



Advancing our region: **Toward 50,000**

Local Strategic Planning Statement

Acknowledgement of Country

We acknowledge the traditional custodians of our Country and recognise their continued connection to the land. We pay our respects to Elders past, present and emerging and the contribution they make to the life of our region.

The Armidale Regional Community pays tribute to their love of land, love of people, and love of culture.



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Mayor's foreword

A very clear vision for the future of our region

When I returned to Armidale in 2012 it was very different to the city I remembered from my high school days at The Armidale School in the 1980's and my time at the University of New England in the early 1990's. This may well have been misplaced nostalgia, however, to me the city and the wider region lacked the vibrancy and character I remembered.

What had not changed was a very real sense among the community that our region could do better. The Armidale region has all the ingredients for success; our economy is unique being anchored by a large regional university to compliment the agricultural sector, the burgeoning protected horticulture and the emerging Renewable Energy Zone; we have national parks on our doorstep that should be anchoring tourism plus there is a robust cultural scene epitomised by the New England Regional Art Museum.

Despite this abundance of opportunity our region has never capitalised on its potential. Our General Manager, James Roncon, often recites a favourite saying of his, "If you don't know where you're going, any old road will get you there." That sums up the story of our

region for the last 20 years. Our road has been one of stagnant population and employment, a hollowed-out city centre, tired looking green spaces that should be the jewel in the crown of our city, towns and villages, a fragile relationship with our university and a failure to attract the right kind of private and government investment. We started down this road because we did not have a clear and united vision of where we wanted our region to go.

When I was elected Mayor on 12 January 2022, I had a very clear vision for the future of our region. At our first Council Meeting on 27 January 2022, along with my fellow councillors it was agreed that one of the most important tasks in this term of Council was to clearly articulate the vision we have for the Armidale region and to have a plan to make that vision a reality. A region with a well narrated vision and competent delivery strategies usually attracts the right type of attention, becoming a candidate to receive government grants and other high-level investments and infrastructure. As a region we can make our own luck by showing government and private sector that we are driving change and are not prepared to leave things to chance.

I proposed to the Council Meeting on 27 January 2022 that we set an aspirational target to grow jobs in our region by **4,000 by 2040** (increasing our regional population by 10,000) and to identify the **region building infrastructure** and **catalyst job growth projects** that will maximise the region's potential. I am pleased to say that my fellow councillors unanimously supported this goal.

In February 2022 we held a planning and jobs growth summit with councillors, senior staff, planners, industry leaders and expert advisors. This summit sharpened councils focus on which engine industries had the potential to drive the growth of our region and underscored the importance of providing long term regional water security as the foundation for our regions aspirational future.



Cr Sam Coupland

With the assistance of our local member Adam Marshall, in June 2022, Council secured funding to raise the wall at Malpas Dam by 6.5m taking our region closer to its current water security needs. In December 2022, Council agreed to purchase Oaky Dam from Essential Energy, allowing us to support a regional population of over 50,000 along with industry expansion. In March 2023 we completed our Controlled Environment Horticulture (CEH) feasibility study which identified two jobs growth precincts in Guyra and Armidale that have the potential to deliver over 3,000 direct and indirect jobs to our region. This demonstrates Council's commitment to making our vision for the future a reality.

A well thought out Local Strategic Planning Statement is the most important opportunity for a region to own its story. *Toward 50,000* articulates clearly what our region can be over the next 20 years and provides a clear road to get us there. Our road for the next 20 years is one of opportunity, securing water, leveraging controlled environmental horticulture and the renewable energy zone to provide opportunities for the current and future generations.

Toward 50,000 will send a message to all other potential partners and collaborators ranging from the public sector, private sector and not for profit sectors who can align behind our vision. Council is supporting this new vision with:



streamlined approval processes



strategic land use and infrastructure planning to jobs and housing precincts



investment in enabling infrastructure in jobs and housing precincts



planning concierge service for job creating development.

We can be followers and go along for the ride while State and Federal Government or the market dictate the future success or otherwise of our region. Or we can shape our own future and tell our own story - this is what we are going to do.

The Armidale region

Boasting spectacular waterfalls, gorges, world-heritage national parks, cool-climate vineyards and a fascinating and diverse cultural heritage

Advancing our region: Toward 50,000

Growing the Armidale region

There has been a trend for regional Local Government Areas (LGAs) to adopt arbitrary population growth targets. A number of regions in NSW with populations of around 60,000 have targets to grow their populations to 100,000 by about 2040. Population targets require a marked expansion in the economic/employment base of those regional economies. Therefore, if there are not jobs to draw people to these LGAs, population targets are meaningless.

In January 2022 the newly elected Armidale Regional Council (ARC) resolved to set an aspirational target to grow jobs in our region by **4,000 by 2040** (increasing our regional population by 10,000) and to identify the **region building infrastructure** and **catalyst job growth projects** that will maximise the region's potential. This clear direction from the newly elected Council has culminated in the preparation of this Local Strategy Planning Statement (LSPS) *Advancing our region: Toward 50,000* (Toward 50,000).

Growing jobs

Industries in regional economies are divided into three key categories; engine industries that bring money into the region (e.g. agriculture) and that drive the local economy, enabling industries that support the engine industries, e.g. transport and logistics, professional services such as veterinary services and population serving industries that support the local population.

Engine industries are those that employ a higher proportion of people in that region compared to other regions. They usually reflect the area's competitive advantages. These engine industries are often a key reason why a town or region exists. Growing engine industries leads to indirect jobs in the enabling industries and then these jobs in turn support jobs in the population-serving industries.

Regional industries that are surviving or thriving are linked to economic endowments, or an area's inherent or created strengths ([A 20-Year Economic Vision for Regional NSW](#)).

Our regions established engine industries, Agriculture and Education, will continue to form part of the inherent strength of our economy. Controlled Environment Horticulture and Renewable Energy engine industries which build on our natural endowments of a temperate climate combined with high solar exposure have the greatest potential to drive the growth of our region over the next 20 years.

Driving growth in our region

-  Controlled Environment Horticulture
-  Renewable Energy
-  Manufacturing

Established



Agriculture

Agriculture is the prime engine industry in most regional areas. It directly accounts for 1,864 jobs or about 15% of jobs in our region. It also supports about 3,500 jobs in enabling industries (about 2:1 ratio to direct jobs). In addition it would support 4,000 jobs in population-serving industries. While UNE is the largest individual employer and also supports a significant number of jobs, UNE would not be located in Armidale but for the economic base provided by agriculture.



Education

Education has been a traditional mainstay of the Armidale city economy. It directly accounts for 2,404 jobs or about 19.5% of jobs in our region. At UNE on campus students have declined from about 3,353 full-time students and 529 part-time students in 1991 to 1,683 in 2019.

There are four private schools with a total senior school population of close to a thousand students based in Armidale and those offering boarding draw about 200 of their students from outside our LGA.

Growth in the future will be largely dependent on growth in the population living in our region and the broader New England and North West.



Controlled Environment Horticulture

High-tech greenhouses with extensive climate control and hydroponic systems enable growers to precisely control a plant's growing environment to increase yields, quality, planting density, growing season and growth rates while also improving resource use efficiency through economies of scale. These advantages have resulted in rapid expansion of Controlled Environment Horticulture (CEH) globally and to a smaller extent in Australia.

Costa Group established the first part of its tomato-growing operation near Guyra in 2005. With about 40 hectares of glasshouses, it is estimated that this production supports about 1,000 jobs, both directly and indirectly in our region. Of these, just over 800 are employed in-house by Costa and another 200 are employed by outside businesses. In addition, it is estimated that induced impacts from the spending of those workers generate up to a further 350 jobs, taking the total number of jobs generated to about 1,350 jobs, or 34 jobs per hectare of glasshouse, in our region.

Red Jewel located east of Armidale, grow strawberry runners for distribution to strawberry growers across Australia and employ up to 110 people across the growing season.

Potential for growth



Renewable Energy

The New England Renewable Energy Zone (REZ) is intended to have a network capacity of eight gigawatts. US studies (e.g., Loomis (2021) and Michaud et al (2020)), estimates there are about 27 jobs per gigawatt. In addition, Loomis indicate about 17 indirect jobs in the region, making a total of about 44 direct and indirect jobs in the operational years. Applied to the New England REZ, assuming 8 gigawatts of renewable capacity, this would translate to about 210 direct jobs, 140 indirect jobs, or 350 jobs in aggregate.



Manufacturing

Our region has a number of success stories in manufacturing such as Uniplan a modular home builder with significant capacity for industry expansion through vertical integration and currently accounting for 215 direct jobs. Manufacturing can play an important part the future of our region offering diversity of employment opportunities and strengthening the position of our local economy.

Delivering region building infrastructure

Towards 50,000 is underpinned by a water security package which includes the already funded raising of the Malpas dam wall by the maximum 6.5 metres (announced June 2022) and the connection of Oaky River dam (purchased from Essential Energy in December 2022) to our water network. This will increase the secure water supply in our region from 2,430 megalitres per annum (MLpa) to about 8,000MLpa allowing expansion of our engine industries to drive the growth of our region and support a population beyond 50,000.

Identifying catalyst job growth projects

Towards 50,000 identifies priority jobs precincts for our current and future engine industries; Controlled Environment Horticulture (CEH), Renewable Energy industries and Manufacturing.

CEH precincts in Guyra and Armidale have the potential to accommodate 125 hectares of new glasshouses generating 3750 direct and indirect jobs. A Renewable Energy Industry precinct in the vicinity of Armidale Regional Airport has the potential to accommodate REZ related secondary industries generating 350 direct and indirect jobs. This jobs growth will support a population of over 40,000, all of whom will have access to a secure and resilient water supply, access to diverse housing connected to abundant public open space.

Liveability is a competitive advantage

Quality of life (QL) is the most sought-after product, feeling or experience individuals are seeking in 2023. A place with acknowledged QL is a place to be and many will try to get to. People and business can choose to live and work almost anywhere in Australia. There can be no more significant path, or task for a council anywhere at this moment, than to shape an even better

place; one which is attractive to new investment and talent which could benefit its community and business post 2023. *Toward 50,000* outlines how we will preserve our unique characteristics and environment and ensure our neighbourhoods are green, clean, walkable and local. The New England Rail Trail will connect the north and south of our region and provide a corridor of opportunity for complimentary tourism ventures. Malpas Dam will become a nationally significant high altitude water sports centre. We will invest in our natural environment and wilderness, our urban heritage, and our arts and produce to make it more accessible to residents and visitors.

Brilliant region

Leveraging digital technology is a contemporary way of effectively addressing our challenges and opportunities. Sustaining the path we are embarking on to attract new jobs and population while maintaining our quality of life and sustainably

managing our environment and climate is a complex task. Over the long-term Council needs consistent and continuous access to deep insights about community life, assets, infrastructure, and our environment. These insights need to be reliable and available on demand as strategic decisions are made. This is where digital technology innovation has a critical role to play. Relevant technologies embedded into the physical environment can generate data and information which gives Council a finger on the pulse of our region and provide an empirical method of monitoring our progress. These insights can be shared with key community stakeholders to enable them to make better decisions, and to support collaboration which creates a vibrant and sustainable region for everyone.

Toward 50,000 provides the building blocks that will set our region up for success.

2023



30,000
people

2043



40,000
people



4,000
new jobs



4,400
additional homes



50,000
people



8,000
new jobs



8,800
additional homes

New England Renewable Energy Zone

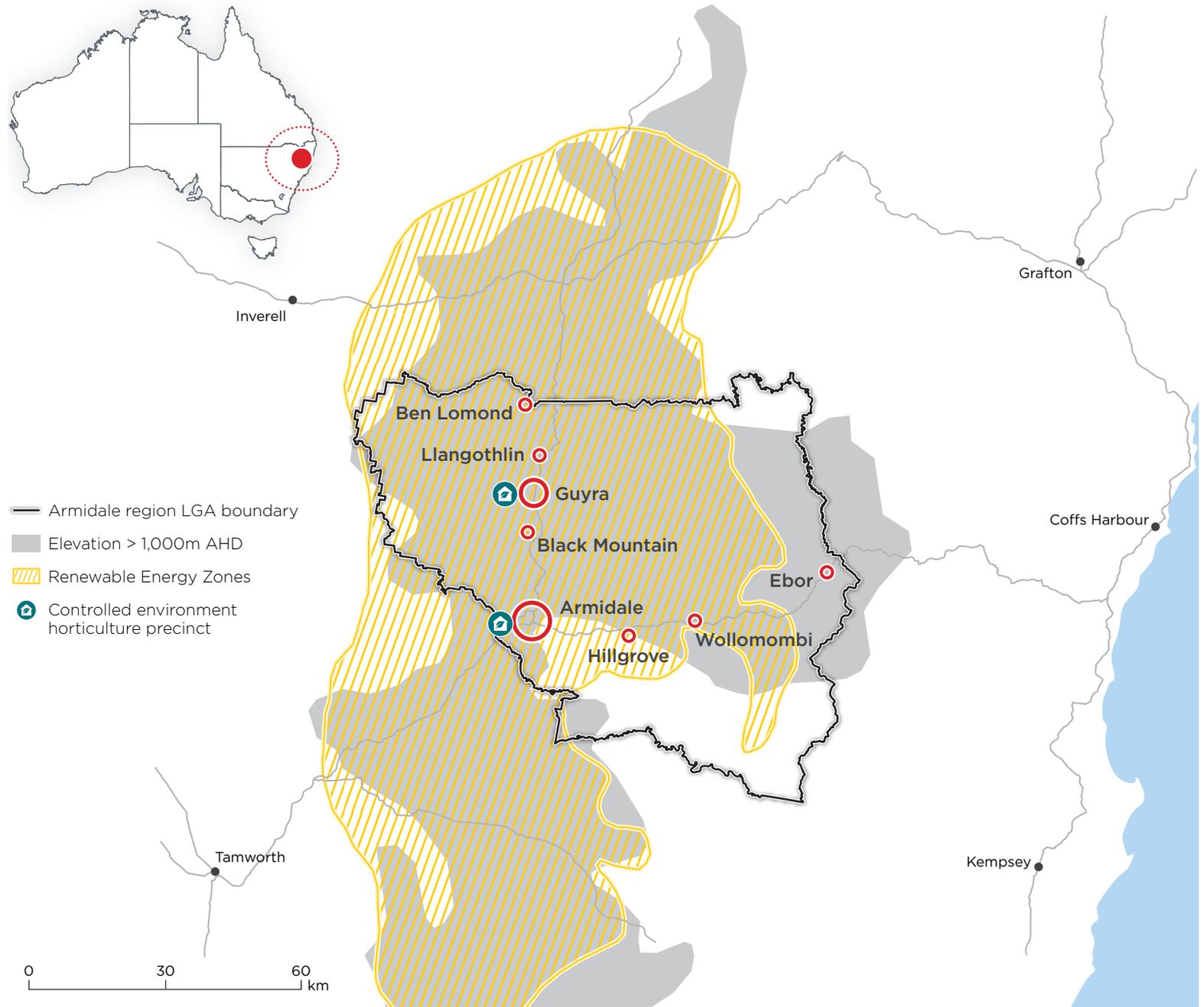
The majority of the Armidale LGA is located in the New England Renewable Energy Zone (REZ) which is intended to have a network capacity of eight gigawatts. The New England REZ is currently the largest in Australia and is the backbone to Australia's low carbon future. Most of the renewable energy facilities developed as part of the New England REZ are expected to be located proximate to the major transmission corridors through our region.

Future renewable energy projects within the New England REZ will co-exist with our rural industries and be required to provide community dividends that support the growth of our region, particularly in recognition of the contribution that our region is making to state and national energy security.

Horticulture Precincts

Armidale's main strengths for controlled environment horticulture are its temperate climate combined with high solar exposure and transport connections across eastern Australia. There is also a supply of suitable land (<1% slope and unfragmented), access to labour, services and utilities (power and water). Leveraging regional strengths and expanding agribusiness and food processing has been identified as an opportunity for economic and population growth in the New England North West.

Figure 1 Regional engine room growth opportunities



Executive summary

This Local Strategic Planning Statement (LSPS) creates the strategic planning vision for the future of the Armidale Regional Council local government area.

The LSPS builds on the community's aspirations expressed in the [Advancing Our Region Community Plan 2022-2032](#). It also delivers on the NSW Government's [New England North West Regional Plan 2041](#) (the Regional Plan), as well as other Council and NSW Government planning priorities for the Armidale region.

Most importantly, this LSPS focuses on **attracting 4,000 new jobs by 2043** to our region. By way of background, our population has been stagnant for the last 20 years with a 0.2% annual growth rate. Our once bustling city centre is tired and requires new life and vibrancy. Like many other Australian towns and cities, we are also faced with an aging population which we must support with care, while supporting the growth of younger families. Our aspiration is to progress into the future proactively and positively.

In reaching our job ambitions, this LSPS takes a holistic approach in balancing and enhancing our economic, social and environmental values and opportunities. In particular, these new jobs will attract **an additional 10,000 new residents to our region by 2043** (and 20,000 new residents beyond 2043). Housing supply and community services to support our growing and diverse community will be paramount. Planning for this growth in advance means that we can strategically focus on protecting and conserving our valuable rural, lifestyle and biodiversity qualities at the same time.

This LSPS is supported by three Vision Objectives and their associated Planning Priorities. Each Planning Priority is complemented by a suite of actions and implementation tasks, timeframes and responsibilities to support Council, the government, our local businesses and our community more broadly to achieve our ambitious aspirations.





Advancing
our region:
Toward 50,000

Aerial of the Big Chill, courtesy of Ben Abbott

Vision

With our stunning natural beauty and leading education and agriculture sectors, we are an amazing place to live, work and visit. We are proud of our rich cultural and Indigenous heritage which together with our classic European architecture and commitment to creative and performing arts, frames the sophisticated character of our city and towns.



As we grow to a population of 40,000 over the next 20 years and beyond, the Armidale region is connected to the world through 4,000 new jobs of the future and our strong sense of community and social responsibility. We are leaders of Australia's low carbon future, and our re-enlivened businesses and industries are the engine room of the New England.

We have grown our commitment to sustainable controlled environment horticulture with the largest and most significant precinct in Australia. Located 980m AHD and above 1300m AHD, our Horticulture Precincts in Armidale and Guyra will be serving the dining tables of Australia and abroad as a result of its ideal climate, excellent year-round solar exposure and water security.

Our growing community will be housed in 4,400 new homes designed to meet the needs of our diverse community. Our residents love living in Armidale, Guyra and surrounding villages because they offer a wide range of lifestyle options for all members of the community and are connected to abundant public open space.

Our Armidale city centre is the beating heart of our region hugging the green spine of the Dumaresq Creek parklands and our tree lined avenues which are celebrated during our seasonal festivals. Beardy Street Mall has remerged as a vibrant activity centre for education, housing, business and leisure.

With more than 95% of our region protected for farming and the environment, we are a premier sub-alpine destination for wilderness experiences, adventure sport, rural farm stays, eco-resorts and lodges. Our community and visitors are connected and in awe of our pristine natural environments including our world heritage Gondwana Rainforests.

Our region has prospered through our commitment to a diverse economy and high quality of life, and where everyone is welcome. We are a unique blend of natural beauty, cultural richness and community spirit.

→ Advancing our region: Toward 50,000

40,000 by 2043



4,000
new jobs



4,400
additional homes



Big Chill, courtesy of Mike Terry

Vision objectives

1



Prosperity and growth

The region has a prosperous future and diverse economy that supports the creation of around 4,000 new jobs over the next 20 years. Our sustainable regional economy and local businesses will be connected to the world through our advancements in global horticulture, education, innovation and tourism.



A.1 Our airport

A.2 Our employment land

A.3 Our agriculture and horticulture

A.4 Our vibrant city

A.5 Our water security

A.6 Our tourism

2



Community and place

Armidale, Guyra and our villages are vibrant places with strong local heritage and a proud first nation's history. Our diverse community welcomes new residents and visitors alike to join and celebrate our rich cultural and built environments. Our city centre has re-emerged as a place of celebration and success for businesses and the community.



B.1 Our homes

B.2 Our education, research and innovation

B.3 Our indigenous history

B.4 Our architecture and heritage

B.5 Our local artisans and producers

B.6 Our green space

3



Nature and resilience

The region's unique and globally recognised world heritage natural areas, and extensive areas of open space are a destination of choice for adventurers and visitors to Australia's highest city. Our region has provided the foundation for Australia's low carbon future promoting sustainable practices in all aspects of city life.



C.1 Our air quality

C.2 Our biodiversity and national parks

C.3 Our resilience to natural hazards and climate change

C.4 Our renewable energy

C.5 Our sustainable region



About the plan

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Looking towards Mount Duval and Guyra Plateau



Administrative

This Local Strategic Planning Statement (LSPS) has been prepared in accordance with section 3.9 of the Environmental Planning and Assessment Act 1979 (the EP&A Act) and will be used by Armidale Regional Council in land use planning decision making.

This LSPS replaces the Armidale Regional Local Strategic Planning Statement that was adopted by Council in October 2020.

Purpose of this Local Strategic Planning Statement

The LSPS creates the strategic land use planning vision for the future of the region. It provides a framework for future land use planning decisions and the management of growth in our region based on our economic, social and environmental needs as our community grows towards a population of 40,000 which we expect around 2043. It demonstrates an understanding of the changes that will shape Armidale region's future, so that Council and the community can create a shared future that we can all embrace.

This plan builds on the community's aspirations expressed in the [Advancing Our Region Community Plan 2022-2032](#). It also delivers on the NSW Government's [New England North West Regional Plan 2041](#) (the Regional Plan), as well as other Council and NSW Government planning priorities for the region.

The LSPS sets clear priorities for the jobs, homes, services and community infrastructure that the region will require as our community grows.

This document also outlines the work that will need to be undertaken over the coming years to deliver on our vision.

Project methodology

The LSPS has been developed subsequent to Council's Community Plan 2022-2032 and in parallel with Council's Local Housing Strategy.

The methodology used to develop the LSPS follows the process outlined by the Department of Planning, Housing and Infrastructure's (DPHI's) Local Strategic Planning Statement Guidelines. The LSPS will provide a significant foundation and holistic strategy for the future of the region.

The LSPS also links the Regional Plan to our Community Plan and provides a bridge between state, regional and local planning. Unashamedly though, the LSPS seeks to grow the aspirations of our community consistent with our Community Plan. The LSPS methodology derived from DPHI's Guidelines is illustrated in Figure 2.

The purpose of this plan is to:



1 **Provide a vision** for how future growth and change will be managed



2 **Implement** the New England North West Regional Plan 2041



3 **Identify the values** of our region to be enhanced and protected



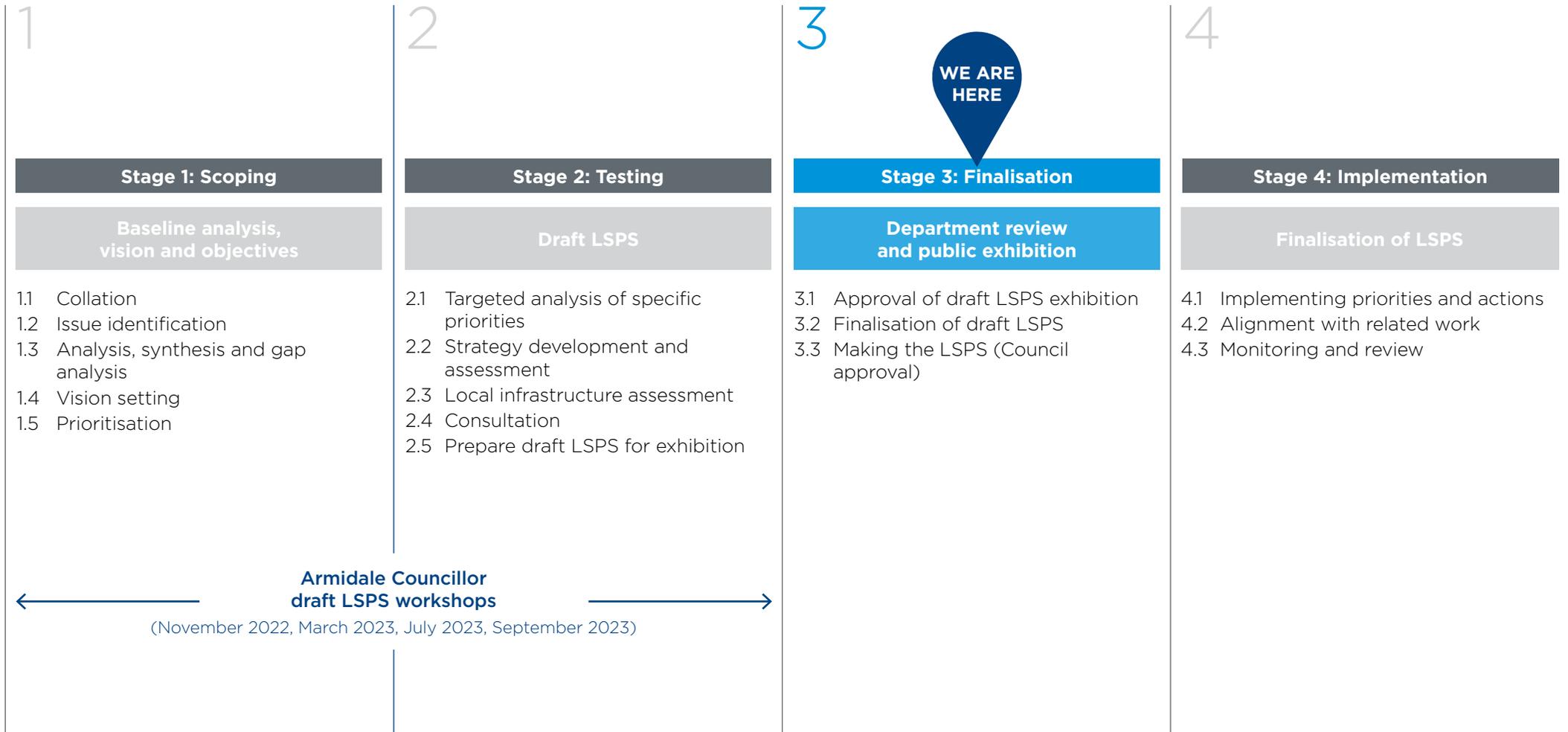
4 **Support and grow** our jobs of the future



5 **Recognise, support and celebrate** our unique New England Highland identity



Figure 2 Project methodology (based on DPHI LSPS Guidelines)





How to read this Local Strategic Planning Statement

The LSPS has been structured to answer four key strategic questions (refer to Figure 3).

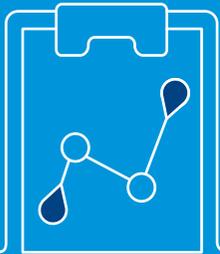
- Where are we now?
- Where do we want to be?
- What are the gaps?
- How do we get there?

Figure 3 outlines which sections of this document answer these key questions, noting that this LSPS and subordinate strategies (like the Local Housing Strategy) provide the delivery frameworks for our vision.

Figure 3 Structure of this Local Strategic Planning Statement under four strategic questions



Armidale Creeklands



Strategic context and planning policy

1.0

- 1.1 Our region
- 1.2 Our city
- 1.3 Guyra and our villages
- 1.4 Our growth and prosperity
- 1.5 Our opportunities and challenges
- 1.6 Our community
- 1.7 Planning policy overview
- 1.8 Armidale region's Local Strategic Planning Vision

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Rowlands Road





1.1 Our region

The Armidale region (the region) is located in the Northern Tablelands of NSW and covers an area of 7,807km². It is situated approximately halfway between Sydney and Brisbane on the New England Highway and is the only sub-alpine community of scale (above 1,000m AHD) in Australia. This is important because we have Australia's best climate and excellent year-round solar exposure for our major controlled environment horticultural industries.

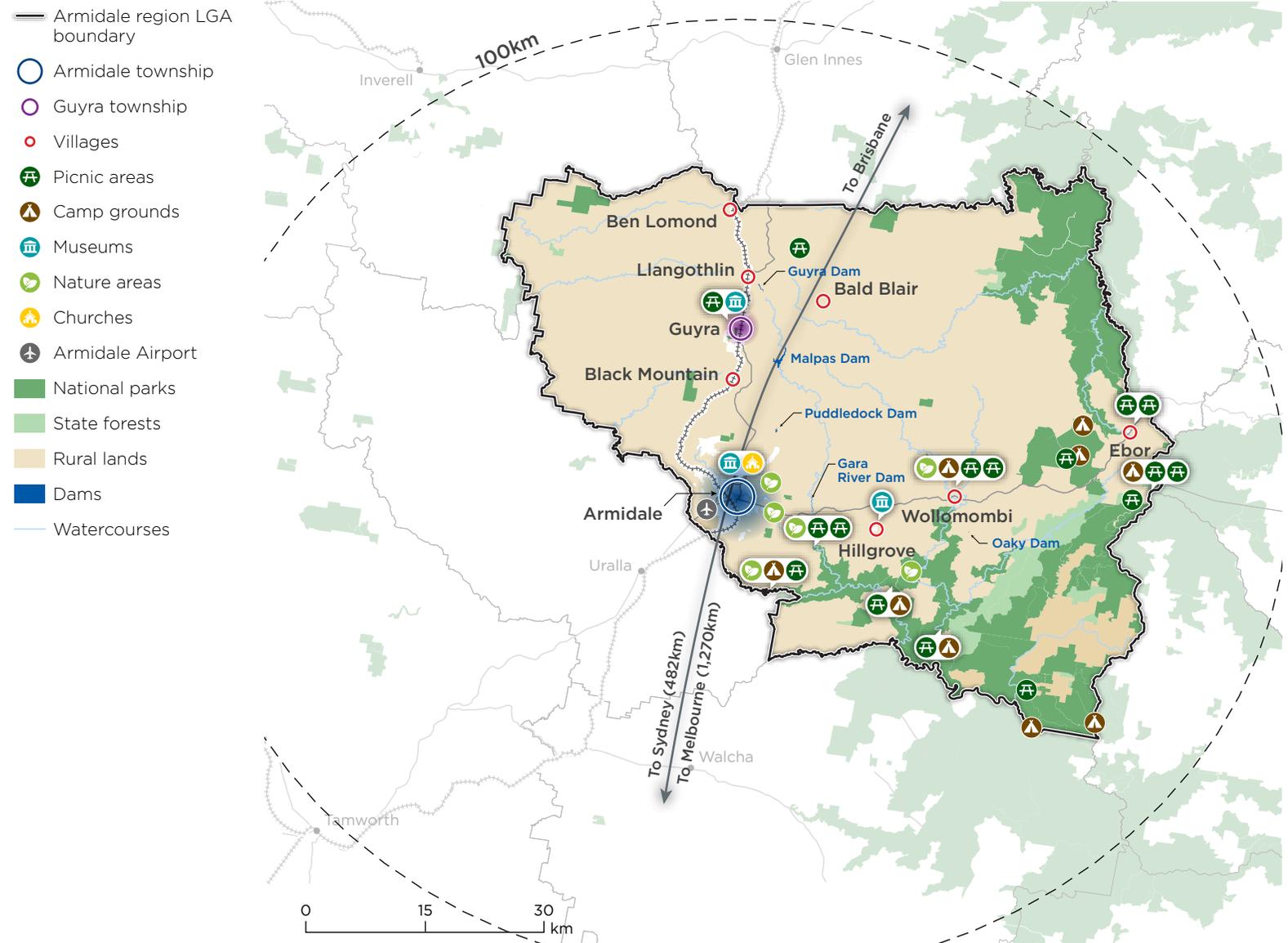
Our region includes the Armidale city, Guyra township and a network of villages including Ben Lomond, Black Mountain, Ebor, Hillgrove and Wollomombi.

The region is predominantly rural with highly productive agriculture land, used largely for sheep and cattle grazing, supported by fruit growing and viticulture. Approximately 84% of the Armidale region is used for primary production purposes.

The Armidale region is also well known for its natural beauty and extensive National Parks, State Forests and nature reserves including world heritage Gondwana rainforests.

The area is home to a wide range of sub-alpine adventure and tourism offerings that cater for all members of the community, including mountain biking, fishing, hiking and more.

Figure 4 Armidale region strategic context





1.2 Our city

Armidale city prides itself as the regional centre for the New England tablelands.

Our city is a tapestry of classic European architecture and mature tree-lined avenues which define our character and identity.

Tourists and residents alike experience a 'living museum' where they can comfortably walk the streets of our town and admire our old world charm which meets with modern convenience and amenity.

The city centre and the Dumaresq Creek Parklands are the beating heart of our city – connecting the areas where we live, work and play. As our region grows, our city centre will create unique, diverse and promising opportunities for the future, without losing the character and sophistication of traditional Armidale.

Our city showcases cafes and restaurants which offer a variety of locally produced food and beverages, including farm to plate. When visitors arrive, and residents return, everyone feels welcome and at home.



Jesse Street



1.3 Guyra and our villages

Guyra and our villages will also play an important role in sustaining housing supply and contributing to our vibrant rural and village lifestyles. While we intend to maintain the existing residential footprints of these areas, reduced minimum lot size provisions will support natural incremental growth, as and when needed, focused around the township or village centre. Guyra, in particular, will play a key role in providing housing for our growing horticulture industry in this area. Our intention is for Guyra and our villages to be self sustainable on one hand and maintain strong connections back to Armidale on the other hand to support the diverse needs of our residents and local businesses.

Guyra

The charming country town of Guyra is located 1330m above sea level on the Northern Tablelands of the Great Dividing Range. Home of the Lamb and Potato Festival, pristine streams and protected wetlands, Guyra is a one-stop location for outdoor adventure and nature activities, as well as a heritage lined main street.

There's a range of places to stay, from pretty campsites, caravan parks and riverside cabins to comfy motels, bed and breakfasts and farmstays.

The surrounding farmlands are renowned for producing some of

Australia's finest beef and lamb, along with premium potatoes and vine-ripened glasshouse tomatoes. There are plenty of cafes, restaurants and country pubs where you can sample local produce.

Wollomombi

Wollomombi is a unique little village with a rich history located between the Wollomombi and Chandler rivers. Whilst the village has changed from a flourishing settlement to serve the needs of the district to a quiet residential village, The Wollomombi Store is the perfect base to set up camp, to explore the magnificent Wollomombi Gorge located a short five minute drive away.

The Wollomombi Gorge (a World Heritage Area), the deepest in NSW, contains two waterfalls – the Wollomombi Falls of 220 m (highest in NSW) and the nearby Chandler Falls. The name Wollomombi, and its various spellings, is derived from the Aboriginal words for meeting of the waters.

Ebor

Ebor is a picturesque village located midway between Armidale and the Coffs Coast surrounded by areas of spectacular beauty. Located five minutes' drive from the village, Ebor Falls offers spectacular waterfall views, scenic lookouts and a picnic area. Easily one of the most beautiful waterfalls in Australia, Ebor Falls cascade over 100

metres down tiered columns of graphite coloured rock, with spectacular views down the Guy Fawkes River National Park. The Gumbaynggirr people traditionally called Ebor Falls 'Martiam', which means 'the great falls'. Ebor provides the perfect base to explore the New England and Cathedral Rock National Parks.

Black Mountain

Black Mountain is a small village located just on the western side of the Great Dividing Range at an elevation of 1300m above sea level. It is surrounded by lush rolling countryside which supports a thriving agricultural community.

The village has a small population of residents but has grown in the past years with recent subdivisions taking place around the village centre.

The village boasts a small community recreation ground with tennis courts, a small primary school, a Baptist Church, a cemetery and a former railway station complex, including the station and platform and the former gatekeepers cottage. All of these sites are heritage listed and represent the history of the development of Black Mountain.

The former railway station is now a museum and is the base for a heritage walk around the village where visitors can learn about the history and development of this unique little community.

Hillgrove

Hillgrove was established in 1884 and grew rapidly during the 1880s and 1890s due to expanded mining activities after rail transport from Sydney to Armidale enabled heavy machinery to be brought to the district. Hillgrove, east of Armidale sits on the edge of the regions famous gorge country, with the edge of the town situated on the edge of the Metz gorge. At its peak in about 1898, Hillgrove boasted six hotels, four churches, two schools, several banks, a School of Arts, a hospital, a stock exchange, a courthouse, a police station and a cordial factory. By the 1920s, most of the village's buildings were dismantled and relocated to Armidale and other centres. As such, Hillgrove is a fascinating "town" with lots of signs that hint at a more prosperous time.

Ben Lomond

Ben Lomond, sits half way between Guyra and Glen Innes in the northern area of our Region. Known for its snow falls in winter and magnificent scenery, Ben Lomond is surrounded by pastures and rolling hills that produce some of the best beef cattle and lambs in the region.

Heritage at heights, Ben Lomond has the highest railway station in the southern hemisphere with the heritage listed Ben Lomond railway station at 1,363m.



1.4 Our growth and prosperity

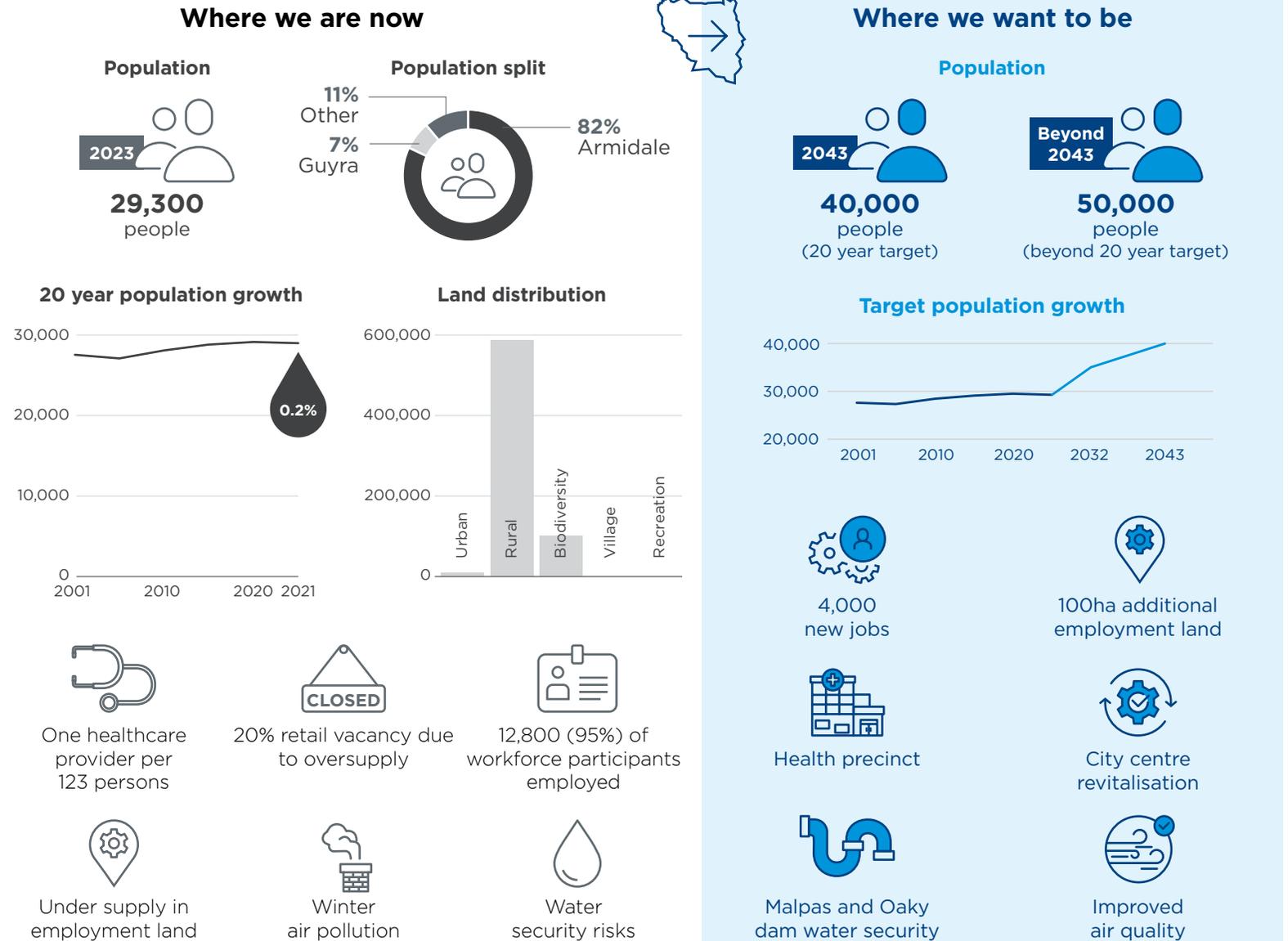
In 2021, the region had a population of 29,300 people. From 2001-2021 the region experienced marginal growth of 1,426 people. The DPHI population projections, forecast continued marginal growth with an increase of 2,000 people and 1,000 jobs by 2041.

In contrast, council has adopted an ambitious economic growth target, in line with the community sentiment for growth, highlighted in the Community Plan.

Councils growth target is to attract 4,000 new jobs, (2,225 direct and 1,525 indirect) generated by horticulture precincts in Guyra and Armidale, as well as building on existing industries, of education, health, arts and agriculture. This number of jobs will increase the population by 10,000.

Advancing our Region: Toward 50,000, takes a proactive approach to planning for the long term. Whilst it'll take more than 20 years to reach this target, planning for the long term will allow us to properly consider what's valuable.

Figure 5 Future growth





1.5 Our opportunities and challenges

Our region is blessed with opportunities.

We offer an amazing rural, inner-urban and outdoor lifestyle for our residents with 86% of our houses being within 400m of public open space in the form of parks and sports fields, while 95% of our local government area supports rural production and biodiversity purposes.

Our climate and altitude are the best in Australia to support an expansion of controlled environment horticulture, and our airport is well located to be an emergency response and resilience hub for northern NSW. Our deep university roots set the foundation for facilitating new innovation and technology in our region, and beyond.

We are rich in cultural heritage and diversity. Our natural environment and rural landscapes offer an un-tapped, premier destination for adventure tourism and eco-tourism.

As the government embarks on its renewable energy program, we are at the heart of Australia's largest renewable energy zone. While this will support new, green energy related industries and investment, it will also place pressure on our farms and will need to delicately co-exist with our prime agricultural land.

It will also place pressure on our housing during the construction phases of these large scale projects. This has already been seen with numerous projects placing demand on our rental housing stock and on our hotels and motels which have hosted workers at the detriment of our ability to host tourists and large scale events.

Our population has been stagnant for the last 20 years with a 0.2% annual growth rate. Our once bustling city centre is tired and requires new life and vibrancy. Like many other Australian towns and cities, we are also faced with an aging population which we must support with care, whilst supporting the growth of younger families. Since 2018 we have also welcomed a significant number of refugees into our community, diversifying our community and also requiring appropriate services to support their resettlement and new life in Australia.

It is these opportunities and challenges which have shaped our Vision and our aspirations moving forward. As we strive towards meeting our economic and jobs growth target, we will be faced with other challenges – but our plan seeks to address these with the support of the state and commonwealth governments; in recognition of the support that our community is making to the achievement of Australia's future green energy requirements and low carbon future.

At the forefront of our future challenges is water security and maintaining our quality of life. We will also need to consider the locations for new housing and employment, and to mitigate unplanned urban sprawl.

Our community has requested improved shopping, employment and business opportunities within our region. Revitalising our city centre to re-establish a functioning high street will not only be good for investment and commerce, but also for our cultural, art and community activities.

Ensuring our long-standing aged community members have the ability to age in place with dignity is in keeping with our values.



Since 2018 we have also welcomed a significant number of refugees into our community, diversifying our community and also requiring appropriate services to support their resettlement and new life in Australia.



1.6 Our community

Our region had 12,950 dwellings in 2021 with an average household size of 2.26 people. Armidale city caters for most of our homes (82%), while Guyra provides 7% and our villages/rural areas provide 11% of our housing.

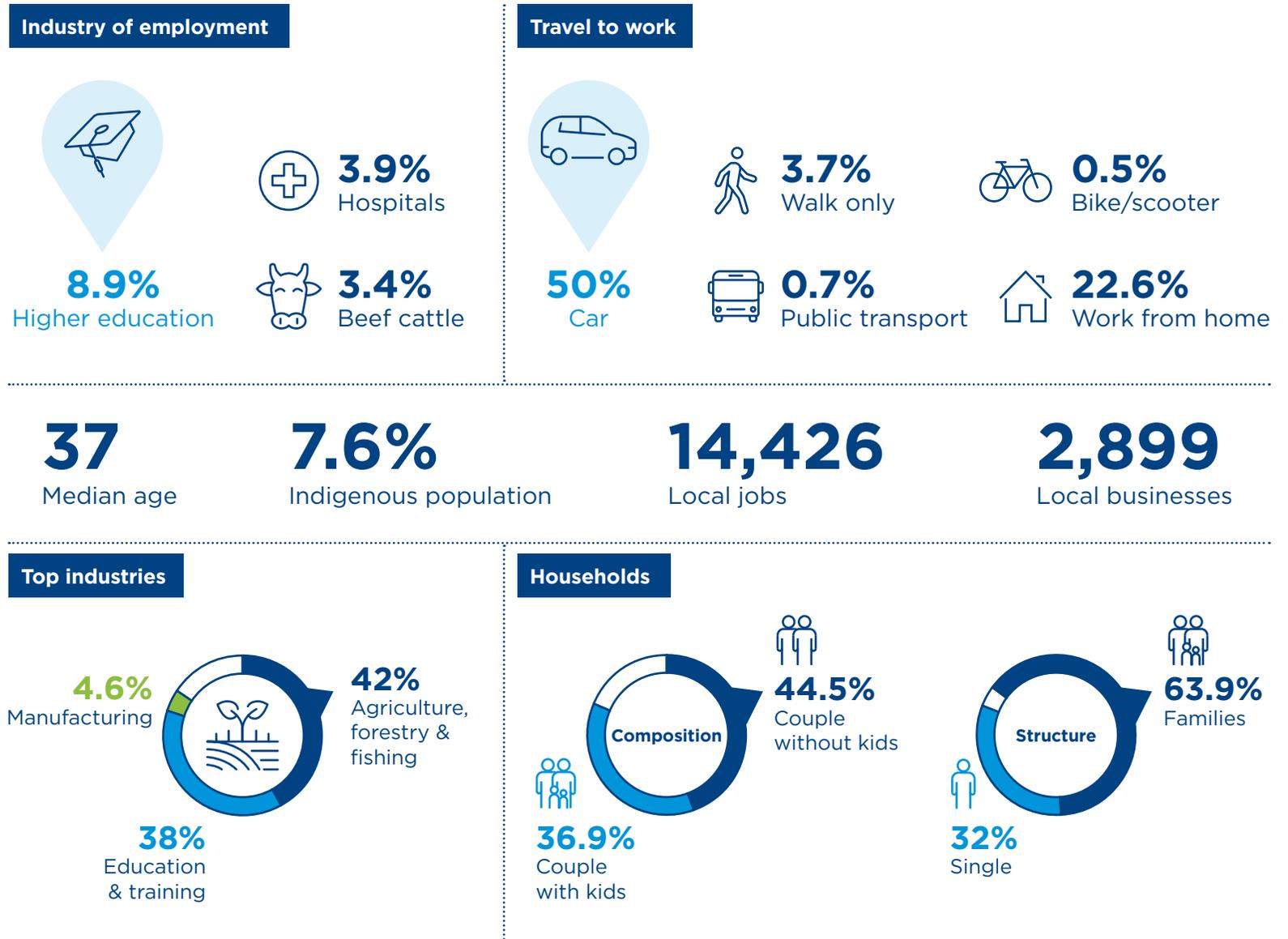
Most of our housing is in the form of detached dwellings (83%), while only 1% of our dwellings were apartments (and only in Armidale city).

To facilitate our 2043 jobs growth target, we will need to provide an additional 4,400 dwellings to house our new residents and their families. When taking a longer-term approach – our *Toward 50,000* horizon will require a further 8,800 dwellings.

Our housing targets are intended to be accommodated through a range of measures including reduced lot sizes in our existing residential zoned areas, and an additional 179ha of non-residential zoned land being converted for residential purposes.

As Armidale city grows, we see infill housing playing an important long-term role in meeting our *Toward 50,000* planning horizon, acknowledging that market conditions and feasibility may not enable significant infill housing in the short to medium term. In reducing minimum lot sizes, we can maintain our rural lifestyle and landscape, provide infrastructure efficiently and reduce the need for unnecessary urban sprawl.

Figure 6 Community snapshot





1.7 Planning policy overview

1.7.1 Global trends

Over time, the global environment in NSW and the New England region has radically changed. A confluence of global megatrends has, and continues to, prompt structural shifts in many industries with a heightened scrutiny around the climate and resource efficiency. Coupled with an increasing change in our demographic profiles and an increasing demand for healthcare, our communities are in the midst of transformation.

At the same time, Australia's long-term obsession with urbanisation, particularly to our major cities reversed during the recent COVID-19 pandemic with a shift in migration patterns between capital cities and regional areas across Australia. While our region has been largely dormant in terms of growth over the last 20 years or so, this disruption, and the associated disruptions to globalisation during the same period has raised the possibility of longer-term shifts which will benefit regional areas, particularly in locations with excellent services, amenity, lifestyle, education, jobs and housing affordability, such as the Armidale region.

Advances in technology have also meant that jobs which would otherwise have been the domain of capital cities, can be filled anywhere. The future of work has arrived faster,

and the amplification of changes associated with the 'new norm' present opportunities for improved lifestyle, work-life balance without the confines of major metropolitan centres.

With the increased volatility around a changing climate, agriculture in Australia is already being impacted. Agribusinesses into the future will have to adapt to extreme weather events, less predictable seasons, and hotter, drier conditions. As climate impacts worsen, further changes in farming practices, including locational decisions will be imperative to manage Australia's food security needs. Further, given the exponential advances in digital technology, automation and food genetics, food production systems and supply chains will need to be more agile and interconnected.

Collectively, the Armidale region and the broader New England are well positioned to not only be the leading renewable engine of Australia, but also to ensure that our future agribusiness and food systems can be more resilient to climate shocks. Embracing technological change, and a commitment to the environment and sustainability, Armidale region provides a destination of choice for a growing number of residents both returning and new, and a new wave of agricultural jobs of the 21st century in our dedicated major controlled environment horticultural precincts in Armidale and Guyra.



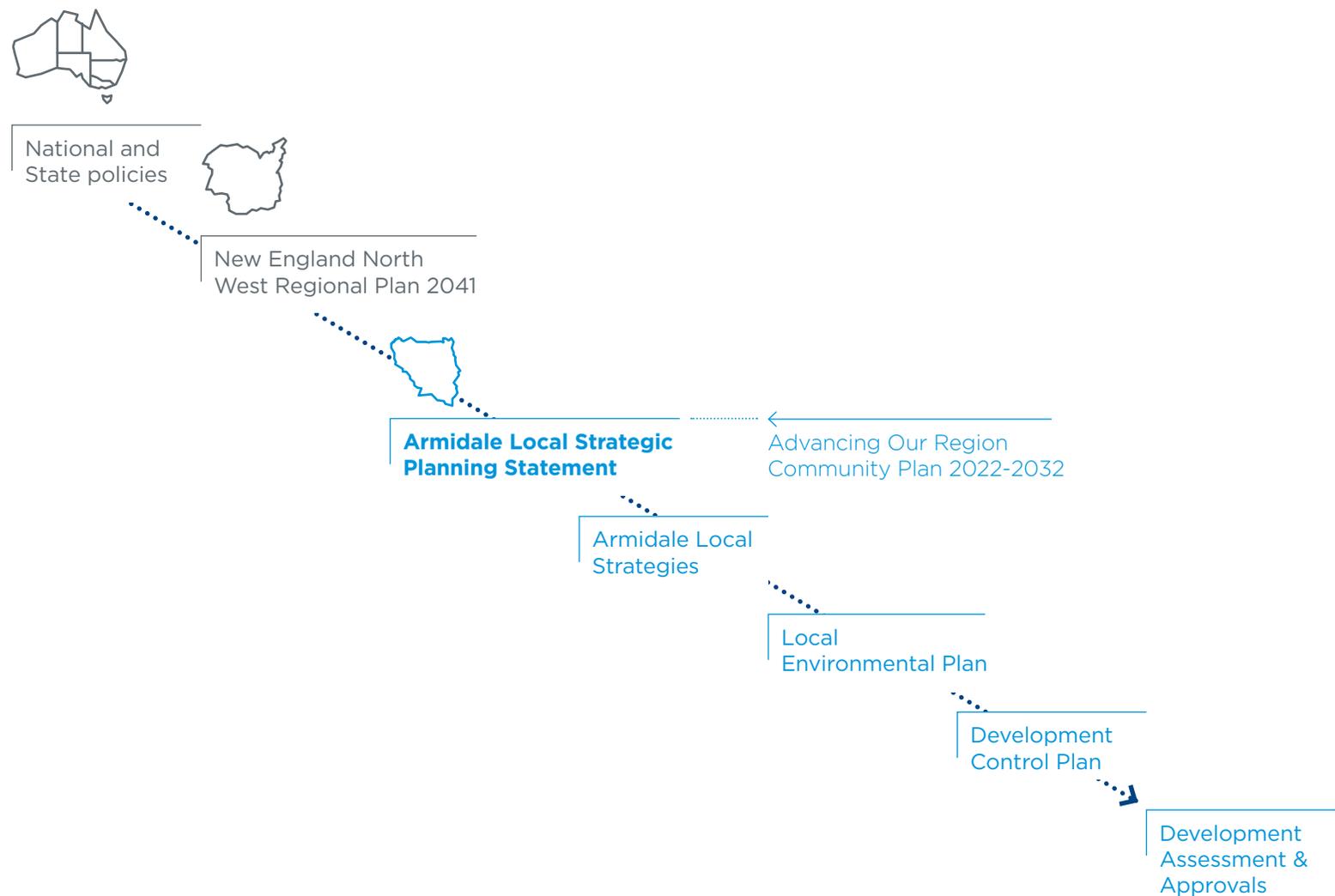


1.7.2 Planning Policy Alignment

The Local Strategic Planning Statement has been developed to align with Council's Community Plan 2022-2032, as well as the New England North West Regional Plan 2041 and the United Nation's Sustainable Development Goals.

The Local Strategic Planning Statement also sets out the overarching planning priorities and actions which will inform the development of topic specific strategies (such as the Local Housing Strategy), amendments to the Armidale Regional Local Environmental Plan 2012 and Development Control Plan as well as development assessment decisions. Figure 7 sets out how the Local Strategic Planning Statement aligns these cascading local planning instruments, as well as with broader NSW government plans and Council's Community Plan 2022-2032.

Figure 7 Planning policy alignment

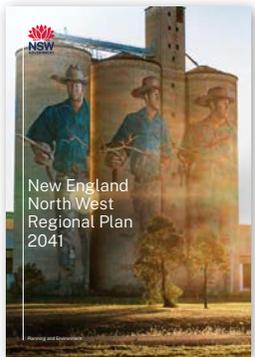




1.7.3 New England North West Regional Plan 2041

This LSPS has been developed in alignment to the New England North West Regional Plan 2041, ensuring a clear line of sight between regional planning and local delivery.

In particular, this LSPS builds on, and supports the aspirations of the Regional Plan through:



Growth, change and opportunity

Objective 1 Coordinate land use planning for future growth, community need and regional economic development

Productive and innovative

- Objective 2** Protect the viability and integrity of rural land
- Objective 3** Expand agribusiness and food processing sectors
- Objective 4** Responsibly manage mineral resources
- Objective 5** Enhance the diversity and strength of Central Business Districts and town centres
- Objective 6** Coordinate the supply of well-located employment land
- Objective 7** Support a diverse visitor economy

Sustainable and resilient

- Objective 8** Adapt to climate change and natural hazards and increase climate resilience
- Objective 9** Lead renewable energy technology and investment
- Objective 10** Support a circular economy
- Objective 11** Sustainably manage and conserve water resources
- Objective 12** Protect regional biodiversity and areas of High Environmental Value

Housing and place

- Objective 13** Provide well located housing options to meet demand
- Objective 14** Provide more affordable and low cost housing
- Objective 15** Understand, respect and integrate Aboriginal culture and heritage
- Objective 16** Support the aspirations of Aboriginal people and communities in local planning
- Objective 17** Celebrate local character
- Objective 18** Public spaces and green infrastructure support
- Objective 19** Connected, inclusive and healthy communities

Connected and accessible

- Objective 20** Leverage new and upgraded infrastructure
- Objective 21** Improve state and regional freight connectivity
- Objective 22** Improve active and public transport networks
- Objective 23** Utilise emerging transport technology



Council's priorities as set in the Regional Plan for the LGA are:

1

Deliver a variety of housing options

in Armidale and promote development that contributes to the unique character of Ben Lomond, Black Mountain, Guyra, Ebor, Hillgrove, Llangothlin and Wollomombi

2

Foster the growth of knowledge-based services

high-order education services and health-related industries in Armidale CBD and around the Armidale Rural Referral Hospital and University of New England

3

Armidale Regional Airport as an opportunity for year-round tourism and a hub for state emergency services

4

Upgrade the airport to ensure full functionality for the RFS feet

5

Support the development of employment lands such as the Airport Business Park and Acacia Park

6

Using NBN fibre to the premises to grow businesses

7

Support the sustainable and effective management of water resources to enable drought-proofing

8

Encourage diversification in agriculture, horticulture and agribusiness to grow these sectors and harness domestic and international opportunities

9

Support the New England Regional Arts Museum and other arts organisations to position the LGA as a recognised arts and cultural centre in regional Australia

10

Implement place-based planning principles to build more liveable communities for residents

11

Leverage the REZ and to identify and promote wind, solar and other renewable energy production opportunities

12

Acknowledge and support new and emerging opportunities presented in the nationally significant glasshouse industry which will continue to grow and evolve in our region.



The LSPS also considers the four key settlement planning principles under the New England North West Regional Plan 2041, being:

Key settlement pattern principle

How the LSPS addresses the principal

- | | | |
|---|---|--|
| 1 | Identify growth needs and opportunities | <p>→ The LSPS reflects the aspirational planned growth scenario adopted by Council in 2022. This resolution sets a target of 4,000 jobs to be created over the next 20 years which would lead to a population growth of 10,000 people, taking the population of the LGA towards 40,000 people.</p> <p>Opportunities for growing jobs have been identified through industries that are now establishing themselves in our region, including controlled environment horticulture and renewable energy and manufacturing.</p> <p>Growing jobs and attracting new industries brings opportunities for the Armidale region to bolster its infrastructure and quality of life. Ensuring the growth of the region reflects the already high quality of life is an important element that is embedded throughout the LSPS.</p> |
| 2 | Identify and direct suitable land for planned growth | <p>→ With population over the next 20 years rising by 10,000 people, demand for housing is projected to rise by about 4,400 dwellings.</p> <p>This LSPS identifies suitable greenfield areas and in-fill potential within existing largely established areas. Around 4,400 dwellings will need to be accommodated within Armidale and Guyra via a mixture of greenfield and infill development in Armidale, and predominantly in-fill in Guyra and the villages.</p> |
| 3 | Determine the required structure for development | <p>→ The LSPS has investigated how the required greenfield growth areas may be serviced. At the forefront of our strategy is ensuring that development is located adjacent to existing developed areas to ensure that integration opportunities are fully realised.</p> <p>Walking and cyclability has been carefully considered and has been conceptually designed into growth areas so that active linkages will be unlocked through new development. Furthermore, proximity to open space has been identified as a key component of any new development so that all dwellings are located within 400m of any public open space.</p> |
| 4 | Encourage locally responsive, sustainable design | <p>→ The growth areas have been informed by detailed investigation of the local features within and around existing developed areas. Our initial investigation areas have avoided constrained areas and where growth or infill areas have been identified the character of the area has been used to inform the future development pattern and streetscape appeal. This includes where infill development will occur within established character areas of Armidale, Guyra and our Villages. Where heritage buildings and tree lined streets have been established these characteristics will be enhanced with any new development.</p> |



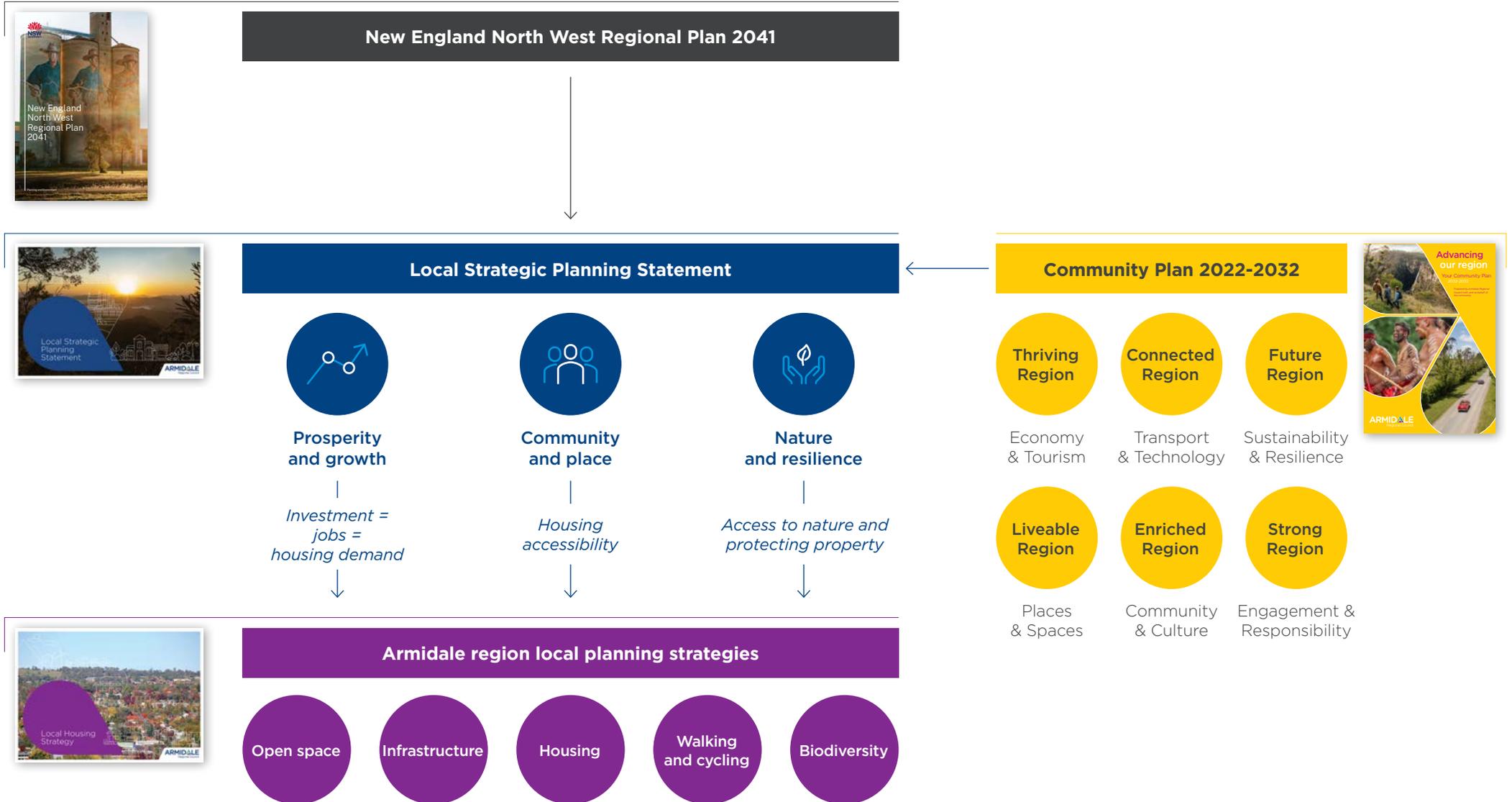
Figure 8 Structure Plan – New England North West Regional Plan 2041

- Regional boundary
- Local government area boundary
- Regional city
- Strategic centre
- Centre
- Special Activation Precinct
- Regional airport
- Education precinct
- Health precinct
- Solar farm
- Wind farm
- Biogas facility
- Railway
- Proposed inland rail alignment
- Renewable energy zone (indicative)
- Highway
- Road
- World heritage area
- National park and reserve
- State forest
- Water body





Figure 9 Vision alignment





1.8 Armidale region’s Local Strategic Planning Vision

The Local Strategic Planning Statement is aligned to, and a logical spatial expansion of, the Community Vision (and associated goals) set out under Council’s Community Plan 2022-2032.

The Community Plan 2022-2032 is supported by the following six themes:

1. Thriving Region
2. Connected Region
3. Future Region
4. Liveable Region
5. Enriched Region and
6. Strong Region.

During October and November 2021, Armidale Regional Council undertook an extensive community consultation process, asking the community about what they want to see for their region in 2032, what they love about their region and what needs to be improved.

Engagement activities included a dedicated website ‘Shape your Region’, events including 12 Listening Posts around the region, a postcard survey sent to all households, a phone survey, online surveys, a budgeting tool activity, and a school-based postcard activity.

More than 1,800 contributions were received. A summary of the results was developed and released to the public in February 2022 and this data has been used to develop the Community Plan, which in turn has been used to guide this LSPS.

Figure10 The six key themes of Council’s Community Plan 2022-2032





United Nations – Sustainable Development Goals

In September 2015, 193 countries committed to the United Nations Sustainable Development Goals (SDGs). These goals provide a global roadmap for all countries to work towards a better world for current and future generations.

This LSPS supports the advancement of the SDGs in the Armidale region. Armidale@50,000 and our ongoing engagement with the community shape our localisation of the goals. The interconnectedness and integration of actions towards the SDG targets has influenced the development of visions, priorities and actions in this LSPS. While all 17 of the SDGs are equally important, this LSPS focuses its alignment to the goals which have the most impact in our local communities.



Localising SDGs for Armidale

	<ul style="list-style-type: none"> We will reduce the impacts of air pollution caused by wood fired heaters during winter months We will continue to advocate for improved access to quality and essential health care for all We will continue to support the training and development of the health workforce
	<ul style="list-style-type: none"> We will increase water use efficiency and improve water security for all sectors of the community We will implement integrated water resource management including water reuse to support a prosperous and resilient future We will protect water related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes
	<ul style="list-style-type: none"> We will support an increase in renewable and clean energy to improve the state energy mix, particularly where it provides a direct community dividend
	<ul style="list-style-type: none"> We will support increased levels of economic productivity through technology and innovation We will support and promote development orientated policies and decent job creation, entrepreneurship, creativity and innovation and encourage the growth of micro, small and medium sized businesses
	<ul style="list-style-type: none"> We will develop and advocate for quality, reliable, sustainable and resilient infrastructure, including regionally and nationally significant infrastructure to support economic development and human well-being We will support upgraded infrastructure and retrofitted industries which increase resource-use efficiency and adoption of clean and environmentally sound technologies
	<ul style="list-style-type: none"> We will ensure access for all to adequate, safe and affordable housing and basic services We will enhance inclusive and sustainable urbanisation and capacity for participatory, integrated and sustainable land use planning We will protect and safeguard our cultural, indigenous and natural heritage We will provide universal access to safe, inclusive and accessible green and public spaces
	<ul style="list-style-type: none"> We will improve our contribution to national food security through the sustainable management and efficient use of natural resources We will substantially reduce waste generation through prevention, reduction, recycling and reuse We will support sustainable development and tourism that creates jobs and promotes local culture and products
	<ul style="list-style-type: none"> We will be a carbon positive community with the New England REZ We will strengthen resilience and adaptive capacity to natural disasters in northern NSW We will integrate climate change measures into our local planning including supporting state and national initiatives
	<ul style="list-style-type: none"> We will support the conservation of mountain ecosystems, including their biodiversity, in order to enhance their benefits that are essential for sustainable development We will integrate ecosystem and biodiversity values into our local planning
	<ul style="list-style-type: none"> We will promote the rule of law and equal access to justice for all We will ensure the decision making is responsive, inclusive, participatory and representative We will promote and enforce non-discriminatory laws and policies for sustainable development



Strategic planning vision

2.0



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1



Prosperity and growth

Armidale region has a prosperous future and diverse economy that supports the creation of around 4,000 new jobs over the next 20 years. Our sustainable regional economy and local businesses will be connected to the world through our advancements in global horticulture, education, innovation and tourism.



A.1 Our airport

A.2 Our employment land

A.3 Our agriculture and horticulture

A.4 Our vibrant city

A.5 Our water security

A.6 Our tourism



Guyra Tomato farm

2



Community and place

Armidale, Guyra and our villages are vibrant places with strong local heritage and a proud first nation's history. Our diverse community welcomes new residents and visitors alike to join and celebrate our rich cultural and built environments. Armidale and Guyra have established themselves as a place of celebration and success for businesses and the community.



B.1 Our homes

B.2 Our education, research and innovation

B.3 Our indigenous history

B.4 Our architecture and heritage

B.5 Our local artisans and producers

B.6 Our green space



Halloween October 2023

3



Nature and resilience

Armidale region's unique geology, landscapes, landforms, globally recognised world heritage National Parks and nature reserves, mining history alongside extensive open space and recreational reserves are ideal for the nature-based visitor. Alongside providing the foundation for Australia's low carbon future and promoting sustainable practices in all aspects of city life.



C.1 Our air quality

C.2 Our biodiversity and national parks

C.3 Our resilience to natural hazards and climate change

C.4 Our renewable energy

C.5 Our sustainable region



Threlfall Walking Track



Figure 11 Structure plan - Armidale

- Armidale Regional LGA boundary
- Proposed residential growth areas
- Proposed employment growth areas
- Existing employment areas
- Horticulture priority areas
- Existing R5 large lot residential land
- Active linkage (walking/cycling)
- Green spine
- Rail trail (proposed)
- Urban footprint
- Armidale CBD
- University of New England
- Renewable energy zone jobs precinct
- Manufacturing precinct
- Horticulture employment zone
- Airport
- State forest/nature reserve
- Medical Precinct
- Historical centre/CBD
- Art Precinct
- Railway station
- Road network
- Railway
- Watercourses

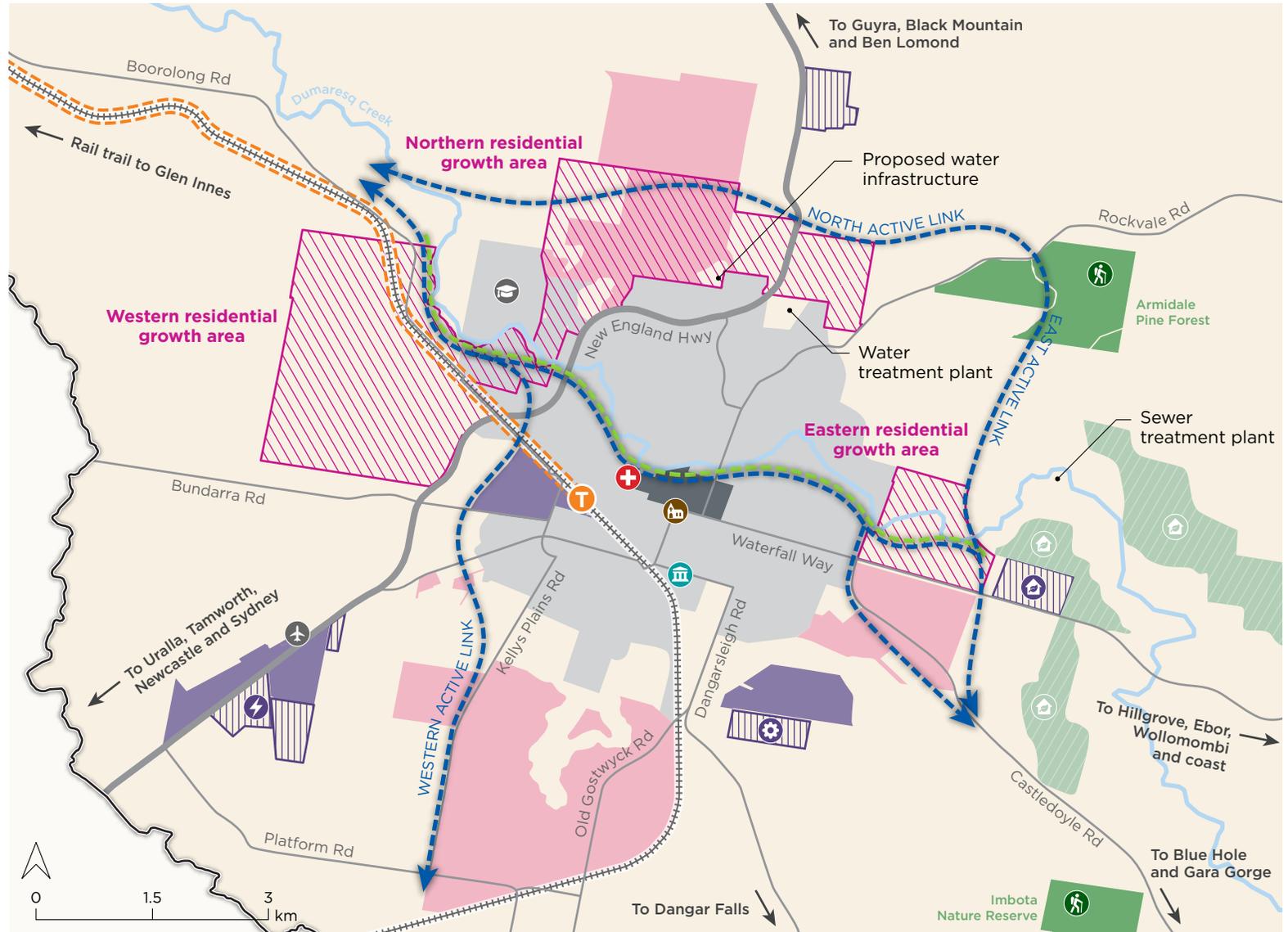




Figure 12 Structure plan – Guyra

- Existing R1 general residential
- Existing R5 large lot residential with infill development potential
- Urban infill opportunities
- Existing employment zoned land
- Existing open space and recreation
- Existing horticulture
- Horticulture priority area
- Active link (walking/cycling)
- + Hospital
- ~ Hydrotherapy pool investigation site
- T Guyra Railway Station (former)
- Railway lines
- Rail trail (proposed)
- Road network
- Watercourses

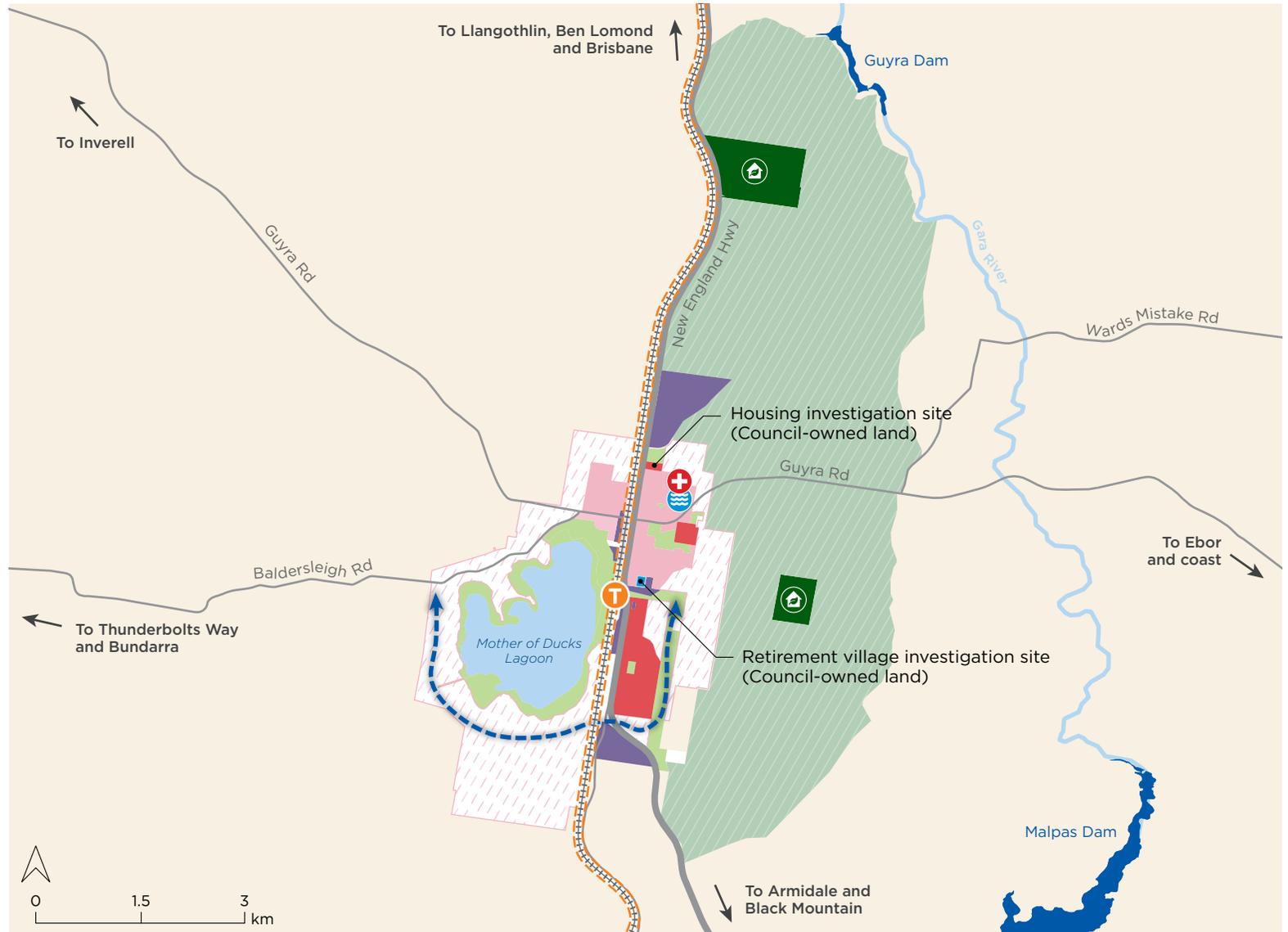




Figure 13 Structure plan - Ben Lomond

-  Armidale Regional LGA boundary
-  Community sports facility enhancements
-  Potential recreation, camping and picnic areas
-  Heritage sites
-  Vacant RU5 village zoned land with infill development potential
-  Village streetscape enhancements
-  Walking trails
-  Tree lined streets
-  Potential lookout/picnic area at The Two Brothers (1,508m AHD)
-  Great Dividing Range
-  Road network
-  Rail trail (proposed)
-  Railway station (former)
-  Watercourses
-  Contours >1,000m AHD

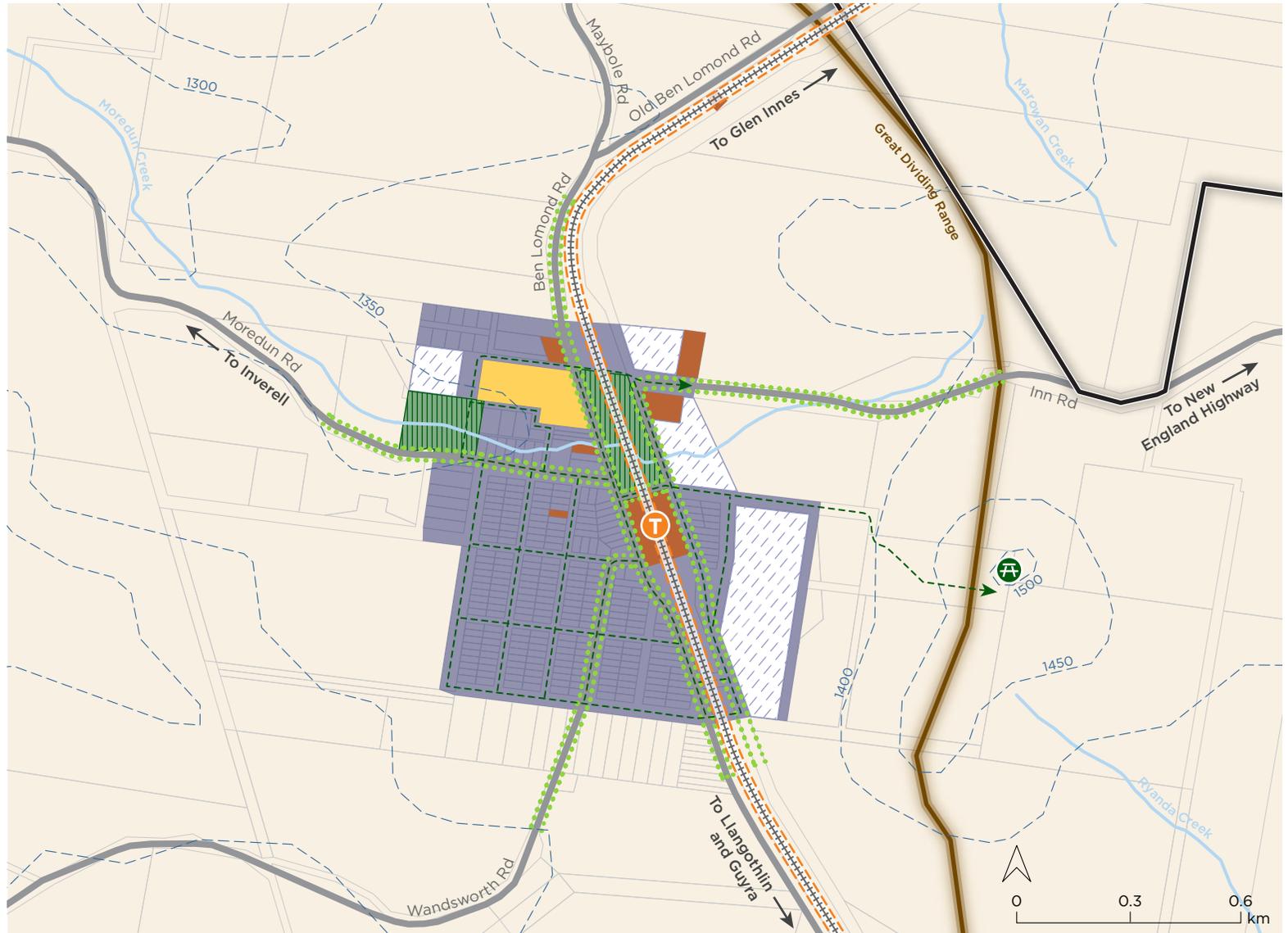




Figure 14 Structure plan - Black Mountain

-  Village/Large lot development potential
-  Heritage sites
-  Village streetscape enhancements
-  Existing large lot residential
-  Walking trails
-  Tree lined streets
-  Great Dividing Range
-  Road network
-  Rail trail (proposed)
-  Railway station (former)
-  Contours >1,000m AHD





Figure 15 Structure plan - Ebor

- Community sports facility enhancements
- Recreation, camping and picnic area
- Heritage sites
- Vacant RU5 village zoned land with infill development potential
- Village/Large lot investigation area
- Village streetscape enhancements
- Guy Fawkes River National Park
- Ebor Common
- Proposed walking trails
- Tree lined streets
- Road network
- Watercourses
- Contours >1,000m AHD

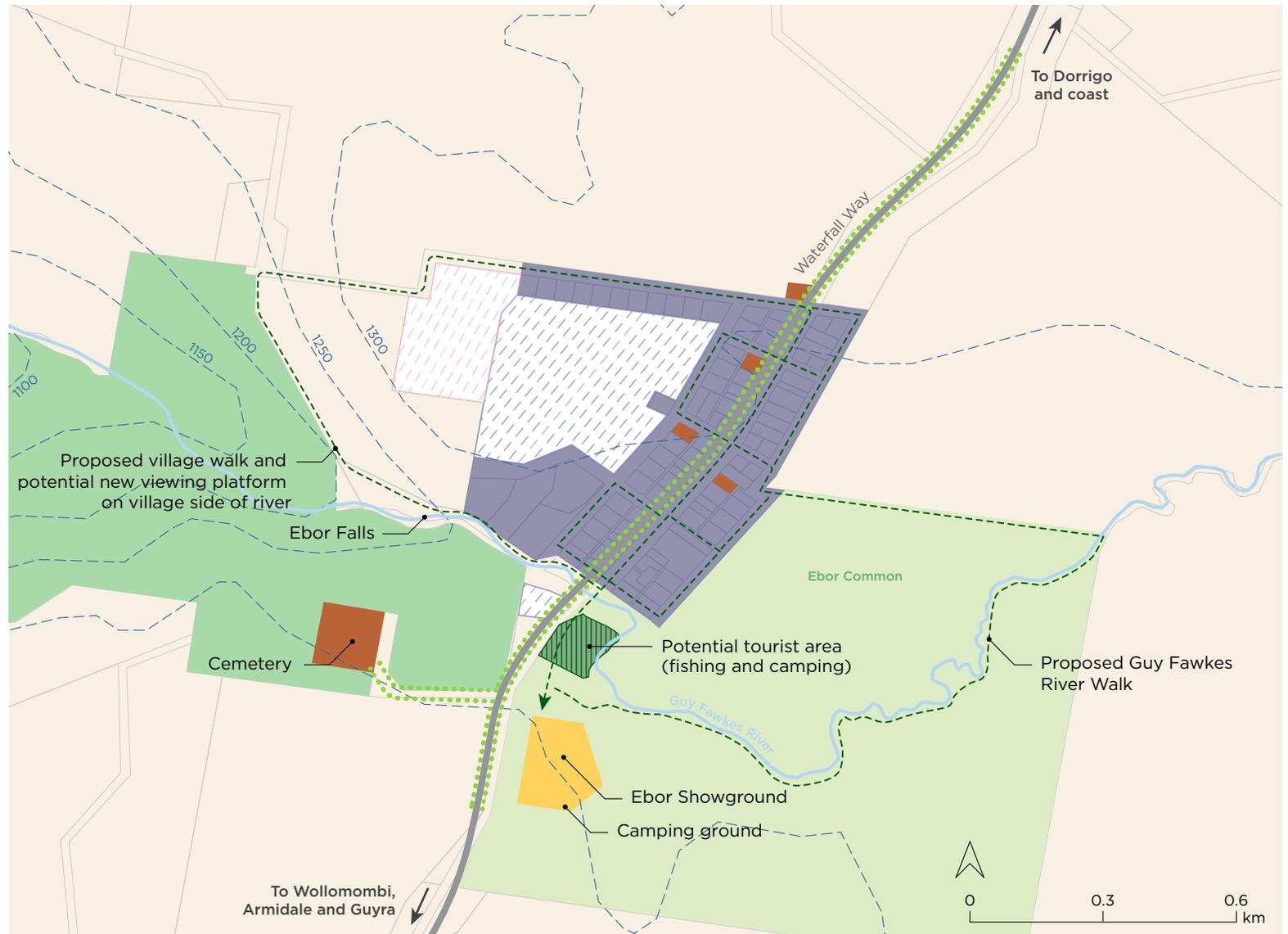




Figure 16 Structure plan - Hillgrove

- Armidale region LGA boundary
- Community sports facility enhancements
- Potential recreation, camping and picnic area
- Heritage sites
- Vacant RU5 village zoned land with infill development potential
- Village streetscape enhancements
- Walking trails
- Tree lined streets
- ① Hillgrove Recreation Ground - playground/campdraft facilities/ dog park/off-leash/free camping/change rooms
- ② Uniting Church
- ③ Hillgrove Community Hall
- ④ Hillgrove Rural Life and Industrial Museum - amenities
- ⑤ Upgrade water access point in village
- Road network
- Watercourses
- Contours 50m





Figure 17 Structure plan - Llangothlin

-  Potential RU5 village zone investigation area
-  Heritage sites
-  Village streetscape enhancements
-  Walking trails
-  Tree lined streets
-  Great Dividing Range
-  Road network
-  Rail trail (proposed)
-  Watercourses
-  Contours >1,000m AHD





Figure 18 Structure plan - Wollomombi

- Community sports facility enhancements
- Recreation, camping and picnic area
- Village streetscape enhancements
- Potential RU5 village zone investigation area
- Heritage sites
- Potential shop/cafe/information centre
- Proposed walking trails
- Tree lined streets
- Road network
- Watercourses
- Contours 50m





Planning priorities and implementation

3.0

3.1 Planning priorities and implementation

[→ return to Contents](#)





3.1 Planning priorities and implementation

Our Planning Priorities have been developed using evidence-based analysis and through workshops with key stakeholders and local validation of data analysis.

The following pages outline our Planning Priorities under three key themes:

1  Prosperity and growth

2  Community and place

3  Nature and resilience

Implementation timeframes

Short 1-4 years (to 2028)

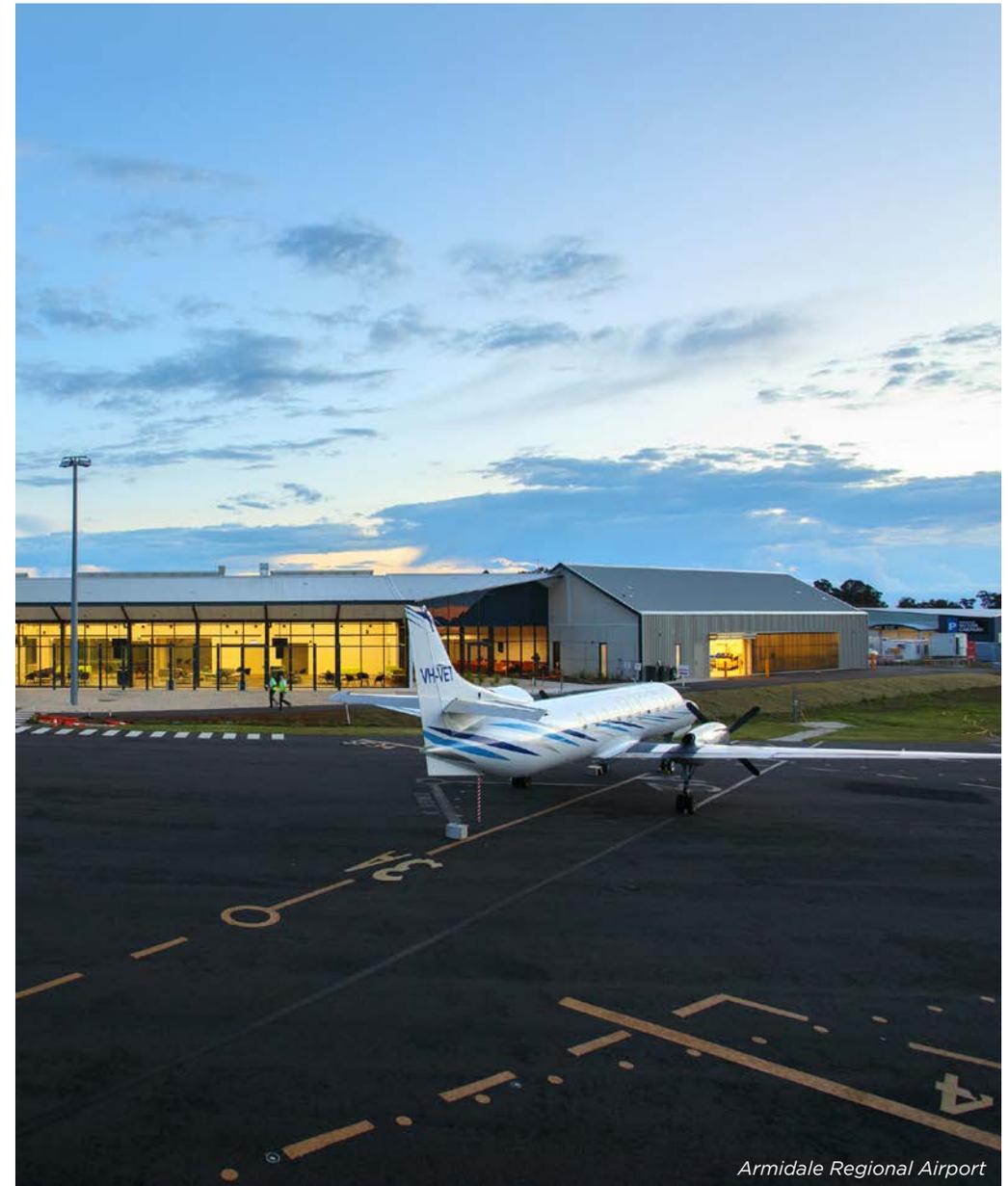
Medium 4-8 years (to 2032)

Long 8 + (beyond 2032)

Each planning priority is supported by a rationale and series of actions for implementation, which includes the intended timing for delivery.

In some cases, actions are also supported with mapping which is intended to articulate our intentions spatially as well as support future amendments to the Armidale Regional LEP 2012 and/or future planning policies (i.e. our Local Housing Strategy).

It is acknowledged that some of our actions are reliant on the private market, investors and collaboration and advocacy with state government, and therefore we welcome strong partnerships with our community, local businesses and investors to help achieve our Vision.



Armidale Regional Airport



1



Prosperity and growth

The region has a prosperous future and diverse economy that supports the creation of around 4,000 new jobs over the next 20 years. Our sustainable regional economy and local businesses will be connected to the world through our advancements in global horticulture, education, innovation and tourism.



Planning priorities

A.1 Our airport

Armidale Airport is a key regional airport for community connectivity, regional resilience and the aviation industry

A.2 Our employment land

Our region is an attractive location for new investment, business and employment with the creation of 4,000 new jobs in the next 20 years and an additional 4,000 jobs beyond 20 years

A.3 Our agriculture and horticulture

Our region is a horticulture and agricultural hub

A.4 Our vibrant city centre

Armidale city centre is a prosperous and fully functioning precinct in the heart of our community and region

A.5 Our water security

Our region has a comprehensive plan for water security which supports growth and community resilience

A.6 Our tourism

Our high country, world UNESCO national parks, built and cultural heritage





PLANNING PRIORITY

A1

Our airport

Armidale Airport is a key regional airport for community connectivity, regional resilience and the aviation industry

→ Rationale

The Armidale Regional Airport not only serves our community, but it also provides regional connections to a catchment of more than 75,000 people across the New England high land including Inverell, Glen Innes, and Uralla.

As the mid-point between Brisbane and Sydney, Armidale's Regional Airport supports our diverse economy including the education, tourism, agriculture, sporting and leisure connections. As we grow, airport logistics will become increasingly important and our airport will have the capacity to support new business and investment.

Armidale Regional Airport is also a critical natural hazard and resilience response centre providing an aerial firefighting base for the New England and northern New South Wales more generally.

PLANNING PRIORITY

A2

Our employment land

Our region is an attractive location for new investment, business and employment with the creation of 4,000 new jobs in the next 20 years and an additional 4,000 jobs beyond 20 years

The supply of employment zoned lands will be expanded to attract and retain new investment and business as well as support the growth of our existing local businesses. Each area will focus on complimenting the three engine industries; controlled environment horticulture, renewable energy and manufacturing. We will leverage off our locational advantages and seek to diversify our economic and employment base with new and expanding industries that provide synergies with other complementary sectors.

We will continue to support the existing industries of extensive agriculture and education as global trends change the landscape of both.

PLANNING PRIORITY

A3

Our agriculture and horticulture

Our region is a horticulture and agriculture hub

Agriculture is and always has been an engine industry for the region and our community. As agriculture and food innovation advances our region has the ability to be at the forefront of this transition.

Leveraging off our competitive advantage of a cool climate, year round solar exposure and water security, the region will seek to become Australia's premier protected horticulture region to support sustainable food production and drive jobs growth.

Growth in the engine industry of controlled environment horticulture, will be supported by innovation in agriculture as demonstrated by UNE Smart Region Incubator which encourages innovation.



PLANNING PRIORITY

A4

Our vibrant city

Armidale city centre is a prosperous and fully functioning precinct in the heart of our community and region

→ Rationale

For many years Armidale City Centre was a thriving retail and business precinct, supporting local residents, rural residents and the broader New England. Between 2002 and 2007 the addition of two 'big box' shopping centres as well as periphery supermarkets has had a detrimental impact on the Beardy Street Mall and its role as a main street.

We are committed to re-activating our city centre as an activity centre which preserves our heritage, creates contemporary urban spaces and serves the region.

Our city centre will reinvigorate Beardy Street as a high-street, while overlooking the Dumaresq Creek parklands – our green spine. Local speciality stores will be supported to return to the main street.

During the day employees and visitors will fill the streets for business, enjoyment, meetings, lunch and shopping. In the evenings the mall will be alive with local music, restaurants showcasing local cuisine and arts and culture. On the weekends the main street will become a local market for food, produce, crafts and local artisanal products and a hive of activity for residents and visitors to our region.

PLANNING PRIORITY

A5

Our water security

Our region has a comprehensive plan for water security which supports growth and community resilience

Water security is the most critical element to support our region's current and future sustainability. Without water security, our region will be unable to meet its current long term needs or attract future investment and growth.

The government's investment in increasing the capacity of Malpas Dam, by raising the dam by 6.5m, is the first step in achieving long term water security for the region. Further investments in a pipeline transferring water from the Oaky dam catchment is needed along with long term initiatives in pumped hydro or similar. Together, these investments will increase the secure water supply in the Armidale region from 2,430 Megalitres per annum (MLpa) to around 8,000 MLpa.

This additional secure water will support the current and long-term sustainable growth aspirations of the region.

Future investment by government in these long-term water security initiatives is an important contribution recognising the role that the New England is playing in supporting Australia's future renewable energy and carbon offset targets.

PLANNING PRIORITY

A6

Our tourism

Our high country, world UNESCO national parks, built and cultural heritage

Our region has unlimited and untapped potential to diversify our local economy through enhancing destination management, planning and promotion to build on and grow our visitor economy.

There is opportunity to leverage our range of natural endowments, through increasing and diversifying wilderness and adventure tourism, our distinct seasons, cultural diversity, museums, art centres, mining heritage and villages to attract visitors, conferences and events.

We will support the growth of our existing events that attract visitors locally and nationally, whether this be for music, arts or sporting by advocating for additional event venues, facilities, funding and connections.

Our tourism offerings are supported by local culinary experiences including farm to plate dining and a range of accommodation options including city centre, farmhouse rural and eco-nature retreats.



PLANNING PRIORITY

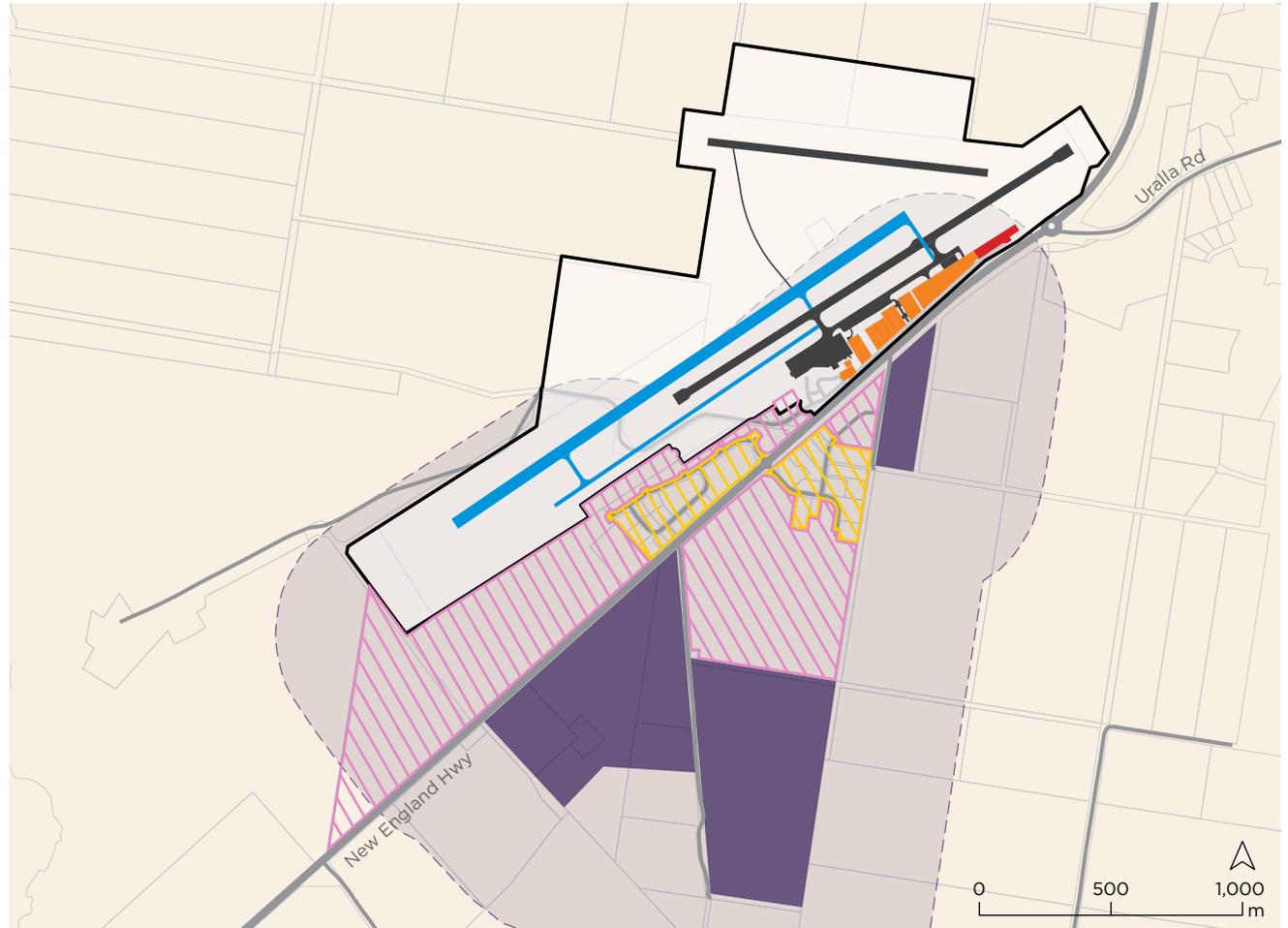
A1

Our airport

Armidale Airport is a key regional airport for community connectivity, regional resilience and the aviation industry

Figure 19 Airport

- Proposed runway/taxiway
- Existing runway/taxiway/apron
- Developed employment land
- Undeveloped employment land
- Existing airport-related industry
- RFS headquarters
- Airport land
- Proposed employment growth area
- Proposed employment growth area 500m buffer
- Road
- Lot boundary



Action	Timing
A1.1 Position Armidale Regional Airport as a 'regional hub airport' for the New England North West	Medium/Long
A1.2 Ensure that Armidale Regional Airport is an emergency response hub for Northern NSW	Short/Medium
A1.3 Attract aviation and tourism related industries	Short
A1.4 Manage the current and future land use implications of Armidale Regional Airport operations	Short



PLANNING PRIORITY

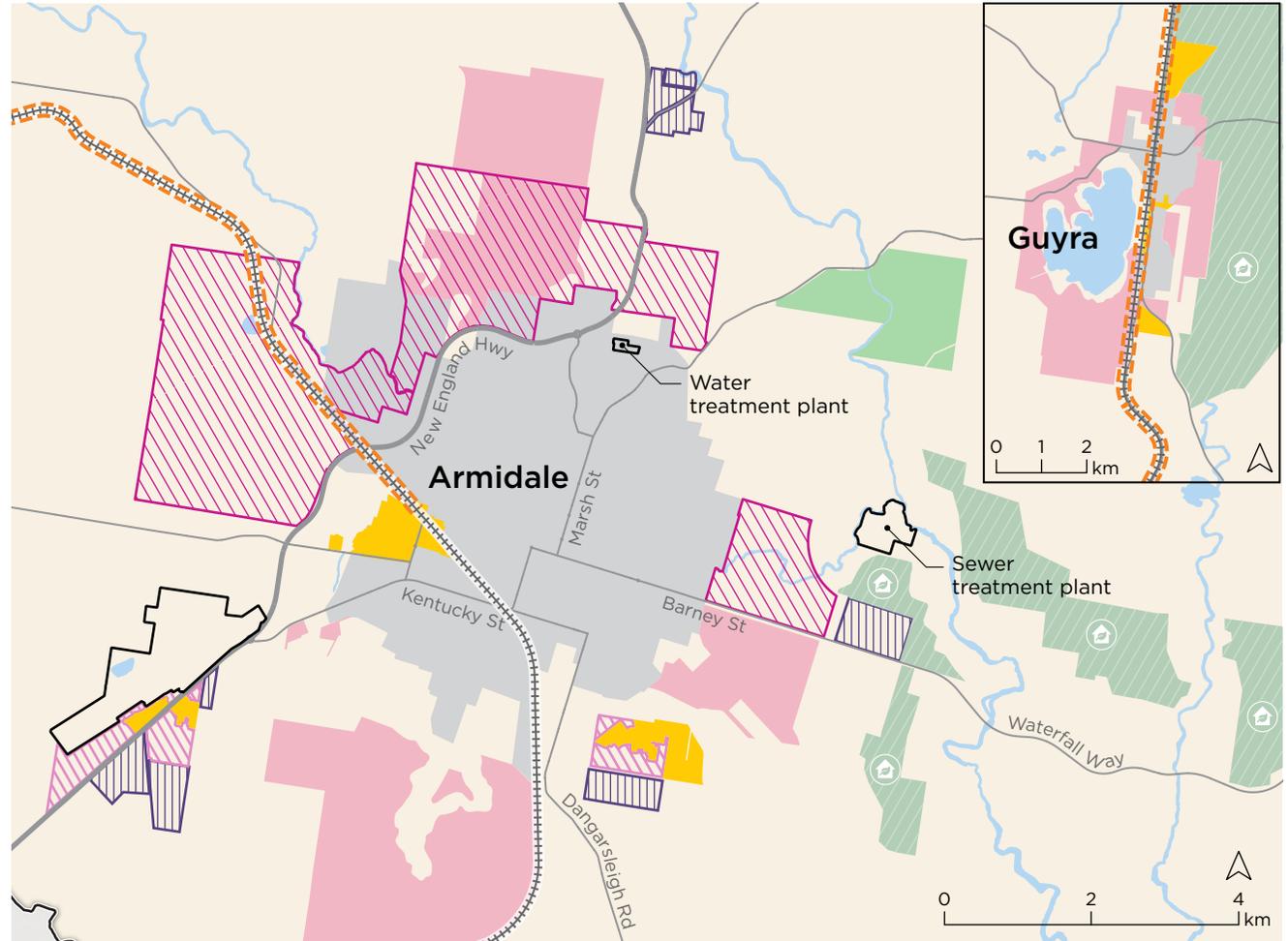
A2

Our employment land

Our region is an attractive location for new investment, business and employment with the creation of 4,000 new jobs in the next 20 years and an additional 4,000 jobs beyond 20 years

Figure 20 Growth, jobs and horticulture

- Armidale Regional LGA boundary
- Proposed employment growth area
- Urban footprint
- R5 Large lot residential
- Developed industrial land
- Undeveloped industrial land
- Major infrastructure
- Horticulture priority area
- Residential growth area
- State Forest
- Watercourse/dam
- Road
- Proposed rail trail
- Railway



Action		Timing
A2.1	Develop identified Employment Growth Areas to support increased jobs, industry and investment	Short
A2.2	Support the growth of identified Engine Industries: Horticulture, Renewable Energy & Manufacturing through the provision of required supporting facilities and infrastructure	Short/Medium
A2.3	Infrastructure to activate growth in employment	Short



PLANNING PRIORITY

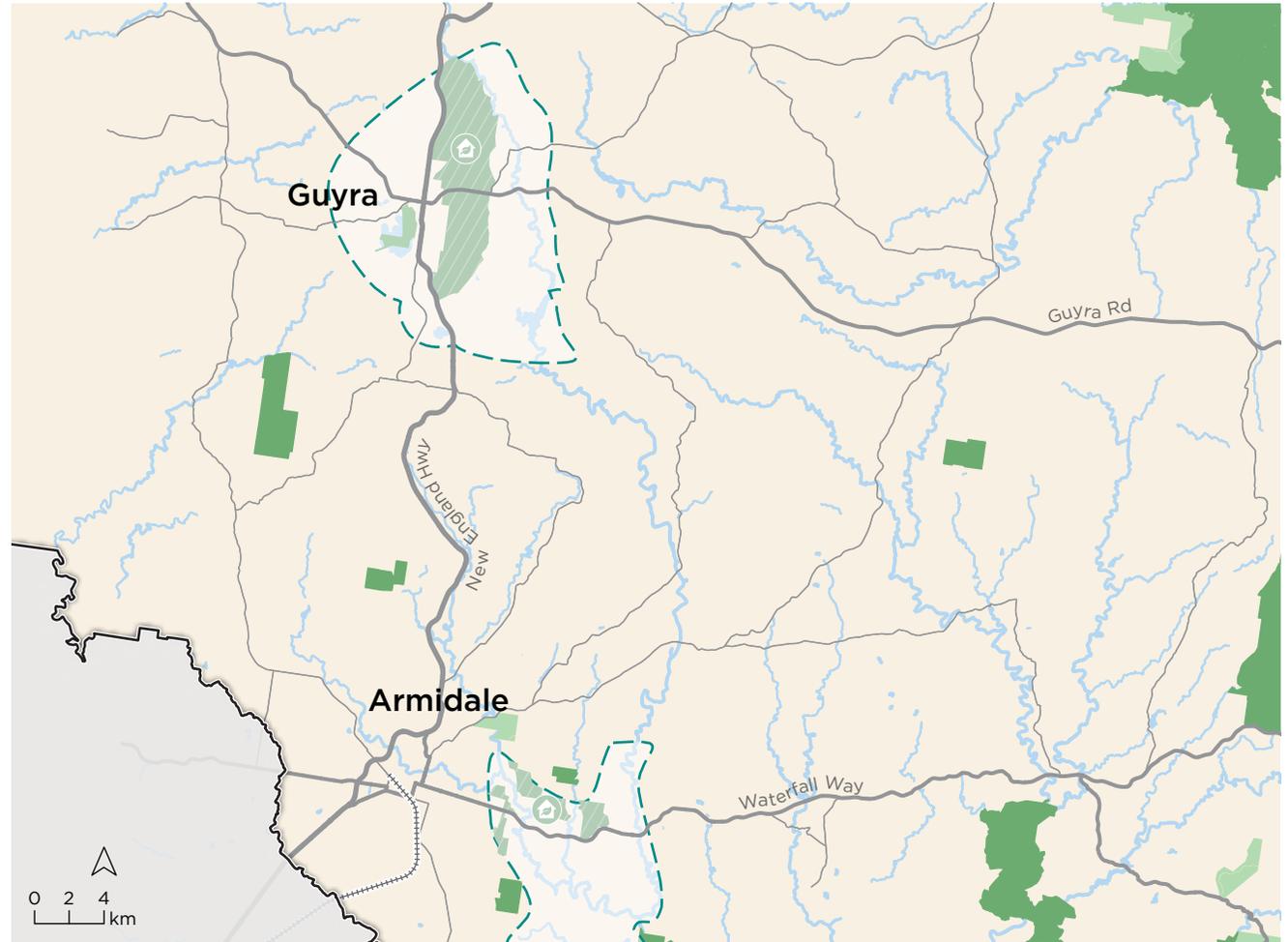
A3

Our agriculture and horticulture

Our region is a horticultural and agricultural hub

Figure 21 Horticulture

- Armidale Regional LGA boundary
- Horticulture priority area
- Horticulture investigation area
- National parks
- State forest
- Watercourse/dam
- Road
- Railway



Action	Timing
A3.1 Establish protected horticulture precincts in Armidale and Guyra	Short/Medium
A3.2 Support the evolution of extensive agriculture	Short
A3.3 Partner with UNE and tertiary bodies to align course offerings with emerging agriculture and horticulture industries	Short



PLANNING PRIORITY

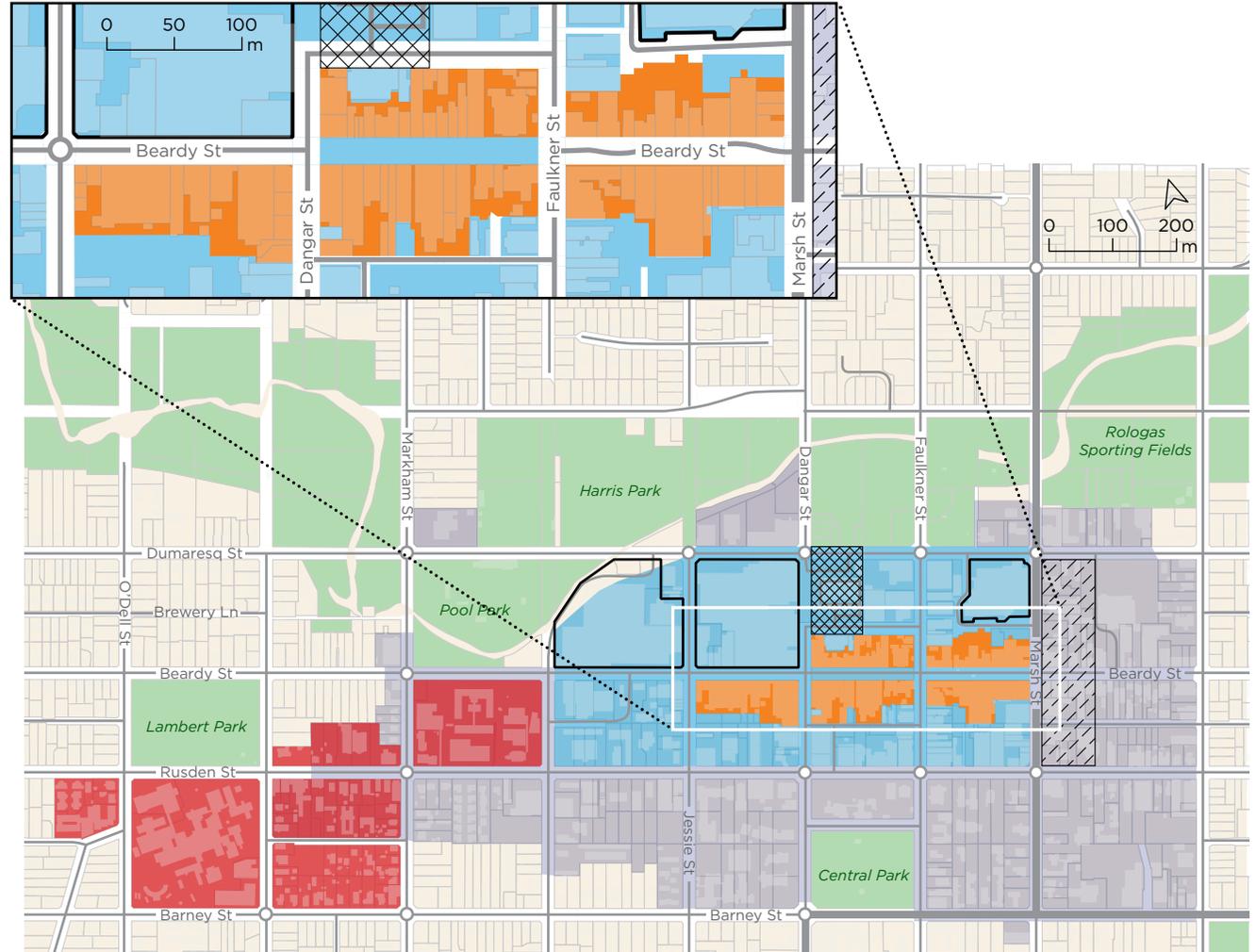
A4

Our vibrant city

Armidale city centre is a prosperous and fully functioning precinct and the heart of our community and region

Figure 22 Armidale city centre

- Health and Knowledge Precinct
- Beardy Street Mall
- Existing 'Big Box' shopping centres
- Proposed piazza connection between Beardy Street Mall and Dumaresq Creek Parklands
- Investigation area for relocation of Car Yards and Infill commercial and residential development
- Park and sports fields
- Lot boundary
- Buildings
- Road
- Zoning**
- E2 Commercial centre
- MU1 Mixed use



Action	Timing
A4.1 Develop a masterplan for the Armidale CBD	Short/Medium
A4.2 Position the Armidale CBD as a destination	Short
A4.3 Connect the CBD to the Creeklands	Short/Medium



PLANNING PRIORITY

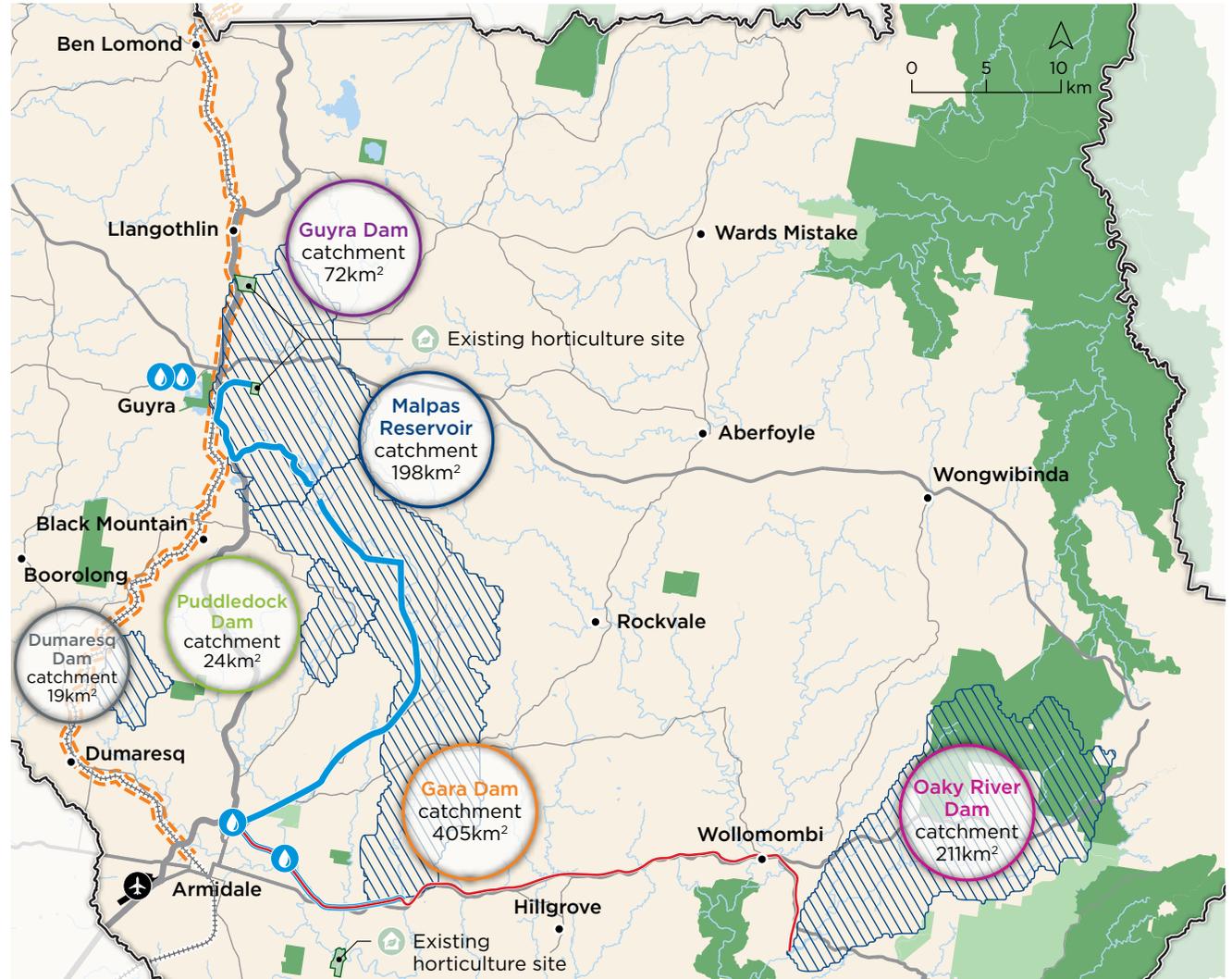
A5

Our water security

Our region has a comprehensive plan for water security which supports growth and community resilience

Figure 23 Water security

- Armidale Regional LGA boundary
- Existing water supply pipeline
- Proposed water supply pipeline
- Treatment plant
- Reservoir/dam catchment area
- Existing horticulture site
- Airport
- National parks
- State forest
- Watercourse/dam
- Road
- Rail trail
- Railway



Action

A5.1 Seek government investment for capital works to deliver the regional water security package

Timing

Short/Medium/Long



PLANNING PRIORITY

A6

Our tourism

Our high country, world UNESCO national parks, built and cultural heritage

Action	Timing
A6.1 Deliver a Destination Management Plan to leverage our natural and built environment to grow the visitor economy	Short
A6.2 Support the growth and diversity of events in the region	Short
A6.3 Establish event venues that can attract and support large scale events	Short/Medium
A6.4 Make our region a destination that is renowned for its sporting and recreation facilities	Short/Medium/Long
A6.5 Partner with NSW National Parks & Wildlife Services to provide and upgrade facilities to reflect the unique world class natural assets found throughout the region	Short/Medium
A6.6 Promote agritourism opportunities	Short
A6.7 Seek government funding to deliver the New England Rail Trail	Short
A6.8 Develop Malpas Dam as a water sports, training and recreation precinct	Short
A6.9 Support the growth of artisanal manufacturing within the region providing distinctive locally produced products	
A6.10 Explore additional tourism opportunities to promote the existing rail corridor including historical train and dining experiences	
A6.11 Explore opportunities to expand trails to take advantage of natural assests such as Dumaresq Dam and Mother of Ducks Lagoon	



PLANNING PRIORITY

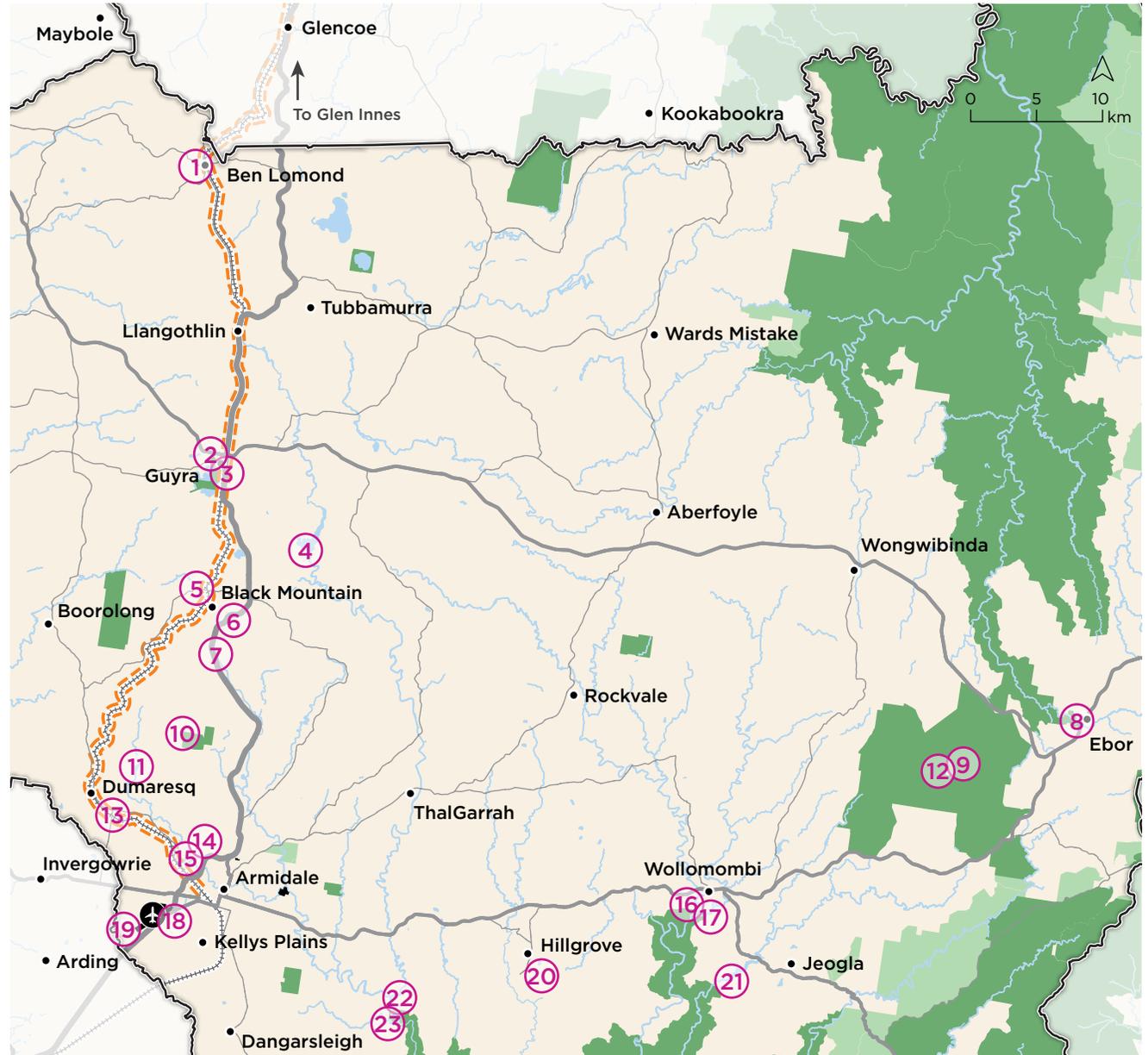
A6

Our tourism

Our high country, world UNESCO national parks, built and cultural heritage

Figure 24 Tourism

- Armidale Regional LGA boundary
- Town/Locality
- Major infrastructure
- Airport
- National parks
- State forest
- Watercourse/dam
- Road
- Proposed rail trail
- Railway
- 1 Ben Lomond Railway Station
- 2 Mother of Ducks Lagoon Park
- 3 Guyra Railway Station
- 4 Malpas Reservoir
- 5 Black Mountain Railway Station
- 6 Thunderbolts Cave & Robbers Run MTB Trailhead
- 7 Fat Tyre Farm MTB Park
- 8 Ebor Falls
- 9 Cathedral Rock Lookout
- 10 Mount Duval
- 11 Dumaresq Reservoir Recreation area
- 12 Round Mountain
- 13 Dumaresq Railway Station
- 14 University of New England
- 15 UNE MTB Track
- 16 Wollomombi Falls
- 17 Chandler Falls
- 18 Armidale Regional Airport
- 19 Saumarez Homestead
- 20 Brereton Falls
- 21 Oaky Falls
- 22 Blue Hole
- 23 Threlfall Picnic Area





2



Community and place

Armidale, Guyra and our villages are vibrant places with strong local heritage and a proud first nation’s history. Our diverse community welcomes new residents and visitors alike to join and celebrate our rich cultural and built environments. Armidale and Guyra have established themselves as a place of celebration and success for businesses and the community.



Planning priorities

B.1 Our homes

Our region is a home for all, offering diverse, high-quality, sustainable and well designed homes for existing and new residents while retaining our New England character, heritage and tree lined streets

B.2 Our education, research and innovation

Armidale is a contemporary and vibrant city with foundations in education and supported by research, innovation and advanced technology

B.3 Our indigenous history and heritage

Our region embraces our First Nation’s history and heritage which continues to shape the future of our region

B.4 Our architecture and heritage

Our region celebrates our rich and diverse community tapestry which is evident through both our built heritage and our cultural and community events

B.5 Our local artisans and producers

Our region boasts a community of local artisans and producers that are supported and encouraged to showcase local produce, food, arts, crafts and music

B.6 Our green space

Our region is an equitable region which supports the wellbeing of our community



PLANNING PRIORITY

B1

Our homes

Our region is a home for all, offering diverse, high-quality, sustainable and well designed homes for existing and new residents while retaining our New England character, heritage and tree lined streets

→ Rationale

As our population grows, future housing will need to respond to the needs of our community, be appropriately located, preserve the character of the area, respond to environmental constraints and climate change risk.

Housing across the region is predominately single storey detached development with limited diversity to meet the needs of our diverse community.

As we grow, housing across the region will need to cater for smaller households, support aging in place, provide low cost housing options, increase densities where appropriate through secondary dwellings and dual occupancies. In the CBD of Armidale mixed use developments providing residential accommodation will be encouraged, as well as in Guyra where appropriate.

Master planning the residential growth areas will encourage a diversity in housing types and aim to provide dual occupancies and secondary dwellings as new developments. This holistic approach will allow us to maintain our character and livability.

PLANNING PRIORITY

B2

Our education, research and innovation

Armidale is a contemporary and vibrant city with foundations in education and supported by research, innovation and advanced technology

Education is core to our regions heritage and our future. Each year UNE attracts students from around Australia and the world, however as technology advances and learning platforms change, on campus enrolments have declined. We seek to support UNE in reattracting students and educators to increase on campus enrollments

There is also opportunity to further develop existing health and knowledge facilities in the region, with the creation of a health and knowledge precinct that leverages off existing partnerships and seeks to increase services for the growing community. It also offers the opportunity to strengthen research and innovation industries, and opportunities to attract specialist and retain medical professionals.

PLANNING PRIORITY

B3

Our indigenous history and heritage

Our region embraces our First Nation's history and heritage which continues to shape the future of our region

Our region's culture and heritage is a tapestry of Aboriginal origins. The stories of our First Nations people are woven into the fabric of the region history and their resilience and connection to the land continues to shape the region today.

We have learnt, and continue to learn, from our past through the preservation and restoration of significant First Nation's cultural heritage sites.

Importantly, we rediscover lost heritage and stories of our aboriginal elders through engagement, ongoing participation in ancient traditions and activities, appropriate treatment of significant aboriginal sites and education.



PLANNING PRIORITY

B4

Our architecture and heritage

Our region celebrates our rich and diverse community tapestry which is evident through both our built heritage and cultural and community events

→ Rationale

Our region’s culture and heritage is a tapestry of aboriginal origins, New England colonisation and architecture and rural lifestyles and livelihoods. Each is unique and creates a diverse and promising future.

Our New England architecture is protected to ensure Armidale remains uniquely Armidale into the future. Tourists and residents alike experience a ‘living museum’ where every day they have the ability to walk our streets and admire the beauty of our heritage sites, as our streets and buildings take on new life and adapt to the present day and our future.

Our rural roots shape our agricultural future, leading the way in agricultural research, technology, innovation and improved practices.

Our community embraces diversity. As we welcome new members and cultures to our community we have the facilities – whether indoors or outdoors – to host cultural events which fulfil the cultural needs, education and vibrancy of our community.

PLANNING PRIORITY

B5

Our local artisans and producers

Our region boasts a community of local artisans and producers that are supported and encouraged to showcase local produce, food, arts, crafts and music

Our community consists of a diverse array of talent from food production to food processing, leather work, crafts, fashion, music, art and homewares which are showcased at local markets, stores and pop shops throughout region.

As a region we will provide a platform for all creative and production talent to operate, be showcased and be branded. We will support artisans through a review of relevant planning controls.

Developing our year round calendar of events can support local artisans and showcase local talent. The arts community will be supported through the development of an arts precinct around the existing NERAM and the development of future events spaces and venues.

PLANNING PRIORITY

B6

Our green space

Our region is an equitable region which supports the wellbeing of our community

A key part of our community wellbeing and vibrancy are our formal and natural public open spaces, our sports fields, tree lined streets and leafy neighbourhoods. As our population grows and our economy diversifies we are committed to ensuring our access to public open space is maintained, enhanced and certainly not eroded.

Our commitment to the community is to meet the UN Habitat’s public open space KPI – which recommends 95% residents should be within walking distance of public open space.



PLANNING PRIORITY

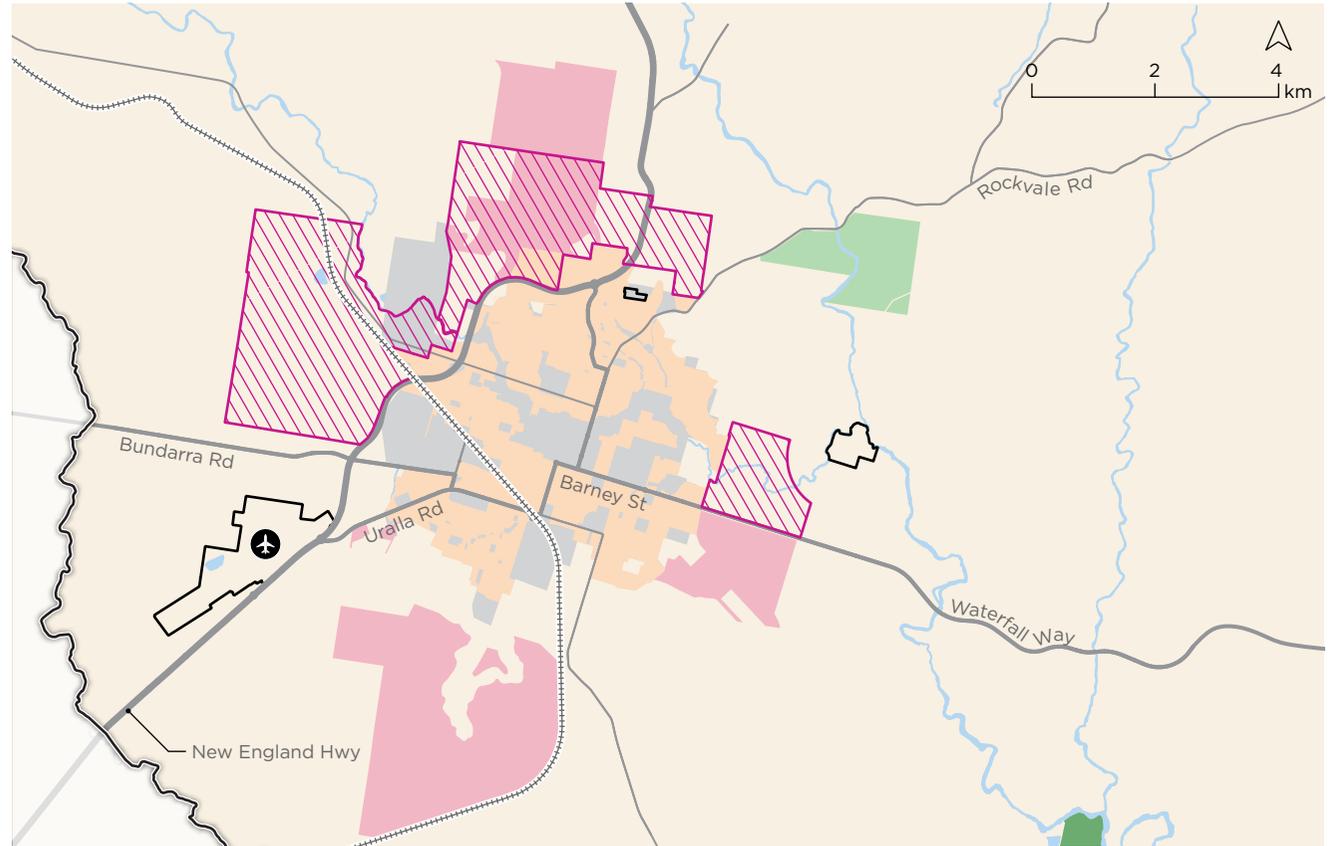
B1

Our homes

Our region is a home for all, offering diverse, high-quality, sustainable and well designed homes for existing and new residents while retaining our New England character, heritage and tree lined streets

Figure 25 Residential - Armidale

- Armidale Regional LGA boundary
- Proposed residential growth area
- Major infrastructure
- Existing urban area
- State Forest
- Watercourse/dam
- Road
- Railway
- Zoning**
- Existing R1 Residential
- Existing R5 Large lot residential



Action	Timing
B1.1 Develop a compact urban settlement through encouraging infill development while protecting local heritage, existing charm, and streetscape character	Short
B1.2 Embed local character into our local planning controls	Short
B1.3 Identify opportunities to develop CBD housing and tourist accommodation opportunities and provide guidance on how infill development should be undertaken	Short
B1.4 Develop temporary workers accommodation precincts within Armidale and Guyra to support horticulture and REZ jobs growth opportunities	Short
B1.5 Establish greenfield residential growth areas in line with our regions job targets	Short



PLANNING PRIORITY

B1

Our homes

Our region is a home for all, offering diverse, high-quality, sustainable and well designed homes for existing and new residents while retaining our New England character, heritage and tree lined streets

Figure 26 Residential - Guyra

- Existing residential
- Large lot residential infill opportunities
- Urban infill opportunities
- Existing employment and jobs
- Existing open space and recreation
- Existing horticulture
- Horticulture priority area
- Active link (walking/cycling)
- + Hospital
- ~ Hydrotherapy pool investigation site
- T Guyra Railway Station (former)
- Railway lines
- Proposed rail trail
- Road network
- Watercourses



Action

B1.6 Develop a masterplan for Guyra to encourage residential infill development

Timing

Short/Medium



PLANNING PRIORITY

B1

Our homes

Our region is a home for all, offering diverse, high-quality, sustainable and well designed homes for existing and new residents while retaining our New England character, heritage and tree lined streets

Action	Timing
B1.7 Ensure affordable social and retirement housing is provided within our urban areas	Short/Medium
B1.8 Develop village masterplans to encourage appropriate village growth	Short/Medium
B1.9 Ensure the necessary infrastructure is available to activate housing	Short
B1.10 Ensure LEP zonings reflect land use capabilities and constraints	Short
B1.11 Work with UNE to unlock housing opportunities and promote integration between the university campus and the Armidale city	Short/Medium



PLANNING PRIORITY

B2

Our education, research and innovation

Armidale is a contemporary and vibrant city with foundations in education and supported by research, innovation and advanced technology

Action	Timing
<p>B2.1 Build connections between UNE and Armidale township.</p> <ul style="list-style-type: none"> • Encourage the repurposing of underutilised UNE buildings and assets for broader city-wide benefits. • Progress the redevelopment of underutilised areas of the UNE campus, particularly in well serviced areas which have an existing interface with residential neighbourhoods. • Investigate opportunities to locate public education facilities within UNE land to support identified greenfield residential growth areas 	Short/Medium



PLANNING PRIORITY

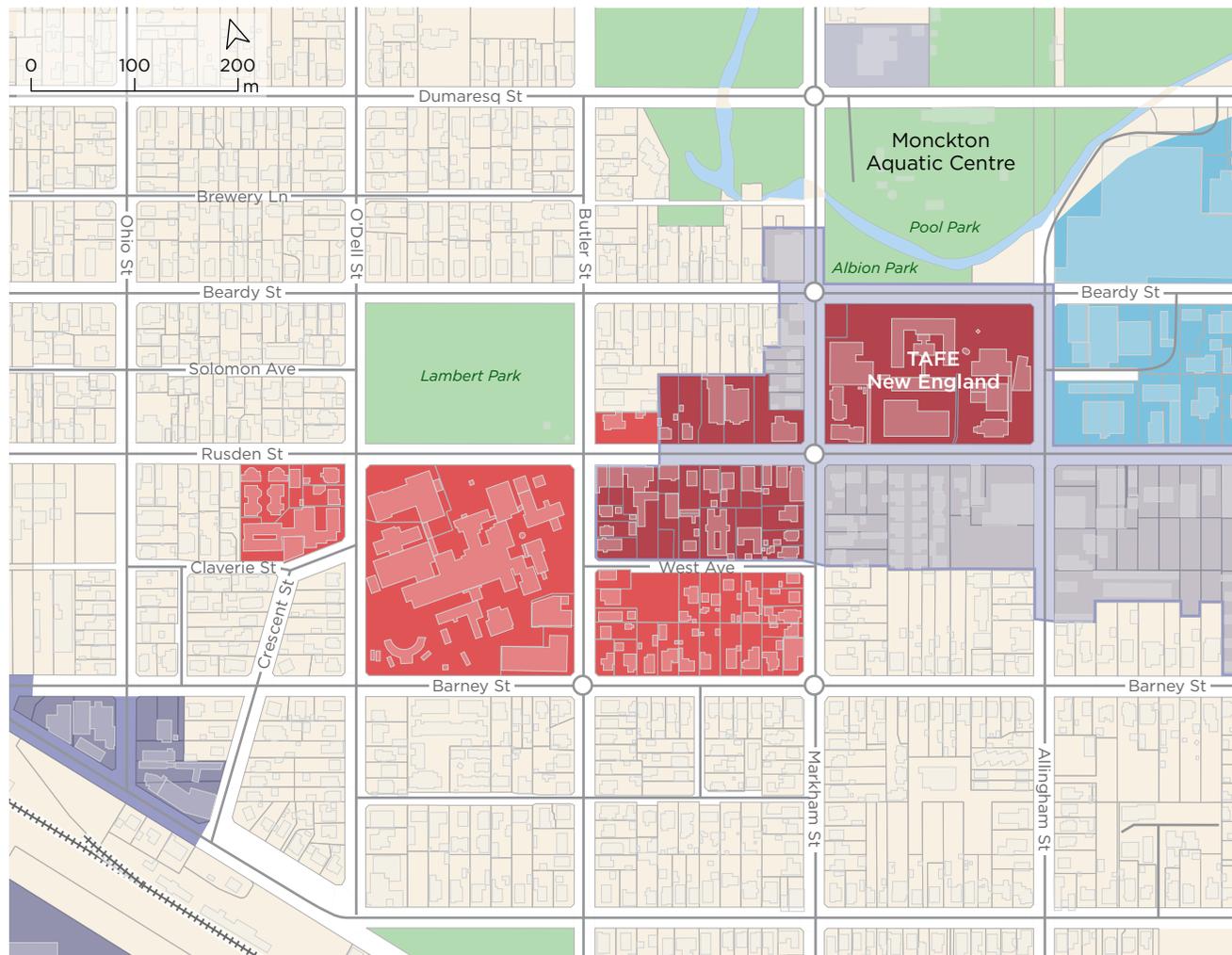
B2

Our education, research and innovation

Armidale is a contemporary and vibrant city with foundations in education and supported by research, innovation and advanced technology

Figure 27 Health and Knowledge Precinct

- Indicative Health and Knowledge Precinct
- Park and sports fields
- Lot boundary
- Buildings
- Watercourse
- Railway
- Road
- Zoning**
- E2 Commercial centre
- MU1 Mixed Use
- E4 General Industrial



Action	Timing
B2.2 Develop a health and knowledge precinct in Armidale	Short/Medium
B2.3 Ensure Armidale retains its status as an Education centre	Short/Medium/Long



PLANNING PRIORITY

B3

Our indigenous history and heritage

Our region embraces our First Nation’s history and heritage which continues to shape the future of our region

Action	Timing
<p>B3.1 Embrace Our First Nations history and culture.</p> <ul style="list-style-type: none"> • In consultation with First Nations peoples, work to create places of interest, tourism, education and reflection • Work with local First Nations peoples to better understand traditions and how these can be appreciated and celebrated through our annual events calendars and education programs • Collaborate the First Nation’s elders and community to support our biodiversity regeneration and regenerative agricultural practices • Establish effective governance arrangements with our First Nations community with respect to planning, development and policy decision making 	Short/Medium



PLANNING PRIORITY

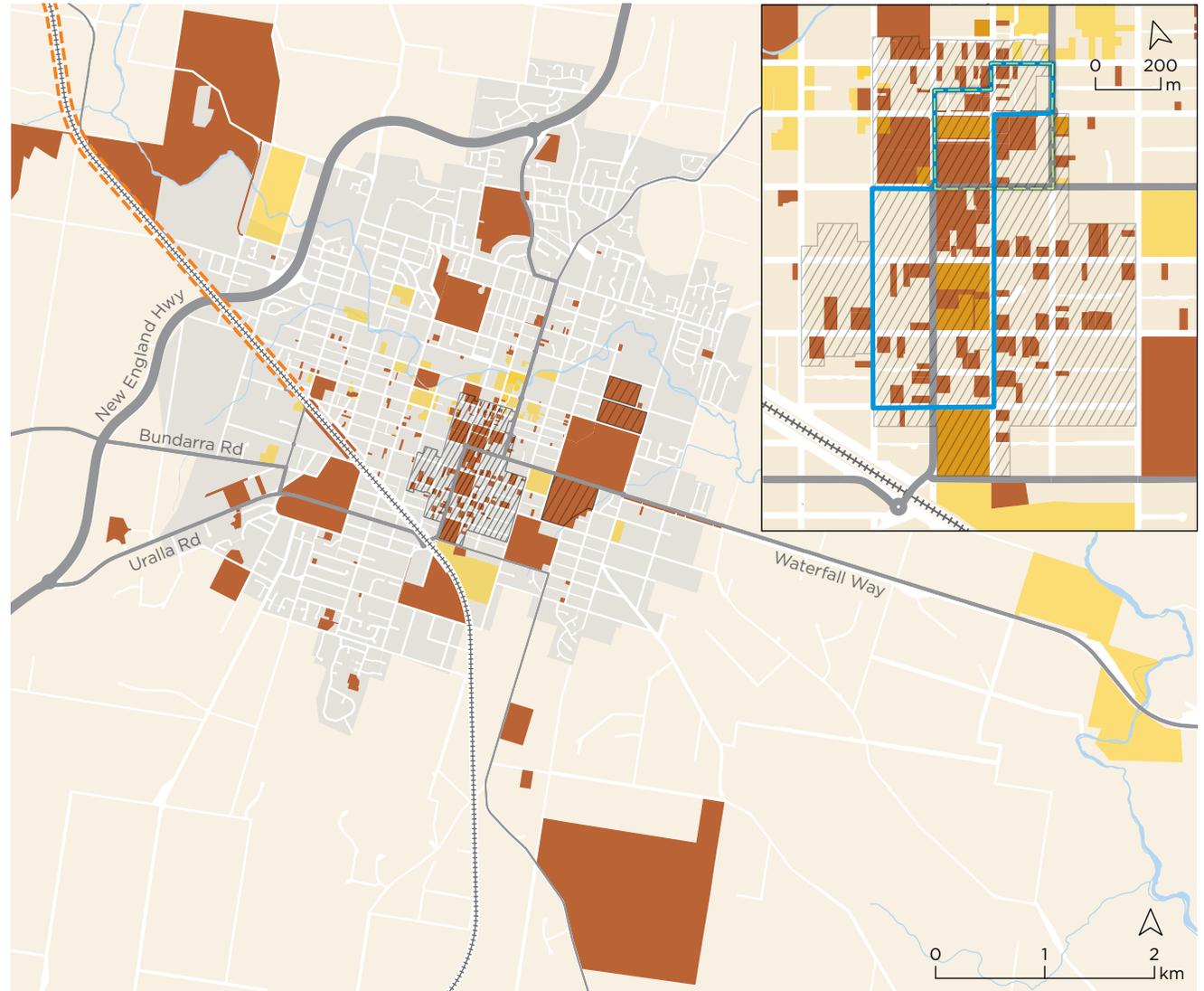
B4

Our architecture and heritage

Our region celebrates our rich and diverse community tapestry which is evident through both our built heritage and cultural and community events

Figure 28 Heritage and character - Armidale

- Conservation area
- Heritage - archaeological
- Heritage - general
- City heritage trail
- Historic building tour trail
- Urban area
- Watercourse/dam
- Road
- Proposed rail trail
- Railway



Action	Timing
B4.1 Preserve and protect our European built heritage assets which provide our unique New England identity	Short



PLANNING PRIORITY

B4

Our architecture and heritage

Our region celebrates our rich and diverse community tapestry which is evident through both our built heritage and cultural and community events

Figure 29 Heritage and character - Guyra

- Heritage - archaeological
- Heritage - general
- Urban area
- Watercourse
- Road
- Proposed rail trail
- Railway





PLANNING PRIORITY

B5

Our local artisans and producers

Our region boasts a community of local artisans and producers that are supported and encouraged to showcase local produce, food, arts, crafts and music

Action	Timing
<p>B5.1 Enable local artisans and entrepreneurs to build successful and thriving businesses and cultural identities within our region.</p> <ul style="list-style-type: none"> • Encourage local producers to have outlets in our centres • Incentivise specialty producers within the region through planning and financial enablers • Develop an arts and culture strategy to provide strategic direction and foster partnerships with the regions arts and cultural communities • Review the permissibility of artisan food and drink premises in the LEP to ensure opportunities for local artisans 	Short
<p>B5.2 Facilitate the development of an arts and culture precinct.</p> <ul style="list-style-type: none"> • Develop the Kentucky Street arts and culture precinct via a Masterplan that includes Moran Oval, the Aboriginal Keeping Place, NERAM and the Gymnastics centre so that it can host a wide range of large scale events 	Medium/Long



PLANNING PRIORITY

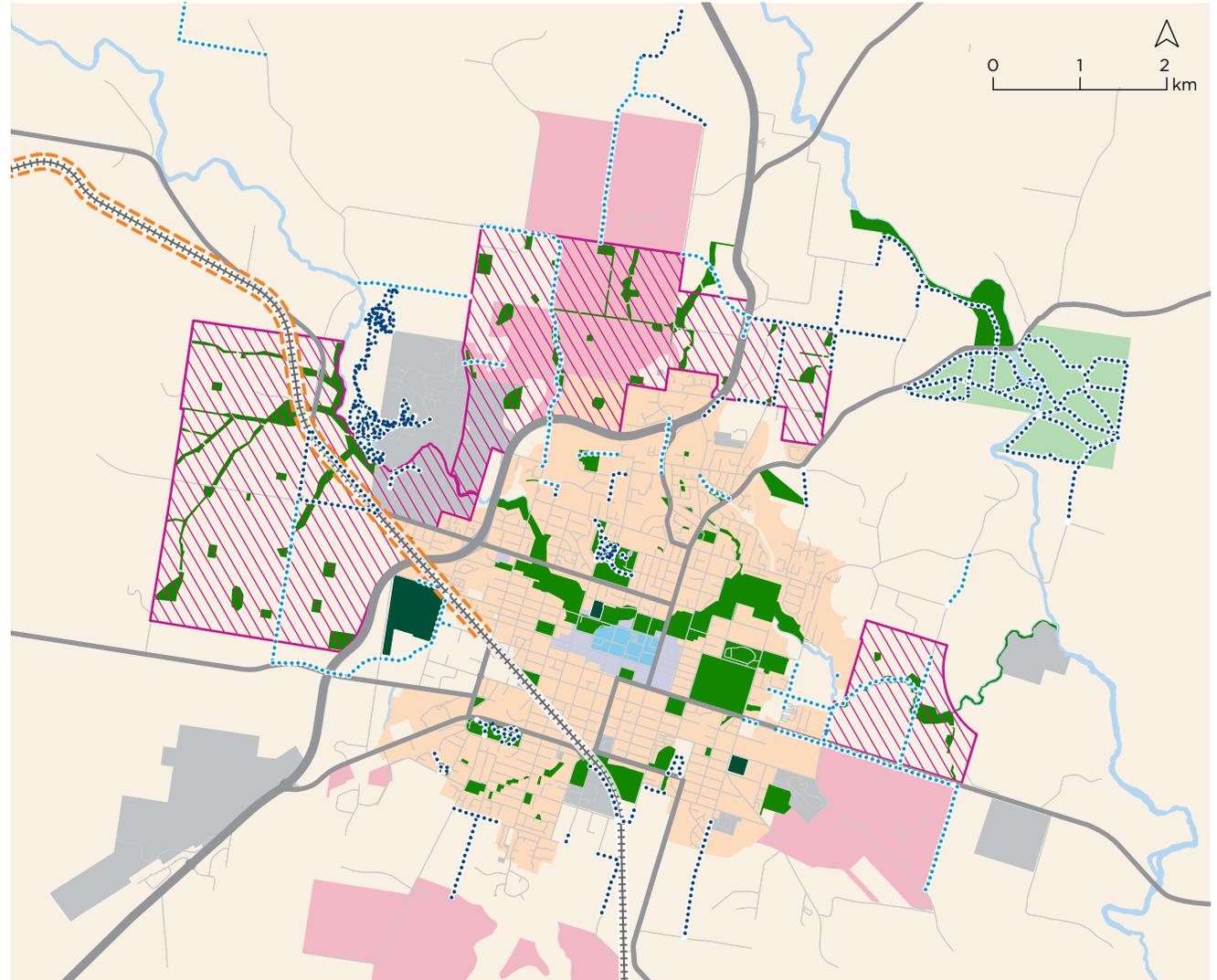
B6

Our green space

Our region is an equitable region which supports the wellbeing of our community

Figure 30 Open space network and connections

- Future path
 - Existing paths
- Zoning**
- E2 Commercial Core
 - MU1 Mixed use
 - R1 General residential
 - R5 Large lot residential
 - RE1 Public recreation
 - RE2 Private recreation
 - SP2 Infrastructure
 - Residential growth area
 - State Forest
 - Watercourse/dam
 - Road
 - Proposed rail trail
 - Railway



Action

Timing

B6.1 Connect our homes to open space - 95% of all new homes within 400m of open space

Short/Medium/Long



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3



Nature and resilience

Armidale region's unique geology, landscapes, landforms, globally recognised world heritage National Parks and nature reserves, mining history alongside extensive open space and recreational reserves are ideal for the nature-based visitor. Alongside providing the foundation for Australia's low carbon future and promoting sustainable practices in all aspects of city life.



Planning priorities

C.1 Our air quality

Our region is committed to long term improvements to our winter air quality

C.2 Our biodiversity and national parks

Our region cherishes our globally significant world heritage natural areas and extensive natural landscapes

C.3 Our resilience to natural hazards and climate change

Our region is committed to improving its resilience to natural hazards and climate change

C.4 Our renewable energy

Our region is a climate-positive community that supports and plays an active role in achieving Australia's carbon targets

C.5 Our sustainable region

Our region has a plan for a sustainable future through waste, recycling and water efficiency to build resilience





PLANNING PRIORITY

C1

Our air quality

Our region is committed to long term improvements to our winter air quality.

→ Rationale

As our population grows, it is essential that the health and wellbeing of our community remains a primary consideration for Council. While we live in an area with rich environmental and biodiversity values, we have the historical challenge of unacceptable air quality during winter months.

In 2019, Armidale was Australia’s most polluted city for PM2.5 pollution, exceeding Australia’s standard almost threefold with an average concentration 23 µg/m³. This was followed by Tamworth (15.2 µg/m³) and the capital, Canberra air quality (15 µg/m³).

While this may be partly attributed to the impacts of the 2019/2020 black summer’s bushfires, evidence also shows a correlation between our winter months and our exceedance of air quality standards resulting from wood fire heaters. Because Armidale is in a valley which is prone to very low temperatures on calm clear winter nights, when temperature inversions are common, Armidale is unlikely to improve its air quality performance unless there are improvements in types and methods of household heating.

We plan to be at the forefront of implementing new technologies and practices in our region, and mitigating the impacts to our existing air quality whilst maintaining our unique sub-alpine character and charm will be crucial.

PLANNING PRIORITY

C2

Our biodiversity and national parks

Our region cherishes our globally significant world heritage natural areas and extensive natural landscapes.

Our region is surrounded by national parks and nature reserves all of which add charm and beauty to our region. Additionally, they provide valuable habitat and biodiversity functions which we have a responsibility to protect and nurture.

Our natural landscapes also provide our community open views, vistas and access to nature – offering visual amenity, respite and recreation for all to enjoy and benefit from.

As our community grows, we seek to protect our world heritage areas and natural landscapes through careful planning of growth, as well as ongoing conservation, rehabilitation and education programmes. This will be done through the delivery of projects like the creeklands masterplan and through the protection of important corridors and biodiversity through improved subdivision layouts and application of conservation zonings.

PLANNING PRIORITY

C3

Our resilience to natural hazards and climate change

Our region is committed to improving its resilience to natural hazards and climate change.

Natural hazards can have a devastating impact on life, property and livestock. As much as possible we must plan to mitigate the risks of natural hazards and the impacts of climate change to ensure our community and rural economy is protected. This will occur through improving the response to natural disasters and ensuring new development, particularly residential development is located in areas unconstrained by hazards.

In addition, ensuring our communities are food resilient is critical, given the increasing risk of vulnerable and unpredictable climate patterns even with the rich agricultural economy renowned to Armidale. This is achievable through increasing the prevalence of food production in our suburbs to allow residents to participate in the active growing of food, connect directly with local producers, to build community and food systems resilience. By mapping where food production can occur in the region and including this in future master planning, food growing will become normalised in suburbs.



PLANNING PRIORITY

C4

Our renewable energy

Our region is a climate-positive community that supports and plays an active role in achieving Australia's carbon targets.

→ Rationale

The New England REZ is the largest in Australia (8Gw) and will play a critical role in replacing coal fired power stations in NSW. Based on International Energy Agency projections, the New England REZ will offset more than 11 Mt CO2 per annum.

The New England REZ will offset emissions for more than 500,000 people.

The New England region will be a carbon positive community making a significant contribution to the NSW and Australian carbon emission objectives and it will be imperative that community dividends reflecting the importance of this contribution are recognised.

PLANNING PRIORITY

C5

Our sustainable region

Our region has a plan for a sustainable future through waste, recycling and water efficiency to build resilience.

Our community deserves ecologically sustainable waste management that protects the environment and human health now both now and in the future. As our population grows, this will be supported by well-planned waste infrastructure that is responsive to future needs, and provides equitable access to waste, reuse and recycling services.

Armidale is home to the region's newest landfill, a \$12 million asset which will receive approximately one million tonnes of waste during its 50-year lifespan. To maximise resource recovery and minimise waste our landfill, Armidale Regional Council actively pursues leadership in resource recovery, with our in-house City 2 Soil food and organics processing and crate-based recycling system which maximises the value of recyclables through increased source separation.

Future-proofing our waste assets and services in a way that contributes to the built form and liveability of the community requires a strategic approach that goes beyond safe disposal and traditional recycling methods. It requires the waste hierarchy principles of waste avoidance and minimisation to be followed, paving the way for innovation towards circular economy.

Sustainability is also about respecting our environment and delivering services to improve the wellbeing and liveability of our Region. Improving sustainability within the region will also involve innovative and efficient ways of using and re-using our water resources as well as looking at ways of incentivising higher standards of energy efficiencies in our buildings.



PLANNING PRIORITY

C1

Our air quality

Our region is committed to long term improvements to our winter air quality

Action	Timing
<p>C1.1 Mitigate the impacts of wood heaters in Armidale during the winter months.</p> <ul style="list-style-type: none"> • Seek funding for and undertake a community awareness program on the impacts of wood heaters on air quality • Undertake a community awareness program on the biodiversity and environmental impacts of wood collection within the LGA • Amend Council’s Planning Policies to prohibit any new dwellings from installing wood heaters where they are located on lots of 4,000m² or less • Undertake a trial program to install filtration devices to existing approved wood heaters to understand their effectiveness in reducing woodsmoke pollution generated by existing fireplaces. • Advocate for the inclusion of a reduced PM2.5 limit in the Australian Standard for fuel combustion heaters (AS/NZS 4013:2014) • Advocate with State Government to establish a financial assistance program to support an incentive package to replace existing wood heaters with alternative cleaner heating options within Armidale • Undertake investigation into potential options to phase-out wood heaters within Armidale 	<p>Short/Medium/Long</p>



PLANNING PRIORITY

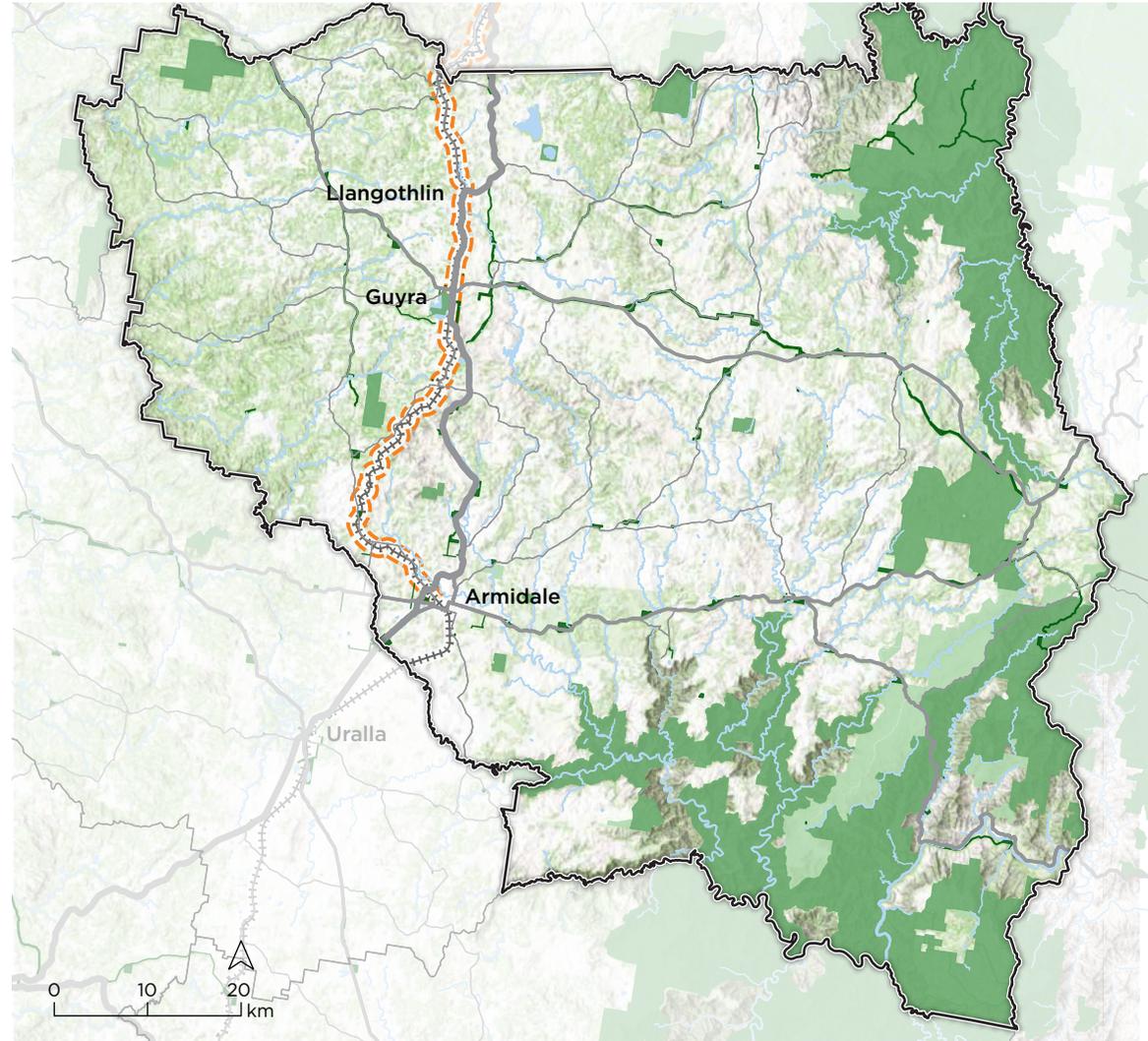
C2

Our biodiversity and national parks

Our region cherishes our globally significant world heritage natural areas and extensive natural landscapes

Figure 31 National parks, nature reserves and state forests

- Armidale Regional LGA boundary
- National park/reserve
- State forest
- Travelling stock reserve
- Watercourse/dam
- Road
- Proposed rail trail
- Railway



Action	Timing
C2.1 Protect areas of high biodiversity value and natural landscapes	Short/Medium
C2.2 Develop a holistic vegetation management approach to protect and enhance our green assets	Short



PLANNING PRIORITY

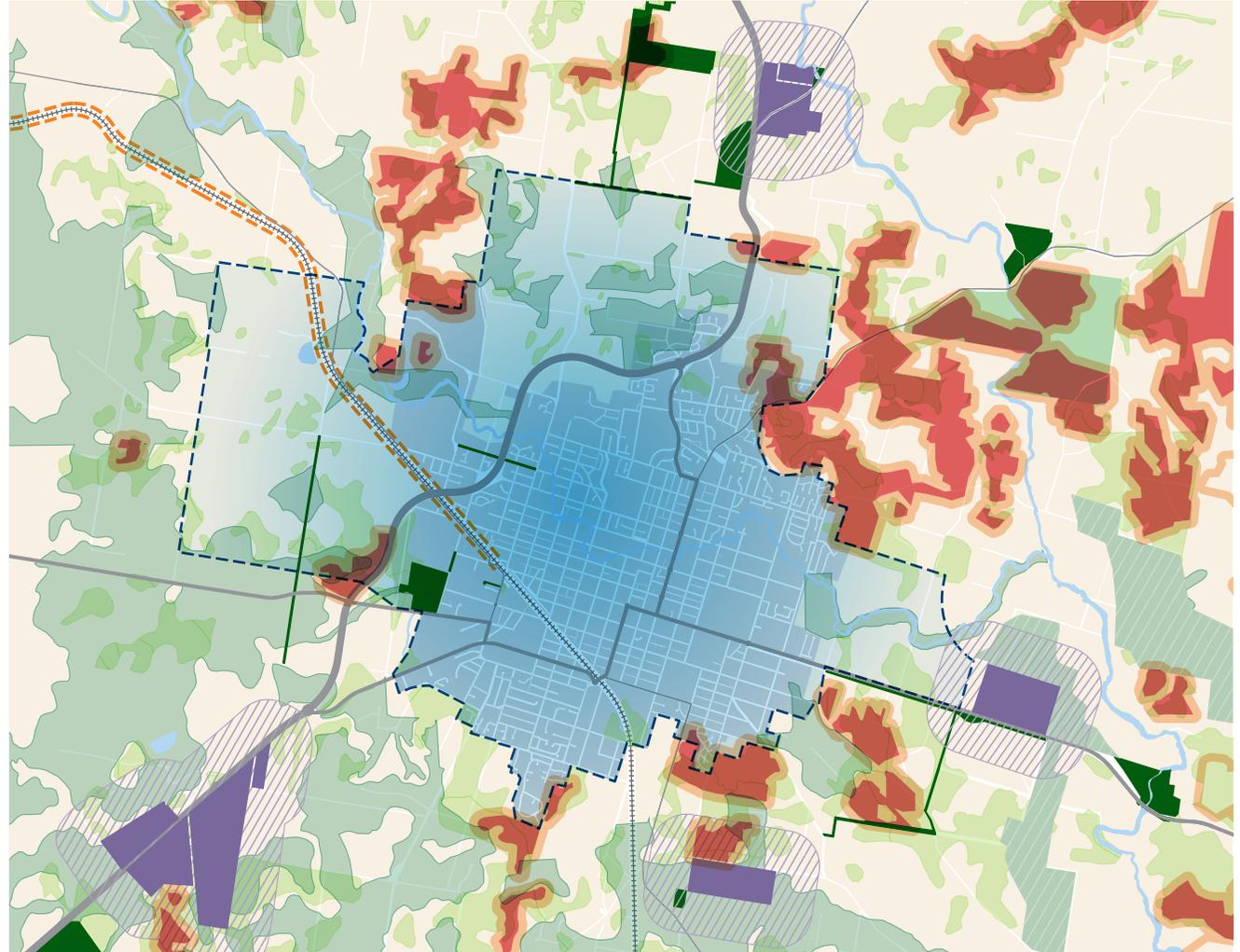
C3

Our resilience to natural hazards and climate change

Our region is committed to improving its resilience to natural hazards and climate change

Figure 32 Armidale, Guyra and Villages hazards constraints

- Projected urban growth area
- Bushfire prone land
- Bushfire land buffer
- Employment growth area
- Employment growth area 500m buffer
- Horticulture priority area
- Biodiversity HEV
- Biophysical SAL
- State forest
- Travelling stock reserve
- Urban area
- Watercourse
- Road
- Proposed rail trail
- Railway



Action

Timing

- C3.1** Improve the regions resilience to natural hazards and improve our climate change preparedness
- look for opportunities to strenghten connections and engagement between Council and emergency service organisations in providing coordinate responses across government to the community regarding natural disaster declarations

Short/Medium



PLANNING PRIORITY

C4

Our renewable energy

Our region is a climate-positive community that supports and plays an active role in achieving Australia's carbon targets

Action	Timing
C4.1 Support the growth of appropriate renewable energy projects that provide benefits to the region	Short/Medium
C4.2 Partner with UNE to deliver Project Zero30	Short/Medium

PLANNING PRIORITY

C5

Our sustainable region

Our region has a plan for a sustainable future through waste, recycling and water efficiency to build resilience

Action	Timing
C5.1 Embed sustainable waste management practices that protects the environment, human health and supports the transition towards a circular economy	Short/Medium
C5.2 Implement the Armidale Regional Waste Strategy	Short/Medium
C5.3 Future proof waste assets to support growth and provide equitable access to waste, reuse and recycling services	Short
C5.4 Encouraging sustainable development	Short



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Monitoring and reporting

4.0

- 4.1 Our progress
- 4.2 Reviewing our ambitions

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4.1 Our progress

Council is committed to monitoring our progress on achieving the bold aspirations of this Local Strategic Planning Statement at regular intervals.

Our monitoring process will include:

1. Monthly, internal Council program

Actions will be integrated into Councils Delivery Program and will be monitored accordingly through six-monthly corporate reporting and in the Annual Report

2. Annual program management reporting

on all actions with a 'year in review' and a 'year ahead' to track.

In some cases, we may experience unanticipated challenges, in which case our monitoring and reporting will be used as a tool to 'unlock' or manage such challenges.

Our yearly progress will be reported as part of our published Annual Report.

4.2 Reviewing our ambitions

Council is committed to reviewing our ambitions set out in this Local Strategic Planning Statement every five (5) years. We will commence this review as part of our State of the Region report, at the end of Council's four-year term. This will enable us to consider any actions that require updating or changing, identify any new opportunities or previously unforeseen risks or challenges that would impact the delivery of our ambitions.

We look forward to working with the community, our key stakeholders, our business partners and investors (existing and new) in achieving our bold ambitions for Towards 50,000.



Beardy Street



Appendix A

Action implementation



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Saumarez Homestead

Action	Implementation	Timing
PROSPERITY AND GROWTH		
A1	Our airport	
A1.1	<p>Position Armidale Regional Airport as a 'regional hub airport' for the New England North West</p> <p>A1.1(a) Seek Government funding and undertake necessary upgrades to the Armidale Airport to ensure that it can perform as a regional hub for Regular Passenger Transport services and to cater for the expected increase in flight traffic and passengers</p> <p>A1.1(b) Support and grow existing general aviation and aviation related business activity by delivering all remaining stages of the Airside Business Park</p> <p>A1.1(c) Diversify current airport income through expansion of the airport's property portfolio by delivering all remaining stages of the Airside Business Park</p>	Medium/Long
A1.2	<p>Ensure that Armidale Regional Airport is an emergency response hub for Northern NSW</p> <p>A1.2(a) Armidale Airport is provided with all necessary facilities that will ensure its position as an emergency response hub</p> <p>A1.2(b) Critical infrastructure is delivered to support unconstrained aircraft movement</p>	Short/Medium
A1.3	<p>Attract aviation and tourism related industries</p> <p>A1.3(a) Prepare an incentives package that attracts tourism related aviation industries to the Armidale Airport</p> <p>A1.3(b) Attract aviation and tourism related industries</p>	Short
A1.4	<p>Manage the current and future land use implications of Armidale Regional Airport operations</p> <p>A1.4(a) Undertake studies as required to identify the existing and likely future operations of the Armidale Airport as a regional and emergency response hub</p> <p>A1.4(b) Address the related land use planning implications to ensure areas that may potentially impact Airport operations are suitably managed</p> <p>A1.4(c) Review LEP provisions relating to the Airport in-line with current and future operations</p>	Short

Action	Implementation	Timing
A2 Our employment land		
A2.1 Develop identified Employment Growth Areas to support increased jobs, industry and investment	A2.1(a) Amend the LEP to rezone the eastern employment growth area, extension of Acacia Park, the airport growth area and the puddledock growth area	Short
	A2.1(b) Develop a masterplan for each employment growth area, including buffers	
	A2.1(c) Develop DCP chapters for each of the growth areas	
	A2.1(d) Align delivery of Employment Growth Areas with the development of Engine Industries	
	A2.1(e) Ensure adequate servicing arrangements are in place for existing industrial areas to ensure that they are capable of reaching their full potential and are brought up to modern infrastructure standards	
	A2.1(f) Support and incentivise the long-term transition of low impact commercial uses that are currently in the CBD (i.e. car yards, service stations and mechanic garages) into employment zones	
	A2.1(g) Encourage the development of sustainable and green product manufacturing in the region	
	A2.1(h) Ensure employment zoned land is available to enable the co-location of services that support horticulture, renewable energy and manufacturing engine industries	
A2.2 Support the growth of identified engine industries: horticulture, renewable energy and manufacturing through, complementarity industries and circular economy opportunities	A2.2(a) Scope the potential for low carbon, high efficiency and circular economy strategies such as waste-to-energy, bio-digestion, and alternative water, waste and energy systems in employment areas	Short/Medium
	A2.2(b) Explore opportunities to leverage off existing manufacturing industries to increase locally designed and produced materials	
	A2.2(c) Encourage industries that support the REZ and Horticulture through the local manufacturing of materials and provision of services	
A2.3 Infrastructure to activate growth in employment	A2.3(a) Prepare an infrastructure strategy that identifies major required infrastructure to enable the development of the employment growth areas and horticulture precincts	Short
	A2.3(b) Upgrade the Armidale Wastewater Treatment Plant to ensure recycled wastewater is capable of servicing the Armidale horticulture area	
	A2.3(c) Ensure water security infrastructure supports and aligns with the requirements of the Horticulture Priority Precincts	
A3 Our agriculture and horticulture		
A3.1 Establish protected horticulture precincts in Armidale and Guyra	A3.1(a) Establish the Armidale and Guyra priority horticulture precincts as identified under the Horticulture Feasibility Study, namely the establishment of 125ha of additional glasshouse	Short/Medium
	A3.1(b) Amend DCP provisions to require industries and businesses to adopt water efficiency best practices, including water re-use, recycling and closed loop systems	

Action	Implementation	Timing
A3.2 Support the evolution of extensive agriculture	<p>A3.2(a) Explore enabling provisions in the LEP to support diversification and evolution of extensive agriculture and complimentary industries</p> <p>A3.2(b) Protect extensive agriculture from land use conflict through appropriate LEP provisions</p> <p>A3.2(c) Support the growth of Ag-tech technology and industries to enhance agricultural productivity</p> <p>A3.2(d) Support extensive agriculture, by encouraging diversification opportunities such as agri-tourism and farm gate premises</p>	Short
A4 Our vibrant city		
A4.1 Develop a masterplan for the Armidale CBD	<p>A4.1(a) Establish an Armidale City Centre Renewal Committee with urban design expertise to determine a masterplan for the CBD</p> <p>A4.1(b) Establish necessary commercial funding arrangements for delivery of city centre renewal projects (i.e. special rate variation)</p> <p>A4.1(c) Establish a delivery program to implement the actions of the masterplan</p> <p>A4.1(d) Investigate opportunities to repurpose underperforming and underutilised areas within big box shopping centres for alternative uses, such as office space, medical centres, recreational activities (Timezone, ten-pin bowling, cinemas)</p> <p>A4.1(e) Investigate opportunities to rezone underutilized employment land to reflect its current land use</p> <p>A4.1(f) Incentivise and support relocation of car yards and servicing garages outside CBD. Investigate opportunities to encourage them to relocate to the identified business zoned areas. Former car yard and servicing garage sites to be converted into active street frontages with accommodation opportunities above</p> <p>A4.1(g) Amend LEP to incorporate design excellence and active street frontage provisions in strategic locations within the CBD to ensure new buildings or major renovations are of high quality and vibrant businesses are encouraged to locate within the CBD</p> <p>A4.1(h) Council actively seeks to purchase and manage/sub-lease strategically located properties within the CBD and repurposes/develops them as appropriate</p> <p>A4.1(i) Establish a revitalisation program for heritage buildings within the CBD</p> <p>A4.1(j) Create DCP chapter to reflect the priority implementation actions from the masterplan</p> <p>A4.1(k) Facilitate UNE's Education, social and cultural facilities to move into the Armidale CBD to strengthen the connection between students and the city centre</p> <p>A4.1(l) Manage the provision of car parking prioritising parking availability that encourages and supports business visitation and partonage</p>	Short/Medium

Action	Implementation	Timing
A4.2 Position the Armidale CBD as a destination	A4.2(a) Ensure delivery of adaptive re-uses of the Armidale Court House and other Council owned buildings as catalyst activation projects for the CBD	Short
	A4.2(b) Pivot the Armidale CBD towards being a destination for unique shopping, events and dining experiences through an incentive package to support the establishment of unique businesses within the CBD	
	A4.2(c) Establish the Armidale CBD as a destination through channelling our unique characteristics such as our climate, our heritage buildings and our food produce	
	A4.2(d) Create the Armidale CBD as an identifiable destination via public domain improvements	
	A4.2(e) Develop an Eat Street which aligns with our seasonal characteristics, local climate and local produce	
	A4.2(f) Enable night-time and street-trading opportunities in the CBD	
	A4.2(g) Maintain and grow a year round calendar of events that bolster Armidale CBD's position as a destination	
A4.3 Connect the CBD to the Creeklands	A4.3(a) Create a North-South link between Beardy Street and Dumaresq Creek lands via Dangar Street	Short/Medium
	A4.3(b) Investigate the re-opening of Dangar Street from Moore Street through to Dumaresq Street	
	A4.3(c) Actively seek to re-purpose the Dangar street carpark into a vibrant and active public piazza	
	A4.3(d) Ensure DCP provisions are in place so that the linkages are implemented	
	A4.3(e) Seek funding for the remaining stages of the Creeklands Masterplan	
A5 Our water security		
A5.1 Seek government investment for capital works to deliver the regional water security package	A5.1(a) Ensure that key infrastructure upgrades to Malpas and Oaky Dams is undertaken with funding provided through all levels of government	Short/ Medium/Long
	A5.1(b) Ensure trunk drainage network infrastructure that supports key dam improvements is provided with funding obtained through all levels of government	
	A5.1(c) Prioritise upgrades to the wastewater treatment plant to enable the re-use of treated wastewater in a variety of ways to ensure water security is bolstered	
	A5.1(d) Undertake necessary capital works to ensure treated wastewater is provided to the adjacent horticulture and jobs precinct, and to high demand water users via a 'purple pipe' network	
	A5.1(e) Finalise the business case providing long term water security initiatives for the region, ensuring that provision has been made for long term housing and jobs growth scenarios	

Action	Implementation	Timing
A6 Our tourism		
A6.1 Deliver a Destination Management Plan that leverages our natural and built environment to grow the visitor economy	<p>A6.1(a) Target industries and infrastructure to be further developed to diversify and increase tourism in the region include:</p> <ul style="list-style-type: none"> - rail trail - back country cycling - remote camping and bushwalking - rock climbing, abseiling - white water rafting - back country driving routes - cycling adventure trips - freshwater fishing - rowing regatta facilities - treetop adventure parks - aviation tourism - cultural heritage - adrenalin based adventure (bungy jumping, canyon swings, flying foxes etc) - accommodation (camping, glamping, boutique, farmstay, resort etc) - cold water swimming - health and wellbeing - multi day packages - geotourism <p>A6.1(b) Expand and promote visitarmidale.com.au and prioritise public relations on activities within the region through Destination NSW and other promotional agencies</p> <p>A6.1(c) Encourage and support the establishment of tourism operators within the CBD</p> <p>A6.1(d) Establish Armidale, Guyra and our villages as hubs for accessing nearby tourism destinations</p> <p>A6.1(e) Further develop and promote New England High Country arts and cultural facilities to support additional tourism offerings</p> <p>A6.1(f) Partner with the state government and/or tourism investors to support a variety of accommodation and experience types with an emphasis on sustainability, eco tourism, camping and off the beaten track to high end eco opportunities</p> <p>A6.1(g) Deliver the ARC tourism strategy initiatives</p> <p>A6.1(h) Provide continued support for the development of the Australian Transport Museum at the Airport Business Park</p> <p>A6.1(i) Explore opportunities for additional historic train experiences</p>	Short

Action	Implementation	Timing
A6.2 Support the growth and diversity of events in the region	<p>A6.2(a) Develop public spaces to increase our ability to host events and pop- ups to promote music, dance, cuisine, arts, crafts and religious celebrations for the community</p> <p>A6.2(b) Establish a calendar of events that showcase our local artisans, entrepreneurs and producers</p>	Short
A6.3 Establish event venues that can attract and support large scale events	<p>A6.3(a) Establish specific precincts across the region that will ensure the region can host a variety of targeted and unique large scale events</p> <p>A6.3(b) Provide a world-class conference and event centre within a dramatic setting on the gorge country that can perform a range of conference, education, arts, cultural, business and community functions</p>	Short/Medium
A6.4 Make our region a destination that is renowned for its sporting and recreation facilities	<p>A6.4(a) Develop a sport and recreation plan with a view to enhance and maintain sporting facilities to meet the needs of our local community and neighbouring regions, and to entice regional, state, and national events</p> <p>A6.4(b) Develop a sport and recreation plan with a view to enhance and maintain recreation spaces to offer quality of life, entertainment and family-friendly activities to residents and visitors</p> <p>A6.4(c) Ensure the provision of regional sporting and active recreation facilities align with long term strategic goals for Armidale and the New England North West Region</p> <p>A6.4(d) Collaborate with local sporting groups and State and Federal government bodies to identify regional sporting and active recreation facilities meet community needs</p> <p>A6.4(e) Lead the development of regional sporting and active recreation plans that have a strategic focus and are aligned with the broader sporting communities needs (i.e. Criterion Track, New Aquatic centre, Hydrotherapy pools, Premier Rugby League Facilities, e.g. Harris Park)</p> <p>A6.4(f) Consolidate regional sporting and active recreation facilities to attract state and nationwide sporting events to the region</p> <p>A6.4(g) Regional sporting and active recreation facilities are rationalised and upgraded to provide contemporary, multi-purpose facilities that encourage maximum utilisation and greater participation and reduce maintenance costs and management issues</p> <p>A6.4(h) Explore locations for a potential sub-hub for the Northern Inland Centre of Sports Excellence (NICSE) as per Strategy 4.2 of the New England and North West Regional Sports and Active Recreation Plan</p> <p>A6.4(i) Explore options to partner with UNE to investigate the development of a Regionally Significant Sport Facility (RSSF) as per Strategy 4.3 of the New England and North West Regional Sports and Active Recreation Plan</p> <p>A6.4(j) Ensure any new or upgraded infrastructure is undertaken via a planned approach that benefits the whole region</p> <p>A6.4(k) Explore collaboration and commercial partnership opportunities for the delivery of sport and active recreation facilities and activities</p> <p>A6.4(l) Explore opportunities for additional recreational walking trails and networks in and around Armidale, Guyra and the Villages</p>	Short/ Medium/Long

Action	Implementation	Timing
A6.5 Partner with NSW National Parks & Wildlife Services to provide and upgrade facilities to reflect the unique world class natural assets found throughout the region	A6.5(a) Advocate for and partner with NPWS to establish a visitors centre along the Waterfall Way A6.5(b) Advocate for priority investment from the government on outdoor adventure activities and nationally significant tourism facilities in key locations in our National Parks A6.5(c) Encourage and incentivise the establishment of wilderness and adventure tourism operators within Armidale, Guyra & our villages and ensure access to National Parks is provided A6.5(d) Ensure trails, trail heads, facilities and amenities are suitable and welcoming for visitors to our national parks and appropriately manage human interactions A6.5(e) Promote environmental education experiences within our national parks and environmental areas to encourage environmental stewardship	Short/Medium
A6.6 Promote agritourism opportunities	A6.6(a) Amend the LEP to support agritourism so that tourism and accommodation opportunities are able to develop within rural zones A6.6(b) Advocate and promote rural landowners to establish agritourism opportunities A6.6(c) Establish a program to promote and market the agritourism opportunities to rural landowners A6.6(d) Showcase and promote existing agritourism ventures in order to encourage other rural landowners to explore opportunities for agritourism and to promote visitation to the region	Short
A6.7 Seek government funding to deliver the New England Rail Trail	A6.7(a) Ensure the New England Rail Trail within the Armidale Regional LGA is delivered A6.7(b) Identify opportunities for tourism activities, new businesses and accommodation opportunities at towns and villages along the rail trail A6.7(c) Ensure towns and villages located along the rail trail have masterplans developed which reflect and embrace the opportunities provided by the rail trail A6.7(d) Promote adaptive re-use of the heritage former railway buildings located along the rail trail, including the Armidale good shed, the Dumaresq railway station and good shed, the Black Mountain railway station, the Guyra station complex and the Ben Lomond railway station	Short
A6.8 Develop Malpas Dam as a water sports, training and recreation precinct	A6.8(a) Develop Malpas Dam as a multi-purpose water sports and recreation centre supporting a range of disciplines, primarily rowing and sailing A6.8(b) Develop a masterplan for the Malpas Dam water sports, training and recreation precinct A6.8(c) Establish partnerships with Rowing Australia and the National Rowing Centre of Excellence to support high altitude training facilities for elite athletes	Short

Action	Implementation	Timing
COMMUNITY AND PLACE		
B1	Our homes	
B1.1	<p>Develop a compact urban settlement through encouraging infill development while protecting local heritage, existing charm, and streetscape character</p> <p>B1.1(a) Prepare a Local Housing Strategy and implement the actions</p> <p>B1.1(b) Develop and implement an Active Transport Strategy to support a compact settlement</p> <p>B1.1(c) Review and update planning and development controls to encourage the delivery of a diverse range of high quality, sustainable and well-designed developments within existing urban and village areas</p> <p>B1.1(d) Amend the LEP to enable integrated housing and subdivision development to create lots which are less than the minimum lot size</p>	Short
B1.2	<p>Embed local character into our local planning controls</p> <p>B1.2(a) Ensure local character forms the fundamental basis for all planning related development controls</p> <p>B1.2(b) Develop local character statements to ensure our urban amenity and character is reflected in any new developments</p>	Short
B1.3	<p>Identify opportunities to develop CBD housing and tourist accommodation opportunities and provide guidance on how infill development should be undertaken</p> <p>B1.3(a) Review and update planning and development controls to encourage the delivery of mixed use, medium-density and tourism accommodation developments within the Armidale and Guyra CBD's</p> <p>B1.3(b) Develop a DCP chapter to provide planning controls for redevelopment of CBD sites</p> <p>B1.3(c) Provide incentives via relaxed development charges and parking requirements for the adaptive re-use and development of CBD sites that incorporate a residential or tourism accommodation component</p> <p>B1.3(d) Identify opportunity sites for accommodation and housing within the CBD. Ensure opportunity sites are covered by active street frontage and design excellence LEP clauses</p> <p>B1.3(e) Develop provisions requiring fine grain shopfront uses and presentation at street level</p>	Short
B1.4	<p>Develop temporary workers accommodation precincts within Armidale and Guyra to support horticulture and REZ jobs growth opportunities</p> <p>B1.4(a) Identify suitable areas within Armidale and Guyra to locate temporary workers accommodation which can be converted into long term residential accommodation where appropriate</p> <p>B1.4(b) Develop servicing standards to ensure that temporary workers developments provides legacy infrastructure that can be used to support long term housing in key locations</p> <p>B1.4(c) Amend the LEP to incorporate the temporary workers accommodation clause</p> <p>B1.4(d) Develop DCP controls for temporary workers accommodation developments</p>	Short
B1.5	<p>Establish greenfield residential growth areas in line with our regions job targets</p> <p>B1.5(a) Amend the LEP to rezone land identified in the residential growth areas - applying a conservation zoning to land identified as high biodiversity value and riparian areas</p> <p>B1.5(b) Develop master plans for the identified residential growth areas</p> <p>B1.5(c) Ensure servicing strategies are in place to enable streamlined and logical expansion of the residential growth areas</p> <p>B1.5(d) Develop DCP chapters for the residential growth areas</p>	Short

Action	Implementation	Timing
B1.6 Develop a masterplan for Guyra to encourage residential infill development	B1.6(a) Establish a Guyra Urban Renewal Committee to determine a masterplan, particularly for residential infill development sites within the Guyra CBD B1.6(b) Establish necessary commercial funding arrangements for delivery of renewal projects B1.6(c) Establish a delivery program to implement the actions of the masterplan B1.6(d) Investigate opportunities for Council purchase of sites that could be converted to residential uses, including for social housing purposes B1.6(e) Establish a revitalisation program for heritage buildings within the CBD B1.6(f) Create DCP chapter to reflect the priority implementation actions from the masterplan B1.6(g) Explore opportunities to provide improved east-west linkages across the New England Highway to link existing assets together (i.e. Showground, CBD, Mother of Ducks lagoon)	Short/Medium
B1.7 Ensure affordable social and retirement housing is provided within our urban areas	B1.7(a) Investigate opportunities for affordable social and retirement housing development on existing Council Owned land B1.7(b) Partner with social housing providers to develop plans for social housing developments B1.7(c) Investigate potential properties for strategic acquisition by Council to provide affordable social and retirement housing developments	Short/Medium
B1.8 Develop village masterplans to encourage appropriate village growth	B1.8(a) Encourage the release of existing village zoned land where appropriate and rationalise zonings in the villages where current zonings are unsuitable B1.8(b) Develop servicing strategies to ensure appropriate infrastructure and facilities are available for growth within the villages B1.8(c) Develop DCP chapters for each village inline with the village masterplans B1.8(d) Amend the LEP to reflect identified growth areas within the villages B1.8(e) Develop masterplans and character statements for each village B1.8(f) Explore opportunities for increased connectivity between the villages, nearby towns and tourist attractions	Short/Medium
B1.9 Ensure the necessary infrastructure is available to activate housing	B1.9(a) Prepare an infrastructure strategy to enable the development of greenfield residential growth areas B1.9(b) Ensure Council has the capacity to lead infrastructure provision in appropriate circumstances so that greenfield growth areas can be developed in a logical and orderly way B1.9(c) Review Contributions plans and Development Servicing Plans to ensure adequate funding arrangements are in place for local infrastructure needs that will be required to service our growing population B1.9(d) Prepare a Smart city strategy to identify digital infrastructure needs for our urban centres	Short

Action	Implementation	Timing
B1.10 Ensure LEP zonings reflect land use capabilities and constraints	B1.10(a) Identify land for rezoning that is constrained and unsuitable for development B1.10(b) Undertake studies as necessary to identify land for rezoning B1.10(c) Review and rationalise the applicability of conservation zones	Short
B1.11 Work with UNE to unlock housing opportunities and promote integration between the university campus and the Armidale city	B1.11(a) Partner with UNE to enable the rezoning of suitable land that has been identified for residential development B1.11(b) Identify opportunities for key strategic active transport linkages to be developed around and through the university campus B1.11(c) Ensure growth precincts around the university campus are well integrated and take advantage of university assets (Sport One, Mountain bike tracks, Open Space, footpaths and cycleways etc)	Short/Medium
B2 Our education, research and innovation		
B2.1 Build connections between UNE and Armidale township	B2.1(a) Encourage the repurposing of underutilised UNE buildings and assets for broader city-wide benefits. B2.1(b) Progress the redevelopment of underutilised areas of UNE for future urban purposes, particularly in well serviced areas which have an existing interface with residential neighbourhoods. B2.1(c) Investigate opportunities to locate public education facilities within UNE land to support identified greenfield residential growth areas B2.1(d) Improve active transport linkages to UNE	Short/Medium
B2.2 Develop a health and knowledge precinct in Armidale	B2.2(a) Develop a masterplan and DCP controls for the health and knowledge precinct. B2.2(b) Ensure LEP controls enable health, education and associated developments. B2.2(c) Support and incentivise the long-term transition of allied or specialist health businesses that are currently in the CBD (i.e. disability support, mental health support) into the health and knowledge precinct. B2.2(d) Support the integration of UNE's health facility and other tertiary health facilities into the health and knowledge precinct. B2.2(e) Ensure linkages between the Armidale CBD and UNE Campus are integrated into the masterplan B2.2(f) Encourage the retention of medical trainees in the region and encourage increased medical and specialist services B2.2(g) Collaborate with research institutes to promote biomedical development B2.2(h) Develop health and wellbeing industries in the health and knowledge precinct	Short/Medium
B2.3 Ensure Armidale retains its status as an education centre	B2.3(a) Work with the NSW Department of Education to ensure education facilities are fit for purpose, provided in appropriate locations and support the population growth targets of the LSPS	Short/ Medium/Long

Action	Implementation	Timing
B2.4 Partner with UNE and tertiary bodies to align course offerings with emerging agriculture and horticulture industries	B2.4(a) Continue to implement MOU between ARC and UN	
B3 Our indigenous history and heritage		
B3.1 Embrace our First Nations history and culture	B3.1(a) In consultation with First Nations peoples, work to create places of interest, tourism, education and reflection B3.1(b) Work with local First Nations peoples to better understand traditions and how these can be appreciated and celebrated through our annual events calendars and education programs B3.1(c) Collaborate the First Nation’s elders and community to support our biodiversity regeneration and regenerative agricultural practices B3.1(d) Establish effective governance arrangements with our First Nations community with respect to planning, development and policy decision making	Short/Medium
B4 Our architecture and heritage		
B4.1 Preserve and protect our European built heritage assets which provide our unique New England identity	B4.1(a) Undertake a comprehensive heritage study to inform a review of the Heritage Conservation Area and Schedule 5 of the LEP B4.1(b) Investigate the opportunity for Heritage Conservation Areas within Guyra and the villages B4.1(c) Develop character statements for identified heritage precincts across Armidale, Guyra and the villages B4.1(d) Develop DCP chapter for archaeological items B4.1(e) Develop a heritage strategy for the LGA and implement the actions B4.1(f) Develop a heritage incentives package for restoration and maintenance of heritage items B4.1(g) Develop a main street heritage program which identifies heritage items such as verandah reinstatement program B4.1(h) Ensure that the heritage strategy and program aligns with, the CBD Masterplans and other development strategies	Short
B5 Our local artisans and producers		
B5.1 Our region supports our local artisans and producers showcasing food, arts, crafts and music	B5.1(a) Encourage local producers to have outlets in our centres B5.1(b) Incentivise specialty producers within the region through planning and financial enablers B5.1(c) Develop and arts and culture strategy to provide strategic direction and foster partnerships with the regions arts and cultural communities B5.1(d) Review the permissibility of artisan food and drink premises in the LEP to ensure opportunities for local artisans	Short

Action	Implementation	Timing
B5.2 Facilitate the development of an arts and culture precinct	B5.2(a) Develop the Kentucky Street arts and culture precinct via a Masterplan that includes Moran Oval, the Aboriginal Keeping Place, NERAM and the Gymnastics centre so that it can host a wide range of large scale events	Medium/Long
B6 Our green space		
B6.1 Connect our homes to open space - 95% of all new homes within 400m of open space	<p>B6.1(a) Amend the subdivision DCP chapter to ensure adequate public open space provisions are embedded in future subdivisions</p> <p>B6.1(b) Prepare an open space strategy that aligns with the biodiversity strategy, active transport strategy, koala strategy and others to increase accessibility to existing and future open space</p> <p>B6.1(c) All existing and new open spaces are to be connected by a city-wide and where appropriate region wide pedestrian and cycle network</p> <p>B6.1(d) Ensure the open space and active transport strategy include connectivity to existing residential areas, schools, education facilities and key community sites</p>	Short/ Medium/Long
NATURE AND RESILIENCE		
C1 Our air quality		
C1.1 Mitigate the impacts of wood heaters in Armidale during the winter months	<p>C1.1(a) Seek funding for and undertake a community awareness program on the impacts of wood heaters on air quality</p> <p>C1.1(b) Undertake a community awareness program on the biodiversity and environmental impacts of wood collection within the LGA</p> <p>C1.1(c) Amend Council's Planning Policies to prohibit new dwellings from installing wood heaters where they are located on lots of 4000m² or less</p> <p>C1.1(d) Undertake a trial program to install filtration devices to existing approved wood heaters understand their effectiveness in reducing wood-smoke pollution generated by existing fireplaces</p> <p>C1.1(e) Offer an incentive package to retrofit existing wood heaters with air conditioning units within Armidale</p> <p>C1.1(f) Advocate for the inclusion of a reduced PM2.5 limit in the Australian Standard for fuel combustion heaters (AS/NZS 4013:2014)</p> <p>C1.1(g) Advocate with State Government to establish a financial assistance program to support an incentive package to replace existing wood heaters with alternative cleaner heating options within Armidale</p> <p>C1.1(h) Undertake investigation into potential options to phase-out wood heaters within Armidale</p>	Short/ Medium/Long

Action	Implementation	Timing
C2 Our biodiversity and national parks		
C2.1 Protect areas of high biodiversity value and natural landscapes	C2.1(a) Prepare a Biodiversity strategy C2.1(b) Prepare a Biodiversity DCP Chapter that is consistent with the SEPP (Biodiversity and Conservation) 2021 C2.1(c) Apply the C2 Environmental Conservation zone to land identified as High Environmental Value in the Biodiversity Strategy C2.1(d) Ensure future subdivisions are designed to suitably avoid and mitigate high biodiversity values. Utilise larger minimum lot sizes and/or conservation zonings to mitigate impacts C2.1(e) Implement the actions of the koala strategy	Short/Medium
C2.2 Develop a holistic vegetation management approach to protect and enhance our green assets	C2.2(a) Protect and Increase tree canopy cover within town and village areas C2.2(b) Promote greener neighbourhoods through a review of Councils DCP to ensure that development controls preserve existing vegetation and promote the establishment of new green areas C2.2(c) Ensure the tree lined streets and boulevards are protected and enhanced to retain the character of the region C2.2(d) Develop an urban forest strategy and policy C2.2(e) Develop tree management policies that protect existing trees and guide appropriate tree plantings and establishment of new urban forest C2.2(f) Review and update Council's heritage tree register C2.2(g) Develop a register of significant trees C2.2(h) Develop park tree management plans C2.2(i) Implement a roadside vegetation management plan	Short

Action	Implementation	Timing
C3 Our resilience to natural disasters and climate change		
C3.1 Improve the regions resilience to natural hazards and improve our climate change preparedness	C3.1(a) Locate proposed growth areas in locations unaffected by biodiversity, flooding and bushfire constraints	Short/Medium
	C3.1(b) Undertake a flood study/overland flow study for Guyra	
	C3.1(c) Update the Armidale flood study and undertake a Floodplain Risk Management Study and Plan	
	C3.1(d) Undertake an overland flow study of the broader Armidale area to ensure new residential development in identified greenfield growth areas are unaffected by flooding and stormwater	
	C3.1(e) Develop a Climate Risk Strategy for Council operations in accordance with DPHI 'Guide to Climate Change Risk Assessment for NSW Local Government'	
	C3.1(f) Investigate opportunities to improve the response to natural disasters between Council, Emergency services and the community	
	C3.1(g) Implement the actions of Councils Renewable Energy Action Plan	
	C3.1(h) Identify suitable locations for the establishment of a food hub that can foster collaboration between the community and increase public and private partnerships for localised food production and upskilling	
	C3.1(i) Strengthen DCP requirements for residential water retention	
	C3.1(j) Implement the actions of Councils Renewable Energy Action Plan	
	C3.1(k) Undertake mapping to identify suitable locations for where community gardens and urban agriculture can occur within residential growth areas and the existing urban areas of the region	
	C3.1(l) Investigate opportunities to improve the response to natural disasters between Council, Emergency services and the community	
	C3.1(m) Amend DCP provisions to require industries and businesses to adopt water efficiency best practices, including water re-use, recycling and closed loop systems	
C4 Our renewable energy		
C4.1 Support the growth of appropriate renewable energy projects that provide benefits to the region	C4.1(a) Construction of 2 x 5MW solar Farms with battery storage	Short/Medium
	C4.1(b) Continue to advocate for planning agreements with renewable energy projects for the community benefit fund	
	C4.1(c) Advocate for UNE and/or other tertiary institutions in the region to provide studies and research aligned with our expected growth in renewable energy	
	C4.1(d) Investigate opportunities to partner with developers of renewable energy projects in the REZ for community benefit projects	

Action	Implementation	Timing
C4.2 Partner with UNE to deliver Project Zero30	C4.2(a) Implement the actions of the Renewable Energy Action Plan C4.2(b) Allocate 10% of s7.12 contributions per year to tree planting C4.2(c) Plant 1 million trees by 2030 C4.2(d) Deliver 200 ha pilot tree planting site	Short/Medium
C5 Our sustainable region		
C5.1 Embed sustainable waste management practices that protect the environment, human health and supports the transition towards a circular economy	C5.1(a) Develop a Regional Waste Strategy that: <ul style="list-style-type: none"> - outlines the future direction for waste assets and services in accordance with sustainable waste management principles - aligns with NSW and federal strategies and resource recovery targets. - supports development with equitable access to waste, reuse and recycling services. - positions the region as a leader in sustainable waste management C5.1(b) Investigate opportunities for recycling of materials from the REZ, such as solar panels	Short/Medium
C5.2 Implement the Armidale Regional Waste Strategy	C5.2(a) Implementation of the Regional Waste Strategy that: <ul style="list-style-type: none"> - ensures waste assets and services are responsibly and efficiently managed for community benefit and in compliance with legislation - achieves resource recovery and waste diversion targets - embraces innovation and technology to maximise opportunities to divert and recover resources from landfill - fosters regional collaboration and partnerships to support development of a circular economy and improve environmental outcomes 	Short/Medium
C5.3 Future proof waste assets to support growth and provide equitable access to waste, reuse and recycling services	C5.3(a) Review and amend the DCP provisions to ensure waste management is considered at the appropriate stages of development C5.3(b) Engage with industry and relevant agencies to foster innovation and technology that enables new resource recovery opportunities.	Short
C5.4 Encouraging sustainable development	C5.4(a) Encourage building efficiency through the implementation of an Ecologically Sustainable Development policy C5.4(b) Incentivise development where it can be demonstrated that high quality sustainable outcomes can be achieved C5.4(c) Ensure developments meet Water Sensitive Urban Design guidelines	Short



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