



*Live > Enjoy > Grow*

# GILGANDRA REGION COMMUNITY STRATEGIC PLAN 2035





## ACKNOWLEDGEMENT OF COUNTRY.

Gilgandra is known as a “meeting place” between three Aboriginal nations - **Wiradjuri, Kamilaroi (Gamilaraay, Gamilaroi) and Wailwan** - and we proudly continue to be a meeting place for family, friends, locals and visitors alike.

Gilgandra Shire Council acknowledges the traditional custodians of the land on which we live, work and play. We pay our respects to our Elders past, present and emerging, and thank them for the contribution they have made, and continue to make, in the cultural identity of our nation.



*[gilgandra.nsw.gov.au](http://gilgandra.nsw.gov.au)*



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*Live > Enjoy > Grow*





# 01

## INTRODUCTION





## A MESSAGE FROM YOUR *Mayor & Councillors*

We are proud to present the Gilgandra Region Community Strategic Plan 2035 - an aspirational and community-driven blueprint for our future.

This plan reflects the collective vision, values and aspirations of our community: to be a vibrant, inclusive and resilient region where people Live, Enjoy, Grow and Lead. It captures the voices of our residents across towns and villages, from Armatree to Tooraweenah, and lays out the path toward our shared goal of growing our population to 5,000 through the Towards 5000 vision.

We acknowledge the many challenges our region faces: increasing demands on infrastructure and services, an ageing population, housing pressures, access to health services, youth engagement, and the impacts of climate variability. Yet with these challenges come great opportunities. Through major regional projects, the growing recognition of Gilgandra as a regional hub, and strategic investment in services, housing, village renewal, tourism and recreation infrastructure - as well as strong advocacy in health, childcare and social services—we are positioning our region for long-term, sustainable growth.

Council remains committed to delivery. This plan aligns with our Delivery Program, Operational Plan and Long Term Financial Plan to ensure transparency, measurable progress and responsible investment. Strategic planning is now embedded in everything we do - with clear goals, regular reporting, and a strong focus on community accountability.

We extend our sincere thanks to all community members who contributed ideas, time and energy to shaping this plan. We look forward to continuing this important work together, and will remain strong advocates for the needs and aspirations of the Gilgandra Region. Together, we will deliver on the promise of a region that is not only ready for the future - but leading it.

Let's *Live > Enjoy > Grow > Lead* - together.



# OUR VISION & VALUES

## Our Vision



A vibrant region to *Live > Enjoy > Grow*  
that is inclusive, resilient and progressive.

## Our Values



### INTEGRITY

Accountable  
Open  
Honest



### LEADERSHIP

Proactive  
Professional  
Inclusive



### VISION

Innovative  
Strategic  
Progressive



### CONNECTION

Collaborate  
Cultivate  
Community - first I Care



*Our Themes...*

# live, enjoy, grow & lead.

*Live*

- > A community with improved roads and transport network
- > A community with inter-generational infrastructure and facilities
- > A community where services enhance liveability

*Enjoy*

- > An active and thriving community
- > A community that celebrates its culture and heritage
- > A community that offers a vibrant tourist destination experience

*Grow*

- > A community with resilient and innovative businesses
- > A community growing towards 5000 population
- > A community that capitalises on opportunities for economic growth

*Lead*

- > An innovative council that is an employer of choice within the community
- > A progressive council engaged with the community
- > A council valued by our community

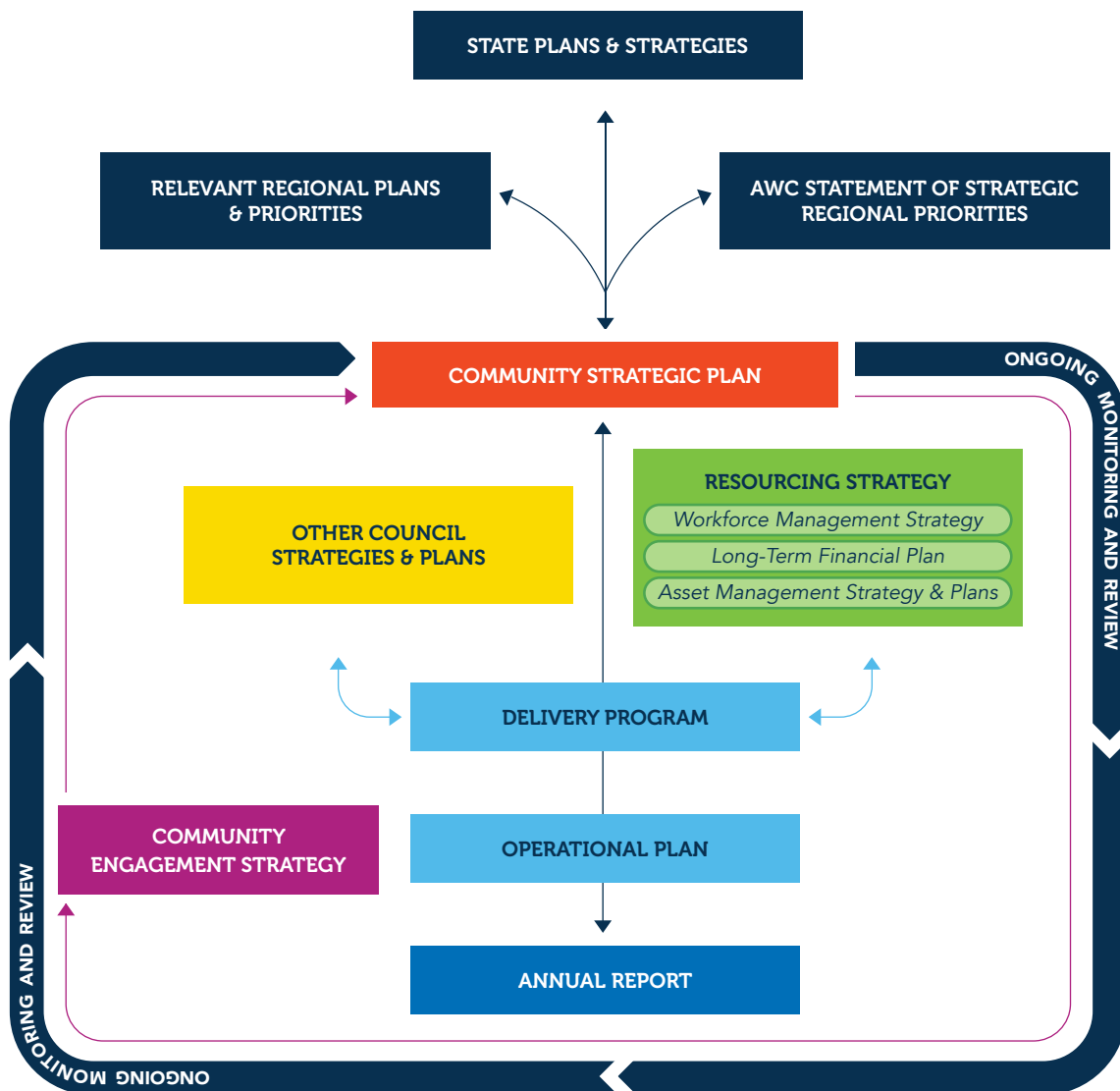


# INTEGRATED PLANNING AND REPORTING FRAMEWORK

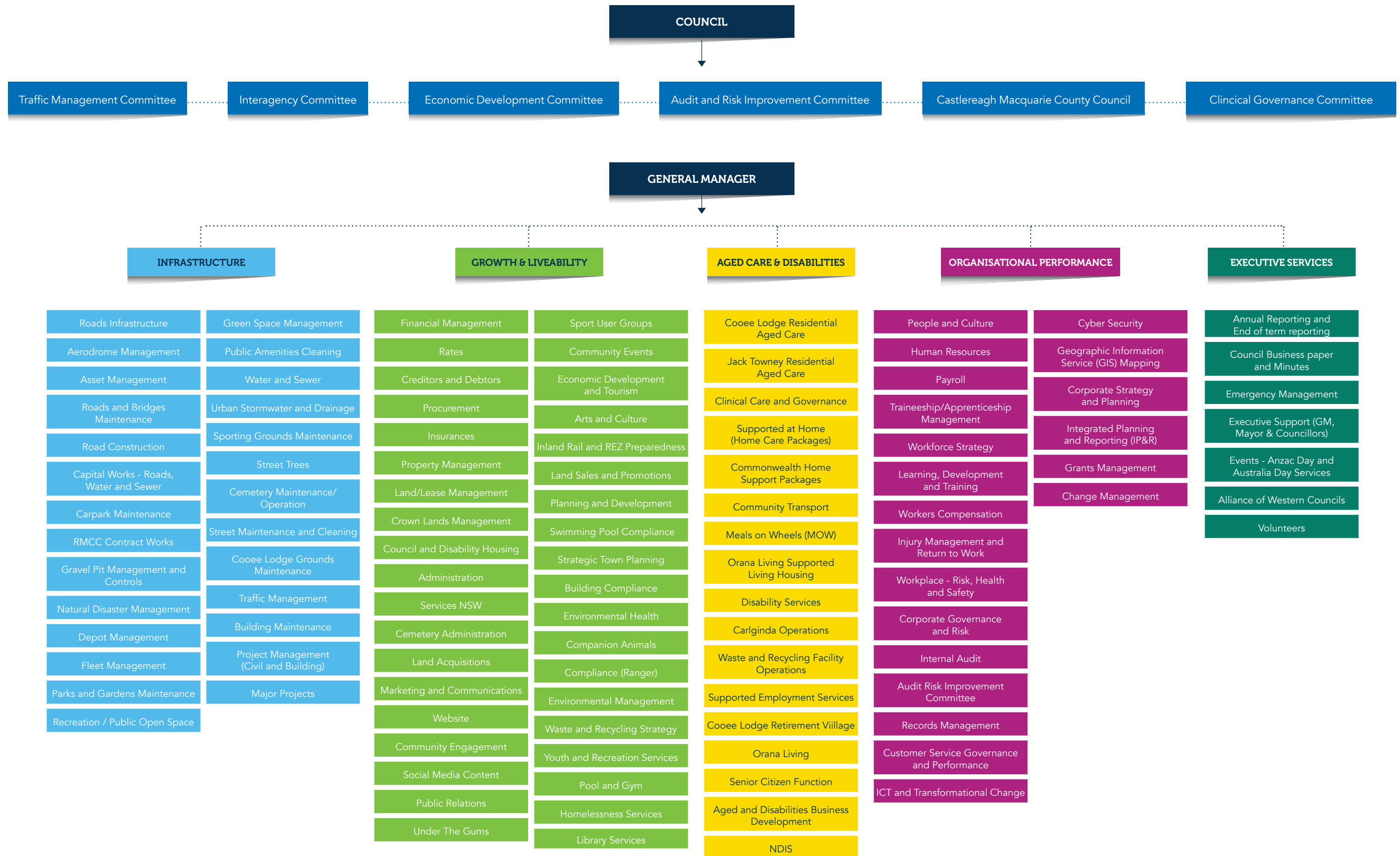
The Community Strategic plan forms the basis for all Council's programs, projects and plans for the next ten years.

Planning documents include:

- Delivery Program (term of Council)
- Operational Plan (1 year)
- Community Engagement Strategy
- Resourcing Strategy



# COUNCIL'S ORGANISATIONAL STRUCTURE







02

OUR DECISION  
MAKING

# THE SOCIAL JUSTICE PRINCIPLES

COUNCIL'S DECISION MAKING  
REFLECTS THE PRINCIPLES OF SOCIAL  
JUSTICE:



Fairness in decision making, prioritising and allocation of resources, particularly for those in need. Everyone has a fair opportunity to participate in the future of the community. The planning process takes particular care to involve and protect the interests of people in vulnerable circumstances.



All people have fair access to services, resources and opportunities to improve their quality of life.



Everyone has the maximum opportunity to genuinely participate in decisions which affect their lives.



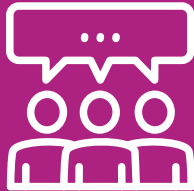
Equal rights are established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.



# THE QUADRUPLE BOTTOM LINE

THIS PLAN IS GUIDED BY THE  
PRINCIPLES OF THE QUADRUPLE  
BOTTOM LINE AND CONSIDERS:

01



*Social*

02



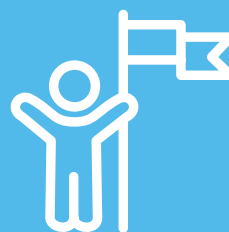
*Environmental*

03



*Economic*

04



*Civic Leadership*



## Federal, State and Regional Plans

When developing this plan, consideration was given to the NSW Government Premier's Priorities for the State of NSW, the Central West and Orana Regional Plan 2041. Further strategic alignments including but not limited to the below.

### • **FEDERAL**

- National Road Safety Strategy 2021-30 and Action Plan 2023-25
- National Urban Policy
- Closing the Gap
- National Freight and Supply Chain Strategy
- Regional Investment Framework
- Net Zero by 2050
- Aged Care and Disability

### • **STATE**

- Premier's Priorities
- State Infrastructure Strategy
- Restart NSW/Rebuilding NSW
- NSW Government Agency Plans
- NSW Disability Inclusion Action Plan
- Get NSW Active Program
- NSW Visitor Economy Strategy 2030
- 20 Year Economic Vision for regional NSW
- NSW Closing the Gap Priority Reforms
- NSW Public Spaces Charter
- NSW Housing Strategy 2041 Aspirations

### • **REGIONAL**

- Castlereagh REDS Regional Economic Development Strategy
- Real Country Destination Strategic Plan
- Destination Management Plan, Destination Country & Outback
- Central West and Orana Regional Plan 2041

### • **LOCAL**

- Gilgandra Local Strategic Planning Statement
- Gilgandra Activation Blueprint
- Hunter Park Recreation Precinct Plan
- Asset Management Strategy
- Gilgandra Cultural Strategic Plan
- Western Land Use Strategy (2009) + Local Environmental Plan (2011) + Development Control Plan (2011)
- Goin' to Gil + Under the Gums Gilgandra Strategic Event + Marketing Plan
- Disability Inclusion Action Plan
- Gilgandra Housing Strategy (2022)
- Towards 5000 Strategies – Childcare, Green Space, Youth, Villages, Health
- Gilgandra Active Transport Strategy
- Local Rural Roads Hierarchy Plan



# SUPPORTING PLANS AND STRATEGIES

A suite of integrated plans and strategies underpin the Community Strategic Plan



## *Delivery Program*

Sets out the actions that Council will take over its term to work towards achieving the outcomes and strategies identified in the Community Strategic Plan.

## *Operational Plan*

Details actions that Council will take in the next financial year towards achieving the outcomes identified in the Community Strategic Plan. These actions are a subset of the actions outlined in the Delivery Program and include detailed budget requirements.



## *Resourcing Strategy*

### **WORKFORCE MANAGEMENT PLAN**

Outlines how we will ensure Council has staff with the skills to work towards delivering the outcomes identified in the Community Strategic Plan.



### **ASSET MANAGEMENT PLAN**

Details information on all assets under Council and delivery of services from assets is provided in a financially sustainable manner.



### **LONG TERM FINANCIAL PLAN**

Provides a sound basis for financial decision making. The Long Term Financial Plan is a tool that 'tests' the community's aspirations outlined in the Community Strategic Plan against the financial reality.

### **COMMUNITY ENGAGEMENT STRATEGY**

Outlines various strategies to engage with the Gilgandra Shire Community.



## *Other Council Strategies and Plans*

### **GILGANDRA ACTIVATION BLUEPRINT**

Provides a framework and process to chart an aspirational future for the Gilgandra Region by striving to unlock the greatest opportunities, and confront our most difficult challenges. It has been informed through an analysis of Council's strategic planning documents.

**LOCAL ENVIRONMENTAL PLAN** Maps out the details of land use planning across the Shire. It is the principal document for controlling development at a Council level.

### **LOCAL ROADS HIERARCHY PLAN**

### **GILGANDRA LOCAL STRATEGIC PLANNING STATEMENT (LSPS)**

### **GILGANDRA ACTIVE TRANSPORT STRATEGY**

### **COMMUNITY PARTICIPATION PLAN**

### **DISABILITY INCLUSION ACTION PLAN**

### **GILGANDRA CULTURAL PRECINCT STRATEGIC PLAN**

### **GILGANDRA DEVELOPMENT CONTROL PLAN**

### **GILGANDRA COMMUNITY BASED HERITAGE STUDY**

### **TOWARDS 5000**

- > Gilgandra Region Community Health Vision
- > Gilgandra Region Youth Strategy
- > Gilgandra Region Child Care (0-12) Strategy
- > Village Management Plans – Armatree | Tooraweenah
- > Gilgandra Region Green Space Strategy
- > Aged & Disabilities Strategy
- > Gilgandra Housing Strategy







# 03

## CONTEXT



# OUR COMMUNITY

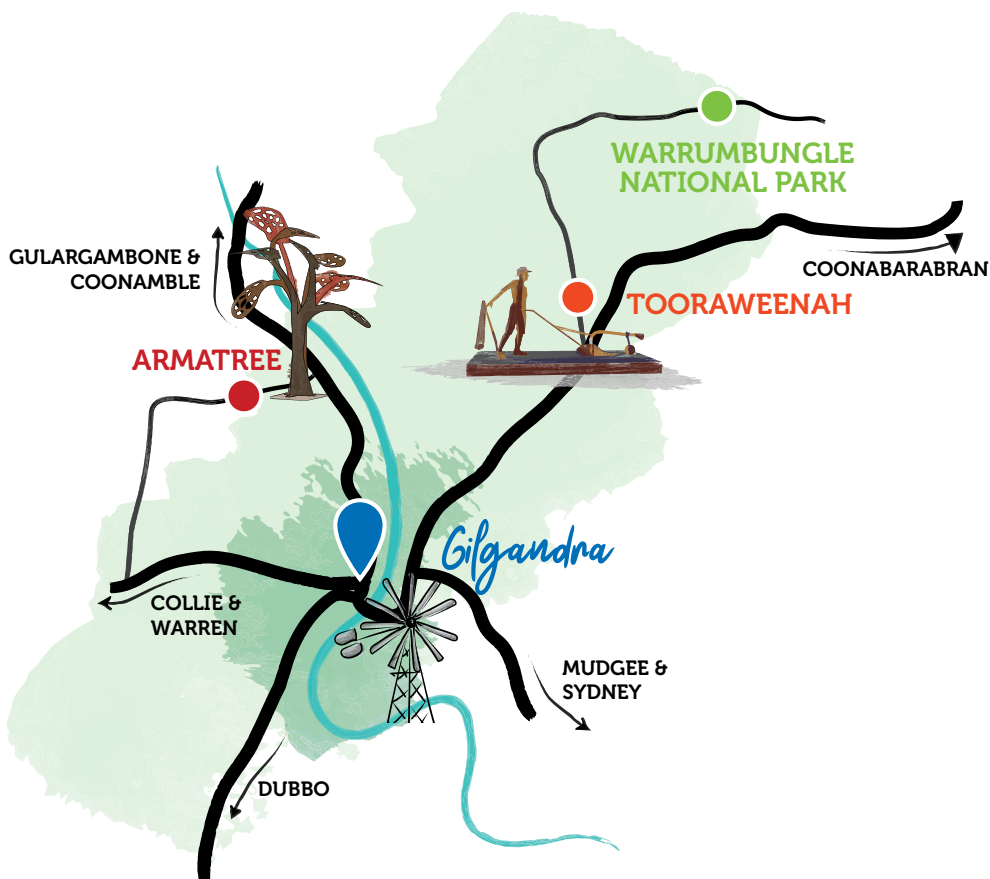
The word Gilgandra is taken from an Indigenous language meaning *"long water hole"*.

Today, the Indigenous population of Gilgandra is 14.4% (2021 Census). This is significantly more than the state average of 3.4%.

Gilgandra was officially declared a town in 1888, with the Shire established in 1906. Gilgandra Shire has a land area of 4,836 kms<sup>2</sup>, with an estimated population of 4,309. In addition to the township of Gilgandra, the Shire has two villages; Tooraweenah located at the southern entrance to the Warrumbungle National Park (estimated 253 persons), and Armatree in the north of the Shire (estimated 164 persons)

You'll find Gilgandra where the Newell, Oxley, and Castlereagh Highways meet, the southern gateway to the Warrumbungle National Park, and the heart of Real Country. Mid-way between Melbourne and Brisbane and just 40 minutes (65km) North of Dubbo, one of the largest inland cities in NSW. Through Dubbo our residents have access to a base hospital, specialist medical services, employment opportunities and a regional airport.

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





# 2021 Census Data



**23.5%** of our residents travel to work by car\*



The median personal income is **\$1,000-\$1,249** per week\*



**7.2%** of residents in Gilgandra Shire hold a bachelor degree or equivalent\*



**84.4%** of people in Gilgandra Shire were born in Australia\*



**4.7%** of our residents are unemployed\*



**31.6%** of our residents work full-time\*



**31.4%** of people own their own home outright with **18.4%** paying a mortgage\*



Gilgandra Shire covers **4,836km<sup>2</sup>**



**89.7%** of people in Gilgandra Shire live in a house\*



The population of Gilgandra Shire is **4,319**\*



**14.3%** of our population identify as Aboriginal and/or Torres Strait Islander\*



**31.67%** of our population is aged over 60\*



The median age of our residents is **46**\*



Field of Study:  
**5.7%** Engineering, **4.6%** Health,  
**4.5%** Management & Commerce\*

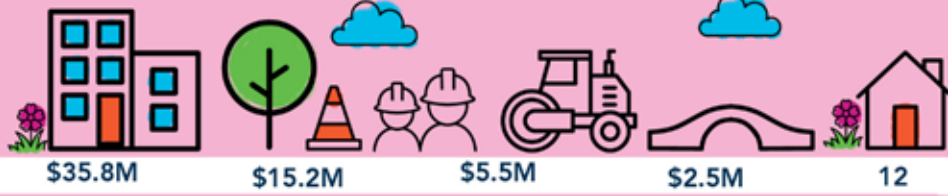


There is an average of **2** people per household at **28%**\*

\* Information collected from 2021 Census.

# COUNCIL *highlights* IN REVIEW

COUNCIL TERM 2021-2024



Total capital works projects completed during term

Toward roads maintenance

Gravel re-sheeting, road resealing and renewals

Infrastructure bridges culverts

Heritage building restoration works funded through Local Heritage Fund

## Gilgandra Cultural Precinct

### Coo-ee Heritage Centre

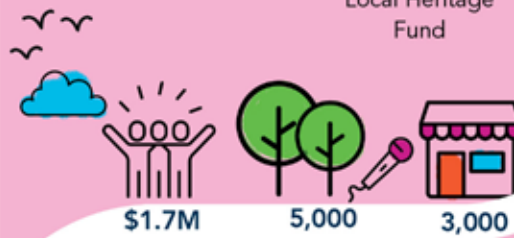
- September 2022 Grand Opening
- 11 Art Gallery Exhibitions
- 52,146 Visitors to CHC

### The Meeting Place

- September 2023 Joy Trudgett Gallery Opened
- 20+ people attending regular Stakeholder meetings
- 27+ groups involved in the cultural film

### Landscaping and Murals

- 100+ responses from the community towards the Sound Shell Mural Survey
- 6 new murals painted
- Community Gardens established
- 7 Windmills decorated with artworks from Orana Living clients including installation of new plaques



Contributions to community events / activities

Total attendees Under the Gums in 2022-23

People attended A Christmas Wonderland over 2 years



Library Loans of books, audiobooks, e-books, magazines, toys & DVDs.

Visitors to the Library

Approximate youth attending Breakfast Club each morning before school

Total DA applications approved



Community Service trips, with the help of over 40 volunteers

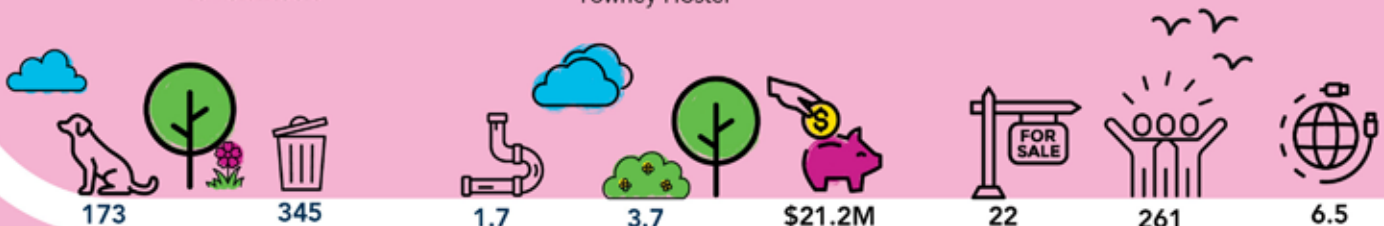
Meals delivered through Meals on Wheels

Rooms renovated and kitchens upgraded at Jack Towney Hostel

Cooee Lodge Villa upgrades

Total cash and investments as at 30/6/2024

Approximate value of successful grant applications



Impounded dogs returned or rescued

Tonnes of recycling materials sorted by 19 Calginda Enterprises employees

Kilometers of water mains replaced

Kilometers of sewer mains relined

Accumulated surplus financial results

Lots released in Stage 1 of the Aero Park subdivision

Employees at 30 June 2024

Kilometers of fibre optics installed

# COUNCILLOR PRIORITIES



- > Communication, collaboration and community engagement
- > Customer service
- > Corporate and governance process
- > People, culture and transformational change
- > Beautification and town presentation
- > Economic development and activation
- > Roads and infrastructure delivery
- > Workforce strategy
- > Aged, disability and community services
- > Towards 5000 population pillars, including Health, Child Care, Housing, Youth, Infrastructure, Education
- > Financial health, sustainability and responsible accounting
- > Hunter Park Sports and Recreation Precinct including pool, youth, gym and Hunter Park
- > Council Administration Building

# CHALLENGES AND OPPORTUNITIES IN THE *Gilgandra Region* >>>

- > Major regional projects economic benefits and legacies
- > Attraction and retention of workforce and skilled labour
- > Regional activation and growth
- > Business sustainability and resilience
- > Increased tourism due to regional travel, changing ways of travel, demographics and expectations
- > Changing use of road network, including busier highways and larger vehicles, highway proximity
- > Investment into roads
- > Grant funding availability
- > Population and ageing
- > Aged care and disability services operations in competitive environments
- > Volunteers
- > Environmental planning
- > Water pressure
- > Social impacts and housing
- > Towards 5000 population pillars, including Health, Child Care, Housing, Youth, Infrastructure, Education
- > Land Use Planning, including residential and industrial subdivisions, zoning
- > Hunter Park Sports and Recreational Precinct, including pool, youth, gym and Hunter Park
- > Training opportunities
- > Gilgandra Region History
- > Social impacts
- > Culturally diverse community and Aboriginal heritage
- > Youth - engaged, connected, involved





# 04

COMMUNITY  
COLLABORATION

# What you said...



**212** total respondents.

**58%** have lived in Gilgandra for more than 20 years, **12%** have been here for 11-20 years and **17%** less than 5 years.

**75%** of respondents were female, **25%** were male.

The majority of respondents were aged between **36 – 45** years (23%), followed by **18-35** age group (19%)

**78%** are from in the Gilgandra Area, while Armatree, Balladoran, Biddon, Collie, Curban, Kickabil, Mendooran, Tonderbrine, Tooraweenah areas were represented



**87%** would be likely or very likely to recommend Gilgandra Shire as a place to **live**

**88%** would be likely or very likely to recommend Gilgandra Shire as a place to **visit**



**76%** would be likely or very likely to recommend Gilgandra Shire as a place to **start/grow a business.**

**49%** of respondents had contacted Council in the last 12 months (other than to make a payment).

**45%** contacted Council by phone and **31%** visited Council Facilities in person. Which were the top two preferred ways of dealing with Council (**76%**).

**Rural Roads** were the main reason for contacting Council. **27%** of respondents felt like Council dealt with their interaction **fairly well.** **26%** of respondents felt like Council dealt with their interaction **well.**

At **30 %** the majority of respondents prefer to communicate with Council by **email and phone. In person** followed just behind with **29%**

**56%** of respondents preferred to hear about Council news through **Council's Social Media. The Gilgandra Weekly** was the second highest communication channel (**45%**). Council's website, email newsletters and letter box drop were all also well rated (**above 33%**).

Local Medical Centre/Dentists, Waste Collection & Recycling, Public Toilets, Parks and Gardens, Sewerage services, Aged Care Services, Miller Street CBD, Town streets, footpaths and walkways, Rural roads and bridges, and the Swimming Pool were considered the **most important** facilities.

**82%** scored Council's **overall performance** 5 and above.

*Live > Enjoy > Grow*

NOTE: This information is a summary from the 2024 - 2025 Community Insights Survey.

## COMMUNITY COLLABORATION SESSIONS MARCH 2025

The Community Strategic Plan 2035 guides the future direction of our community over the next 10 years and shares the vision and aspirations for the future of the Gilgandra Region.

To assist in drafting this plan a significant consultation process was carried out by Council via surveys, resident mail outs, social and digital media, print and workshops held across the region, as well as Towards 5000 community collaboration sessions throughout the year.

Community Insights Survey was open throughout November 2024 to February 2025. Residents were invited to join the conversation on facilities and services provided to our community and to assist in planning the future over the next ten years of the 2035 Community Strategic Plan.



# COMMUNITY COLLABORATION SUMMARY: 2024–2025 COMMUNITY STRATEGIC PLAN DEVELOPMENT

This process was designed to ensure the CSP reflected local priorities, values, and opportunities, aligned with the Integrated Planning and Reporting Framework.

Community Collaboration Sessions: Held across Gilgandra Region between February and March 2025, these sessions shaped the CSP vision, values (Live > Enjoy > Grow > Lead), and strategic directions. Locations and sessions included:

- Gilgandra (the GIL Library Hub)
- Tooraweenah (Tooraweenah War Memorial Hall)
- Armatree (Armatree CWA Rooms)
- Curban (Curban Hall)
- Cobbocco (Cobocco Hall)
- Bearbong (Bearbong Hall)

Other sessions included:

- Monthly Councillor and staff workshops (from October 2024)
- Combined Executive Leadership Team (ELT), Tier 3 staff, and Councillor strategy development meetings

“Have Your Say” Opportunities: Community members could provide input through:

- Online and paper surveys (295 total responses across Childcare, Health, Youth, Greening)
- Online Green Space portal
- Focus groups and structured stakeholder interviews (including Aboriginal organisations, local schools, businesses, and health providers)
- Direct email feedback and website submissions
- Local newspaper, radio promotions, all-resident flyer mail-outs
- Social media and internal staff communications

Community Insights Survey:

The Gilgandra Region Community Insights Survey was open throughout November 2024 to February 2025. Residents were invited to join the conversation on facilities and services provided to our community and to assist in planning the future over the next ten years of the 2035 Community Strategic Plan.

There were 212 responses to the survey.

## PROMOTIONS

A strategic mix of promotions was utilised to reach residents throughout the Gilgandra Shire Local Government Area, including:

- Consultation Sessions (Specific): 14
- Consultation Sessions (Generic Have Your Say): Two
- Media Release: One
- Facebook Banner: One
- Emails re. consultation Sessions / Reminders: Six
- Email signature on GSC emails out
- Gilgandra Weekly Block Ad
- Letterbox drops
- Posters across administration offices and public spaces

## FEEDBACK

- Four (4) submissions via website form
- Two (2) submissions via Customer Service Request
- Two (2) social media comments
- 212 survey responses, including
  - > 397 comments regarding the ‘top 3 ideas or areas of focus you would like to see Council prioritise over the next four-year term.’
  - > 90 comments regarding ‘other feedback you would like to provide to Council.’



#### Summits and Workshops:

- - Green + Youth Spaces Summit (55 attendees)
- - Gilgandra Green Spaces Summit (28 attendees)
- - 7 community workshops, including in Tooraweenah and Armatree
- - Workshops for emerging strategy findings with Councillors, ELT, and community stakeholders

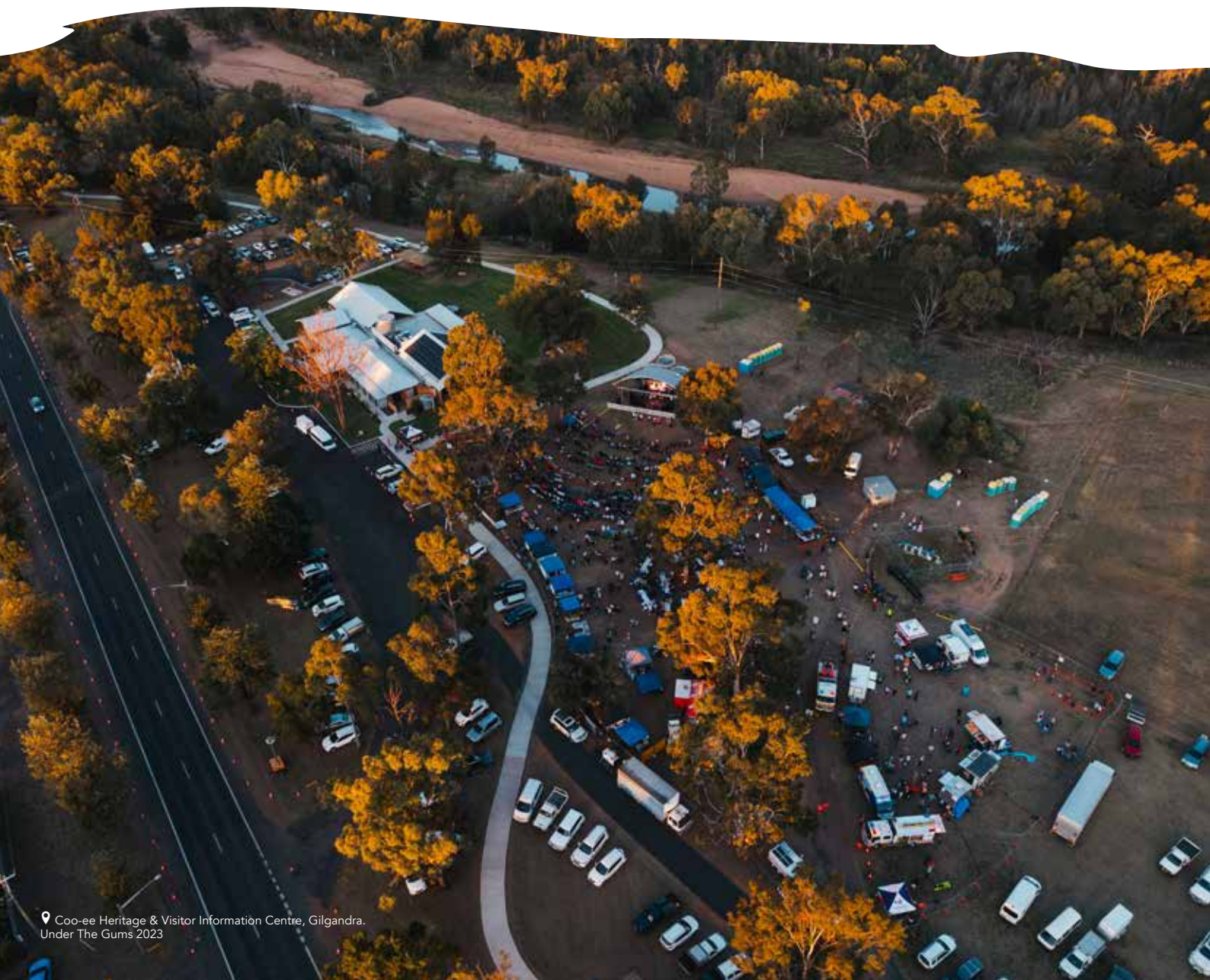
- Draft Community Strategic Plan 2032:

- > Includes strategic integration with Delivery Program, Operational Plan, and Long-Term Financial Plan

This community-first approach has fostered shared ownership, ensuring Gilgandra's planning framework is driven by local insights and aligned with the region's growth aspirations "Towards 5000".

#### Key Documents Informed Through Collaboration:

- Towards 5000 Strategies:
  - > Community Health Vision
  - > Community Childcare Strategy
  - > Village Management Plans (Tooraweenah, Armatree)
  - > Youth and Greening Strategies







2827 likes 2817 shares



05

STRATEGIC  
DIRECTION

UNDER  
THE  
GUMS  
NDRA



# THEME 1

Live



## OUTCOMES AND STRATEGIES

CSP OUTCOME	CSP STRATEGIES	COLLABORATORS
1.1 A community with improved roads and transport network	1.1.1 Manage works program for all funding sources in accordance with Council's Asset Management Plan, adopted Roads Hierarchy and Transport for NSW agreement	GSC
1.2 A community with inter-generational infrastructure and facilities	1.2.1 Provide effective stormwater drainage, water supply and sewer connection services	GSC
	1.2.2 Ensure public facilities are accessible, maintained, renewed and upgraded in line with Asset Management Plans	GSC
	1.2.3 Facilitate Village Management Plans for Tooraweenah and Armatree serving as a roadmap for community-led change	GSC, Community
1.3 A community where services enhance liveability	1.3.1 Operate Gilgandra Lifestyles to create a strong and caring community which maintains industry compliance, has a strong commitment to clinical quality and safety, delivers a range of care options, values personal wellbeing and of which operates a sustainable business	GSC
	1.3.2 Operate Orana Living to create a strong and caring community which supports people with a disability, maintains industry compliance, delivers a range of quality care options, values personal wellbeing and which operates a sustainable business	GSC
	1.3.3 Operate Carlginda Enterprises to create a strong and caring community which supports disability employment options, maintains industry compliance, delivers a range of quality SUPPORTED employment options, values personal wellbeing and which operates a sustainable business	GSC
	1.3.4 Facilitate the Aged and Disabilities Strategic Plan to support a strong and caring community	GSC
	1.3.5 Operate the Gilgandra Waste Facility to provide services for current and future needs	GSC, Community
	1.3.6 Ensure availability and delivery of community services for current and future needs	GSC, Community
	1.3.7 Activate the Gilgandra Youth Club, Swimming Pool and Fitness Centre to provide safe, recreational facilities for all	GSC, Community
	1.3.8 Encourage quality and variety of educational and training options for the Gilgandra Region	GSC, Community
	1.3.9 Advocate for consistent and enhanced communications for the Gilgandra Region	GSC, Community

### How you can be involved...

- > Walk/ride to work
- > Input Customer Service Requests online
- > Consider environmental impacts
- > Have your say when community input is sought
- > Invest in new housing
- > Waste and recycle properly
- > Support local aged services
- > Utilise public technologies




## THEME 2

*Enjoy*



### OUTCOMES AND STRATEGIES

CSP OUTCOME		CSP STRATEGIES		COLLABORATORS 
2.1	An active and thriving community	2.1.1	Promote and encourage a healthy lifestyle	GSC, Community
		2.1.2	Facilitate the Gilgandra Region Green Space Strategy to provide natural habitats, healthy residents, strong communities and offering places for people to relax, exercise and enjoy nature	GSC, Community
		2.1.3	Facilitate the Active Transport Strategy to create a safe, easy, and accessible environment for all, encouraging active travel for people of all ages and abilities	GSC
		2.1.4	Facilitate the Volunteer Framework to encourage volunteerism that continues with the next generation, encourages and supports thriving community groups into the future	GSC, Community
		2.1.5	Facilitate the Gilgandra Region Youth Strategy so that Gilgandra will be the place that children and young people want to call home - a place where they live and thrive today and tomorrow, where they feel valued and connected and where they actively contribute to a shared, sustainable future	GSC, Community
		2.1.6	Activate The GIL Library Hub as a vibrant community living room that generates social engagement and supports development in our business sector	GSC, Community
2.2	A community that celebrates its culture and heritage	2.2.1	Facilitate the Gilgandra Cultural Precinct Strategic Plan to offer unique visitor and learning experiences	GSC, Community
		2.2.2	Recognise, acknowledge and celebrate Gilgandra Region as a meeting place and champion inclusion so that all cultures are supported, valued and respected	GSC, Community
		2.2.3	Recognise and acknowledge the traditional custodians of the land and celebrate the cultural identity of Gilgandra Region	GSC, Community
		2.2.4	Activate the Coo-ee Heritage Centre and Gilgandra Cultural Precinct to offer cultural experiences, showcase regional artists and enhance the visitor economy	GSC, Community
		2.2.5	Actively preserve Gilgandra Region's cultural, heritage and natural assets	GSC, Community
2.3	A region that offers a vibrant tourist destination experience	2.3.1	Inspire events and festivals that celebrate the Gilgandra Region	GSC, Community
		2.3.2	Capitalise on regional tourism opportunities and collaborative initiatives	
		2.3.3	Facilitate the Gilgandra Region Destination Management Plan to provide an enhanced visitor driven experience to increase the visitor economy	GSC, Businesses
		2.3.4	Facilitate the Real Country Tourism Experience Strategy to grow Real Country into a vibrant regional experience destination that connects people to place—enhancing natural assets, supporting cultural, economic and community wellbeing, and encouraging increased visitation and local pride	GSC, Businesses, Community

# THEME 3

Grow



## OUTCOMES AND STRATEGIES

CSP OUTCOME	CSP STRATEGIES	COLLABORATORS 
3.1 A community with resilient and innovative businesses	3.1.1 Support, complement, partner with existing and new business and service providers and encourage growth	GSC, Businesses, Community
	3.1.2 Facilitate the Castlereagh Country Drought Plan is to strengthen community resilience and adaptive capacity through collaborative planning, sustainable development, and targeted support	GSC, Businesses, Community
3.2 A community growing Towards 5000 population	3.2.1 Welcome new residents, attract and retain key skilled workers to Gilgandra Region	GSC, Businesses, Community
	3.2.2 Facilitate Land Use planning for sustainable development, complementing growth	GSC
	3.2.3 Facilitate the Gilgandra Region Housing Strategy to encourage a resilient housing market that promotes choice and opportunity.	GSC
	3.2.4 Facilitate the CBD Masterplan and Gilgandra Activation Blueprint strategy	GSC, Businesses, Community
3.3 A community that capitalises on opportunities for economic growth	3.3.1 Chart an aspirational and sustainable future for the Gilgandra Region	GSC, Businesses
	3.3.2 Leverage major regional projects, construction. operations and new regional opportunities to create legacies for Gilgandra Region	GSC, Businesses
	3.3.3 Facilitate the Gilgandra Region Child Care (0-12) Strategy to welcome families by having a vibrant childcare sector which meets their needs and which enables our children, community and businesses to grow and thrive	GSC, Businesses, Community

## How you can be involved...

- > Support local businesses
- > Participate in Shop Local programs
- > Start your own venture
- > Seek opportunities to grow your business
- > Offer traineeships/ apprenticeships in your business
- > Connect with Inland Rail opportunities
- > Have your say when community input is sought

# THEME 4

Lead



## OUTCOMES AND STRATEGIES

CSP OUTCOME	CSP STRATEGIES	COLLABORATORS
4.1 An innovative Council that is an employer of choice within the community	4.1.1 Facilitate the Workforce Management Strategy to enable an engaged workforce with suitable skills, available in the right place at the right time	GSC, Businesses, Community
	4.1.2 Facilitate the Business Service Review to improve culture, resourcing, process and governance practices	GSC
4.2 A progressive Council engaged with the community	4.2.1 Monitor and evaluate Council's strategic planning documents	GSC, Businesses, Community
	4.2.2 Facilitate the Community Engagement Strategy to inform, involve, empower, consult and collaborate with and empower stakeholders	GSC, Businesses, Community
	4.2.3 Facilitate the Customer Service Strategy to put the customer first and deliver transparent service with integrity	GSC, Businesses, Community
4.3 A Council valued by its community	4.3.1 Implement and promote best practice governance, inline with values and social justice principles	GSC, Businesses, Community
	4.3.2 Ensure a financially sound Council that is transparent, responsible and sustainable	GSC
	4.3.3 Maximise external funding opportunities to complement strategic plans	GSC, Community
	4.3.4 Provide a proactive advocacy role on behalf of the community	GSC, Community
	4.3.5 Be environmentally responsible in decision making	GSC
	4.3.6 Provide better access to Council information, services and facilities	GSC
	4.3.7 Celebrate community successes and achievements	GSC, Businesses, Community
	4.3.8 Facilitate the Gilgandra Regon Health Vision to retain and expand health and medical services	GSC, Businesses, Community

### How you can be involved...

- > Work with us
- > Attend and participate in consultation sessions
- > Have your say when community input is sought
- > Attend a Council meeting





## Towards 5000

**Towards 5000** is Gilgandra Region's strategic vision to grow the population to 5,000 while enhancing liveability, economic prosperity, and sustainability. Through community-led planning, Gilgandra Shire Council is investing in infrastructure, housing, services, and place-based strategies to create a thriving, inclusive, and future-ready region. This vision is aligned with the Community Strategic Plan and other integrated planning frameworks to ensure coordinated, long-term development.

The Towards 5000 vision is built around ten strategic pillars that shape Council's planning and investment: Village Plans, Housing Options, Job and Industry development, Green Spaces, Health and Wellbeing, Infrastructure Investment and Service Planning, Youth and Childcare, Active Transport, Land Use Planning, and Waste Services. Together, these pillars reflect a holistic approach to population growth, liveability and community wellbeing.

## Pillars



### **GILGANDRA ACTIVATION BLUEPRINT –**

Aligning infrastructure and services to support population growth and liveability.



### **GILGANDRA HOUSING STRATEGY –**

Identifying residential demand, housing gaps, and land availability.



### **TOWARDS 5000 –**

Endorsed vision to grow population and capitalise on economic and infrastructure opportunities.



### **COMMUNITY STRATEGIC PLAN –**

Long-term plan reflecting community aspirations.



### **LOCAL STRATEGIC PLANNING STATEMENT (LSPS) –**

Links strategic vision to land use priorities.



### **MAJOR PROJECT PREPAREDNESS –**

Ensures readiness to deliver priority projects.

# Objectives



## **GROW OUR POPULATION –**

Attract new residents and retain locals through liveability, housing choice, and community services.



## **STRENGTHEN THE LOCAL ECONOMY –**

Unlock land and infrastructure for new businesses and industries.



## **IMPROVE LIVEABILITY –**

Invest in public spaces, transport, and access to health, education, and childcare.



## **SUPPORT COMMUNITY WELLBEING –**

Prioritise youth, health, culture, and inclusion through targeted strategies.



## **PLAN FOR SUSTAINABLE GROWTH –**

Align land use, environmental sustainability, and infrastructure delivery.

# Strategic Initiatives

Council has developed and adopted a number of strategic plans to guide the Towards 5000 vision and ensure targeted, community-led delivery. These include the Gilgandra Community Health Vision, Childcare Strategy, Village Management Plans (for Tooraweenah and Armatree), Gilgandra Green Spaces Strategy (draft), and the Youth Strategy (draft). The Gilgandra Housing Strategy also plays a critical role

in aligning residential growth with infrastructure and services. All of these are supported by the LSPS, Community Strategic Plan, Delivery Program, Operational Plan and the Gilgandra Activation Blueprint.

## **Towards 5000 Plans & Strategies**

### *- In Summary*

#### **GILGANDRA COMMUNITY HEALTH VISION**

The Gilgandra Community Health Vision aims to establish a long-term approach to health and wellbeing across the region. It considers service access, population trends, and local priorities to guide future planning and collaboration with health providers.

#### **CHILDCARE STRATEGY**

The Childcare Strategy aims to support access to early childhood education and care. It considers community needs, service gaps, and broader workforce and economic factors to help guide future service delivery and regional attraction.

#### **VILLAGE MANAGEMENT PLANS (TOORAWEEAH & ARMATREE)**

The Village Management Plans reflect the goals and identity of Gilgandra's villages. They aim to highlight local priorities and opportunities for future improvements to services, assets, and public spaces.

#### **GILGANDRA HOUSING STRATEGY**

The Housing Strategy aims to provide a framework for supporting residential growth in the Shire. It explores housing supply, diversity, land use, and infrastructure considerations to inform strategic planning and future development.

#### **GILGANDRA GREEN SPACES STRATEGY**

The Green Spaces Strategy guides the planning, enhancement, and long-term management of parks, recreation areas, and open spaces. It aims to support access, liveability, and environmental outcomes across the region.

#### **YOUTH STRATEGY**

The Youth Strategy aims to identify priorities and actions to support young people in the Gilgandra Region. It focusses on participation, wellbeing, and the creation of opportunities for children and youth to be active members of the community.



## History of The Jack Towney Hostel

An extremely active local Aboriginal leader, Joy Trudgett, promoted Indigenous self-determination and community projects throughout the 70s and 80s. Joy developed the concept for an Indigenous Aged Care Facility in Gilgandra and an extensive consultation process commenced. In 1989, the Jack Towney Hostel, reflecting the spiritual feelings connected with the traditions and customs of Aboriginal people, was built by way of Federal Government grant funding on land donated by Council to the Gilgandra Aboriginal Corporation, a local community housing company originally established by Joy's father Jack Towney.

The Gilgandra Aboriginal Corporation provided administrative support and some financial support in the first year and most of the labour was provided by volunteers from the Aboriginal Community. One off grant funding through ATSIC assisted the opening of the Hostel in 1990/91 until recurrent government funding was approved.

# 06

## PROGRESS AND SUCCESS





## Tracking Progress and Celebrating Success

### *How We Measure What Matters*

The Gilgandra Region Community Strategic Plan is proudly shaped by our community—and while Gilgandra Shire Council leads its coordination, this plan belongs to everyone. It reflects the shared aspirations of our region, and not all actions are delivered by GSC alone. To ensure we remain transparent, accountable and aligned with the goals our community set, we are guided the NSW Government's Integrated Planning and Reporting (IP&R) framework and follow our principles.

In line with these guidelines, we regularly monitor and evaluate our progress using clear indicators and measurable outcomes. This includes:

- Quarterly Budget Reviews to track financial alignment with strategic priorities;
- Quarterly Delivery Program Progress Reports that show how operational actions are progressing;
- Annual Reports that communicate our achievements, challenges and future focus;
- State of Our Region Reports every four years, providing a snapshot of community wellbeing and long-term outcomes;
- Project wrap documents and updates that summarise milestones, key outcomes and community impacts.

We track outcomes that align with our Community Strategic Plan Strategies—like improved infrastructure, services delivery, community participation, population and economic growth. These measures align with the actions in our Delivery Program and Operational Plan, helping ensure we stay on course across short, medium and long-term planning cycles.

We also make a point to celebrate success—sharing strategic project milestones, awards, developments and community highlights via the Gilgandra Shire Council website, social media, newsletters and local media. Whether it's launching a new community space, completing a regional strategy, or achieving recognition in operational excellence, we want to ensure the community is informed and involved.

By aligning with the IP&R guidelines and embracing open communication, we're not only tracking our performance—we're building trust, driving continuous improvement, and reinforcing the collective effort behind Gilgandra's future. By setting clear goals and checking in regularly, we make sure the Gilgandra Region continues to

*Live > Enjoy > Grow > Lead - Together.*

Strategic planning isn't something we do once every four years; it's a continuous conversation with our community, shaped by what we've achieved, what we've learned, and where we want to go next.



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