



Imagine Lismore
**Community
Strategic Plan
2017 – 2027**



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Mayor's Message

It is with a sense of excitement that I introduce the Imagine Lismore Community Strategic Plan.

In 2012, we undertook our largest community engagement in history and asked residents what their visions were for the future. In the last four years I have had the pleasure of watching Lismore City Council strive to achieve those visions, and in many cases, succeed.

We have changed as an organisation considerably in that time. We are more innovative and we look for ways to improve what we do with new technologies; we take more risks (calculated of course) to get the best results; we listen to our people and provide honest and transparent leadership; and we are committed to ensuring council is financially sustainable in the future.

This new Community Strategic Plan provides continuity and a commitment to build on the work we have already done. Around 1200 residents across many sectors of the community have been directly involved in the decision-making that informs this plan. We have conducted surveys, face-to-face engagement and workshops with individuals, organisations and agencies. As a council, we believe that local people should be empowered to shape their own future.

The feedback told us we are on the right track and guided us about where we need to focus



our energy in the next four years to meet our community's expectations. This is reflected in the Imagine Lismore Community Strategic Plan and the Imagine Lismore Delivery Program.

We will return to our community in the next four years to have further discussions about funding priorities and service levels.

In the meantime, we will get on with the long list of projects, events and actions we have set ourselves.

With a clear direction and set of goals in place for the future, and with the hard work of our enthusiastic community and our skilled staff, I believe together we can achieve great things.

**Lismore City Council acknowledges
the people of the Bundjalung Nation,
traditional custodians of the
land on which we work.**



Hello and welcome!

Welcome to the Imagine Lismore Community Strategic Plan.

The Community Strategic Plan is Lismore City Council's contract with our community.

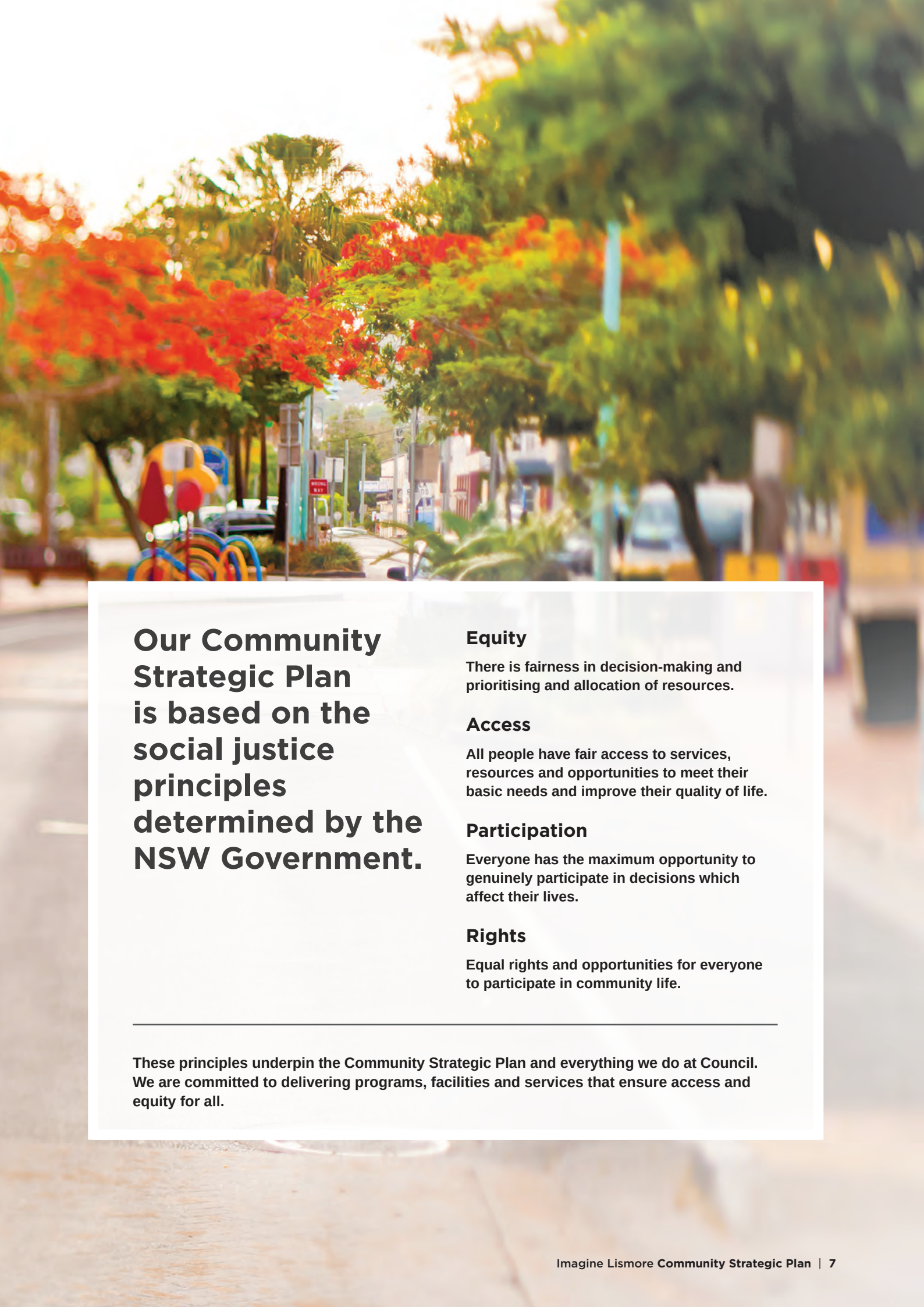
You told us your aspirations for the future, and we have developed strategies to deliver that vision.

The Community Strategic Plan outlines what our community has told us they want Lismore to look like in 10 years. It has been developed after an extensive community consultation, with

individuals, community groups, government agencies and businesses all helping to shape the plan.

The Community Strategic Plan is accompanied by a Delivery Program and an Operational Plan, and supported by a Resourcing Strategy.

These plans enable Council to plan for the future and deliver projects and programs that achieve the community's goals.



Our Community Strategic Plan is based on the social justice principles determined by the NSW Government.

Equity

There is fairness in decision-making and prioritising and allocation of resources.

Access

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

Participation

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

Rights

Equal rights and opportunities for everyone to participate in community life.

These principles underpin the Community Strategic Plan and everything we do at Council. We are committed to delivering programs, facilities and services that ensure access and equity for all.

Your feedback

Our Community Strategic Plan is based on the feedback we received from our community. We used several methods to gather the information.

Community Satisfaction Survey

Held every four years to check in with the community and see where we are meeting people's needs and where we need to improve. It asks people what services are important to them and what their level of satisfaction is.

Community Consultation

We hold an extensive community consultation every four years to review our Community Strategic Plan and see if our community's priorities have shifted. This tells us what strategies we need to change to meet the evolving needs of local residents. We also ask people for a wishlist of what they would love to see in the future.

What is important to you

- Maintaining sealed and unsealed roads
- Consulting with the community
- Council responsiveness to community needs
- Encouraging new business
- Stormwater management
- Quality of CBD and public spaces
- Encouraging tourism
- Crime prevention
- Overall health of the Wilsons River
- Relationships with Indigenous residents
- Land use planning
- Affordable housing

What you would like to see...

“Clean up and make use of the riverbank.”

“A water or water amusement park in the centre of town.”

“Supporting new businesses that help the community grow rather than creating road blocks for new businesses.”

“Aboriginal culture is a big part of our region and it should continue.”

“I think we could do more to improve Lismore as a place to invest.”

“Encourage shops to open longer hours on weekends.”

“More public transport is a must.”

“It is very important to protect our natural habitat and wildlife.”

“Farming support and growth of sustainable farming practices.”

“More consultation needed early for large developments.”

“Growth - bring in new industry to promote jobs for young and old.”

“Sporting facilities and recreational spaces are great for the community.”

“Our roads are a priority. I think the percentage of poorly maintained roads in our community is too high.”

“Online forums to discuss and debate interests and issues.”

“Closer density of housing, less urban sprawl, balanced by accessible green space.”

“We need to try and attract more night life and music activities.”

“Waste and sustainability educational programs are very important.”

“Open Lismore Lake Pool.”

“Growing opportunities for employment.”

“Make the Lismore Park project happen ASAP.”

“Housing affordability is important; the majority of the wider community can't afford to buy a house.”

Who we are

Lismore is known as the heart of the Northern Rivers.



As a regional city and services hub, Lismore supports a large urban population as well as providing vital services for many outlying villages, hamlets and rural areas.

Lismore is located within rich farmland and is flanked by beautiful beaches and ancient rainforests. It is 45 minutes from the world-famous holiday destination Byron Bay, 30 minutes from the world-famous alternative lifestyle capital Nimbin and a two-and-a-half hour drive from Queensland's capital city, Brisbane.

Lismore is the recognised centre for health, education, retail, entertainment, culture and sport in the Northern Rivers. It continues to strengthen its status as a regional city with

hospital service upgrades, expansion of university facilities and, in the countryside, the growth of many cottage industries that celebrate and export the best of the region's food, art and natural products to the world.

Lismore's population of around 45,000 encompasses a diverse range of colourful people from all walks of life. Lismore is a city where difference is embraced and community is strong.

All of this combines to create a unique Local Government Area with a character that is vibrant and individual. The region is more broadly known as the Rainbow Region in honour of its diversity.

Our community at a glance...

Total population

44,741

Total households

18,548

Urban population

29,080

Average household size

2.43

Rural population

15,661

Average weekly income

\$879

Unemployment

8.2%

Average age

40

Compared to NSW, Lismore has a higher proportion of:

Children and young people aged five to 19 and older people aged 45 to 64

Labourers, community and personal service workers and sales workers

People employed in education, health and food industries

People that travel to work by car

People who speak a language other than English

4.5%

One parent families

21.1%

Single person households

27.5%

Aboriginal and Torres Strait Islander people

4.5%

People born in Australia

86%

Reported needing help in their day-to-day lives due to disability

5.7%

Our challenges

As we strive to achieve our community's vision, we must also address the challenges facing our community, which could test us in the future. Some of these challenges are localised while others are felt regionally or across the state.

Financial

As the provider of programs, services and facilities to the community, our finances determine what we can and cannot provide to residents.

At present, the cost of delivering services is more than the revenue we receive. That's a big problem.

The reality is that costs and community expectations are escalating but our income is not growing at the same pace. Like any household budget, this is not sustainable.

We must find solutions to this as we have made commitments to the State Government via the Fit for the Future reforms and these must be honoured.

Community

Limited public transport

This can have social, environmental and economic impacts. Transport planning is essential for our community in the long-term so people can access the services they need.

Limited housing choice

A lack of housing quantity and quality (i.e. very few 1-2 bedroom houses in Lismore) results in our residents, especially the ageing community, having little choice but to remain in 3-4 bedroom homes or to move elsewhere. Lack of choice also impacts our ability to attract people to live and work in our region.

Changing social structures

As a society we are getting older, family structures and sizes are changing, and our communities are becoming more culturally diverse. Social connection and belonging is important for all people. The way we connect in our communities through public spaces, activities and facilities can help bring people together.

Environmental

Wilson's River and Richmond River water quality

Sediment, nutrient and chemical runoff have a significant impact on our rivers. We need to eliminate this through education and incentives for farmers and industries.

Restoring floodplain health

Drainage and flood mitigation infrastructure to allow agriculture on the floodplain has resulted in a severe degradation of the environment. We need a coordinated approach to restore these sensitive areas to limit fish kills and improve water quality.

Fragmented native forest

Large parts of the LGA only have fragmented remnants of native vegetation. Lack of forest connectivity impacts the viability and dispersal of native species as well as resulting in the erosion of gullies, spread of weeds and poor water quality.

Climate change

We are yet to recognise the full impacts of climate change on the environment and ecosystem-based industries such as farming and fishing. However, it is likely that more severe weather events (flood and fire) and prolonged dry or wet periods will impact on these economies and their infrastructure.

Economic

Retaining regional city status

We must retain key regional institutions in sectors such as education and health as well as promote our city as a place to shop and access services.

New business and investment retention

To remain an attractive place for continued public and private sector investment, we must be proactive and flexible in drawing new businesses and industries to the region.

Services and infrastructure

Lack of resources to maintain community assets

Our revenue levels cannot maintain our current network of roads, footpaths, kerbs, gutters, parks and playgrounds. We have a backlog of maintenance that is not being addressed adequately.

The Integrated Planning and Reporting framework

The Integrated Planning and Reporting framework is how NSW councils plan services and projects within the community.

In simple terms, every four years we ask our community what they want for the future, then develop projects to meet these objectives and budgets to fund them.

The NSW Government requires all NSW councils to do this. Every four years, we review our Community

Strategic Plan (10 years) and develop a new Delivery Program (four years) and Operational Plan (one-year budget).

These documents are accompanied by a Resourcing Strategy (10 years) that is made up of a Long Term Financial Plan, Asset Management Strategy and Workforce Management Plan.

While this is a legislative requirement for all councils, it is also a system of planning that makes sense.



Our plans in a regional context

It is important for us to help achieve the NSW Government's broader objectives for the Northern Rivers, and align our activities with regional plans.

These state plans talk about the need for improved public transport, keeping people healthy, better family

and community services, improved infrastructure, strengthening our local environment and communities, and providing accountable government.

Our Community Strategic Plan reflects all of these priorities along with those voiced by our own community.

How our plans fit together

Community Strategic Plan

- Takes a 10-year outlook.
- Defines community priorities and aspirations.
- Outlines 10-year objectives for Council to work towards to achieve community priorities.



Delivery Program

- Takes a four-year outlook – the length of a council term. A new Delivery Program is adopted by each new council.
- Details specific strategies Council will implement to achieve community priorities.
- Sets timelines to achieve these strategies.



Operational Plan

- A one-year outlook.
- Details specific programs, projects and events Council will undertake to achieve community priorities during a financial year.
- Includes performance indicators to measure success.



Council's role and responsibilities

Lismore City Council provides for the day-to-day needs of the community. In the 21st century, councils are responsible for much more than roads, rates and rubbish – we have a broader mandate to ensure a healthy economy, environment and society as well as providing strong civic leadership.

Council is a service provider, collaborator and advocate. Council's role in delivering the Community Strategic Plan is varied – sometimes we are directly responsible for achieving outcomes and sometimes we need to work with other agencies, organisations and governments to achieve what our community wants.

Service provider

We provide more than 50 direct services for the day-to-day functioning of our community.

Collaborator/partner

We collaborate and partner with other agencies and organisations to achieve good outcomes for the community. We cannot deliver everything ourselves, but we can support others to fulfil the community's goals.

Advocate

We advocate on behalf of the community to state or federal departments for additional services within our community. This often includes areas of health, housing, transport and education.



Council is responsible for the direct delivery of:

- Urban and rural roads
- Public amenities
- Waste collection
- Leisure centres
- Parks and gardens
- Footpaths/cycleways

- Art gallery and libraries
- Traffic and city safety
- Sporting facilities
- Playgrounds
- Water and wastewater services

- Regulation and enforcement
- Stormwater management
- Kerbing and guttering
- Airport management
- Environmental planning and protection

- Town planning
- Crematorium and cemeteries
- Tourism services
- Quarry management
- Community and cultural events

Community aspirations and objectives

In this final segment of the Imagine Lismore Community Strategic Plan, we illustrate the community's aspirations for Lismore.

Using the feedback from our community consultation, we developed five key priority areas:

- An inclusive and healthy community
- A prosperous and vibrant city
- Our natural environment
- Our built environment
- Leadership and governance

We then developed community objectives in each key priority area and a list of strategies to achieve those objectives.

We have also included how we will measure success.



An inclusive and healthy community



“

An inclusive and healthy community is connected to community wellbeing, a healthy lifestyle, social connections and a feeling of belonging and acceptance.

”

A1

Our community is safe, happy and healthy.

A2

We recognise our Aboriginal and Torres Strait Islander community and cultures.

A3

Our sporting facilities and recreational spaces encourage active and passive community participation.

A4

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

A5

Our community has access to essential services.

**An inclusive and
healthy community**

10-year objectives

A1 Our community is safe, happy and healthy.

Strategies:

- A1.1 Support community members to participate in healthy eating and active living.
- A1.2 Provide responsive emergency management and emergency prevention services.
- A1.3 Maintain public health, safety and amenity.

How do we measure success?

- Community satisfaction with the perceptions of safety in the community
- Level of local crime
- Community satisfaction with Council's emergency management

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

Strategies:

- A2.1 Provide opportunities for Aboriginal and Torres Strait Islander people to participate in community events and programs.
- A2.2 Support and promote Aboriginal and Bundjalung art and artists.
- A2.3 Implement actions in the Reconciliation Action Plan.
- A2.4 Conserve items, areas and places of Aboriginal cultural heritage significance.
- A2.5 Ensure workforce planning strategies, human resource practices and all stages of the employment lifecycle reflect Reconciliation Action Plan commitments and responsibilities.

How do we measure success?

- People's level of agreement with the statement "feeling part of the community".
- Community satisfaction with Council's relationship with Indigenous residents.



A3

Our sporting facilities and recreational spaces encourage active and passive community participation.

Strategies:

- A3.1 Provide a major parkland that caters for the local and regional community while providing economic benefits to the CBD.
- A3.2 Provide high-quality open spaces, parks and reserves.
- A3.3 Provide high-quality sporting facilities to meet the diverse needs of the community.
- A3.4 Continued improvement of Lismore's sport and recreation facilities.

How do we measure success?

- Community satisfaction with open and recreational spaces and sporting facilities.
 - Community satisfaction with aquatic centres and pools.
 - Community satisfaction with major sporting facilities.
-

A4

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

Strategies:

- A4.1 Promote positive attitudes and behaviours toward people with disability.
- A4.2 Create liveable communities for all.
- A4.3 Support access to meaningful employment to cater for community diversity.
- A4.4 Improve systems and processes to ensure accessibility for all.

How do we measure success?

- Number of people who agree that the Lismore area is a great place for people like me.
-

A5

Our community has access to essential services.

Strategies:

- A5.1 Provide suitable and well-planned cemeteries, chapel and crematorium services.
- A5.2 Assist in improving regional health facilities and services in Lismore.

How do we measure success?

- Community satisfaction with Council's cemeteries and crematorium facilities.
 - Improved access to high-quality health and medical services.
-



**A prosperous
and vibrant city**

“

A prosperous and vibrant city has a resilient economy with a diversity of business, a thriving cultural and artistic life, and an attractive, welcoming city centre.

”

B1

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

B2

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

B3

Our community has a diverse and thriving arts and cultural life.

B4

Our community is connected and convenient.

A prosperous and vibrant city

10-year objectives

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

Strategies:

- B1.1** Support and encourage a diverse and competitive mix of business and industry.
- B1.2** Promote Lismore city centre through the Lismore Business Promotion Program.

How do we measure success?

- Relative level of socio-economic disadvantage.
- Gross Regional Product and population figures.
- Community satisfaction with Council's City Centre Management Program.
- Community satisfaction with the provision of business facilitation including encouraging new small business and investment.

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

Strategies:

- B2.1** Facilitate ongoing growth opportunities and improvements within the Lismore CBD.
- B2.2** Use placemaking to enhance, activate and manage the CBD, Quadrangle and riverbank precincts.
- B2.3** Facilitate unique events that celebrate our diversity.
- B2.4** Provide socially inclusive, vital and welcoming services that support the education, social and recreational needs of the community.

How do we measure success?

- Community satisfaction with access to public spaces in the urban area and villages.
- Community satisfaction with appearance of public spaces in the urban area and villages.
- Community satisfaction with festivals and events.
- Community satisfaction with libraries and information.

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

Strategies:

- B3.1** Develop a diverse gallery program resonating with wide audiences.
- B3.2** Support the careers of Aboriginal and Bundjalung artists.
- B3.3** Provide a framework for ongoing public art and cultural growth.
- B3.4** Support cultural partnerships and collaborations.

How do we measure success?

- Community satisfaction with arts and cultural activities.
- Community satisfaction with festivals and events.
- Community perception of arts and cultural activities.

B4 Our community is connected and convenient.

Strategies:

- B4.1** Maintain regular passenger transport to Lismore and the region.
- B4.2** Maintain and develop airport and aviation services.
- B4.3** Advocate for regional integrated transport services.
- B4.4** Provide footpaths, cycle ways and pedestrian access that is safe and serviceable.

How do we measure success?

- Percentage of people who travel to work by public transport.
- Community satisfaction with footpaths and bicycle paths.
- Community satisfaction with the convenience of community and public transport.
- Community satisfaction with airport and aviation services.



A vibrant photograph of a tropical forest. In the center, a waterfall flows over large, moss-covered rocks into a calm pool of water. The foreground shows a stream with many smaller, smooth rocks, some covered in moss. The background is filled with dense green foliage, including palm trees and various other tropical plants. The overall scene is peaceful and natural.

Our natural environment

“

We value our natural environment and actively work to protect and enhance our natural assets, use our resources wisely, and grow sustainability.

”

C1

Our waterways and catchments are healthy.

C2

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

C3

We are committed to environmental sustainability.

C4

Our diverse natural environment is protected and enhanced.

Our natural environment

10-year objectives

C1 Our waterways and catchments are healthy.

Strategies:

- C1.1** Enhance riparian vegetation and manage off-stream impacts to improve water quality.
- C1.2** Provide a safe and serviceable stormwater drainage system.

How do we measure success?

- Gross pollutants diverted from river – Wilsons River and Tucki Creek urban catchments.
- Sediment diverted from river – Wilsons River and Tucki Creek urban catchments.

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

Strategies:

- C2.1** Provide effective and efficient waste collection and disposal services.
- C2.2** Maximise resource recovery and minimise waste to landfill.
- C2.3** Provide community education about resource recovery, waste management and recycling.

How do we measure success?

- Overall diversion from landfill.
- Community satisfaction with the provision of waste collection services.

C3 We are committed to environmental sustainability.

Strategies:

- C3.1** Make Council self-sufficient in electricity from renewable sources.
- C3.2** Ensure sustainability principles are understood and applied in Council's business operations.
- C3.3** Build corporate and community sustainability through active partnerships.

How do we measure success?

- Council's carbon footprint.
- Reduction of Council's greenhouse gas emissions.
- Proportion of self-generated electricity.

C4 Our diverse natural environment is protected and enhanced.

Strategies:

- C4.1 Protect and improve biodiversity on public and private land in Lismore's urban and rural landscapes.
- C4.2 Protect and improve Lismore's koala population.
- C4.3 Report on the condition of our environment.

How do we measure success?

- Amount of restored and revegetated native vegetation.
- Amount of restored and revegetated koala habitat.
- Amount of restored riparian area.
- Amount of riparian area excluded from livestock.
- Community satisfaction with the protection of the natural environment.



Our built environment



“

Our built environment creates a liveable community where our basic needs and services are met now and into the future.

”

D1

Our city and village services are well managed and maintained.

D2

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

D3

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

D4

Our community has a diversity of affordable housing options.

Our built environment

10-year objectives

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

Strategies:

- D1.1 Provide a road network that is safe and serviceable.
- D1.2 Plan for infrastructure that meets the needs of the community.
- D1.3 Provide Council buildings that are safe and fit for purpose.
- D1.4 Provide a safe water supply and associated services.
- D1.5 Provide wastewater supply and associated services.
- D1.6 Provide quality road materials and asphalt production.

How do we measure success?

- Community satisfaction with the provision of water and sewage services.
- Community satisfaction with the maintenance of sealed roads.
- Community satisfaction with the maintenance of unsealed roads.

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

Strategies:

- D2.1 Ensure new development enhances the area in which it is located.
- D2.2 Provide development assessments in a timely, customer friendly and sustainable manner.
- D2.3 Ensure new buildings and infrastructure meets relevant standards.

How do we measure success?

- Community satisfaction with the level and type of development.
- Community satisfaction with the processing of development applications.
- Community satisfaction with level and types of compliance services.

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

Strategies:

- D3.1 Ensure land is available and serviced to meet population growth in locations that are accessible, close to services and employment, and suitable for development.
- D3.2 Ensure a diverse range of land use and development opportunities are available.
- D3.3 Protect resources, including prime agricultural land and extractive industries, for future use by the community.
- D3.4 Provide opportunities for community engagement in the preparation of land-use strategies and zone reviews.
- D3.5 Contribute to state and federal government planning and related policy and legislation reviews.

How do we measure success?

- Community satisfaction with land-use planning for population and growth.

D4 Our community has a diversity of affordable housing options.

Strategies:

- D4.1 Plan for a mix of housing needs and facilitate increased supply of affordable housing.

How do we measure success?

- Number of and types of dwelling structures in Lismore LGA comparative to regional NSW.



Leadership and participation



“

We are committed to good governance, empowering our community through engagement, and fostering partnerships to do more with less.

”

E1

We communicate and engage with our community.

E2

We collaborate with other agencies to achieve great outcomes.

E3

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

E4

We provide effective management and responsible governance.

E5

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

Leadership and participation

10-year objectives

E1 We communicate and engage with our community.

Strategies:

- E1.1 Provide effective communication and information delivery, marketing and promotions.
- E1.2 Coordinate and initiate community engagement in Council activities and decision-making.
- E1.3 Engage with rural communities to encourage community involvement, connectedness and cohesion.

How do we measure success?

- Participation in community engagement activities.
- Satisfaction with Council communications.
- Satisfaction with the opportunities to have a say on important issues.

E2 We collaborate with other agencies to achieve great outcomes.

Strategies:

- E2.1 Embrace a partnership approach to achieve community outcomes.
- E2.2 Build capacity of and provide support to community organisations and groups.
- E2.3 Facilitate programs and activities that celebrate young people, older people and multiculturalism.
- E2.4 Develop working relationships with government, non-government, private sector and community-based agencies.
- E2.5 Participate in cultural relationships.
- E2.6 Manage regional services with other councils.

How do we measure success?

- Number of partnering projects completed per year.

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

Strategies:

- E3.1 Manage Council meetings and provide support to Councillors in fulfilling their role.

How do we measure success?

- Number of Council resolutions in closed session verses total number of resolutions.
- Number of Code of Conduct complaints.

E4 We provide effective management and responsible governance.

Strategies:

- E4.1 Ensure the efficient and effective operation of Council.
- E4.2 Provide a central point of contact for the community to interact with Council and access services.
- E4.3 Provide a safe working environment to ensure the health and wellbeing of all Council staff and volunteers.
- E4.4 Improve gender equality in Council's workforce.
- E4.5 Ensure well-managed buildings, land and property assets.
- E4.6 Ensure sound risk management practices.
- E4.7 Ensure well-managed procurement, tendering and contracting services.
- E4.8 Ensure Council's fleet and workshop is well-maintained, managed and fit for purpose.
- E4.9 Ensure the efficient operation of Richmond Tweed Regional Library.

How do we measure success?

- Satisfaction with Council leadership and advocacy.

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

- E5.1 Attract new visitors and provide tourists with information and services to explore the Rainbow Region.
- E5.2 Ensure diverse events catering for a wide audience that deliver social and economic benefits to the community.
- E5.3 Attract private investment and public funding to the city.
- E5.4 Facilitate the ongoing development of the Central Growth Corridor Project.
- E5.5 Support initiatives that grow Lismore City as a regional centre.

How do we measure success?

- Community satisfaction with tourism and major events.
- Community satisfaction with business facilitation including encouraging new small business and investment.





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