led portfolio of infrastructure restoration to ensure our community is actively engaged in rebuilding, restoring and improving our assets. By challenging existing rules and precedents to secure better outcomes for Lismore, we have made our Flood Restoration Portfolio the largest Council-led infrastructure restoration initiative in New South Wales.

The extensive damage we faced has also led to positive changes in disaster recovery processes statewide, resulting in more suitable funding and agreements that safeguard Council's ability to deliver, ensure our involvement in what is delivered, and provide improvements over what was there before. Many initiatives developed from our circumstances have influenced support arrangements for other disasters and councils facing similar challenges.

While the path to full infrastructure recovery and renewal is long, Council is committed to delivering restoration focused on long-term resilience, providing the best value for the community, and harnessing local engagement, experiences, and skills. Together, we are rebuilding a stronger, more resilient Lismore for future generations.



Flood Restoration Program		
Measure	Progress as at 31 August 2024	Overall Project Update
Flood Restoration Portfolio Funding	<ul style="list-style-type: none"> <li>\$220m received (in emergency works, immediate reconstruction works, essential public asset restoration and other grants)</li> </ul>	<ul style="list-style-type: none"> <li>The FRP has received a total of \$466m in approved funding to date. Continues to gain funding approval regularly with State and Commonwealth.</li> </ul>
Public Buildings and Spaces Restored	<ul style="list-style-type: none"> <li>45 assets restored of 50 total locations</li> </ul>	<ul style="list-style-type: none"> <li>90% of construction/commissioning complete</li> <li>Received \$48m of funding</li> <li>\$79m of approved funding</li> </ul>
Essential Public Asset Restoration (EPAR) submitted for government review	<ul style="list-style-type: none"> <li>All submissions for roads and bridges completed</li> </ul>	<ul style="list-style-type: none"> <li>All EPARs reviewed by Transport for New South Wales</li> </ul>
Roads and Bridges Project Delivery	<ul style="list-style-type: none"> <li>42 projects completed</li> <li>17 projects in delivery</li> <li>114 projects in design</li> <li>81 projects in planning</li> </ul>	<ul style="list-style-type: none"> <li>Received \$147m of funding</li> <li>\$240m of approved funding</li> </ul>
Water Program	<ul style="list-style-type: none"> <li>1 project completed</li> <li>1 project in delivery</li> <li>3 projects in design</li> <li>7 projects in planning</li> </ul>	<ul style="list-style-type: none"> <li>Received \$9.4m of funding</li> <li>\$78.3m of funding approved</li> </ul>
Waste Program	<ul style="list-style-type: none"> <li>3 projects completed</li> <li>3 projects in design</li> <li>7 projects in planning</li> </ul>	<ul style="list-style-type: none"> <li>Received \$7.8m of funding</li> <li>\$19.3m of approved funding</li> </ul>
Additional flood waste processes at the LRRC (Waste facility) since 2022	<ul style="list-style-type: none"> <li>Over 25,000t of additional waste products (from flood) have been handled at our damaged LRRC on top of normal services</li> </ul>	<ul style="list-style-type: none"> <li>Our landfill cells and supporting infrastructure is undergoing necessary detailed redesign activities</li> </ul>
Flood Resilience Program	<ul style="list-style-type: none"> <li>4 projects in delivery</li> <li>10 projects in design</li> <li>&gt;12km of major stormwater drains cleared</li> </ul>	<ul style="list-style-type: none"> <li>Received \$7.1m of funding</li> <li>\$29.2m of approved funding</li> </ul>
Actions and events contributing to these outcomes		
<ul style="list-style-type: none"> <li><b>Food Recovery Newsletter</b> created - 2022</li> <li><b>Lismore Regional Gallery</b> Reopened - 2024</li> <li><b>Lismore Memorial Baths</b> Reopened - 2023</li> <li><b>Basketball Stadium</b> restored - 2024</li> <li><b>The Quad</b> restored - 2024</li> <li><b>Albert Park</b> restored - 2023</li> <li><b>Causeways washed away</b> on Mackie Road and Keerrong Road were replaced with more resilient bridges</li> <li><b>Industry briefing on flood-restoration</b> works held at SCU - 2023</li> <li>Reopening of <b>Croquet Clubhouse</b> - 2024</li> </ul>		



# Looking to Lismore's future

As the new Council term begins, we take the time to reflect on past achievements and we turn our focus toward the future. With the restoration plans and projects for our LGA now well in hand, it is time for Council to re-engage with the Lismore community to understand and define our collective goals for the next 10 years.

To begin this work, Council first holds ourselves to account through a comprehensive community scorecard survey to measure our performance and understand our community's priorities. We then collate the community feedback into key themes and focus areas before we go back out to test what we think we have been told the priorities are.

That is where we work in partnership with our residents to set the detail. This important work forms our Community Strategic Plan and our Delivery Program to guide Council through the new term and beyond.

