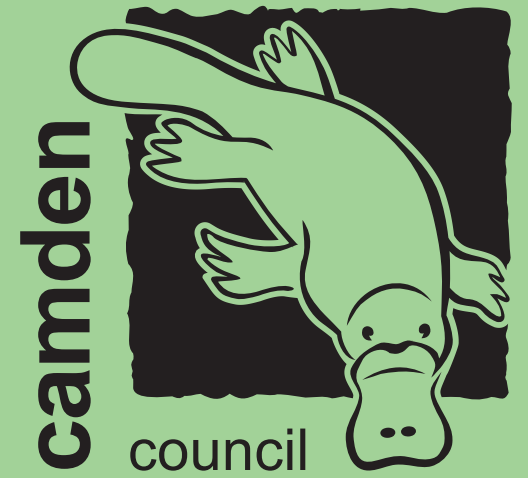




# CONNECTING CAMDEN

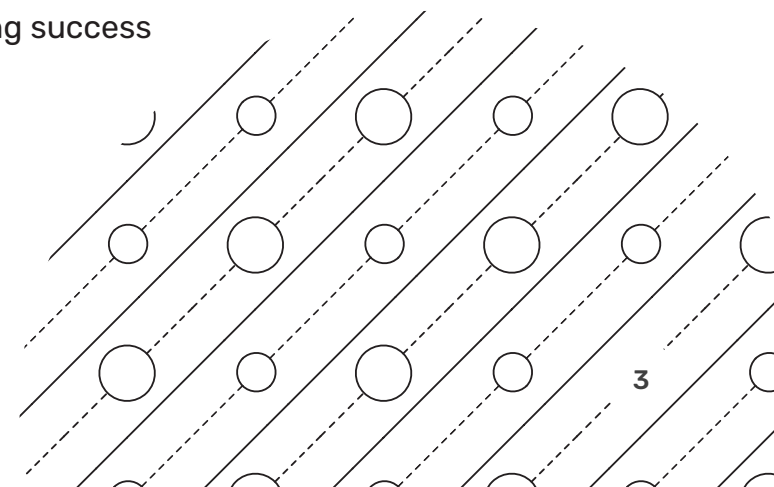
## Community Strategic Plan 2036

Adopted 14 June 2022



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## ACKNOWLEDGEMENT OF COUNTRY

Council acknowledges the Dharawal people as the traditional custodians of this land and pays our respect to their Elders both past and present.

Aboriginal Protocol Policy  
Adopted: 09/07/2019

## MESSAGE FROM OUR MAYOR

### COUNCILLOR THERESE FEDELI

I'm incredibly proud that Camden Local Government Area (LGA) is a great place to live, work, play and visit. Its historical importance, scenic vistas and rural landscapes make it a place of regional significance, and we're going to see this amplify with the new international gateway of Western Sydney International Airport on our doorstep.

We take great pride in Camden's country-town feel and rural setting and lifestyle. We work hard to preserve local character and history and we're unapologetic about our unique identity.

Council, businesses and our community love Camden's heritage and appreciate its feel and personality. We know this identity makes Camden the place it is, but we're also ready to welcome growth and change.

Our new housing estates, premier sporting facilities, terrific parks and leisure facilities and events have shaped the community we know and love today. We welcome and celebrate diversity, culture and all sorts of traditions. Residents identify with 113 different nationalities, come from 85 different countries, speak 64 different languages and adhere to 38 different religions. Our infrastructure, facilities and amenities change as our people and their needs do, getting better and better with time.

Our Connecting Camden Community Strategic Plan is a community plan and it represents a partnership between Council, Australian and NSW government

agencies, local businesses, local community organisations and residents. We will work with all these stakeholders to embrace the new, growing population and the amazing opportunities these new residents and businesses bring. We look forward to welcoming better infrastructure and a greater scale of investment to attract regionally significant institutions to Camden.

This plan puts us in the perfect position to seize the opportunities of a growing Camden, and Council is committed to providing the leadership, resourcing and partnership to make that happen.

It also provides the chance to reflect on where we are and where we want to be in the next 10 years and beyond.

Camden LGA remains one of the fastest growing areas in Australia – this plan is the road map to balance growth with economic development, environmental management, social wellbeing and local leadership.

As the Mayor of Camden, I am proud of Council's role in facilitating this Community Strategic Plan. On behalf of Council and my fellow Councillors, we look forward to working with you and encourage you to be a part of this journey as we move towards an exciting future for our beautiful and thriving Camden.



# MESSAGE FROM OUR GENERAL MANAGER

RON MOORE

Both Council and the community love Camden. We love its history, its friendly nature, its opportunities. As one of the fastest growing areas in Australia, we are preparing for a great deal of change between now and 2036. This Community Strategic Plan will guide our planning and operations over the next 14 years. It will help us to protect and strengthen the things the community values and loves. It provides a vision for the reforms the community wants to see to make Camden an even better place to live and work in.

While aligning with national, state and regional goals, the plan illustrates where Camden fits into the bigger picture. It recognises major incoming and developing projects from all levels of government including the Western Sydney International Airport, rail links and Leppington Town Centre, all of which will shape the future of Camden.

The plan supports Camden LGA as the heart of the Western Parkland City by setting objectives that will strengthen social, environmental and economic sustainability, providing strong foundations and opportunities for the next generation to call Camden home.

Without action, a plan is merely words on a page. Our Delivery Program 2022-26 shows how we will carry out this vision over the next four years, creating real-world change and improvements across the LGA.

But we can't do it without you. To help put our plan into action, we call on you, the residents of Camden, to embrace our five key directions that will – with us working together – make Camden a **Welcoming, Liveable, Prosperous, Balanced** and **Leading** place now and into the future.







# A VISION FOR CAMDEN TO 2036

**Camden is a connected, diverse, and thriving community, embracing opportunities of growth, while valuing our rich heritage and protecting and sharing responsibility for our natural environment.**

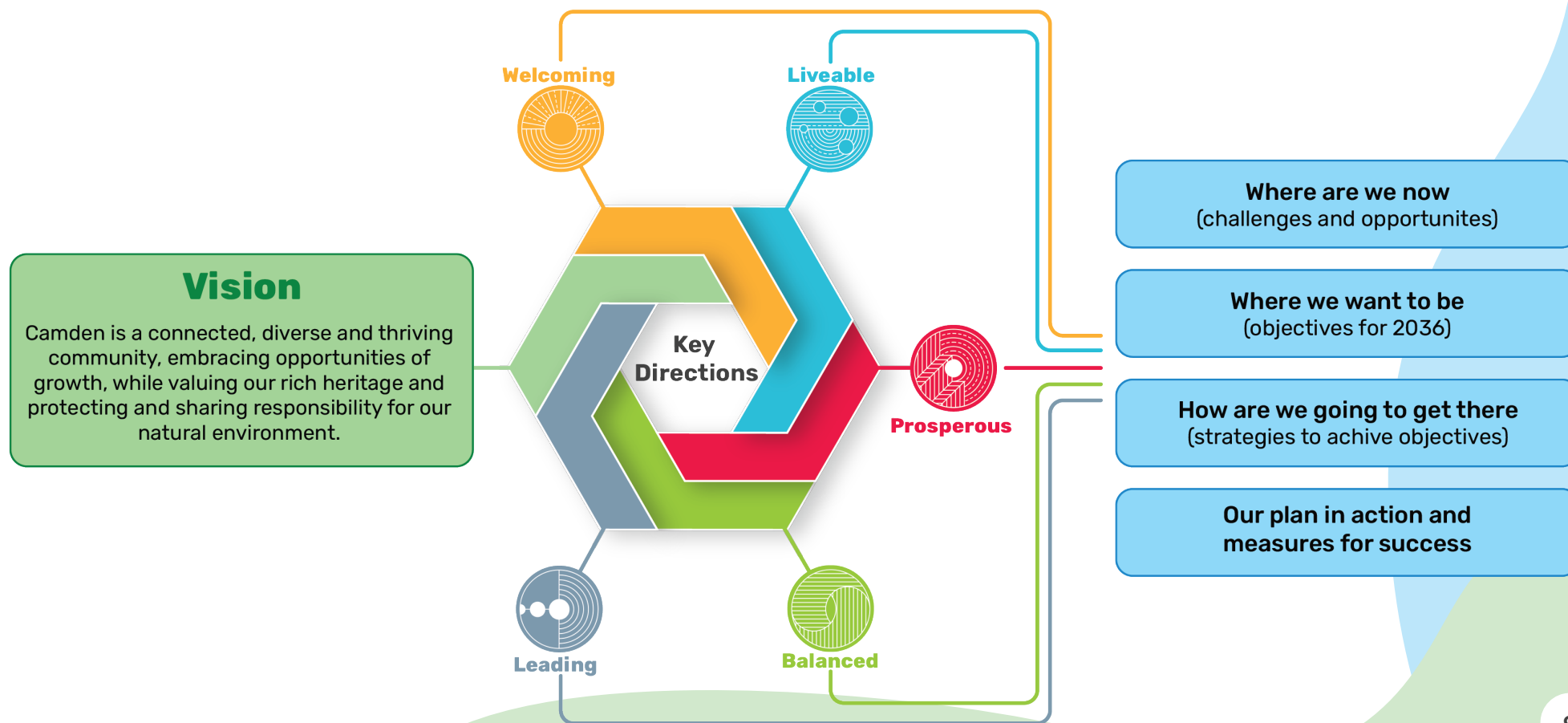


This Connecting Camden Community Strategic Plan outlines how we will work as a Council, and with the community, to collaborate on this shared vision. It will guide our key planning, investment, operational and leadership decisions to 2036.

Our vision is built on five key directions to make Camden *Welcoming, Liveable, Prosperous, Balanced* and *Leading*.

These directions, with the objectives and strategies that support them, give all community members – Council staff, residents and other partners – a shared and united approach to shaping Camden’s future.

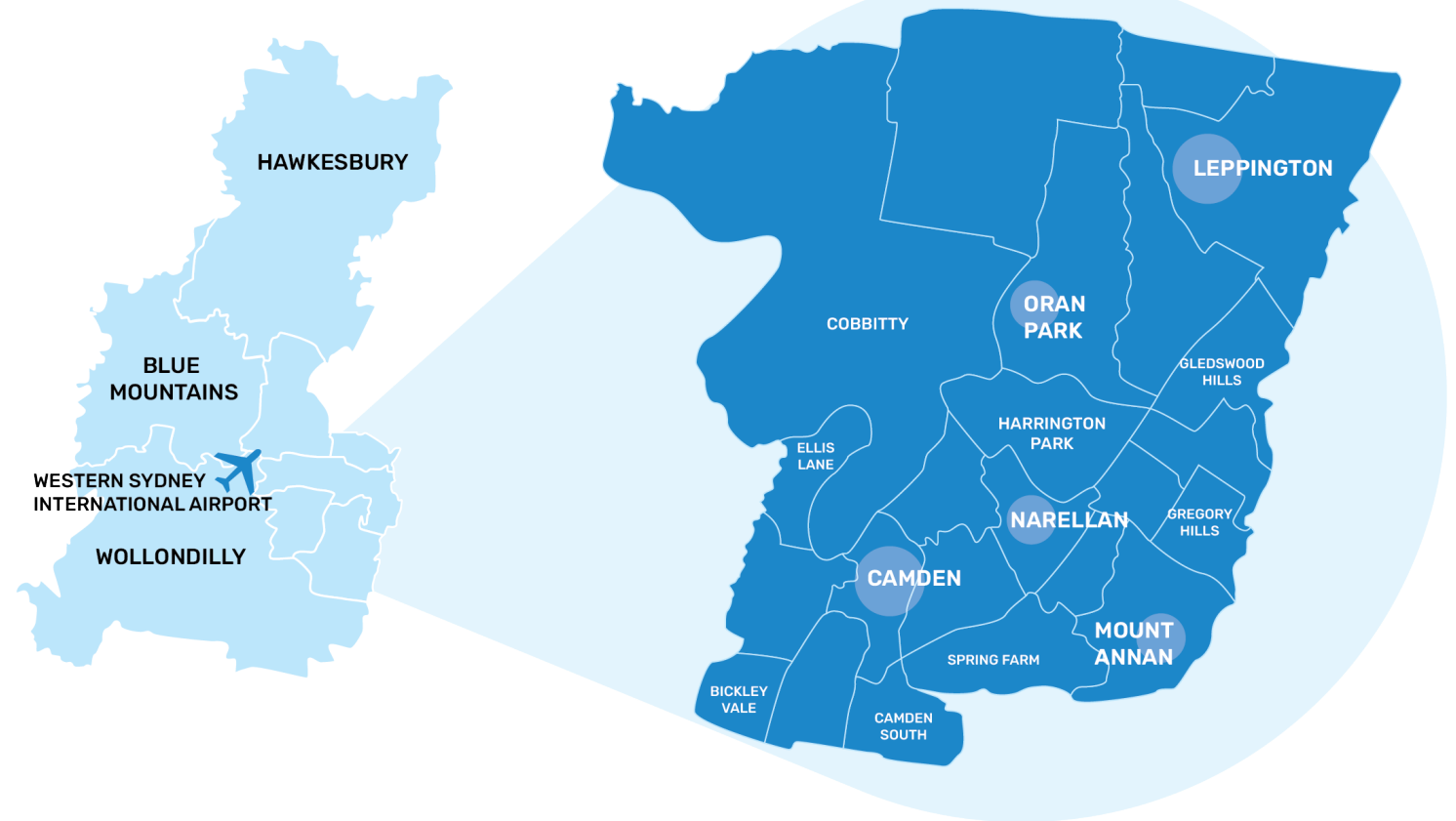
## UNDERSTANDING OUR PLAN



# ABOUT CAMDEN



Located in Sydney's south west, Camden Local Government Area (LGA) is essential to the success of the emerging Western Parkland City. It covers approximately 200 square kilometres and is becoming a place of regional significance.



Camden is set to be home to more than a quarter of a million people by 2036, making it one of the fastest growing LGAs in Australia.

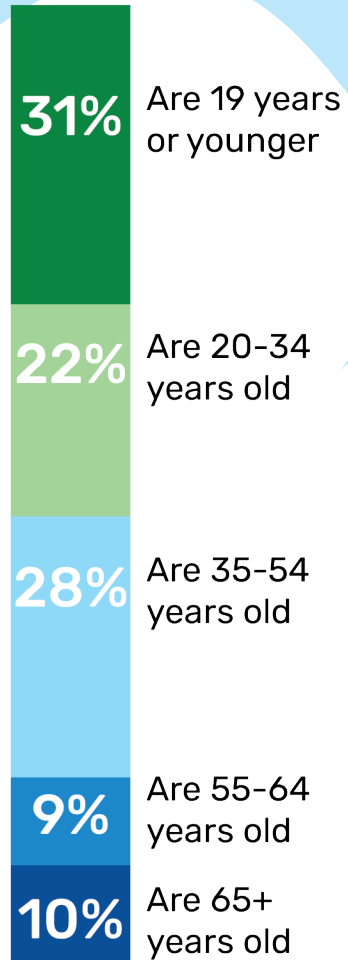
With this projected growth, and with Western Sydney International Airport on its doorstep, Camden will become a cornerstone of the thriving south-west Sydney region.

# OUR COMMUNITY

**49%**  
MALE

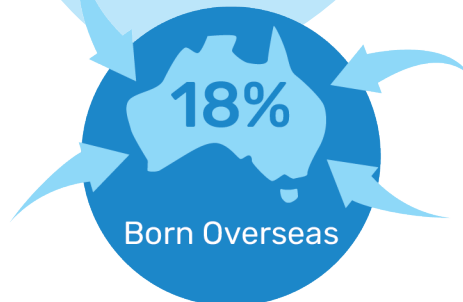
## AGE PROFILE

Camden LGA has a younger age profile than the total NSW population, with high proportions of young families



**51%**  
FEMALE

## DIVERSITY



### TOP COUNTRIES

1. United Kingdom
2. New Zealand
3. India
4. Philippines
5. Fiji
6. Italy
7. China
8. South Africa
9. Malta
10. Iraq

# HOUSEHOLDS

**23%**  
Couples



**48%**  
Couples with Children



**11%**  
Single Parents



**5%**  
Group and other



**13%**  
Lone households



**14%**  
Speak a language other than English at home



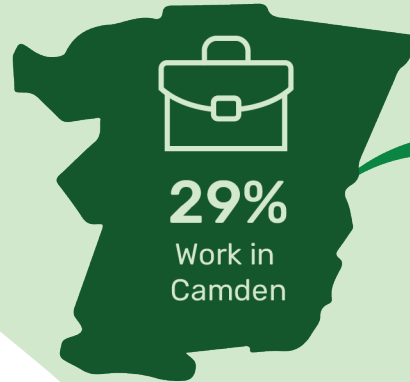
Top **3** Arabic, Italian, Spanish

**4%**  
Require full time assistance



## WHERE DO WE WORK?

74% Homeowner



66% Work outside Camden LGA

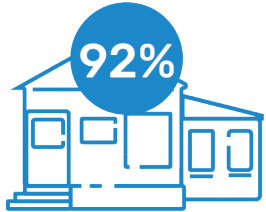
27% of these in neighbouring LGAs

5% Have no fixed place of work

20% Renting  
6% Other



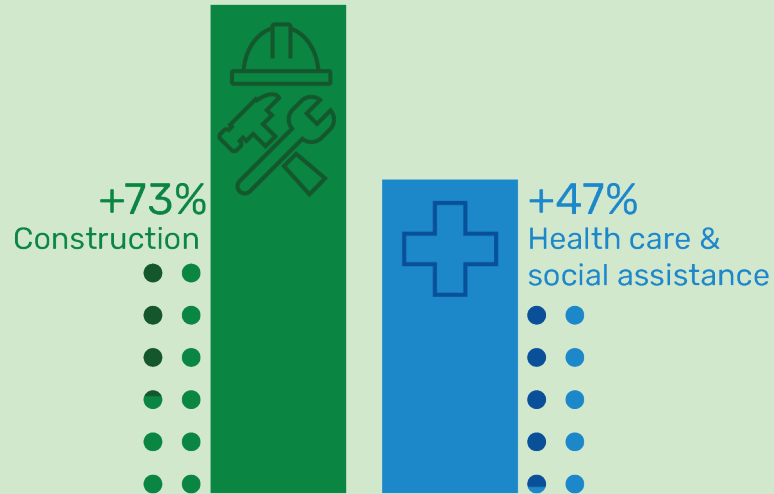
Semi-detached to 2-storey apartments



Detached dwelling



3-storey+ apartments and other dwellings



Top fastest-growing industries 2011 – 2016

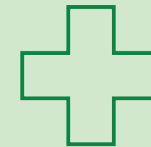
## WHAT INDUSTRIES WE WORK IN



12% Construction



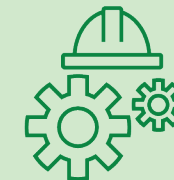
11% Retail



10% Health care & social assistance



9% Education & training



7% Manufacturing



51% In other industries

# OUR STRONG AND PROUD HISTORY

Known as Benkennie (meaning dry land), today's Camden LGA sits at the intersection important to the Gundungurra, Tharawal and Dharug peoples. Today their ancestors retain a proud connection to Country.

Many colonial families settled in Camden and established agricultural industries that allowed Camden to thrive. These industries included winemakers, dairy farmers and market gardeners. By the early 20th century Camden was an important provider of goods and a place to call home in NSW.

## CONTINUING CONNECTION TO FIRST AUSTRALIANS

## ESTABLISHMENT OF A KEY SETTLEMENT AREA AND AGRICULTURAL DISTRICT

1800s

1900s

One of the first houses in the Camden area was built at Elderslie.

1805

Settlement in the Camden area began to expand as more land grants were given to farmers.

1812

The Camden area became a place to escape for Sydneysiders wanting a day trip or experience farm life.

1830s

With growth in the area citizens called for the establishment of a township. In 1841 Camden village was laid out.

1840s

The first Camden Agricultural Show was held in 1886. The show continues to be an annual event.

1886

Camden as part of the NSW Government's New Cities Structure Plan as well as a tourist destination.

1973

The NSW Government focused on delivering accessible and affordable housing for first home buyers.

1980s

Opening of the Australian Botanic Gardens at Mount Annan.

1988

Over the 20th century, the area saw modest urban development until the late 1960s, when the Macarthur Growth Centre was earmarked for new residential development. This sparked the first generation of housing estates in Mount Annan, Currans Hill and Harrington Park and the emergence of Narellan as a key commercial hub.

In 2006, the establishment of the South West Growth Centre brought rapid development, including Oran Park Town Centre, which is today a significant precinct. Narellan is now the largest centre in Camden LGA, and we have seen vital neighbourhood centres come to light, such as Spring Farm, Gregory Hills and Emerald Hills.

Our future includes the Western Sydney International Airport and being a core part of the growing Western Parkland City community.

## URBAN DEVELOPMENT

## TODAY'S GROWING CAMDEN

## A REGIONAL CENTRE

2000s

Future

### 2006

South West Growth Area signals beginning of rapid development.

### 2014-15

Leppington is rezoned for urban development. The opening of the rail station in 2015 brings connections to Sydney CBD and Parramatta.

### 2016

Relocation of Council to Oran Park Town Centre.

### 2018

Camden Council signs Western Sydney City Deal as a landmark agreement between all levels of government for the future of the region.

### 2019-21

Natural hazards including fire and floods and the COVID-19 pandemic shaped how we live.

A focus on post-COVID, natural disaster recovery and sustainability.

Completion and operation of Western Sydney International Airport and Aerotropolis.

Construction of new rail and transport infrastructure and connections.

Camden will be a regional player, servicing a population expected to grow to more than 1.5 million people by 2056 across the Western Parkland City.







# OUR FUTURE

## WE ARE GROWING FAST

Camden is experiencing a higher rate of population growth than ever before and higher than that experienced in any LGA in NSW.

Camden is transitioning from rural areas with clusters of towns and villages to thriving suburbs established alongside historic places.

As Camden is set to be a major community by 2036, we need to ensure that as the area grows, we can continue to protect and respect the area's unique character, history, heritage, rural feel and open spaces.

### The community tells us they want:

- quality natural and urban environments that are cared for and maintained
- accessible and well maintained facilities and services that everyone can access
- well-designed buildings and infrastructure that respond and adapt to a changing climate, so that everyone has comfortable and safe places to live and work

As we welcome more people to Camden, we need to properly plan for infrastructure and services, while helping to create a diverse and inclusive community that can help us to make positive improvements.

Quality infrastructure and services, and a choice of housing and urban environments, will underpin Camden's attractiveness as a place to live and work, while supporting the growing population.

The new Western Sydney International Airport, associated Aerotropolis and infrastructure such as the North South Rail Line and South West Rail Link Extension will help us to position the LGA as part of the airport economy – a research and innovation precinct and a place for new business opportunities, including in freight and logistics.

We will work to encourage our government, infrastructure and service delivery partners to embrace our vision for Camden, and we'll work with our community and Council to maintain Camden as a great place to live, work and visit.

## **CAMDEN'S OPPORTUNITIES**

This plan guides how we will work with the community and partners to realise the vision and take actions today to shape a strong and positive future.

Significant investments, infrastructure and other opportunities will not only sustain the population, but also create potential, attracting a talented workforce and innovative businesses to relocate to the LGA and to be a part of the Western Parkland City.

**In the past five years, the area has welcomed more than 27,000 new residents - babies born in the LGA to Camden residents, and new families moving to Camden into a new home and lifestyle.**

**By 2036 Camden is projected to have close to 250,000 residents making it one of the fastest growing LGAs in Australia.**

## OPPORTUNITIES FOR CAMDEN

FOCUS AREAS	TIMING	DESCRIPTION
Evolution of Oran Park Town Centre	Ongoing	Oran Park is one of the closest established centres to Western Sydney International Airport, closer than established centres at Penrith and Liverpool.  Council can leverage its space and presence at Oran Park to support education, training and new job opportunities that support the local community and economy.
Employment hubs at Narellan and Smeaton Grange	Ongoing	Council involvement can generate greater economic and productive outcomes from the new employment hubs.
Western Sydney International Airport	2026+	The airport will connect Camden to the global community from its own backyard.
South Creek regeneration	2026+	The South Creek regeneration provides an opportunity to integrate land use and water cycle management and create a green corridor throughout the Western Parkland City.  South Creek's catchment has a large footprint in Camden LGA, which includes Lowes, Rileys and Kemps creeks. Their regeneration will improve liveability and sustainability in the LGA.
South West Rail Link extension	2031	The new public transport link between Leppington to Bradfield City Centre will enable growth.
Leppington Town Centre	2036+	Leppington will be a new centre close to the Western Sydney International Airport. The right conditions will need to be in place to attract and grow businesses that support the local community and economy.
Narellan Strategic Centre	2036+	Narellan will evolve as strategic centre, providing jobs, services and homes to support the local community and economy. Supporting this role, the centre will leverage off its direct train access to Bradfield, the Western Sydney Airport and Macarthur.
Regional health and education institutions	2036+	Attracting world-class institutions could enable local learning, reducing the number of trips out of the LGA, and attracting people to come to live, work and study in Camden.  Clustering facilities, expertise and creating education and health hubs will create opportunities for the next generation of Camden residents and establish Camden's role in the Western Parkland City.
North South Rail (Sydney Metro-Western Sydney)	2036+	A new rail service will link Macarthur to Bradfield City Centre and Western Sydney International Airport. Public transport connections will strengthen Camden's links to the Airport and opportunities at Bradfield.



# SHAPING OUR PLAN

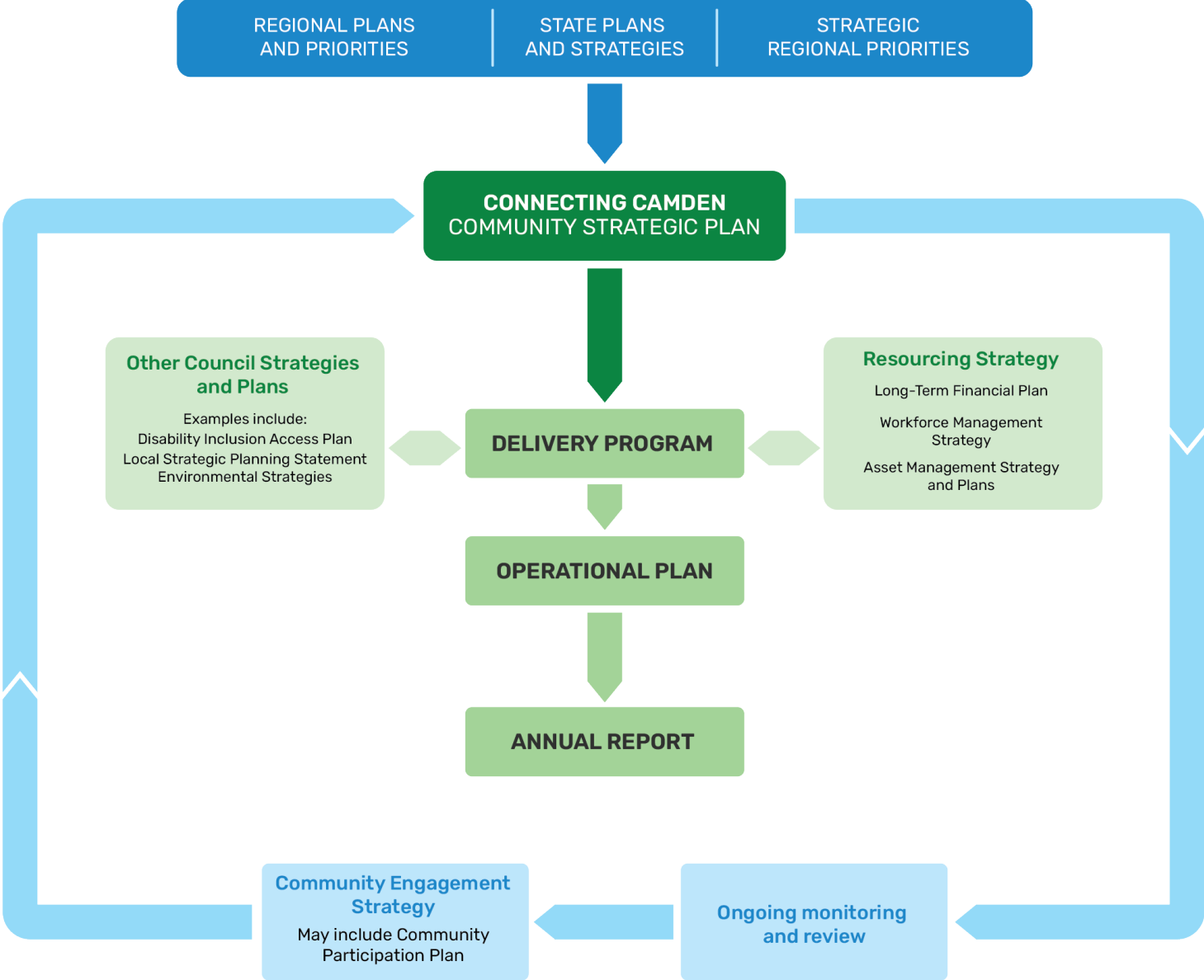
## WHAT DOES OUR COMMUNITY STRATEGIC PLAN DO?

The Connecting Camden Community Strategic Plan guides decision-making by the elected Council, Council staff, the community and other partners and collaborators. It sets a vision to 2036 that draws from the community's priorities and aspirations.

This plan is part of the Integrated Planning and Reporting (IPR) Framework that all NSW councils use to plan for their LGA, based on the expectations of their local community.

- **The Community Strategic Plan** is the highest level of strategic planning, providing a vision that reflects the aspirations of the community. This Plan sets clear key directions, objectives, strategies and measures for progress on delivering the community's vision and to inform all other documents.
- **The Delivery Program** describes the Council's commitment to deliver against the Community Strategic Plan in the elected term of Council within its area of responsibility.
- **The Operational Plan** identifies annual projects and activities to deliver against the delivery plan outcomes.
- **The Resourcing Strategy** demonstrates how work identified in the Delivery Program and Operational Plan will be resourced.
- **Annual reporting** reports back to the community of the work undertaken by Council each year to deliver on the Operational Plan and Delivery Program.

# THE INTEGRATED PLANNING AND REPORTING FRAMEWORK



## NATIONAL, STATE AND REGIONAL GOALS

As the lead document for the community and Council, our plan aligns with the strategies, plans and policies of other levels of government that influence social, environmental, economic and civic outcomes at a local level. It also directs other Council plans and strategies which, together, will guide how we can achieve the vision.



# PRINCIPLES GUIDING OUR ACTIONS

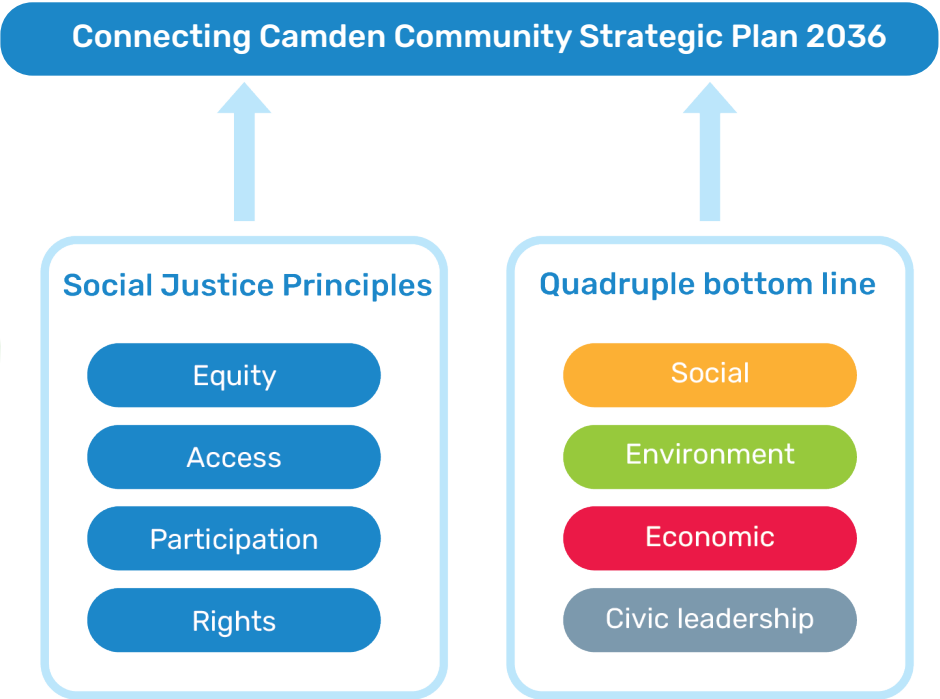
To deliver our vision, our plan is informed by guiding principles and the views of our community.

## SOCIAL JUSTICE PRINCIPLES

Our plan and its delivery is grounded in the social justice principles of equity, access, participation and rights for our community.

## THE QUADRUPLE BOTTOM LINE

Our plan is focussed on delivering civic leadership, social, environmental and economic outcomes. We recognise all four outcomes are equally as important and taking a multifaceted approach guides the creation of a more sustainable future.





## COMMUNITY ENGAGEMENT

We've engaged with the community continuously to understand what people love, and to tackle their concerns. The community's voices will continue to direct and support how we plan for Camden.

### WHAT WE LOVE AND ARE OPTIMISTIC ABOUT

### WHAT WE ARE CONCERNED ABOUT

#### OUR COMMUNITY

Camden is a great place to raise a family

Housing diversity and affordability could be improved

Camden is a great place to grow old

#### OUR NATURAL ENVIRONMENT AND WHERE WE LIVE AND WORK

Camden's rural setting and character is its greatest and most values asset

Traffic congestion needs to be addressed

Planning and timing of infrastructure delivery needs to align with growth

Moving between Camden's centres on public transport is slow

Balancing growth and development with the preservation of Camden's rural character will be one of the greatest challenges

Increased urban heat resulting from growth and development

#### OUR LOCAL ECONOMY

Western Sydney International Airport will create opportunities within Camden's local community

Camden's growing young and engaged population will drive growth of local businesses

# KEY DIRECTIONS

## HOW TO READ THE PLAN

We've identified five key directions – our priorities to 2036 – to realise the vision. These will shape how we approach issues to meet the social justice principles, the quadruple bottom line outcomes and the community's needs.

Each direction identifies:

**WHERE CAMDEN IS TODAY**  
Relevant factors and key trends, sentiments and principles.

**OBJECTIVES AND STRATEGIES**  
That clarify what we can achieve between 2022 and 2036 and how we will get there with our community and partners.

**COUNCIL ROLE**  
Council role, as lead, partner or advocate.

**OUR PARTNERS**  
Describing our partners across the community, government, business and not-for-profit organisations.

# EXAMPLE PAGE ONLY

## WHERE CAMDEN IS TODAY

Around two-thirds of employed Camden residents leave the LGA for work, and more than a third of residents work in neighbouring LGAs (2016 Census). Residents want more opportunities to work in their area.

Local jobs strengthen the local economy,

Camden is on the doorstep of a new international airport, and its centres are the closest to the airport. Narellan is the largest centre and a key commercial hub, Leppington Town Centre is being planned now and Oran Park has room for expansion.

These centres can accommodate and support the future jobs needed in the LGA

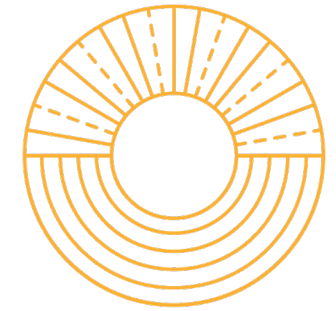


WHERE DO WE WANT TO BE?	HOW WILL WE GET THERE?	COUNCIL'S ROLE	OUR PARTNERS
W2 Our community is healthy and active with access to open space, facilities and services that support wellbeing	W2.1 Promote and facilitate programs and services that support good community health and wellbeing	Lead Partner Advocate	<ul style="list-style-type: none"> <li>Council advisory committees</li> <li>School communities</li> <li>Local sporting groups and clubs</li> <li>Non-government organisations</li> <li>Local businesses</li> <li>NSW Department of Education and education and training institutions</li> <li>NSW Health and health institutions – Local Health Districts (LHDs) and</li> </ul>
	W2.2 Improve access to public spaces and places for people of all ages and abilities	Lead Partner	

The Delivery Program that supports this plan provides additional detail against the objectives and strategies. How we will measure our success is included at the end of the document.



**WELCOMING**  
EMBRACING OUR VIBRANT  
AND DIVERSE COMMUNITY



## WHERE CAMDEN IS TODAY

Much of the community that will live here in 2036 do not live here today. By 2036 the community will be more than double the size it is today (a 119 per cent increase).

Opportunity is what attracts people to Camden. Many families have established homes and businesses over multiple generations and we want all residents, existing and future, to feel welcome, have access to opportunities and live their best life.

Many families, or young people looking to start families, are moving to Camden. The children growing up in Camden today are a big part of Camden's future. Providing families with great support and services helps to build a sustainable, inclusive, happy and healthy community.

We saw an increase in the proportion of overseas-born people and non-English speakers between the 2011 and 2016 Census. This trend will continue as families from multicultural backgrounds move to

Camden from Liverpool, Campbelltown, Fairfield, Canterbury-Bankstown and Blacktown LGAs – areas that are home to the most multicultural communities in Greater Sydney.

This diversity will create a community with a greater range of views and aspirations, in different age groups and from different cultural and linguistic backgrounds. This will enrich the growing community.

We need to make sure everyone has the opportunity to shape the shared vision and feel a valued part of Camden's future.

## OBJECTIVES AND STRATEGIES FOR A WELCOMING CAMDEN

WHERE DO WE WANT TO BE?	HOW WILL WE GET THERE?	COUNCIL'S ROLE	OUR PARTNERS
<b>W1</b> Our community is welcoming and inclusive, everyone feels included and involved	W1.1 Support initiatives that build and foster community cohesion	Lead Partner Advocate	<ul style="list-style-type: none"> <li>• Council advisory committees</li> <li>• School communities</li> <li>• Local volunteer and community groups</li> </ul>
	W1.2 Celebrate creativity and growing diversity	Lead Partner	<ul style="list-style-type: none"> <li>• Tharawal Local Aboriginal Land Council</li> <li>• Social service providers</li> </ul>
	W1.3 Promote and facilitate equitable access to services, facilities and community initiatives	Lead Partner	<ul style="list-style-type: none"> <li>• Non-government organisations</li> <li>• Local businesses</li> <li>• Arts and creative industry organisations</li> </ul>
	W1.4 Provide opportunities for residents and groups to participate in local decision making	Lead	<ul style="list-style-type: none"> <li>• Education and training institutions</li> <li>• Health institutions</li> <li>• Transport for NSW</li> <li>• NSW Department of Planning and Environment</li> </ul>

WHERE DO WE WANT TO BE?	HOW WILL WE GET THERE?	COUNCIL'S ROLE	OUR PARTNERS
<b>W2</b> Our community is healthy and active with access to open space, facilities and services that support wellbeing	<b>W2.1</b> Promote and facilitate programs and services that support good community health and wellbeing	Lead Partner Advocate	<ul style="list-style-type: none"> <li>• Council advisory committees</li> <li>• School communities</li> <li>• Local sporting groups and clubs</li> <li>• Non-government organisations</li> <li>• Local businesses</li> </ul>
	<b>W2.2</b> Improve access to public spaces and places for people of all ages and abilities	Lead Partner	<ul style="list-style-type: none"> <li>• NSW Department of Education and education and training institutions</li> <li>• NSW Health and health institutions – Local Health Districts (LHDs) and Primary Health Networks (PHNs)</li> <li>• Western Sydney Health Alliance</li> <li>• NSW Office of Sport</li> </ul>
<b>W3</b> Our community has opportunities to design and build safe and inviting places for all to enjoy	<b>W3.1</b> Implement programs targeting key community safety concerns	Lead Partner	<ul style="list-style-type: none"> <li>• Council advisory committees</li> <li>• School communities</li> </ul>
	<b>W3.2</b> Seek active partnerships to address community needs	Partner Advocate	<ul style="list-style-type: none"> <li>• Tharawal Local Aboriginal Land Council</li> <li>• Non-government organisations</li> <li>• Local businesses</li> </ul>
	<b>W3.3</b> Address community needs through the provision of services and facilities targeting specific user groups	Lead Partner	<ul style="list-style-type: none"> <li>• NSW Police Camden Police Area Command</li> </ul>



# LIVEABLE

STRONG AND INTEGRATED  
CONNECTIONS BETWEEN OUR  
PEOPLE AND OUR SERVICES





## WHERE CAMDEN IS TODAY

As Camden LGA becomes home to close to a quarter of a million people by 2036, we will need to plan for services and facilities of a regional scale and potentially attract residents from neighbouring LGAs to visit and work in Camden.

Whole new suburbs are being developed and new communities require infrastructure that connect them and provide access to community, health and education services and facilities. Older suburbs in Camden, such as Mount Annan, have older infrastructure that will need to be renewed.

Many people rely on their own car for all day-to-day activities. People want access to more transport options that provide better connections and services.

We manage an increasing portfolio of infrastructure assets and a breadth of services for a growing community. Advocating for regional level health, education and multimodal transport services will support the community and attract the talent and businesses that can be part of Camden's future.

Camden's urban landscape is changing, with new homes, workplaces, public places and spaces. Alongside this, new transport, infrastructure and services are needed to support daily activities.

We need to make sure that everyone has access to quality environments that are well planned and designed, maintained and built to last for future generations.

## OBJECTIVES AND STRATEGIES FOR A LIVEABLE CAMDEN

WHERE DO WE WANT TO BE?	HOW WILL WE GET THERE?	COUNCIL'S ROLE	OUR PARTNERS
<b>LB1</b> Our community harnesses local creativity, and supports new technologies and innovations	LB1.1 Embrace a Smart Community approach	Lead Partner Advocate	<ul style="list-style-type: none"> <li>Western Sydney Planning Partnership</li> <li>NSW Department of Planning and Environment</li> <li>NSW Department of Finance, Services and Innovation</li> </ul>
	LB1.2 Use data and technology to test and adopt new technologies to improve services, customer interface and business with Council	Lead Partner	
	LB1.3 Promote and improve digital inclusion and equity across our community	Lead Partner Advocate	

WHERE DO WE WANT TO BE?	HOW WILL WE GET THERE?	COUNCIL'S ROLE	OUR PARTNERS
<b>LB2</b> Our public spaces and places are vibrant and accessible	LB2.1 Ensure homes, infrastructure and facilities are well planned, delivered and maintained to create high quality urban and rural environments that meet our diverse needs and respond to our climate	Lead Partner Advocate	<ul style="list-style-type: none"> <li>• Council advisory committees</li> <li>• Camden Historical Society</li> <li>• Local businesses</li> <li>• Developers</li> <li>• Western Sydney Planning Partnership</li> <li>• Greater Sydney Commission</li> <li>• NSW Department of Planning and Environment</li> </ul>
	LB2.2 Enhance town centres and public spaces	Lead	
	LB2.3 Identify and maintain city heritage and culture	Lead Partner	
<b>LB3</b> Our transport network is efficient, safe and integrated – locally and regionally	LB3.1 Improve public transport links, roads, and transport options that support a growing community	Lead Partner Advocate	<ul style="list-style-type: none"> <li>• School communities</li> <li>• Local businesses</li> <li>• Developers</li> <li>• Transport for NSW</li> </ul>



# PROSPEROUS

ADVANCING LOCAL ECONOMIC  
OPPORTUNITIES AND JOB  
CREATION



## WHERE CAMDEN IS TODAY

Around two-thirds of employed Camden residents leave the LGA for work, and more than a third of residents work in neighbouring LGAs (2016 Census). Residents want more opportunities to work in their area.

Local jobs strengthen the local economy, provide residents with more options, reduce the burden of travel for work and attract people to move to Camden. The opportunity for starting and growing 'future' jobs is ripe for Camden.

The people who live in Camden are educated and well qualified:

- Two out of 10 have a degree and four out of 10 have a diploma or certificate qualification.
- Seven out of eight are employed.
- Three out of 10 are managers or professionals.
- Three out of 10 are technicians, tradies or work with machines.

Camden is on the doorstep of a new international airport, and its centres are the closest to the airport. Narellan is the largest centre and a key commercial hub, Leppington Town Centre is being planned now and Oran Park has room for expansion. These centres can accommodate and support the future jobs needed in the LGA.

As the residential population grows, we should also see a trend towards a higher number of enterprise businesses and population-serving jobs in industries such as retail, health care, construction and education.

Growth and development in the Western Parkland City and the new airport and Aerotropolis provide opportunities not previously available in Camden. There will be more opportunities to sustain a strong local economy, increase local jobs and attract new businesses and global institutions. From this, Camden can be an emerging regional centre for work and education for Western Sydney residents.

## OBJECTIVES AND STRATEGIES FOR A PROSPEROUS CAMDEN

WHERE DO WE WANT TO BE?	HOW WILL WE GET THERE?	COUNCIL'S ROLE	OUR PARTNERS
<p>P1 Our business community is strong, thriving and connected at local, regional, national and international levels</p>	P1.1 Create diverse environments for business and workers to grow and thrive	Lead Partner Advocate	<ul style="list-style-type: none"> <li>Local businesses</li> <li>Developers</li> <li>Business Western Sydney</li> </ul>
	P1.2 Attract investment into the region	Lead Advocate	<ul style="list-style-type: none"> <li>Western Parkland City Councils</li> <li>Western Sydney Planning Partnership</li> </ul>
	P1.3 Facilitate business and industry growth and support new ways of working	Lead Partner	<ul style="list-style-type: none"> <li>Western Sydney Investment Attraction Office</li> <li>Western Parkland City Authority</li> <li>Investment NSW</li> <li>Service NSW</li> </ul>

WHERE DO WE WANT TO BE?	HOW WILL WE GET THERE?	COUNCIL'S ROLE	OUR PARTNERS
<p><b>P2</b> Our LGA provides diverse local job opportunities, supported by skills and training pathways to employment</p>	<p>P2.1 Strengthen education, training and career pathways</p>	<p>Lead Partner</p>	<ul style="list-style-type: none"> <li>• Local businesses</li> <li>• Industry groups</li> <li>• Western Parkland City Authority</li> <li>• Western Sydney Investment Attraction Office</li> <li>• Investment NSW</li> <li>• Destination NSW</li> <li>• NSW Department of Education</li> <li>• Education and training institutions</li> </ul>
	<p>P2.2 Partner with industry and NSW Government to build a strong and diverse local economy</p>	<p>Lead Advocate</p>	
<p><b>P3</b> Our LGA is a desirable location for new and emerging industries, businesses and entrepreneurs</p>	<p>P3.1 Support small, local and start-up businesses</p>	<p>Lead Partner</p>	<ul style="list-style-type: none"> <li>• Local Chambers of Commerce</li> <li>• Business Western Sydney</li> <li>• Education and training institutions</li> <li>• NSW Department of Planning and Environment</li> </ul>



## **BALANCED**

**PROVIDING SUSTAINABLE AND  
RESPONSIBLE SOLUTIONS  
THAT ENHANCE OUR HERITAGE  
AND NATURAL ENVIRONMENT**





## WHERE CAMDEN IS TODAY

Camden's natural environment is part of what defines our place in Greater Sydney and is something special to celebrate and care for future generations.

Giving people access and connections to green spaces can support physical and mental health and wellbeing.

Camden's green spaces, natural and rural landscapes, and waterways are special spaces with cultural and heritage values.

We can lead climate change resilience, working towards net zero emissions and city greening at a local level for global impact.

The larger population will generate more waste, yet this also creates opportunities to manage waste and resources at scale, locally, allowing more flexibility for more sustainable solutions.

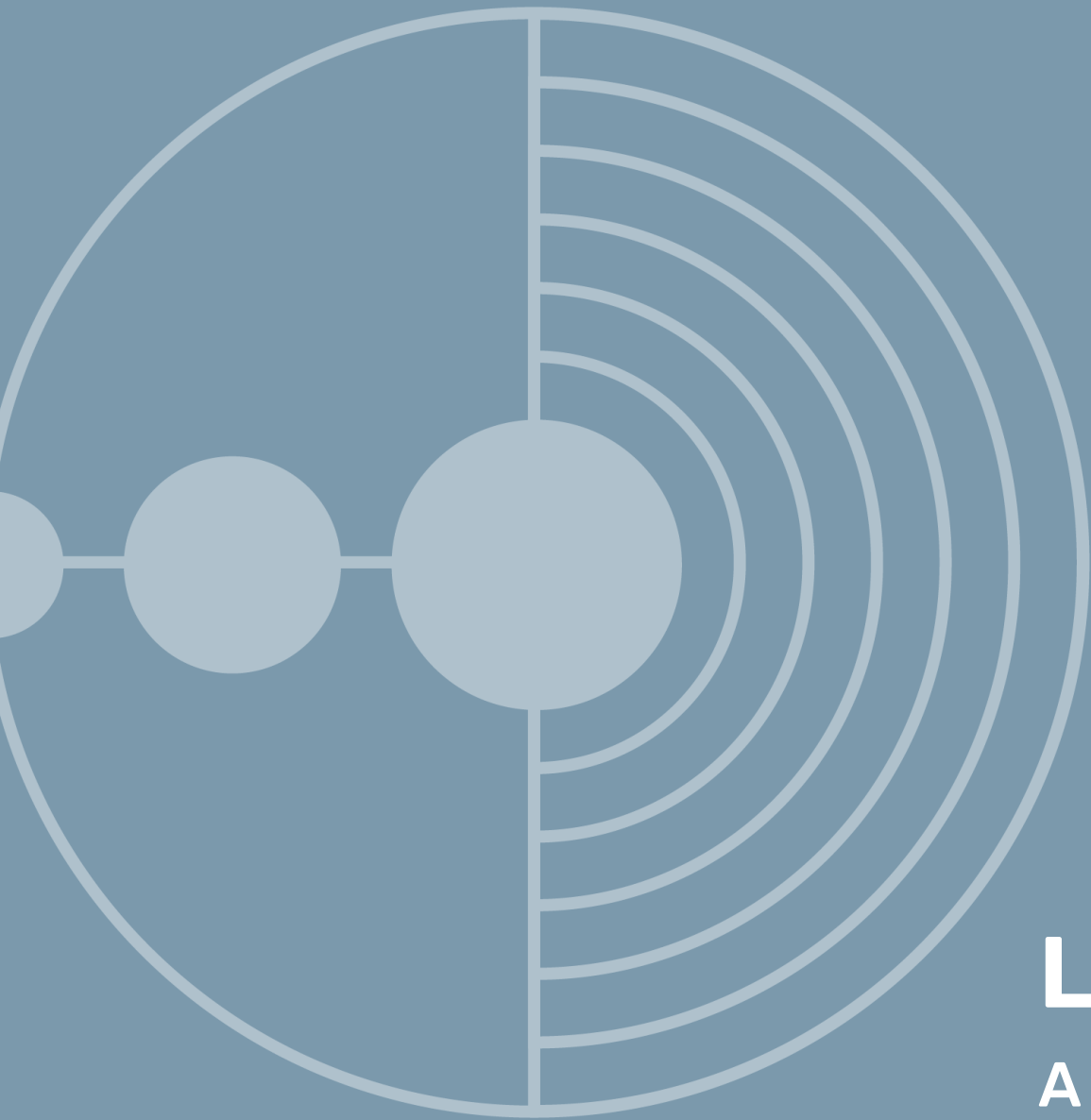
Camden is at risk of increasing climate impacts such as urban heat and vulnerability to bushfire and flooding. Caring for the natural environment, enhancing important natural assets such as South Creek, and carefully designing the built environment will have lasting benefits.

Local environmental actions can have regional, state and global benefits while helping to create a healthier, happier and safer LGA.

## OBJECTIVES AND STRATEGIES FOR A BALANCED CAMDEN

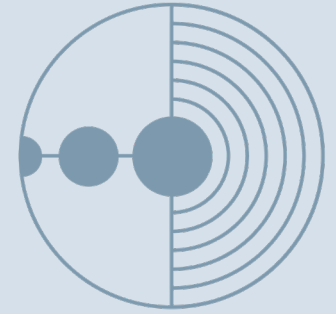
WHERE DO WE WANT TO BE?	HOW WILL WE GET THERE?	COUNCIL'S ROLE	OUR PARTNERS
B1 Our natural environment and waterways are protected, well maintained and enhanced for community enjoyment	B1.1 Invest in environmental protection, restoration and urban greening	Lead Partner	<ul style="list-style-type: none"> <li>• School communities</li> <li>• Local volunteer and community groups</li> <li>• Developers</li> <li>• Local businesses</li> <li>• NSW Department of Planning and Environment</li> <li>• Transport for NSW</li> </ul>
	B1.2 Maintain, protect and increase Camden's tree canopy	Lead Partner	
	B1.3 Manage the impact and integration of population growth responsibly within our natural environment	Lead Partner	
	B1.4 Facilitate community education and citizen science programs to foster appreciation and understanding of the natural environment	Lead	
	B1.5 Maintain and enhance the natural environment	Lead	

WHERE DO WE WANT TO BE?	HOW WILL WE GET THERE?	COUNCIL'S ROLE	OUR PARTNERS
<b>B2</b> Our environment is integrated into the design of our towns, villages, suburbs and places	B2.1 Preserve and enhance the natural assets of the city	Lead	<ul style="list-style-type: none"> <li>• Home and landowners</li> <li>• Local volunteer and community groups</li> <li>• Developers</li> <li>• NSW Department of Planning, Industry and Environment</li> <li>• Transport for NSW</li> </ul>
	B2.2 Embed sustainability principles in the design, construction and maintenance of our buildings and places	Lead Advocate	
<b>B3</b> Climate impacts and risks in Camden are well managed	B3.1 Build community resilience to climate change impacts	Lead Partner	<ul style="list-style-type: none"> <li>• Home and landowners</li> <li>• School communities</li> <li>• Local volunteer and community groups</li> <li>• Local businesses</li> <li>• Developers</li> <li>• Resilience NSW</li> <li>• NSW Department of Planning, Industry and Environment</li> <li>• Transport for NSW</li> <li>• Western Sydney Planning Partnership</li> <li>• Greater Sydney Commission</li> </ul>
	B3.2 Deliver effective climate mitigation and adaption measures	Lead Partner	
<b>B4</b> Our community is resourced, efficient and able to meet our vision and objectives	B4.1 Develop a pathway to net zero carbon	Lead Partner	<ul style="list-style-type: none"> <li>• Home and landowners</li> <li>• Local businesses</li> <li>• Western Sydney Planning Partnership</li> <li>• Greater Sydney Commission</li> <li>• NSW Department of Planning, Industry and Environment</li> </ul>
	B4.2 Collect and manage waste effectively and efficiently	Lead Partner	
	B4.3 Encourage energy and resource efficiency opportunities	Lead Partner	



# LEADING

A SUCCESSFUL ADVOCATE  
FOR OUR PEOPLE AND PLACES



## WHERE CAMDEN IS TODAY

With big changes happening across the region, Council can be a strong and forward-thinking leader to tackle global challenges and create opportunities for the Camden community. Leadership is essential to the other four key directions.

Western Sydney International Airport, North South Rail Line, South West Rail Link Extension and the Aerotropolis will change south-west Sydney, and Camden has a key role here. This investment will direct a new growth path that will develop innovative next-generation centres and develop Camden's significance on a national scale.

With one of the largest expected populations (by LGA) in NSW – and the largest in south-west Sydney – Camden will require the services that a growing community needs as it expands into new areas.

Council cannot do this alone and will continue to advocate and partner with government and industry to provide infrastructure and services for Camden and the broader Western Parkland City.

We can create more opportunities through long-term strategic thinking to manage issues such as climate change, working towards net zero, creating resilient communities, building sustainable places and creating jobs for the future.

We will take a forward-looking approach to lead sustainable operations and innovate with our partners to create positive outcomes for the current community and future generations.

## OBJECTIVES AND STRATEGIES FOR A LEADING CAMDEN

WHERE DO WE WANT TO BE?	HOW WILL WE GET THERE?	COUNCIL'S ROLE	OUR PARTNERS
L1 Our Council is a leading council in the Western Parkland City, influencing metropolitan planning and decision-making	L1.1 Advocate to realise our vision for Camden's future	Advocate	<ul style="list-style-type: none"> <li>Local businesses</li> <li>Business Western Sydney</li> <li>Western Sydney Planning Partnership</li> <li>NSW Government Agencies</li> </ul>
	L1.2 Build and strengthen partnerships across Government and Industry	Partner Advocate	
	L1.3 Conduct business on behalf of Council in an open, transparent and consistent manner	Lead Partner Advocate	

WHERE DO WE WANT TO BE?	HOW WILL WE GET THERE?	COUNCIL'S ROLE	OUR PARTNERS
L2 Our Council is forward thinking and building value for our community	L2.1 Council effectively manages and develops its staff	Lead	<ul style="list-style-type: none"> <li>• NSW Office of Local Government</li> <li>• Professional industry peak bodies</li> </ul>
	L2.2 Council builds opportunities for continuous improvement through service delivery, reflective of need	Lead Partner	
	L2.3 Champion a responsive customer experience	Lead	
L3 Our Council decisions are informed, accountable and transparent	L3.1 Manage resources to meet the needs of the city	Lead	
	L3.2 Communicate effectively with the community and stakeholders to promote opportunities	Lead	
	L3.3 Integrate long-term financial planning, safety, risk and strong governance across all Council operations	Lead	

# PUTTING OUR PLAN INTO ACTION





Planning allows us to understand the range of challenges and opportunities ahead. Our Connecting Camden Community Strategic Plan defines how Council, the community and our partners can address these challenges and optimise the opportunities.

## ADVOCATING FOR OUR COMMUNITY

Camden Council will be a partner of choice and will support great outcomes for the community.

While the NSW Government and its partners lead the planning, funding and provision of projects that will shape the Western Parkland City, our role is to advocate for the right local outcomes as these projects are planned, designed and built.

The community can also be a champion and advocate and support us in communicating the needs and aspirations of the people who live and work in Camden.

## WORKING TOGETHER

We will work with the community and partners to shape a positive future. This acknowledges that we cannot achieve everything for the community on our own.

Establishing a clear vision for Camden will help our partners across government, business and industry to understand the needs of the growing population and the fantastic range of opportunities that come with Camden's growth potential.

## FUTURE-FOCUSED

A forward-looking, innovative and resilient approach will build Council's and the community's ability to recover, respond and adapt to change and to thrive in the face of unforeseen challenges and events. This will ensure:

- success in an environment of change, where city-shaping investments are being planned and built in Camden and on our doorstep
- we recover, reflect and learn from challenging events such as natural disasters
- greater resilience in the face of climate change, including heat resilience and working towards net zero
- the right adaptive behaviours to realise and embrace opportunities from growth, future jobs and new development.

We can shape Camden to be at the forefront of a place for health, safety and sustainability. We have the opportunity to design new developments, facilities and services - to be adaptive to change or unexpected disasters and be the exemplar of a forward-looking city.

# BE PART OF THE COMMUNITY AND SUPPORT OUR SHARED VISION

## BE PROUD OF CAMDEN

Everybody can support our shared vision and be an advocate for our community



The community plays a key role in being a champion and advocate – helping us communicate what the community needs and aspires to.

## CONTRIBUTE TO A WELCOMING CAMDEN:

- Say hello to your neighbours
- Respect and celebrate each other's differences
- Participate in community events
- Enrol in a Council program
- Provide constructive feedback on issues that affect your community
- Be a responsible driver and drive safely around the LGA
- Be the eyes and ears in your area to help enhance local safety and help others feel safe

## CONTRIBUTE TO A LIVEABLE CAMDEN:

- Visit and play in your local open space areas and appreciate our local heritage
- Visit your local library
- Choose a local community hall to host your next gathering
- Report to Council problems and where maintenance is needed when you see it
- Report incidents of graffiti and vandalism
- Choose public and active transport options to travel around - use our local and regional cycleways and bike paths
- Tell council about transport issues that affect you



## CONTRIBUTE TO A PROSPEROUS CAMDEN:

- Shop at our local businesses and retailers
- Enjoy a night out in one of the many food and dining options in our area
- Choose to open your business in Camden
- Hire staff that are local when you can
- Take your friends and family on a day trip around Camden's local tourism destinations
- Keep an eye out for opportunities to participate in local skills and training programs



## CONTRIBUTE TO A BALANCED CAMDEN:

- Install energy and water saving options in your home
- Take up Council initiatives to reduce waste
- Participate in councils sustainability education programs
- Recycle and compost waste items where you can
- Find ways you can reduce waste in your household
- Use recycle bags and say no to plastics



## CONTRIBUTE TO A LEADING CAMDEN:

- Be a champion and advocate for Camden Council
- Vote in your local council elections
- Read our delivery program progress reports and annual reports
- Talk to your local Councillor
- Provide feedback to Council programs, projects or initiatives
- Attend a council meeting or watch a council meeting online
- Visit Council's website and stay in touch with what is happening across the LGA and how you can be involved – like us on Facebook, Instagram, LinkedIn and Twitter





# MEASURING SUCCESS

Tracking and reporting on change helps us know when we're starting to achieve the vision and goals of this plan, or where we may need to take action.

The Delivery Program and Operational Plan detail the actions Council will take. These will be tracked and reported on every year.



How Will We Track Progress?	Welcoming	Liveable	Prosperous	Balanced	Leading
Community satisfaction in Council services is increasing <i>Source: Customer satisfaction feedback to Council</i>					
Community wellbeing continues to reflect the average Australian wellbeing score <i>Source: HealthStats NSW</i>					
Community event attendance is stable or increasing <i>Source: Council information on events</i>					
Number of vehicle and pedestrian road crashes decreases <i>Source: NSW Centre for Road Safety, Crash statistics</i>					
Number of new local businesses increases <i>Source: .id Profile and ABS</i>					
Employment rate is increasing <i>Source: .id Profile</i>					
Number of visitors is increasing <i>Source: .id Profile</i>					
Volume of domestic waste diverted from landfill is increasing <i>Source: Council information</i>					
Tree canopy cover is increasing <i>Source: Council access to Kinesis (Resilient Sydney data platform)</i>					
Emissions per capita in Camden is decreasing <i>Source: Council access to Kinesis (Resilient Sydney data platform)</i>					
The health of priority waterways is stable or increasing <i>Source: Council access to Kinesis (Resilient Sydney data platform)</i>					

