



camden council



Camden 2040

*Working Together to Achieve the
Community's Vision for the Future*

Adopted 14 December 2010

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¹ Data from 2006 ABS Census of Population and Housing

Message from the Mayor and General Manager

As part of the South West Growth Centre, the Camden Local Government Area is in the process of developing from a relatively small urban and rural area on Sydney's fringe to a bustling urban population housing more than a quarter of a million people. Once the planned development has been completed, the Camden Local Government Area will have five times more people than in 2010, a large major centre in the north serviced by a train line, and many new town and population centres with a range of exciting employment, retail and recreational opportunities.

The process of managing growth of this rate and scale will be crucial in ensuring that the Camden area is able to make the most of the opportunities that will come through growth and develop into the best possible place for both the existing and new people that will call the area home. This will need to be achieved at the same time as carefully ensuring that the best things about the area now are not lost through growth, but are preserved and enjoyed by generations to come, particularly its heritage, history, rural character and lifestyle.

Camden 2040 is an important tool for creating this kind of future for the Camden area by clearly defining what we want Camden to look and feel like, and the kind of opportunities we want available to us, and establishing a clear plan of action in order to achieve this vision. Basically, this Plan is important because it enables us to know where it is that we want to go, and how it is that we intend to get there.

Camden 2040 has been developed following extensive consultation with the people of the Camden area – the largest community consultation process that Council has ever undertaken. This Plan represents their vision for the future of the area. It is based on the issues and concerns that the community desires to see carefully addressed both now and into the future to ensure that this area grows into a great place full of new opportunities, at the same time as not losing the lifestyle and characteristics that people love so much about this place now.

Camden 2040 has been prepared by Camden Council on behalf of this local community, however Camden Council cannot hope to achieve the vision and outcomes contained within this Plan alone. The future of the Camden area relies on the commitment and partnership to this plan of action from a range of agencies, organisations and individuals, including the State and Federal Governments, non-government organisations, local businesses, community groups and even individual members of the community.

The community will continue to be consulted and engaged about these important issues. We encourage you to get involved and let us know what's important to you so that the plan for the future of this area is able to create the kind of place and community that you want to live in, both now and in the future.

Camden 2040 - Overview

The Community's Vision

Camden 2040 represents the community's vision for the Camden area over the coming three decades, and the strategies that will need to be prioritised by a range of agencies, groups and individuals in order to achieve this vision.

Developed with Our Community

Camden 2040 has been prepared following extensive consultation with the people of the Camden area, and aims to translate the community's aspirations and priorities into action. As the community grows and changes over time, *Camden 2040* will continue to be reviewed in partnership with the local community to ensure that it remains responsive and relevant.

A Strategic Response to Growth

Camden 2040 has been prepared as a strategic response to the large-scale population growth and urban development that is coming to this area in the coming decades, under the State Government's Metropolitan Strategy. It identifies the strategies that will be required to achieve balanced and quality environmental, social, economic and governance outcomes for the community and place of Camden during the period of this growth, and beyond.

A Legislative Responsibility

All Councils in NSW have been tasked with preparing long term community strategic plans on behalf of their local community. *Camden 2040* is this plan for the Camden area.

A Common Direction for the Future

Whilst *Camden 2040* has been prepared by Camden Council on behalf of the Camden community, there are many organisations, groups and individuals that have a role in creating the kind of future for Camden that the community desires. *Camden 2040* is intended to be a single point of reference and direction for all of these partners in guiding their many decisions, plans and activities as they relate to the Camden area over the coming decades.

Camden 2040 will also provide the vehicle for a partnership approach between the many stakeholders that operate within the local area, enabling agencies, groups and individuals to work together towards the community's common goal.

Camden 2040 has been prepared with due consideration to the various strategies and policies that impact on the local area from both the State and Federal Government levels, including the Metropolitan Strategy and the State Plan. As part of the ongoing review of *Camden 2040* over time, changes in policy, legislation and strategy of these other levels of government will continue to be considered, to ensure that the directions contained within the plan are consistent with the broader framework in which Council operates.

Additionally, *Camden 2040* will play an important role in informing and influencing government policy and strategy as it impacts on the Camden Local Government Area if other levels of government are to be responsive to the aspirations and priorities of this community for their place.

Council's Commitment to Action

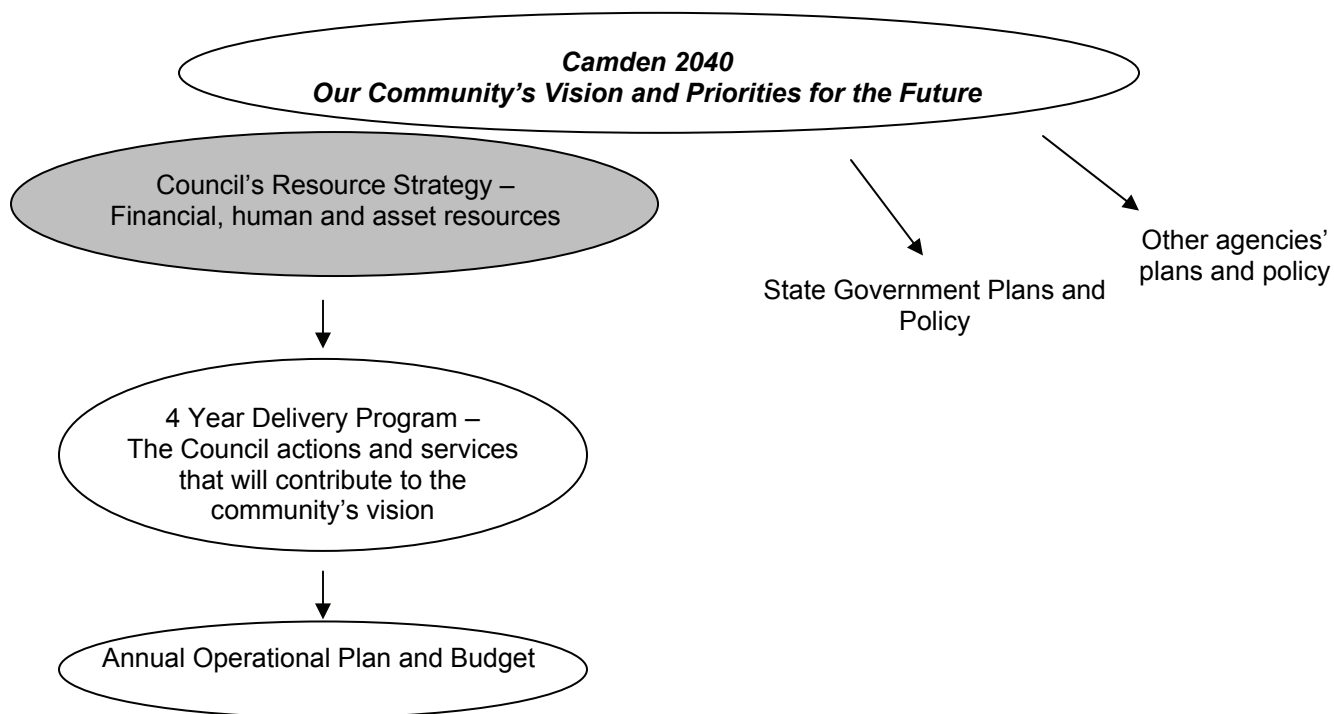
Camden 2040 will be the key strategic document guiding Council's activities in the coming decades. Council will prepare a Resource Strategy that will determine how Council will plan and manage its key resources that are required to implement this plan – its finances, its workforce and its assets. This Resource Strategy will determine what strategies and objectives contained within *Camden 2040* that Council can achieve and action in order to respond to the desires and concerns of the Camden community.

Camden 2040 will be supported by a range of supporting plans and strategies that will address particular priorities within the Plan in further detail.

Camden 2040 will be implemented through a 4 year Delivery Program that is aligned with the electoral cycle. The Delivery Program will address the strategies in *Camden 2040* by identifying specific actions that will be undertaken within that 4 year period. These specific actions will relate to both new initiatives, as well as Council's existing range of services.

Each year of the Delivery Program will represent an annual Operational Plan, which will determine Council's budget for that year. The Delivery Program and annual Operational Plan will clearly demonstrate to all residents how Council is implementing *Camden 2040* and how its budget is being spent in the progress towards achieving the community's vision for the future.

This is represented visually as follows:



Over time Council will review all of its plans, policies, services and operations in line with *Camden 2040* to ensure that the community's vision drives all aspects of this organisation's service to the local community.

Measuring Performance

Council, on behalf of the community, assesses the sustainability of the local area through the use of Sustainability Indicators, which enable Council and other agencies to keep track of the important indications of whether the Camden area is becoming more or less sustainable in terms of its environment, its economy, its community and its governance and leadership.

These indicators are important in highlighting what is going well, and what needs further focus over time.

Council is committed to measuring and understanding not only how the community and place of Camden is tracking in terms of becoming more sustainable, but also in measuring and improving its own performance in delivering services to the local community. By measuring and reporting its performance, Council can ensure that it is accountable to the community to which it is responsible, and can focus on continuously improving its performance over time.

Council will report the progress in implementing *Camden 2040* annually through its Sustainable Camden Report.

Continued Community Engagement and Ongoing Review

Camden 2040 will undergo significant review every four years at the completion of each electoral term, and in preparation for the four year term of each new Council.

Council will continue to engage with the community regularly to assess and reassess the community's priorities and concerns, and the progress of the plan's implementation, to ensure that *Camden 2040*, and the actions and decisions that it directs, continues to be responsive to this growing and changing community into the future. This will include an annual telephone survey and community engagement process.

Camden Through Time

Camden Past

Indigenous Australians are the original inhabitants of the Australian continent and nearby islands.

Aboriginal history in the Macarthur region is yet to be written by Aboriginal people. What we do know from other writers is that Camden sits at the intersection of three Aboriginal tribal boundaries. The people of the Camden town location, the western Cowpastures and the adjoining mountainous areas are Gundungurra. The eastern Cowpastures are Tharawal, and the people to the northeast of the Nepean River are Dharug. Another tribe or perhaps sub-group of aborigines in the Camden or Cowpasture area was called the Cubbitch Bartha,

In 1812 Governor Macquaries granted large tracts of land to Camden farmers causing conflict between indigenous people and white settlers. Such conflict included events since referred to as the Appin massacre, which is commemorated with an annual event at Cataract Dam.

Camden, the heart of the Macarthur region, provides ample evidence of Australia's early colonial presence. The area's rich farming heritage can be traced back to 1795 when Governor Hunter went in search of stray cattle and found them settled by the Nepean River, a place he named 'Cowpastures' – a name that still exists today.

Much of Camden's proud farming history stems from the influence of the Macarthur family. This began in 1803 when Lord Camden granted John Macarthur more than 5000 acres allowing him to import the first pure merino rams and ewes to Australia.

Grape growing was introduced in the early 1800s through experienced European winemakers with the Macarthurs at Camden Park establishing the first commercial vineyard. Local wines were soon winning gold medals in England, resulting in Camden vines being used to establish vineyards in the United Kingdom.

In 1830, after the death of John Macarthur, the Macarthur sons sold the land directly next to the Nepean River to surveyor General Major Mitchell – and the town of Camden was born. In those days it serviced 320 people.

Camden Today

Located just 60kms south west of Sydney, Camden contains a mix of agricultural land, country towns and villages, and new residential areas, with associated commercial and industrial development.

The Camden Local Government Area (LGA) boasts several beautiful parks, wineries, attractions, restaurants and accommodation, making tourism a growing industry. With the expanding industrial areas in Narellan and Smeaton Grange, Camden is also playing home to a range of large commercial enterprises.

Camden Council is one of the fastest growing areas in Australia with a current population of 56,000 people. Under the State Government's Metropolitan Strategy, Camden's population will increase dramatically over the coming years, to an expected total of 256,000.

Camden's Future

The population of the Camden Local Government Area has expanded rapidly in the past decades, more than doubling from 1991 to the present day.

Under Council's previous Strategic Plan, *Camden 2025*, Council proposed the sustainable limits to population growth for the Camden area of 70,000 people within specific geographic boundaries. However, the State Government released its Metropolitan Strategy in 2005 to meet the housing needs of Sydney's rapidly growing population. Under the Metropolitan Strategy, the South West will house 35% of this population growth, taking Camden's population to 256,000.

With urban development and population growth of this scale, the Camden area faces significant challenges in maintaining its rural charm and lifestyle, accommodating this growth and creating a sustainable environment, community and economy for the benefit of our current and future populations.

The Community of the Camden Area – A Snapshot²

Total and Forecast Population

- The Camden Local Government Area was home to approximately 56,000 people in 2010³.
- Under the State Government's Metropolitan Strategy, the Camden population is set to reach approximately 256,000 people through the urban development of the South West Growth Centre, and other smaller land releases within the Local Government Area.

Ages

- 39% of Camden residents are under 17 years of age
- 12% of the population is aged over 60 years of age

Households

- 57% of households are couples with children
- The average size of households in the area is 3.01

- 50% of households are purchasing their home through a mortgage, and 17% are renting
- 45% of households own 2 cars and 21% own 3 or more cars
- 47% of households have broadband internet connection

Cultural Background

- 80% of Camden's residents were born in Australia, and 9% speak a language other than English
- 1.3% of residents are Indigenous people

Housing Types

- There are more than 19,000 dwellings in the Camden Local Government Area⁴
- 90% of dwellings are separate houses

² Data from 2006 ABS Census of Population and Housing

³ ABS **Estimated Resident Population (ERP)**, Population as at 30 June 2009 - **55,243**

⁴ From Camden Council rating data

- Only 5% of houses are medium density and there is no high density housing in the area

Employment and Education

- 22% of people over 15 have vocational qualifications, and 11% have university qualifications
- 96% of Camden residents who are in the labour force are employed
- 29% of these residents work part time
- 28% of working residents are employed within the Camden Local Government Area
- 29% are employed within the Campbelltown, Liverpool or Wollondilly areas

Accessing Demographic Information About Camden

For more detailed demographic information about the Camden Local Government Area, the following websites are useful:

www.id.com.au/camden

www.camden.nsw.gov.au

Opportunities and Impacts of Growth

The urban development and large scale population growth that is planned for the Camden Local Government Area under the State Government's Metropolitan Strategy will create a range of opportunities that would not otherwise have been available to an area of small population size and low residential density. Access to larger scale infrastructure and facilities, social services, employment opportunities and diversity, retail and town centres, greater housing choice and are all opportunities that if realised, will provide a range of quality of life benefits for all residents of the local area and broader region.

The urban development process, both in scale and rate, will need to be managed well to ensure that these opportunities are appropriately and fully realised, and that detrimental impacts on the local environment, community and economy of the Camden area are minimised.

Built and Natural Environment

The urban development process of Camden will create both opportunities and challenges for the area's natural environment, Improvements to existing natural areas that have been degraded through time and use can be driven through the development process, regulatory requirements and funding mechanisms. A larger population will create additional pressures on natural environmental assets and systems, including some loss of mature bushland, increased pressure on resources, greater emissions and waste water are all impacts that will need to be carefully managed in the coming years.

The urban development planned under the State Government's Metropolitan Strategy must be delivered at the rate of 15 dwellings per hectare. This means that there will be some higher housing densities than are currently found in the Camden area. This provides an important opportunity for a greater diversity of housing types in the area than exist currently. This has a range of benefits to this community through greater choice in housing style, choice and affordability. Higher density living needs to be designed and managed in such a way as to minimise potential impacts on amenity and living such as noise and privacy, and carefully offset through adequate provision of open space.

New urban development is an opportunity to develop vibrant and attractive town centres, streetscapes, public spaces, parks and playgrounds. This will need to be met with ongoing maintenance and renewal of town centres and public spaces within established areas to ensure that the built environment is of a high standard and amenity across the entire local government area.

The Local and Regional Economy

53% of the residential workforce of the Camden area currently travels to work outside of the Macarthur region. Careful planning and management of the local and regional economy, both in existing areas and the South West Growth Centre, will provide the opportunity to secure a greater amount and diversity of employment closer to home for Camden area residents.

Under the State Government's Metropolitan Strategy, the South West is planned to accommodate 23% of Sydney's population growth over the coming decades. However under the Metropolitan strategy, the South West will host only 13% of employment growth. This is not a good outcome for the people and economy of the South West or of the Camden area, and needs to be addressed both through the urban planning process and economic development activity at local and regional levels.

The urban development of the Camden area will change the nature of the local economy to some extent, particularly with the loss of agricultural land and associated industries. Town centres will gain in predominance in terms of local economic activity, with Leppington to be developed as a major centre with a rail link, as well as other smaller yet important retail centres in new developments such as Oran Park. The role and effectiveness of existing town centres of Camden and Narellan will continue to require support and focus as the wider area develops.

As with any local and regional economy, Camden and the Macarthur area are subject to influence from economic factors at the national and global level. The growth of the local economy in the coming decades needs to be sustainable to withstand, as far as possible, turbulence in markets and the global economy.

Transport

The planned five-fold increase in the Camden population over the next three decades will have significant implications in terms of transport. On one hand it will provide the size and density of population in the South West Growth Centre to support transport infrastructure that would not otherwise be viable for the existing population of the area. This includes a rail line into Leppington, major road improvements, and over time improvements to other forms of public transport. Examples of these improvements can already be seen in current upgrades to Camden Valley Way, which are being delivered prior to any residents moving into the South West Growth Centre.

However, the scale and fast rate of population growth will need to be appropriately matched with the delivery of this infrastructure, and this requires significant commitment and funding by the NSW State Government. This infrastructure is vital to the future of Camden, with far-reaching impacts on people, the local and regional economy, and the environment. The delivery of this infrastructure will continue to be an important focus in the Camden area in the many decades to come.

Community

The growth of the population, economy and urban environment of the Camden area will create the needs and opportunities for the provision of a greater range and level of human and social services within the local area.

This fast rate of growth will need to be matched with an appropriate pace of infrastructure and service delivery, to ensure that the new population has access to the services and infrastructure needed as people are moving into the area. Effective forward planning and significant commitment from government will be required to ensure that services and facilities are available and appropriate to the needs of the people who compose the new neighbourhoods and communities, as well as those who live in established parts of the Local Government Area.

An important outcome in new urban areas will be the development of strong communities, not just suburbs. The development process will need to be managed in such a way as to ensure that community and outcomes are considered and balanced effectively so that appropriate infrastructure, both physical and social, is in place to connect people with their local community and the places, groups and events that enable people to feel they belong.

Local Services and Partnerships

The population and urban growth planned for the Camden area under the State Government's Metropolitan Strategy is in many ways at odds with the local community's desires for Camden to "stay the same". In planning and delivering this growth, careful consideration will need to be given to balancing the community's desires for the area to retain valued rural and country town character, and carefully managing the transition to a more urbanised environment in the northern parts of the Local Government Area.

Early and sustained commitments of funding from the Federal and State Governments will be particularly important, as well as an ongoing collaborative approach, to ensure that the planning and delivery of growth achieves balanced outcomes in terms of the environment, the community, and the economy of the local area, and the broader region.

The growth of the local area will continue to place significant pressures on Council's organisation, particularly in the ongoing delivery of services to the community at the same time as needing to resource the planning and delivery of growth and this will need careful ongoing consideration.

Our Community's Priorities

In preparing this plan, Camden Council engaged with almost 1400 residents, workers and visitors in the area over the months of September and October 2009.

The consultation process focused on 5 key questions:

1. What do people like most about the Camden area now?
2. What are the most important issues facing the Camden area now?
3. What will be the most important things to “get right” in creating Camden’s future?
4. What is the community’s vision for the future of Camden?
5. How satisfied are residents with Council’s performance, and what are the priority areas in relation to Council’s services and facilities?

Given the volume of feedback that was received, and the consistency of themes that resulted, this consultation process provides a clear insight into the concerns and vision of the community for the Camden local government area as a whole.

What do people like most about the Camden area?

1. Camden’s rural setting and country town feel and lifestyle
2. The friendly people and community
3. Trees, parks and open space

What were the priorities for today?

For the area:

1. Development and population growth, and keeping the area as it is
2. Lack of public transport, and the condition and congestion of roads

For Council services:

1. Maintenance of local roads
2. Asset management
3. Urban and rural planning

What is the vision for the future?

Camden will have:

1. Rural setting/ country town
2. Sense of community
3. Development that has been managed well
4. Community, health and recreation services and facilities
5. Trees, parks and open space

What are the priorities for the future?

1. Public transport, roads and parking
2. Keeping the area as it is, development and population growth
3. Recreation, community, health and education services and infrastructure

Vision for Camden's Future

In year 2040, the Camden Local Government Area is a dynamic, modern, urban place which is defined by its unique history and rural backdrop, and has realised the many opportunities presented by urban development and population growth.

This has been achieved through **effectively managing urban and population growth** to:

1. protect Camden Town, the floodplain and associated rural hinterland, and promote and celebrate the area's unique country history and heritage
2. maximise the many opportunities presented by large scale modern urban development in terms of improved access to high quality services, facilities and infrastructure
3. support and maintain opportunities for rural living through urban growth and carefully manage the transition to an increasingly urban environment

Camden will be a place that:

- enjoys **healthy urban and natural environments**, where the natural environment is protected and enhanced, public places and local neighbourhoods are attractive and vibrant places, and the built and natural environments in the area complement and support one another
- has a **prosperous local economy**, with thriving local businesses, local employment, and vibrant town centres
- is supported by **effective and sustainable transport**, people can get where they need to go conveniently using a range of effective transport options
- is home to an **enriched and connected community**, where all people are welcomed and belong, can participate fully in their local community, enjoy a range of community events and celebrations, and are supported by high quality social and health services

The active management of the Camden area's growth and the achievement of balanced social, economic and environmental outcomes will have been delivered through the tireless representation of **strong local leaders** and advocates and a community of people who are actively engaged in the issues, plans and decisions that impact on the local area.

Values

In order to be successful in achieving the Camden community's vision for the future, a range of partners will need to work together. Given the long term nature of this plan and the vision it seeks to achieve, this partnership approach will require sustained commitment, leadership and coordination over time. This will be an important challenge, but one that is critical for the success of this plan.

The following principles will be used to guide these partnerships:

- Leadership – taking responsibility and initiative, being strong voices for the interests of this area
- Innovation – being creative, flexible and responsive
- Partnership – working and communicating effectively with other partners and the community
- Commitment – to making things happen, anticipating and solving problems
- Community focus – engaging, being responsive, keeping the community at the centre of decisions and plans
- Access and equity – ensuring all people and groups within the community are able to fully participate in community life and the decisions that impact on the local area

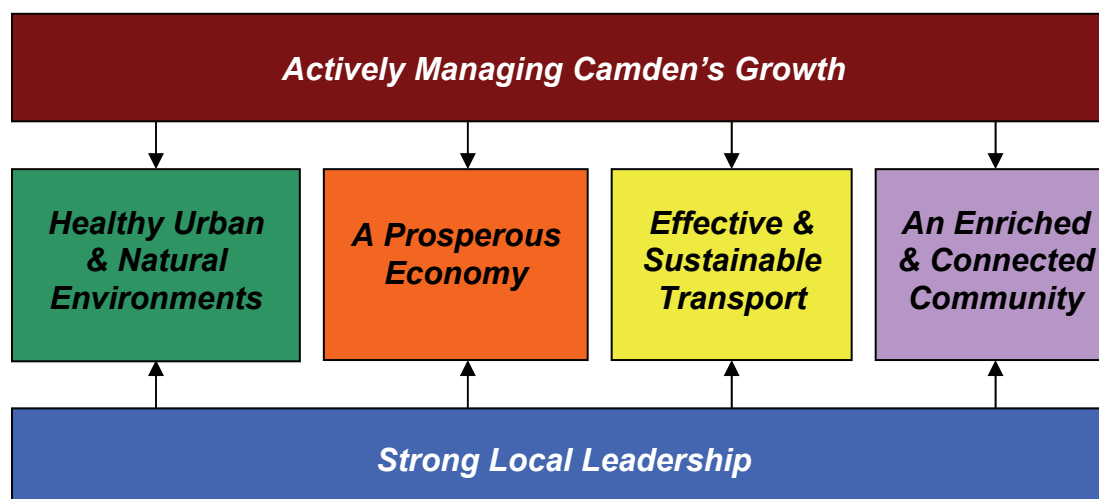
A Sustainable Camden

The future of any local area requires a careful balance between the health of the environment, the connectedness of the community, the strength of the local economy and the quality of the local leadership and governance which enables these outcomes to be achieved.

This is called sustainability, and is about meeting the needs of the present without compromising the ability of future generations to meet their own needs. It is about developing the local area – its environment, economy and community - sustainably so that it is enhanced for the generations to come. In essence, it means that we leave this area “better than we found it”.

In order to achieve the community’s vision for the future, and to work with the aim of leaving the Camden area “better than we found it”, this Community Strategic Plan is based on these sustainability principles of balancing economic, environmental, social and governance outcomes.

In addition, Camden 2040 has as its focus the active and effective management of the large-scale urban development and population growth that will occur in the area in the coming decades. This growth will impact on all areas of creating a sustainable Camden, and as such needs specific focus. Further, transport is a critical issue for the Camden area, both now and for the future, and is also given specific focus within this plan. Camden 2040 is structured as follows:



These six boxes represent the Principal Activities within Camden 2040 – the areas of activity that Council and its partners will need to focus on in order to achieve the community’s vision and create a sustainable Camden.

KEY DIRECTION 1

Actively Managing Camden's Growth

What Will It Mean to Actively Manage Camden's Growth?

Managing the growth determined under the State Government's Metropolitan Strategy will be the most important issue and focus for Council and its various partners in the coming three decades.

The community of Camden does not want to lose the character of this area that they so highly value - its rural setting, country town feel, and the lifestyle associated with these. However with growth will come significant new opportunities in terms of infrastructure, services, employment, housing choice, and economic benefit. The community is concerned to see public transport, roads, infrastructure, parks and recreational facilities, and the effective management of development as priorities as the area undergoes this growth.

Achieving a balance between large population increases and keeping the valued characteristics of Camden as it is now will be an ongoing tension and challenge over the coming decades. Active management of this growth will mean that Council and its partners will need to undertake careful and deliberate planning of new growth areas to ensure quality outcomes from the development process, at the same time as actively managing and developing the existing rural and country town characteristics within the Camden town, associated flood plain and rural hinterland.

Effective management of this growth will mean that the Camden area's population is supported by effective transport infrastructure, and the timely delivery of services to meet community, health, education, economic and recreational needs of the current and future population.

Growing the Camden Area– Key Opportunities and Challenges

The growth of the Camden area will bring a range of opportunities that would not otherwise be available to this area in terms of access to infrastructure, services, employment and economic opportunities, and a range of facilities.

The most significant challenge related to Camden's future growth is the sheer rate of this growth. If the State Government's Metropolitan Strategy is implemented according to its timeframes, the population of the Camden area will increase five-fold by 2040, at an annual growth rate of 13%.

Key opportunities and challenges that this growth, and rate of growth, will present include:

- Retaining within Camden the valued heritage and characteristics – its history, open spaces and scenic vistas, natural setting, country town feel and lifestyle.

- The timely funding and delivery of infrastructure and services, which means planning and securing the necessary commitment and resources prior to development.
- Improving the environment, including maximising opportunities for environmental restoration through the development process, and managing impacts from loss of native vegetation and rural land, retaining natural heritage, minimising the effects of climate change, and ensuring sustainable access to and use of natural resources.
- Creating good quality, liveable urban environments with a greater density than is currently available in the Camden area, including providing a range of efficient, affordable and innovative housing styles and public urban and open spaces.
- The importance of building and maintaining certainty and investment confidence within the area through efficient and stable strategic planning and development control processes.
- Building communities, not just suburbs, which are vibrant, connected and people-focused, with good quality community, cultural and educational services and facilities.
- Developing a local economy that enables local people to prosper and contributes to improved lifestyles, including strong local businesses and availability of local employment.
- Adequately resourcing the management of this growth within Council's current financial constraints.
- The importance of considering redevelopment of existing and older areas over time and as opportunities arise.

What Our Community Says

The aspects or features of Camden that are most valued by the community are its country town feel, rural setting and lifestyle, its history, trees and open space. The community's vision for the future, within the context of Camden's growth, is that these important aspects of the place and life of this area are still here in 2040.

Understanding that Camden's huge population growth is inevitable under the State Government's Metropolitan Strategy, the community of Camden is concerned to see this growth managed well and essential infrastructure delivered as part of the growth process, particularly transport infrastructure.

Parks, recreation facilities and community activities need to be important features of the Camden area in the future.

The community also identified urban and rural planning as one of the top three priorities for Council in relation to its services.

Vision For 2040

In 2040 it can be said that Camden has “the best of both worlds”. Not only is the Camden area still defined by rural and country town aspects and characteristics, but the opportunities that come with growth have been realised, so the community has access to high quality regional infrastructure, services and opportunities. There is a greater diversity of housing types on offer, and this meets a range of needs within the community.

The natural environment has been restored and enhanced as a key priority through urban development, because the natural environment is essential for the life and health of the people of our community and beyond. The economy of the Camden area is vibrant and prosperous, providing sufficient local jobs and contributes to the wellbeing of all who live here. The development process has not just built houses but created communities where people are connected, involved, supported and feel a sense of belonging. The community enjoys access to high quality and attractive open spaces, including parks, town centres and recreation facilities.

Outcomes

***Camden Has the Best of Both Worlds
People Can Access What They Need
There are Housing Choices***

Strategies

The outcomes for effectively managing the growth of Camden will be achieved through a focus on:

Strategies

Responsibility*

Growth Objective 1: Camden has the best of both worlds

- | | |
|---|--------------------|
| 1.1 A commitment to strong leadership and partnerships in the urban planning and development process that carefully balances environmental, social and economic outcomes. | CC, SG, DI |
| 1.2 Conserving and enhancing the heritage, character and lifestyle of the area where possible, with a particular focus on Camden town, associated flood plain and rural hinterland for the enjoyment of existing and future populations | CC, SG, DI, Ch, BI |
| 1.3 Ensuring adequate, accessible and high quality open and public space is made available in new release areas, particularly where higher density housing is planned | CC, SG, DI |
| 1.4 Learning from and improving the urban planning process over time so that lessons learned from each precinct planning process, as well as industry best practice, are used in subsequent precincts to ensure improved outcomes over time | SG, CC, DI |
| 1.5 Prioritising environmental outcomes through the planning and development process to maximise improvement and restoration opportunities and to minimise the ecological impacts of increased urban form, economic activity, and people and lifestyles | SG, CC, DI, BI |

* See Responsibility Key at Appendix A for explanation of initials used

Growth Objective 2: People can access what they need

- 1.6 Delivery of the infrastructure needs of the South West Growth Centre by Government in a timely fashion, including ensuring adequate funding provisions for planning, construction, upkeep and renewal of local infrastructure SG, CC
- 1.7 Forward planning for growth of existing services and establishment of new services and facilities that are responsive to existing and emerging community needs in a timely fashion FG, SG, CC, NGO
- 1.8 Building a strong local and regional economy that is characterised by the provision of local jobs for local people FG, SG, CC, M, BI, DI
- 1.9 Prioritising the development of high speed telecommunications capability within the Camden area through delivery of infrastructure and the availability of technology and skills within the local area FG, DI
- 1.10 Securing regional services, facilities and infrastructure within the Camden area to service both local and regional populations through forward planning, partnerships and promotion FG, SG, CC, E, NGO

Growth Objective 3: There are housing choices

- 1.11 Ensuring greater choice and diversity in housing to meet a range of existing and future community needs SG, CC, DI

Measures of Success

The following sustainability indicators will assist in measuring our success in achieving the outcomes for *Actively Managing Camden's Growth*:

We Have the Best of Both Worlds

Proportion of urban land to rural land within the Camden LGA

Proportion of residents who feel that Camden has the best of both worlds

People can access what they need

Proportion of residents who are satisfied with their level of access to services, information and facilities

Proportion of residents using the internet

There are Housing Choices

Proportion of detached houses to other housing forms

Proportion of home ownership to other housing tenures

Proportion of households who spend more than 30% of their income on housing (in housing stress)

Key Responsibilities

Council has four primary key roles in the effective management of Camden’s growth – facilitator, regulator, advocate and service provider.

The effective management of Camden’s growth will require a significant ongoing commitment from the State Government, particularly in the delivery of infrastructure and services. State Government’s role will span a range of agencies, and joint commitment and action through the Metropolitan and Subregional Strategy will be required to ensure consistent, timely and quality delivery of infrastructure and services to this part of the South West Growth Centre.

Key partners in this area will include non-government organisations, particularly in the forward planning of service growth; the development industry; business and industry; and individuals and households.

Local Services – Actively Managing Camden’s Growth

What does our community expect?

Responsibility*

1. Urban and Rural Planning

Camden’s valued characteristics are balanced and retained with new growth, and good outcomes are secured for the people and place of the Camden Local Government Area.

CC, SG, DI

2. Development Control

The building process is managed well, Camden’s valued characteristics are retained, and the outcomes intended through the urban planning process are achieved.

CC, SG, DI

3. Heritage Protection

The built, environmental, cultural and Indigenous heritage of the Camden Local Government Area are protected, enhanced and enjoyed.

CC, SG, DI

* See Responsibility Key at Appendix A for explanation of initials used

Key Direction 2

Healthy Urban & Natural Environments

What is a Healthy Environment?

Camden's natural and built environments are the "setting" for all aspects of life and are essential for sustaining the health, wellbeing and prosperity of the people who live here. The natural environment encompasses all living and non-living things, occurring both naturally and as a result of human activities. It includes the natural assets and resources such as air, water, fuel and biodiversity, the interactions and processes between these resources and both positive and negative impacts from human existence.

The built or urban environment is the human-made surroundings that provide the physical setting for human activity and enables private, economic and community life to function effectively and healthily.

Growing the Camden Area– Key Opportunities and Challenges

The natural environment of the Camden area has been subject to a range of influences over the preceding decades that has meant that the natural environment and systems are under stress, including farming and agriculture, rural living, and the impacts of a growing population on air quality and waste generation. Many parts of the natural environment, including bushland and waterways, have become significantly degraded over this time.

Urban development will undoubtedly change the environment of the Camden area. How this urban development is undertaken and managed, however, will determine whether this change improves or degrades the environment as it currently stands. The opportunities for the urban development process to fund and deliver enhanced environmental outcomes are significant.

Key opportunities and challenges include:

- Ensuring the protection of environmental values and function where healthy and mature ecosystems exist
- Managing the impact of greater numbers of people living in the area on the environment, including waste generation and management, air quality, and pressure on rivers and ecosystems.
- The impacts from the loss of rural land and farming activities on fresh, local and affordable food supply and increased production pressure on remaining agricultural lands.
- Carefully designing new urban areas to promote high levels of health and amenity in neighbourhoods and public spaces.

What Our Community Says

Camden's rural setting, and trees, parks and natural open spaces hold significant value to current residents of the area, as does its country town feel.

The community is concerned about the impact of population growth and development on the area, and desire to see Camden retain its rural setting and country town feel. In order to achieve this vision, the community recognises that development and growth need to be managed well.

Trees, parks and natural open space are important to the community now and are an important part of the vision for the area in the future. Camden's main street and the condition of our physical environment are also concerns for Camden residents, particularly in relation to graffiti.

Vision For 2040

In 2040, our physical environment – both natural and built – supports all aspects of our life in Camden. This will mean that our natural systems are resilient and fully functional, and as a result provide for the health and wellbeing of our community through clean air, water, natural systems and diverse ecosystems.

Our community is able to access, enjoy and appreciate local natural assets and open spaces in a sustainable way, and these assets continue to be nurtured for future generations. In addition, our lifestyles and behaviours are improving not degrading our environment, and there is a high level of community involvement in environmental initiatives.

In 2040 we have attractive, well-functioning and healthy public places which facilitate all aspects of our social, recreational and economic lives. We enjoy a high level of amenity in our town and commercial centres and in our neighbourhoods, which creates community pride and enjoyment in the area in which we live. Our neighbourhoods are safe, attractive and vibrant places to live and raise our children.

In 2040 it will be evident that this community, and the various agencies and business which serve it, are taking active responsibility for the state of Camden's environment. This will have been facilitated through Council taking a leadership role in environmental sustainability, both in terms of its own operations and in leading and encouraging the community, business and other agencies to pursue and becoming involved in sustainability practices.

Outcomes

***The Water is Clean
People Breathe Clean Air
Bushland is Protected
You Can Hear the Sounds Of Nature
Nothing is Wasted
There is Community Pride
There are Places to Play
People are Healthy***

Strategies

The outcomes for Healthy Urban and Natural Environments will be achieved by focusing on:

Strategies

Responsibility*

Environment Objective 1: There is clean air and water, and bushland is protected

2.1 Prioritising the protection and enhancement of biodiversity throughout the local government area and South West Growth Centre through the active management and restoration of bushland and riparian corridors SG, CC, DI, CG

2.2 Improving the quality of our local rivers and waterways, and actively managing water throughout the area, including stormwater SG, CC

* See Responsibility Key at Appendix A for explanation of initials used

- 2.3 Promoting the sustainable use and management of Camden’s natural assets and attractions for the enjoyment of residents and visitors to the area, having regard for the future condition and primary role of these assets CC
- 2.4 Reducing the environmental footprint of residents, businesses, organisations and government agencies in Camden CC, BI, R, NGO, CG
- 2.5 Increasing local involvement in environmental initiatives and restoration CC, CG
- 2.6 Encouraging and facilitating biodiversity conservation efforts on private lands through effective partnerships, assistance and education CC, SG, DI

Environment Objective 2: Nothing is wasted

- 2.7 Managing waste generation and disposal effectively to reduce the environmental, social and economic impacts of waste and build a commitment to waste avoidance and resource recovery across the community CC, BI, R

Environment Objective 3: There is community pride and amenity in our places

- 2.8 Creating and maintaining attractive streets, town centres and public spaces through appropriate and sustainable use of vegetation, asset maintenance and renewal, waste management and regulation CC, DI
- 2.9 Enhancing harmony, amenity and liveability in local neighbourhoods through urban design, maintenance of public infrastructure, promoting community pride in the care for private property, and increasing the responsibility taken by all householders and businesses for reducing their impact on their neighbourhood such as through noise and care of domestic animals CC, SG, DI, R

Environment Objective 4: There are open spaces and places to play

2.10 Provision and management of parks and natural open spaces that are accessible, connected and well-maintained to enhance community and environmental health, recreation and leisure opportunities, and appreciation of the local environment CC, SG, DI

Environment Objective 5: People are healthy

2.11 Securing high levels of public health and confidence through encouraging best practice in industry and agriculture, and enforcing relevant legislation where needed CC, SG

Measures of Success

The following sustainability indicators will assist in measuring our success in achieving the outcomes for *Healthy Urban and Natural Environments*:

- The Water is Clean**
 - Types and numbers of macro-invertebrates found in local streams and rivers*
 - Level of phosphorus and nitrogen found in local streams and rivers*
- People Breathe Clean Air**
 - Number of days per annum with high, medium and low pollution levels (Regional Pollution Index).*
 - Proportion of buildings that incorporate energy efficient design principles*
- Bushland is Protected**
 - Proportion of bushland under active management*
 - Proportion of land area covered by bushland*

***You Can Hear the Sounds
Of Nature***

Change in ambient noise levels

Number of noise complaints received per capita

Kilograms per capita of domestic waste produced that is:

Nothing is Wasted

- *waste to landfill*
- *green waste*
- *recycling*

Proportion of residents who recycle food scraps in a compost bin, worm farm or in the garden.

There is Community Pride

Proportion of people who feel a sense of pride in their neighbourhood

There are Places to Play

The proportion of people who feel satisfied with the provision of recreation facilities in Camden

Number of recreation facilities in Camden in comparison to the demand for recreation facilities

Area of local and district open space in Camden per 1000 population

People are Healthy

Average number of hours per week spent undertaking some physical activity

Proportion of households that include someone who suffers from a chronic illness

Key Responsibilities

The responsibility for improving our built and natural environments, both currently and for the future, rests with all agencies, businesses and individuals within the Camden area.

The Federal and State play crucial leadership, policy, funding, and service provision roles for the long term sustainability of the natural environment at national, state and local levels. The State Government also has the responsibility for major transport improvements, particularly public transport, which is important for the long term environmental sustainability and amenity of the area, and indeed Sydney as a whole.

Council is an important local leader, role model and steward of the local natural environment and environmental assets. Council is also the provider and maintainer of much of the public spaces and built environment throughout the area, including streetscapes, civic buildings, parks and playgrounds, and footpaths.

Ultimately, the health and sustainability of the environment in Camden, both natural and built, relies on all individuals, businesses, and industries through the adoption of more sustainable practices, and through their contribution to the health and harmony of neighbourhoods and towns by being responsible neighbours.

The local environment in the Camden area is intrinsically linked to other areas, and the metropolitan area more broadly. Ongoing partnerships with other councils and stakeholders throughout the region will be necessary to achieve environmental outcomes for Camden.

Local Services – Healthy Urban and Natural Environments

What does our community expect?

Responsibility*

1. Protection of the Natural Environment

The quality of the natural environment in the Camden Local Government Area is improved and protected through active management of natural resources and the prioritisation of the natural environment by all agencies, businesses and individuals.

SG, CC, DI, BI,
R, NGO, CG

* See Responsibility Key on page ** for explanation of initials used

2. Environmental Activities

The community is encouraged to become actively involved in protecting and enhancing the local environment, and to initiate ways in their households and businesses to reduce environmental impact. CC, BI, R

3. Waste Services

The amenity and quality of the local environment is improved through provision of a high quality waste and cleansing service, encouraging decreased resource consumption and waste creation, and improving diversion to recycling and reuse. CC

4. Appearance of Public Areas

Camden's public areas are clean, well-maintained and attractive. CC

5. Parks and Playgrounds

Accessible, attractive and safe parks and playgrounds are provided and maintained for the benefit of all throughout the Camden community. CC, DI

6. Regulating the Use of Public Areas

Public areas are safe, functioning and healthy through undertaking regulation, enforcement and community education. CC, SG

7. Enforcement of By-Laws

The safety, amenity and functioning of private and public land are improved through enforcement of relevant by-laws, including animal control, roadside trading and overgrown land. CC

8. Public Health

Public health and confidence are improved through encouraging health best practice and enforcing legislation in relation to food safety, water quality, skin penetration and air conditioning units in public buildings. CC

Key Direction 3

A Prosperous Economy

What Is a Prosperous Community?

Prosperity is essential to the quality of life and wellbeing of people in a local area, and relies on a strong local economy. Prosperity means that people have enough – that they are satisfied with their standard of living and have a balance between their financial and social wellbeing. Financial wellbeing relies on access to education, employment, housing, and a strong and diverse local economy.

A strong local economy for Camden would be characterised by vibrant town and commercial centres, thriving local businesses, stable and diverse employment opportunities, skilled local residents, infrastructure that supports economic growth, and a thriving tourist/visitor market. The development of a strong local economy is essentially about developing an environment that supports a diversity of business and industry to invest, establish, grow and be sustainable over time.

The economic development and prosperity of Camden is linked with the broader South West region and much of the focus for the Camden area into the future will continue to be working with relevant partners, through the Macarthur Regional Organisation of Councils, on the development of a strong regional economy.

Growing the Camden Area – Key Opportunities and Challenges

The urban growth of the Camden area, managed well, will enable the growth of the local economy far beyond the scope that would have been achievable without the establishment of the South West Growth Centre. The availability of land and infrastructure for industry and employment, new town and retail centres, new and upgraded transport infrastructure, employment opportunities in development and construction industries, and opportunities to secure regional level facilities within this local area are examples of the types of economic growth that will occur through and because of the urban expansion of the area.

There are a number of particular challenges and considerations that will be important in order to ensure that opportunities for economic growth are maximised, including:

- The importance of a stable strategic planning and development control framework to provide long term certainty and investment confidence to drive economic development
- Addressing the increasing gap between the number of residents and the availability of jobs within the region, particularly in relation to the gap between the population targets and the jobs targets in the Sydney Metropolitan Strategy for the South West.
- Building a good skills match between jobs and residents in Camden and the Macarthur region through developing an increasing diversity of local skills, attracting people with diverse skills to live in this area, and through a focus on young people as the future labour force.

- The effective development of town centres as vibrant economic and community hubs, including Leppington as a major town centre, new local centres such as Oran Park, and strengthening the identity, role and functioning of established town centres such as Camden and Narellan.
- Securing infrastructure that is important for economic growth, including timely delivery by the State Government of transport infrastructure, such as the South West Rail Link and upgrades to major roads such as Camden Valley Way, and the inclusion of telecommunications infrastructure as part of the planning process.
- The economic and social impact of the loss of farming and agricultural land and industries, including the availability of local affordable fresh food.
- The potential impacts on the tourist/visitor market from changes to the local area from development.

What Our Community Says

Camden's country town feel and lifestyle, and its rural setting, are greatly valued by both residents and visitors to the area. This is an important part of the place, and therefore the economy, of Camden. Keeping these characteristics and lifestyle are a key part of the community's vision for the future.

Transport infrastructure was high on the community's agenda as issues that need to be addressed both now and into the future, and again this has clear links with developing and maintaining a strong local and regional economy.

Also of importance to many in the community are Camden's main street, employment, and schools and education.

Vision For 2040

In the year 2040, the local economy of the Camden Local Government Area is sustainable, diverse and flourishing, and the benefits are received and enjoyed by local people.

A diverse range of business and industry has located and invested in the Camden and Macarthur areas because this is a sought-after location, an environment that is known to support and sustain local enterprises. Local small businesses are flourishing, and have access to the information and support that they need to be sustainable over time. The local and regional economy support entrepreneurial pursuits, innovation, and technology.

More of our community are employed locally because there are enough jobs in the region, and local residents have the necessary skills needed to make up the local workforce. Working locally means that Camden residents enjoy a greater quality of life through less time travelling and more time in leisure, family and community activities.

Camden's young people are an important part of the local and regional economy, and are educated, motivated and skilled. They have access to a range of high quality learning and development opportunities, and are well-supported by the community to reach their full economic and social potential.

Town centres in the Camden area are vibrant and appealing community and commercial hubs, providing a rich diversity of retail, social, leisure, employment and business opportunities. New centres provide a range of new business and recreational opportunities, particularly Leppington located on the train line, and established centres continue to thrive and develop. Camden town continues to reflect the country town heritage and lifestyle of its past, and is enjoyed by locals and visitors alike.

Camden's local economy has a cultural richness because not only does it reflect and celebrate the heritage and lifestyle of its past, but it is characterised by a commitment to and celebration of learning, creativity, community connectedness, the sharing of stories and experiences, and the diverse people and communities that make up this place.

Outcomes

*The local economy is growing
There are a variety of local jobs available
There is a commitment to learning
People can access what they need*

Strategies

The outcomes for a prosperous local economy will be achieved through a focus on:

Strategies

Responsibility*

Economic Objective 1: The local economy is growing

3.1 Planning for local economic development activities that maximise opportunities and actively grow the local economy, having a clear understanding of the local, regional and national economic contexts

CC, M

3.2 Developing and sustaining vibrant and complementary town centres, both new and existing, that have their own clear identities and role, providing a range of economic, employment, leisure and social opportunities for residents and visitors alike

CC, SG, DI, BI

3.3 Supporting the ongoing growth of strong business development activities that strengthen and sustain local business and industry through the provision of information, networking, partnerships, educational opportunities and promotion

Ch, CC, SG, E

* See Responsibility Key at Appendix A for explanation of initials used

- 3.4 Fostering commitment within the local community to contributing to the development of the local economy through support of local businesses, spending locally where possible, and active involvement in local activities and events that create vibrant community and places CC, BI
- 3.5 Building strong regional partnerships between educational institutions, employers, business and industry groups, Government agencies, Councils and non-government organisations SG, CC, E, BI, NGO
- 3.6 Attracting industry and business investment in the Camden and Macarthur regions through marketing and promotion of the region as an attractive and viable location for business and industry, and for the people employed in those organisations M, CC, BI
- 3.7 Developing and increasing tourism and visitors to the Camden area through regional partnerships and promotion, strengthening the capacity of the local tourism industry, supporting the ongoing improvement of local items of interest, and ensuring that Camden retains its country town feel and heritage as its central tourism driver CC, M

Economic Objective 2: There are a variety of local jobs available

- 3.8 Providing suitable and sufficient land through the urban planning process to attract, enable and support a diversity of employment and industry types, including planning for economic development clusters or “hubs” that will maximise opportunities to build competitive advantage and strengths CC, SG, DI

Economic Objective 3: There is a commitment to learning and skills

- 3.9 A commitment to building the educational and employment capacity of Camden’s young people through effective partnerships between schools, higher education and training providers, employment services and local business and industry that provide clear pathways for young people from school into education, training and employment opportunities within the local area and NGO, E, BI

region

3.10 Increasing the diversity of skills within the local community to improve the match between local skills and jobs through building the skills of existing residents and attracting new residents with a diverse range of skills to live in the local area and region SG, E, BI

Economic Objective 4: People can access what they need

3.11 Securing within the Camden area the many services and facilities that are needed by the community, including professional, health and medical, educational and government services FG, SG, CC, E, DI

3.12 Developing world class technological capability within the region through the supply and improvement of telecommunications infrastructure, building the skills of local businesses and residents, and the provision of opportunities for all residents to have equitable access to technology and skills through schools and libraries FG, DI, CC

3.13 Providing and supporting opportunities for fresh food production in order to offset the impact of the loss of agricultural land through the development of the South West Growth Centre SG

Measures of Success

The following sustainability indicators will assist in measuring our success in achieving the outcomes for *A Prosperous Economy*:

The local economy is growing

New business start ups

Growth of existing businesses and new businesses

There are a variety of local jobs available

Proportion of jobs in Camden by industry type

Number of jobs in Camden per 100 resident workers

Proportion of Camden workforce employed by industry type

There is a Commitment to Learning

Proportion of households that include someone undertaking an educational or learning activity

People can access what they need

Proportion of residents who are satisfied with their level of access to services, information and facilities

Proportion of residents using the internet

People feel they have enough

Proportion of people who are satisfied with their standard of living

Proportion of households who are able to save money most weeks.

Key Responsibilities

The local economy is subject to many external influences at both the global and national levels, and is shaped by a large number of internal factors and stakeholders.

The State Government will be responsible for many of the factors involved in strengthening the local economy through the implementation of the Metropolitan Strategy, particularly the timely delivery of infrastructure, and the focus on town centres and employment generation. Both

the Federal and State Governments also play an important role through coordinating, funding and implementing initiatives to develop the local and regional economies.

The Macarthur Regional Organisation of Councils currently plans and implements a range of regional economic development strategies, including promotion of business and industry, networking opportunities, advocacy and planning. An ongoing regional focus will be important for the Camden area to take advantage of the range of infrastructure, workers, facilities and services available within the broader South West region.

In addition to Council's role in local planning and zoning, Council is well-placed to undertake a leadership, coordination and support role of local economic development activities, within the context of the broader regional approach.

There are a number of other organisations and groups within the area that play a role in supporting the development of the local economy, and in building the skills of local residents, such as Camden and Narellan Chambers of Commerce, the Macarthur Business Enterprise Centre, and various training providers. Ongoing coordination, communication and collaboration between these groups will be important in supporting local business and industry, and in growing the local economy as a whole.

Camden and Macarthur's tourism industry involves a range of tourism operators and other businesses, and a continued focus on networking and collaboration between these stakeholders will be important in growing and sustaining the tourist and visitor market over time.

Local Services – A Prosperous Economy

What does our community expect?

Responsibility*

1. Tourism

Camden enjoys a strong local and regional tourist and visitor market through ongoing focus on developing and preserving tourism opportunities, promotion of the area and provision of support to tourism providers.

CC, TR

2. Management of Significant Places

Camden’s important places and centres are actively cared for through specific focus, management and coordination.

CC

3. Economic Development

The local and regional economy are actively strengthened and supported through the provision and coordination of economic development activities.

SG, CC, M, BI

4. Educational Opportunities

Camden residents enjoy access to good quality educational opportunities.

SG

5. Employment

Camden residents are able to work close to home because there are adequate jobs in the region and residents have the mix of skills to match the regional workforce.

SG, CC, BI

* See Responsibility Key at Appendix A for explanation of initials used

Key Direction 4

Effective and Sustainable Transport

What Is Effective and Sustainable Transport?

Effective transport underpins all aspects of an accessible and functioning place, impacting on the health of the natural environment, the effectiveness and amenity of the urban environment, the viability and growth of the local and regional economy, and the health and wellbeing of people able to connect with their community and services.

An accessible Camden means that people are able to travel easily within their own local area and are effectively connected to the wider Macarthur and metropolitan regions. This provides a range of advantages including access to a greater range of social, economic, cultural and leisure opportunities. Coupled with this, provision of community facilities and more local employment opportunities reduce the distance needed to travel, thereby providing additional capacity in the transport system.

Effective transport for Camden would include affordable, convenient and integrated public transport that is a viable choice over private vehicles; infrastructure that enables and encourages healthy forms of transport such as walking and cycling; safe and uncongested roads; and support structures that enable public and private transport systems to operate effectively, including interchanges, traffic management and parking.

Growing the Camden Area – Key Opportunities and Challenges

The delivery of transport infrastructure, both new and upgraded, in a timely fashion will be one of the greatest challenges through the urban growth of the Camden area. The outcomes and benefits of this infrastructure on the people, economy and environment of the area will be significant. Without this infrastructure the Camden area cannot sustain the urban growth planned under the State Government's Metropolitan Strategy.

This is because of reasons such as:

- Camden is already “transport disadvantaged” in terms of public transport, and the increased population will only place further stress on roads that are already stretched in their capacity. Existing roads built to rural standards do not have the capacity to cope with expected increased traffic volume in all aspects including size and structure.
- Overcoming reliance on private cars will require provision of safe, convenient and cost effective alternatives. Public transport services need to be available to people as they move into a new area, so as to avoid the establishment of travel patterns involving private cars, which are then difficult to change.

- Greater access to jobs close to home will be important in addressing some of the transport challenges facing the Camden area, to reduce the amount of time local residents spend travelling, particularly in private vehicles.

It is important to note a number of tensions that exist in the consideration of transport for the Camden area. Firstly, there is a discord between the current community's desire to for major transport infrastructure, particularly rail, and the densities needed to support infrastructure of this nature, which the community does not desire. Secondly, it should be noted that the goals of free-flowing roads at the same time as effective public transport may be at odds, given that public transport use is likely to be lower if car travel times are faster. Given the reality of finite funding for infrastructure, the provision of roads that enable quick travel times may preclude sufficient funding for public transport, and vice versa. In order to see the environmental benefits from greater use of public transport, such as improved air quality, there may need to be decisions about the prioritisation of public transport with some cost to private travel convenience.

What Our Community Says

Transport was identified as the most significant issue facing the area now, and the most important to "get right" for the future. The key concerns relate to public transport, and the congestion and condition of roads.

The condition of local roads, footpaths and kerbing, and Council's asset management were two of the community's highest priorities in relation to Council's overall services.

Vision For 2040

In 2040, it is possible to move around the Camden area, and beyond, conveniently, safely and using a variety of transport options. This means that people are connected with their local community and places, and the local economy is effectively supported.

The road network is well-connected, free-flowing and safe. Road infrastructure was provided and improved in a timely fashion as the Camden area grew. Intersections work effectively and there is safe sharing of road areas between cars, heavy vehicles, bicycles and pedestrians. Town and commercial centres and transport interchanges work well because there is sufficient parking.

Camden residents have good access to a range of public transport options. There is a railway line into Leppington which services this busy town and commercial centre. There is a modern, convenient, regular and affordable bus service that enables all residents to access town centres, employment, railway stations and the full range of social and leisure opportunities within the area. There is safe public transport available at night.

People are using other methods of moving around in preference to private vehicles and this has brought a range of environmental, economic, health and social benefits to the community. This is because there is good public transport available, and people are using the network of cycleways and footpaths to get where they need to go.

Outcomes

***Roads are High Quality, Free-Flowing and Safe
We Leave the Car at Home
People Breathe Clean Air***

Strategies

The outcomes for effective and sustainable transport in Camden will be achieved through a focus on:

Strategies

Responsibility*

Transport Objective 1: Roads are high quality, free-flowing and safe

4.1 Developing a well-connected, well-designed and free-flowing road network supported by appropriate infrastructure for a growing community that provides effective movement of people and goods within the local area and broader region

SG, CC

4.2 Prioritising the delivery of roads and transport infrastructure early in the development of new urban and industrial areas to ensure residents have appropriate access within and beyond the local area from when they move here

SG, DI

* See Responsibility Key at Appendix A for explanation of initials used

- 4.3 Planning the long term asset management of roads and road-related infrastructure to ensure that assets are kept in good condition into the future SG, CC
- 4.4 Managing parking demand within town centres to enable convenient access to businesses and services, and support the needs of local business CC
- 4.5 Improving road and transport safety through a range of engineering and community programs and education aimed at improving driver behaviour, reducing road and pedestrian fatalities and injuries, and addressing the need for safe transport options, particularly after hours CC, SG
- 4.6 Building and improving regional transport linkages through effective planning, partnerships and joint action SG, M, CC

Transport Objective 2: We leave the car at home

- 4.7 Improving public transport options, access, innovation and integration to ensure that public transport becomes a viable, affordable, and well-utilised alternative to private vehicles SG, TP, CC
- 4.8 Developing a network of cycleways, footpaths and safe crossing points throughout the local area that provide a convenient and attractive alternative to the use of motor vehicles SG, CC, DI
- 4.9 Actively planning new urban and commercial areas to effectively connect people with significant places, centres, employment, and recreation and social opportunities throughout the local area SG, CC, DI

Transport Objective 3: People breathe clean air

- 4.10 Encouraging a greater commitment within the community to the use of sustainable forms of transport for important environmental, health, cost and social benefits, including public transport, cycling and walking CC

Measures of Success

The following sustainability indicators will assist in measuring our success in achieving the outcomes for *Effective and Sustainable Transport*:

**Roads are Free-Flowing
and Safe**

Congestion indicator

Road Safety indicator

Average travel time on key routes

**We Leave the Car at
Home**

Mode of travel to work on weekdays

Mode of travel for all trips on weekdays and weekend days

Average number of cars per household

People Breathe Clean Air

Number of days per annum with high, medium and low pollution levels (Regional Pollution Index).

Proportion of buildings that incorporate energy efficient design principles

Key Responsibilities

The provision and improvement of major transport infrastructure within the Camden area is the responsibility of the State Government. This includes the area's major arterial roads such as Camden Valley Way, the Northern Road and Narellan Road, as well as heavy rail in the extension of the railway line to the South West into Leppington. The timely funding and delivery of this infrastructure is a central part of the State Government's Metropolitan Strategy and will be essential for the short and long term quality of life, amenity, economy and environment of the Camden area.

The Camden area is serviced by a number of private and community transport providers, particularly bus, taxi and community transport. These providers will play an important ongoing role in ensuring that the Camden community has convenient and affordable access to these services, within existing and new suburbs.

Council has responsibility for the provision and management of local roads, and road-related infrastructure such as footpaths, kerb and guttering, parking facilities, bus shelters and some cycleways. Council's role in urban planning will involve ensuring that new urban, industrial and commercial areas are designed with effective transport in mind, and to maximise the opportunities for alternative forms of transport such as walking and cycling.

Advocacy to other levels of Government and private transport providers will be an important ongoing role for Council in securing effective transport infrastructure and services into the future. Council also coordinates a range of road safety programs.

Given Camden's place in the broader region, an ongoing commitment to the planning and integration of transport infrastructure and services within the region will be important, particularly in terms of access to rail and regional services currently not available within the Camden local area.

Local Services – Effective and Sustainable Transport

What does our community expect?

Responsibility*

1. Construction and Maintenance of Roads and Related Infrastructure

People are able to get where they need to go conveniently, safely and efficiently because roads and road-related infrastructure are sufficient for Camden’s needs and are well-maintained.

SG, CC, DI

2. Public Transport

Public transport is used by people in Camden as an alternative to private vehicles because it is available, accessible, affordable and convenient.

SG, TP, CC

3. Sustainable Transport Options

Camden residents are able to choose healthy transport options because they have access to well-maintained footpaths and cycleways that are well-connected to Camden’s key places and centres.

CC

4. Road Safety

Road safety and community confidence are improved through coordinating community education and programs aimed at reducing traffic accidents and improving access to safe transport.

CC, SG

5. Traffic Management

Traffic and parking are managed effectively within the area through adequate planning and coordination of traffic management issues.

CC

* See Responsibility Key at Appendix A for explanation of initials used

Key Direction 5

An Enriched and Connected Community

What is an Enriched and Connected Community?

Community wellbeing describes the state of satisfaction, contentment and fulfillment of needs experienced within a particular group of people. Whilst wellbeing is a somewhat intangible concept, it is generally about “higher order” needs that people have for meaning, enrichment, connection, acceptance, belonging, emotional fulfillment and a sense of purpose.

A community with high levels of wellbeing is usually characterised by connection, networks and support within the community; participation and ownership; equity and access; and democratic governance. Equity and access means that all people are able to access the variety of opportunities within a community, both social and economic, regardless of background, ability or circumstance.

A sustainable community relies on a balance between economic, community, environmental and governance outcomes. An enriched and connected community involves components such as arts and culture, community safety, healthy lifestyles and community health, enrichment through learning and information, and recreation and leisure.

Growing the Camden Area – Key Opportunities and Challenges

The number of people who call the Camden area home will increase five-fold under the State Government’s Metropolitan Strategy. Building this population as a community of people who belong, can participate, are well-connected and supported will require a range of careful considerations and planning, including:

- The timely funding and delivery of community infrastructure to ensure that residents have access to facilities and services as they move into the area, not following full completion of development. Given Council’s small rate base, and recent changes to developer levies, there are significant projected funding shortfalls for the provision of essential community infrastructure. State Government also has a significant role in the funding of community services and facilities, such as health, education and emergency services, and the planning and delivery for these services will need to occur alongside the population growth.
- Ensuring that new communities are connected and inclusive through the timely provision of effective services and programs in new release areas, particularly acknowledging that many new residents will not have any community ties within their new area.
- An awareness of the potential stresses experienced by residents in both new and established areas, including mortgage and financial stress, access to services such as child care, and social isolation.
- Understanding and addressing changing and emerging community needs, which may include a community that is more culturally diverse, and the changing needs across the lifecycle. This will include ongoing need for services for a large population of children and young people.

- The opportunities created by new large scale development to secure high quality technology infrastructure at the same time as effective service delivery to people that may be more inclined to engage and connect with their community through online means.

What Our Community Says

Residents of the Camden area place a high value on the country town feel and the people and community of this area, and desire to see this character and sense of community retained in the future.

The community wants to see a range of community services improved for the current population, and appropriately addressed in the future as the community grows. These particularly relate to health services, education, and community activities (particularly for children and young people).

Community facilities, such as libraries, the skate park and swimming pools, are the most desirable aspects of the area for many people, and residents want to see parks, open space and recreational facilities a feature of Camden in 2040.

Vision For 2040

In 2040 Camden we will be a community of people who feel a strong sense of belonging and connection to our place and community. We are proud of the place in which we live, and feel safe within our neighbourhoods, parks and town centres. We are a community that enjoys celebration of our local culture and heritage through events, both large and small. These make our place vibrant and interesting, and we enjoy the richness that diversity brings to our community.

Our lives are enriched through a diverse array of opportunities, through arts and cultural programs, local libraries, access to information, recreation and sporting pursuits, parks and open spaces. We are enriched because we connect with other people in our community through a range of organisations, places and groups. We are able to access the support we need when we need it.

In 2040 we enjoy access to a range of high quality services and facilities, including health services and hospitals, a choice of educational facilities, child care services, community support, information, recreation and sporting facilities. Whilst we're still enjoying a country town feel, we are able to access city-like services and facilities within our own local area.

Outcomes

**People Feel They Belong
There is Community Pride
People Feel Safe
People are Healthy**

Strategies

The outcomes for an enriched and connected community will be achieved through a focus on:

Strategies

Responsibility*

Community Objective 1: People feel connected, supported and that they belong

5.1 Facilitating community connections, inclusion, resilience and sense of belonging through the provision and support of a broad range of events, facilities, organisations and activities

CC, NGO, FG, SG,
CG

5.2 Enhancing opportunities for full engagement in community, recreational and economic life for all people in the community through appropriate planning, consultation, services, activities and advocacy, with a particular focus on:

- a. Children and families
- b. Young people
- c. People with a disability
- d. People from culturally and linguistically diverse backgrounds
- e. Indigenous people

CC, SG, FG, NGO,
CG

* See Responsibility Key at Appendix A for explanation of initials used

- f. Older people
- g. Women
- h. Groups within the community who may be adversely impacted by emerging issues or events

5.3 Providing libraries that are innovative, vibrant and serve as community hubs, enabling people to connect with information, learning, culture, and social opportunities CC, SG

5.4 A commitment to a coordinated and early approach to the planning, funding and delivery of services from Government, non-government agencies and local community organisations FG, SG, CC, NGO

5.5 Availability of up-to-date and easily accessible information about local services, facilities, groups and organisations to enable all residents to access the opportunities they need within their local community CC

5.6 Supporting and encouraging the shared use of facilities and spaces through the development and provision of multi-purpose facilities and programs which create better value through greater use, improved collaboration, and strong partnerships between organisations CC, DI, NGO

5.7 Development of effective regional partnerships, collaboration and advocacy to ensure that regional issues are appropriately addressed and opportunities maximised FG, SG, CC, M, NGO

Community Objective 2: There is community pride

5.8 Developing, preserving and celebrating Camden’s history and the strengths, achievements and diverse cultures that make up this community CC, SG, NGO, BI

5.9 Enhancing community and economic life by providing opportunities for the community to participate in and tell their stories through arts and cultural activities, supporting local artists and creative industries, and through the use of public art to add local significance and appeal to Camden's public places CC, SG

Community Objective 3: People feel safe

5.10 Creating and sustaining a safe environment within families, neighbourhoods, public places and venues through effective programs, education, partnerships and community engagement SG, CC, NGO

Community Objective 4: People are healthy

5.11 Developing a healthy community through the promotion of healthy lifestyles, education and the provision and support of a range of sporting, leisure and recreational facilities and opportunities that improve health as well as contribute to vibrant community life and a connected community SG, CC

Measures of Success

The following sustainability indicators will assist in measuring our success in achieving the outcomes for *An Enriched and Connected Community*:

People Feel Safe

Proportion of people who feel safe in their community

Proportion of crimes per capita committed against the person or personal property

Proportion of people who feel more/less safe, or the same

People Feel They Belong	<i>Proportion of residents who participate in community events, cultural events and civic activities</i> <i>Proportion of residents who have membership in a community organisation</i> <i>Proportion of residents who feel that their neighbourhood is a friendly place to live.</i>
There is Community Pride	<i>Proportion of people who feel a sense of pride in their neighbourhood</i>
People are Healthy	<i>Average number of hours per week spent undertaking some physical activity</i> <i>Proportion of households that include someone who suffers from a chronic illness</i>

Key Responsibilities

Whilst councils, governments, or other entities are not individually responsible for or even able to ensure the happiness or wellbeing of individuals or communities, there are many organisations throughout the community of Camden that have a role in creating and sustaining the *environment* and providing *opportunities* that develop and support wellbeing, including:

- The Federal Government fund, provide and partner services, such as Medicare, aged and family services.
- The State Government fund, deliver and coordinate a range of human services, such as health and hospitals, education, police, and community support services.
- Non-government organisations that are funded to provide support and development services to the local community.
- Community groups and organisations provide an important role in the community in connecting people through areas of common interest, such as sporting clubs, churches, service clubs and friendship/social groups.

Council provides a diverse range of services to the local community that aim to build an enriched and connected community, through its libraries, community events, provision of sporting fields and recreation facilities, and cultural and community development programs.

Council also has an important role in coordinating and strengthening partnerships and collaboration to improve the way local communities are engaged and serviced. Local government is well-placed to act as an advocate for groups within its constituency, to provide a strong voice to other levels of government in order to secure improved services and outcomes on behalf of the local community.

Local Services – An Enriched and Connected Community

What does our community expect?

Responsibility*

1. Community Support Services and Facilities

Places, activities, services and groups that enable the community to connect, gather, learn and play, and that meet a range of community needs.

FG, SG, CC, NGO,
CG

2. Cultural Development

There are opportunities for creative expression and cultural activities, support for local artists and industries, and the public domain is enriched and improved through public art.

CC, SG

3. Recreation Services and Facilities

Affordable, accessible and well-maintained recreation facilities that meet current and future community demand.

CC, SG, DI

4. Health Services

Healthy lifestyles are promoted and supported, and people are able to access the health and medical services they need.

SG

5. Community Events

Camden’s history, achievements and diverse culture are celebrated through the provision of engaging, accessible and affordable community events that connect people with their community.

CC, BI, NGO, R

* See Responsibility Key at Appendix A for explanation of initials used

6. Community Information

Accessible and current information is available through a range of means that keeps the community well-informed about local events, issues and opportunities. CC

7. Community Safety

Community safety and confidence is addressed and improved through the coordination and provision of a range of programs and partnerships. SG, CC

8. Library Services

Vibrant places, people spaces, which are affordable, accessible and reflective of the local community. CC, SG

Key Direction 6

Strong Local Leadership

What is Strong Local Leadership and Why is it Important?

Strong local leadership will be the key vehicle for achieving the outcomes expressed by the Camden community in this plan. Strong local leadership means that the Camden area has strong organisations and individuals representing its interests, who are responsive to this community, and who are working together to achieve the community's vision for the future.

Strong local leadership will be needed from all levels of government, as well as the private sector, non-government organisations, business and industry groups, and community organisations. Developing leaders within our community will place the Camden area in good stead for the years to come.

Camden Council, as the level of government in closest contact with the local community, has a particular role in the planning, advocacy and delivery of good outcomes on behalf of the Camden community. This role has never been as important as it will be as Camden faces massive urban and population growth, particularly in advocating for the delivery of major infrastructure provision, and in balancing the needs and desires of the current population with the pressures of growth.

Importantly, strong local leadership involves the way that government engages with and responds to the local community in decisions, plans and services that impacts on this local area. This would ultimately result in government policy and action that is shaped by the vision and priorities of this community

Growing the Camden Area - Key Opportunities and Challenges

Strong local leadership and effective partnerships and cooperation will be the most important factor in the effective management of the growth of the Camden area over the coming decades. Some of the key opportunities and challenges in terms of leadership and partnerships include:

- The ability to establish early in the planning process the kind of characteristics, outcomes and opportunities the community want to see delivered through growth, which is not usually available through the longer term natural evolution and change of a local area
- Managing the tension between the current community's aspirations for the future and the magnitude of growth.
- Sustaining partnerships, commitment to vision and a coordinated approach over time, as the growth of the area will occur over many decades and through numerous changes, such as changes of governments, elected councillors and personnel, and the emergence of new stakeholders such as developers, community organisations and businesses. .

- Consideration of equity and fairness in who pays for services and infrastructure throughout the area. Current residents should not be expected to bear the costs associated with new growth. At the same time, residents in new areas should not be expected to fund the maintenance costs for existing infrastructure and services.
- Current constraints in the way local government is funded means that Council's ability to raise income is not proportionate with the rising costs of delivering services and infrastructure to a rapidly growing community. This is particularly challenging given Camden's small rate base which limits Council's ability to forward-fund infrastructure.

What Our Community Says

The effective management of the population growth planned for the Camden area is a priority for the local community, particularly to ensure that this growth occurs in such a way that does not compromise the valued characteristics of the Camden area – its country town feel and lifestyle and aspects of its rural setting.

The community has identified that infrastructure, particularly roads and public transport, are fundamental areas to “get right” in creating Camden's future. Parks, recreation facilities, and activities for the area's young people are also essential parts of creating the kind of future that residents desire.

In relation to Council's services, the community has identified the maintenance and management of local assets to be the number one priority. This particularly relates to construction and maintenance of local roads, footpaths and kerbing. Also of high priority to the community is Council's urban and rural planning function, which relates to the community's desire to see Camden's growth managed effectively.

In addition to these services, the community has expressed a desire to see a continued focus on consultation with the community, processing of building applications, community and road safety and community support services.

Vision For 2040

In 2040, the community's vision has been achieved because the Camden area has been led by strong, visionary, community-focused leaders. Camden has been represented by strong voices that tirelessly advocate on behalf of the community to other levels of government. The community of Camden is actively engaged in the issues, plans and decisions that impact it. There is an ongoing dialogue between local residents and other levels of government.

Council and its partners have acted as strong stewards for the local area, balancing the needs of the current community with those of the future. Good forwarding planning has been the driver behind the creation of a place that has achieved balanced environmental, social and economic outcomes.

The people of Camden enjoy access to high quality services from Council and other government bodies. This has been achieved through a strong customer focus and a commitment to continuously improving its services to ensure they efficiently meet community needs and expectations. Council has administered its organisation effectively as it has grown to meet the needs of a larger population through prudent and strategic management of resources.

Outcomes

***People have a say in the future
It is well governed***

Strategies

The outcomes for strong local leadership will be achieved through a focus on:

Strategies

Responsibility*

Leadership Objective 1: People have a say in the future

6.1 A commitment to an ongoing dialogue with the community on local issues, decisions, services and plans

CC, SG, FG

6.2 Effective communication, ensuring that all residents, groups, businesses and organisations are appropriately informed about local issues, events, opportunities and services

CC, SG, NGO, BI

Leadership Objective 2: It is well-governed

6.3 Careful stewardship of the community's assets, both built and natural, through effective planning for asset provision, maintenance and renewal that ensures current and future asset provision and quality whilst balancing the community's expectations across all services.

SG, CC

6.4 Providing services and facilities that are high quality, accessible, cost-effective and responsive to this community over time.

SG, CC, NGO

6.5 Strong financial management, workforce planning, long term planning and continuous improvement as the basis for a Council organisation that is sustainable and able to meet the needs of the community now as well as in the future.

CC

* See Responsibility Key at Appendix A for explanation of initials used

- 6.6 A well-supported local democracy and leaders that have the tools and information needed to make good decisions on behalf of the local community. CC, SG
- 6.7 Maximising every opportunity to strongly advocate on behalf of the local community to secure good outcomes for the Camden area. CC
- 6.8 A commitment to effective partnerships and open communication between Government, non-government agencies, local business and industry, community groups and organisations, and local residents to deliver coordinated and effective outcomes for the Camden area. FG, SG, CC, BI, NGO, CG, Ch
- 6.9 "Building the skills and capacity of the local community as strong local leaders, with a particular focus on the children and young people of the Camden area SG, E, NGO, CC, BI

Measures of Success

The following sustainability indicators will assist in measuring our success in achieving the outcomes for *Strong Local Leadership*:

People have a say in the future

Proportion of people who took action to address a local issue

Proportion of people who felt confident that their say was taken into consideration

Proportion of people who can name a Councillor who represents them

It is Well Governed

Increased number of "green" results in the Local Government Financial Health Check Report Card

Satisfaction with services

Key Responsibilities

Strong local leadership means that the Camden area has strong organisations and individuals representing its interests, who are responsive to this community, and are working together to achieve the community’s vision for the future. Strong local leadership will be the responsibility of all levels of government, as well as the private sector, non-government organisations, business and industry groups, and community organisations.

Strong local leadership also relies on effective partnerships between Council, State and Federal Government agencies, non-government organisations, community groups, businesses and individuals. A partnership approach is critical for achieving the kind of future that Camden residents aspire for because no one agency or group has the resources or the capacity to accomplish the balanced outcomes that this will require.

Local Services – Strong Local Leadership

What does our community expect?

Responsibility*

1. Community Engagement

Government agencies actively involve the Camden community on issues, plans and decisions that impact on the local area.

FG, SG, CC

2. Strong Local Democracy

Camden is represented by a well-supported and responsive local democracy that has the tools and information needed to make good decisions on behalf of the community.

CC, SG

3. Stewardship of Community Resources

Community resources are adequately planned and managed with both the current and future needs of the community in mind.

SG, CC

* See Responsibility Key at Appendix A for explanation of initials used

4. Management of Emergency Events

Emergency events are effectively planned for and local emergency services CC, SG organisations are adequately supported.

APPENDIX A

RESPONSIBILITY KEY

FG	Federal Government
SG	State Government
CC	Camden Council
NGO	Non-Government Organisations
CG	Community Groups
R	Residents
BI	Business and Industry
DI	Development Industry
M	MACROC and Macarthur Councils
E	Education Providers
Ch	Chambers of Commerce
TR	Tourism Providers
TP	Transport Providers