



6.0 Community Engagement

6.1 Community Engagement Objectives and Approach

The community needs to be involved in the journey of the planning process - to understand its purpose and what might be possible as a result. The final Armidale Plan 2040 (Plan) should be one that the community owns and identifies with, and that will take them into the future.

The objectives of the engagement and associated actions are:

- Create awareness of the planning process and harness the interest of the broader community - Inform the community of the purpose of regional planning processes and the context, in helping to shape the community in which they work, live and play.
- Have the community inform the development of the Plan - Seek early input from the community and key stakeholders into the constraints and opportunities.
- Work with representatives of the community to help shape a final Plan to go on exhibition - Finalisation of a Plan with community input (using a Citizens Panel). The Plan would then go on exhibition for further community comment.

6.2 Identifying the themes

In order to organise the key planning issue to be addressed, in the Plan and with the community, CM⁺ and the consultant team have categorised the issues and initiatives nominated in the key background documents reviewed (refer to Chapter 3) into ten strategic categories, or 'Themes'. The matrix on this page summaries this 'sieving' process. The identified ten themes are:

1. Growth Economic + Employment
2. Education
3. Health
4. Tourism
5. Arts, Culture + Social
6. Housing
7. Sports, Recreation + Open Space
8. Transport + Connectivity
9. Sustainability, Biodiversity + Smart City
10. Agriculture

The listed themes are introduced to the community during the engagement sessions to gather their feedback.

	10 Planning Themes									
	Growth Economic + Employment	Education	Health	Tourism	Art and Culture	Housing	Sports, Recreation + Open Space	Transport Connectivity	Sustainability, Biodiversity + Smart City	Agriculture
New England North West Regional Plan	✓	✓	✓		✓	✓		✓	✓	✓
Draft Urban Design for Regional NSW	✓		✓		✓		✓	✓	✓	
New England Development Strategy	✓				✓	✓			✓	
Unleashing Otur Opportunities	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Armidale Regional Tourism Strategy		✓		✓	✓		✓	✓		✓
Armidale Arts and Cultural Strategic Plan	✓				✓					
Armidale City Activation Plan	✓			✓			✓		✓	
Armidale City Mall Vibrancy Plan	✓									
Armidale Regional Airport Master Plan	✓							✓		
Armidale Creeklands Masterplan							✓	✓	✓	
Kentucky Street Precinct Stakeholder Ideas	✓				✓			✓	✓	
Community Strategic Plan 2017-2027	✓				✓			✓	✓	

Table 1: Key Background Documents Review Summary

6.2 Engagement Activities

In planning to engage the Armidale LGA community it is important to balance the input of key groups and those people we hear from often, with the voices of community members who we may not hear from so often.

The key activities utilised to gather broad community input are:

- **Newsletter/letter, Have Your Say information, Council social media** - Information was disseminated to the whole community, to make as many as possible aware of the context of the development of the Plan and the importance of planning for Armidale's future. The key opportunities and constraints for the future were identified and used prior to, and post, the development of the draft Plan to stimulate feedback.
- **Café catchup, Have Your Say** - A form/survey invited people to the Your Say Armidale site, and to come and have a free coffee and input to key questions about the development of the Plan. Two café catch up sessions were undertaken – one in Armidale and one in Guyra for this purpose.
- **Key stakeholder groups** - The team targeted the involvement of particular groups including those who might not always come forward with input to planning processes. Examples are: Aboriginal groups, representatives of the LGBTQIA community, disability groups and cultural groups.
- **Citizen Panel (refer to Section 6.4)** – This charette style testing of concepts for the Plan involved everyday citizens, including businesses, to become informed and to participate in meaningfully shared conversation and deliberation with their peers. It was a chance for them to learn about key issues shaping their future and to have input into the directions to shape the outcomes (by hearing from and cross examining experts), to reflect together (with the help of a professional facilitator) and to craft a collective statement that was announced to the rest of the community. The Panel is a methodology that encourages a depth of engagement with people, representing the different values of the people of the Armidale LGA, and can provide for the development of a bold, achievable strategic Plan through collaborative visioning.

6.3. Cafe Catchup + Your Say Armidale Feedback

Two Cafe Catchup sessions were held, one in Armidale, one in Guyra. The community who attended the session, provided their comments on the nominated 10 themes. The Café session in Armidale attracted over 50 attendees with 43 signing the attendance sheet. There were 11 who participated in the session at Guyra.

The community were also invited to contribute to the Plan using Your Say Armidale by providing input to the nominated 10 themes presented at the Cafe Catchup sessions. There were 562 visits to the Your Say Armidale page, representing a total of 293 different people. A total of 65 people made 662 separate contributions across the themes.

This report provides a high level summary of the initial feedback received. The detailed summary of the feedback received from the Cafe Catchup sessions and Your Say Armidale website can be found in PlanCom's report in Appendix 1.

6.3.1 Summary of Initial Feedback

The responses are categorised according to the ten overall strategic themes. Under each theme a brief 'dot point' summary of the key comments received is provided.

1. Growth Economic + Employment

- Extending the rail line
- Rail Trail between Armidale and Glen Innes
- Make the Mall affordable for business
- The importance of the Mall as central to the community and need for refurbishment
- Do something about East Mall
- Need a secure water supply/water security
- Relocation of facilities to be more central
- Growth as required for survival
- Jobs, growth and climate protection and make New England the New Renewable Energy Zone
- Promote Armidale in capital cities to attract settlement, also improve connectivity with Sydney and Brisbane
- Create business/tourism/park activities
- Integrate Dumaresq Creek beautification plan
- More links between UNE and town
- Armidale as a digital hotspot
- Climate Emergency Declaration to inform all Council business decisions
- Encourage various small business
- Street art including murals
- Sports facilities
- Information technology powerhouse
- Broaden employment opportunities
- Increase rate base
- Ensure new policies do not support unbridled growth – should be based on planning
- Services for Guyra Town Centre
- Site for nuclear power plant
- Economic leakages
- Retain Kolora



6.0 Community Engagement

<p>2. Education</p> <ul style="list-style-type: none"> Public schools – maintain quality teaching staff and small scale Energy efficiency – incentives for efficient water/energy use/ recycling General improvement of education Strengthen TAFE and increase range of offering Council – more transparent, open to ideas from the community, engagement UNE – encourage college culture/life, interaction, presence in CBD Training for young people – youth training hubs, keep young in the area <p>3. Health</p> <ul style="list-style-type: none"> Health services for older people – higher proportion of seniors, more assistance Affordability – bulk billing More opportunities – sporting, improve physical/mental health, wellbeing Defibrillator kits for outlying communities Hospital services – Quiet Garden for wellbeing, adequate staffing, parking Specific facilities – Labyrinth, Rail Trail, Get Fit, walking/cycling, fitness equipment trail, improve parks, walking trails, maps, benches, shade trees, tables in parks, increase bike safety, more cycle paths, hydrotherapy pool, upgrade creekland facilities, improve broader community health Introduce incentives and policies that promote or ensure energy, water and waste efficiency Environment and health – monitor air quality, reduce wood smoke pollution, ensure safe water supply, maintain street trees and parks, protect environment, reduce pollution and waste Consider better controls on night time lighting <p>4. Tourism</p> <ul style="list-style-type: none"> Fishing based tourism Sporting and musical events as an attraction/destination – world class events, cricket, golf, state of art music/theatre venue Specific tourism/cultural facilities and promotion of the beautiful environment Prepare for electric vehicles Marketing Armidale University based tourism 	<ul style="list-style-type: none"> Armidale to Glen Innes Rail Trail Facilities – promote healthy lifestyle, access to hospital/medical Transport – improve travel time to Sydney, highway upgrades, free bus, airport-CBD bus, walking/cycling connection to airport Natural features and working with residents to promote tourism <p>5. Arts, Culture + Social</p> <ul style="list-style-type: none"> Facilities/services – performing arts facility, public theatre, railway excursion trains, old courthouse venue for cultural/ community events, world class performance venue, better fund NERAM, Aboriginal keeping Place, investigate outdoor performance space in creeklands, reopen old theatre in Guyra, utilise Guyra showground/pavilions Events/projects – reinstate Opera New England event, artist in residency program, outdoor sculpture exhibition, support NECOM and local music events, low cost entertainment, a strong arts, culture and social calendar, City of Arts Strategy, youth theatre/dancing/art Promote Armidale as a City of the Arts – regional gallery, orchestra, theatre group Aboriginal recognition – recognise traditional owners, reconciliation, cultural heritage of creeklands Armidale natural features – celebrate and promote historic heritage <p>6. Housing</p> <ul style="list-style-type: none"> Architectural style/council requirements – new housing to complement Armidale’s heritage, improve planning and design quality and standards Planning/Council requirements – maintain trees, appropriate large lot zoning, bushfire codes, efficient lot sizes and dwelling types, environmentally sensitive housing Real estate – improve governance of agents, rental properties code compliance and duty of care Affordable housing - disability housing, independent living with dignity, affordable housing, tiny house typology, low cost entry-level housing for homeless people, energy efficient Energy efficiency – subsidised insulation, energy efficiency grants, Council to promote/encourage reduced energy use and greenhouse gas emissions, energy efficient housing design, solar passive design Opportunities of attractive creekland parkland – boon for house prices 	<p>7. Sports, Recreation + Open Space</p> <ul style="list-style-type: none"> Creeklands upgrade – beautification, attractive to visitors, provides for athletics, walking, cycling, picnicking, seating areas, bike trails Facilities and services – exercise areas (designed for seniors), ‘super park development’, family recreational attraction, improve visitor numbers, boost retailers/cafes, Astroturf playing fields Upgrade city footpaths Villages need – all age playgrounds, safe places for BMX bikes/ motorbikes, multi-sport courts Multi-sport courts, Lambert Park needs facilities, maintenance of parks, more shade trees and seating Maintain amenities, public toilets, shaded areas, seating Sporting fields, address Sports Council Priority List, more seating at venues Improve car parking, incl. for RV at Mother of Ducks Lagoon Install track around the lagoon in Guyra Drinking fountains, outdoor table tennis tables at public places Events – provide a regional facility/destination for motorcross tracks (junior to senior level) Council services – prioritisation of expenditure Flora and fauna and open space – match open space needs to growing population, ensure survival of native flora and fauna, tree planting program, promote enjoyment of natural areas, healthy exercise, koala plan of management, plant more trees, build a bird hide <p>8. Transport + Connectivity</p> <ul style="list-style-type: none"> Airport and air services – encourage investment in the airport for transport of goods, fresh produce, attract a second, budget airline Cycleways – along Bundarra Road, more cycleways through/ around Armidale, encourage cycle to work, bicycling facilities – shared paths, crossings, rest stops, bicycle parking, publicise existing bicycle paths, better signage, trail maps, cycle to school routes, more funding, driver awareness/training program, regional transport plan, plan and invest in on road bicycle facilities Walking – promote through improved footpaths, crossings, general amenity Electric vehicles - transition to mainstream use, electric vehicle fleets, emission-free modes of bus, taxi (local ‘uber’), motorcycle and electric cars 	<ul style="list-style-type: none"> E-bikes - encourage use and provide facilities Public transport - Promote public transport use, intra and inter-regional rail and bus services, preserve existing bus services, more regular Guyra to Armidale service (5 days, am/pm, incl. Uralla) Clear, safe north-south pathways in Armidale Railways – reopen rail line north of Armidale, retain connection and provide a faster train Armidale to Sydney/Newcastle, improve track between Armidale and Tamworth Environmental initiatives – implement EcoArc strategic initiatives, investigate reducing air transport emissions, promote alternatives to petrol and diesel-powered private cars Electric vehicles – Council all electric fleet, increase availability of fast charging stations, add solar panels to roof of parking areas, development controls that mandate electric vehicle charging stations Walking – improve pavements, add seating along common routes, publicise walking tracks, facilitate, encourage, promote walking for local trips, plan and invest in footpaths, shared off-road paths, crossings, rest stops Telecommunications – video communication can minimise need to travel, reduce air travel Accessibility – address needs of people with mobility limitations, consider transport needs of older people, dial up transport services for ageing, consider lower socioeconomic population Transport planning – upgrade and maintain roads/bridges linking the centres of Armidale, Guyra and the five villages <p>9. Sustainability, Biodiversity + Smart City</p> <ul style="list-style-type: none"> Wastewater recycling, reuse, conservation – investigate feasibility of reuse of treated sewerage, encourage water conservation, adopt NSW Best Practice Water Charging, reward residents who conserve water, rebates for tanks, maintain water restrictions as a baseline, conduct waste, water, energy audit to identify excesses/inefficiency Water collection and storage – collect from industrial roof tops, prioritise treated water for domestic consumption, install water tanks in the urban area, make tanks integral for all new housing, investigate new large dam in the Ebor district, plan for a more robust water supply, recycle and treat city run-off
---	---	---	---

6.0 Community Engagement

- Trees, plants, animals – more native tree planting, work with Armidale Tree Group, Landcare and Armidale Urban River Group, Council native plant giveaway, central register of frost hardy/drought tolerant plants for gardeners, Sponsor Tree Planting (organisations like Greenfleet), growing Community Gardens, urban gardens, waterwise, permaculture and sustainability, protect native habitat, threatened species, ensure corridors for native birds and animals, enhance regions native wildlife and habitat, new development to include green spaces, koala corridors, restore waterways, create habitat for animals and enhance biodiversity (Wildlife Habitat Group), create a Natural Heritage register, protect wetlands, maintain/improve habitat for aquatic species
- Council action – Climate Emergency Declaration should inform all Council business, Council buildings, facilities and fleet vehicles powered by renewable energy, install more EV charging stations, LEPs to support sustainability and liveability, ensure future urban development is close to employment areas/schools/retail/commercial centres and linked to CBD, incorporate EcoArc/‘greenprint’ strategy into Armidale Plan 2040, develop Armidale as a smart city, implement recommendations of NSW Regional Climate Resilience Report, adequately resource environmental compliance, audit Council use of resources
- Education – program to educate community about recycling and human impact on the environment
- House design/building standards – minimise energy usage/efficiency, use renewable energy (homes and businesses), establish better building standards, seek high quality design outcomes
- Transport – encourage walking and cycling to work, create network of cycle ways, ensure students/teachers can walk/cycle to school, improve walking/cycling safety, offer free Council bus to CBD for elderly, better cycling planning, routes, maps and signage, provide cycleway along Dumaresq Creek
- Waste and packaging – encourage local businesses to minimise packaging, recycling initiatives, composting food waste, waste reduction, encourage institutions/businesses to participate in Council’s City to Soil initiative
- Climate change adaptation – Council to assist individuals and businesses to adapt to climate change, educate about home energy efficiency, maintain Sustainable Living Armidale website and online publication ‘Light Bulb Moments’
- Technology – a city-wide, public smart cities wireless

network, work with UNE to achieve Zero30 project, lobby State Government to support share electricity peer-to-peer arrangement, develop local grid/local supplier, local rooftop solar farms on CBD buildings, electricity storage facilities

- Waterways – enhance urban and creek-side vegetation, riparian zones, provide habitat (including local aquatic species) and safe wildlife corridors, enhance natural features and wetland filtration function of Dumaresq Creek, re-establish natural creek bed and bank profiles, restore native vegetation (incl. trees), clean up gas works, no new buildings in the flood prone zone, restore environmental flows, remove weed species, engage Armidale Urban Rivercare Group, pipe water from sewerage works to new lake at Dumaresq Creek, recharge the aquifers, better manage Thomas Lagoon, WSUD initiatives
- Support for organisations/volunteers – biodiversity enhancement, carbon sequestration, Southern New England Landcare, Armidale Tree Group, tree planting and biodiversity enhancement
- Food production – resilience through local food production
- Solar – all schools and preschools, hospitals and new buildings install solar panels
- Education on efficiencies in behaviours – encourage energy efficient behaviours, insulation in houses, businesses and public buildings, efficient lighting, increased renewable energy use and storage, energy saving devices, replace wood stoves with modern heat pumps or solar heating, rebates to replace faulty refrigerators, smart city controls on street lighting, competitions in schools to teach kids, local expert assistance/education for builders/plumbers
- Engaging the community – encourage inputs to decisions using all parts of the community, communicate with us

10. Agriculture

- Regenerative/sustainable practice – support/incentives for Regenerative Agricultural Practices, make farms draught resistant, collaborate with UNE experts/researchers to identify/promote sustainable farming methods and implement ways to address draught, minimise soil and vegetation loss, minimise frequency, severity and impact of fires, local food resilience, carbon sequestration, Council’s goal of zero contribution to global temperature rise by 2030, regenerative agriculture, opportunity for Ag tourism, work with LLS and Landcare
- Harnessing rainwater for agriculture – build dams to harness rainwater

- Agricultural products for local consumption – set up cooperatives to market to locals, support farmers’ market committed to local food production
- Feed for cattle and sheep can be produced hydroponically
- Water supply – dredge Malpas Dam of toxic silt and blue green algae, pipe water from QLD to NSW
- Practices – encourage a diversity of agricultural opportunities and diversify the economy, prepare for longer and more severe draughts, rethink grazing, preserve fringe productive agricultural land
- Labour support – ‘work for dole’ to help farmers improve/upgrade farm properties

Conclusion

A broad range of issues were raised and ideas put forward across the 10 strategic ‘themes’ in the initial consultation phase. No one issue dominates the responses. A significant number of comments were received that address issues in regard to growth and employment, transport and connectivity, sustainability and the natural environment.



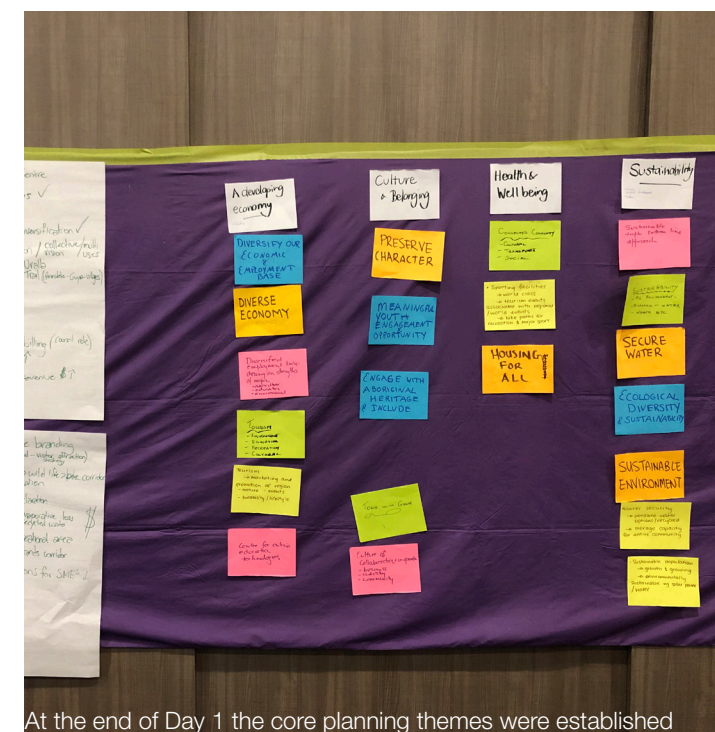
6.0 Community Engagement

6.4 The Citizen Panel

A Citizen Panel (the Panel) was established by Armidale Regional Council to effectively engage a broad and representative cross section of the community; and to facilitate the involvement of people in the community who may not normally participate in consultations.

The Panel is one of a number of stakeholder and community engagement activities undertaken to inform development of the Armidale Plan 2040 (the Plan). It involved a mix of 20 randomly and purposefully selected citizens of the Armidale Region who met intensively over twelve hours in March 2020.

The Panel's input, alongside other stakeholder and community feedback is being used to understand how the people of the Armidale Region see their environmental, economic and social future.



At the end of Day 1 the core planning themes were established

6.4.1 The Benefits of the Citizen Panel

As a means of community engagement, the Citizen Panel approach presents various benefits:

- Providing opportunities that extend the involvement to a wider range of community members, that is beyond those who regularly participate in consultations.
- Allowing participants to shape the discussion and dialogue around issues that matter to them and which they consider important for the future.
- Simulating decision-making where community members are given the evidence typically available to elected representatives. Through exchange of different viewpoints and facilitated whole and small group discussions they are asked to arrive, to the extent that this is possible, at a shared group view on the issues being considered.
- Balancing different views and competing interests, as it involves participants engaged in reasoned debate and discussion based on the evidence, and their local experiences and insights. Through the process, the 'force of the better argument' rises to the top as participants are given the opportunity to reconsider their views in response to the evidence and perspectives put by other participants.

6.4.2 Citizen Panel Participants Selection

The recruitment process for the Panel included both random and purposeful selection.

The process was purposeful insofar as it included members of the community with a known interest in planning for the future of the Armidale Region. These panel members were selected from the pool of registrants that came via the Have Your Say website, with attention to ensuring demographic diversity in terms of age, gender, income, education, and area of residence.

The community survey was conducted by random phone number dialling (landline and mobile) and an online social research panel that aimed to reach members of the community who may not previously have been engaged with planning for the future of Armidale. The survey questions helped ensure participants with a diversity of views and interests in the future of the Armidale region were selected.

It is important to note that while random selection techniques such as random phone dialling or electoral or ratepayer databases are intended to reach everyday community members not typically engaged in planning, every method has its limitations. Examples include:

- Electoral databases do not reach those who are not registered to vote including new immigrants or newly arrived residents who have not updated their electoral details,
- Ratepayer databases provide access to landowners, some of whom may live outside a community, and therefore often exclude renters in a community, and
- Phone surveys tend to reach an older demographic when using landlines and because older people are more often at home when a survey company calls. This can be offset by using lists of mobile phone numbers and combining with other modes such as online surveys that are more commonly used by younger people.

Of the 20 selected members for the Panel they comprised the following demographics:

- 12 women and 8 men
- 14 from Armidale City and 6 from surrounding towns and villages

They were from the following age groups:

- 18-35 years: 3 persons
- 35-50 years: 7 persons
- 50-65 years: 4 persons
- 65 and over: 6 persons



Citizen Panel members

6.4.3 Citizen Panel Sessions

The Panel commenced on the evening of Friday 13th March, and concluded on the evening of Saturday 14th March, 2020. A number of issues were discussed by the Panel. A brief summary of the Citizen Panel sessions is listed below.

Day 1 (Friday evening, 13th March 2020)

- Session 1 - Setting the scene for the Citizen Panel:
 - Provide an overview of the purpose of the Plan.
 - Introduce the purpose of the Panel, including the selection criteria.
- Session 2 - Introduction and strengths of the region:
 - Introduce the Panel Participants.
 - Conduct strengths, weaknesses, opportunities and threats analysis (SWOT) of the region.
- Session 3 - Common goals:
 - Discuss and agree on the common goals derived from a discussion of the ten strategic themes, to drive the Panel's consideration of future land use issues for the Armidale Region
- Session 4 - Planning for the future:
 - Present relevant information, including the land use issues, strategic land use planning considerations, and population projection to the Panel.
 - Discuss the implications of the projected population growth.

During the Panel, participants were provided with evidence on key issues, had the opportunity to ask questions of Council officers and CM⁺. The Panel was able to hear from those knowledgeable in local government and land use planning and consider different perspectives and knowledge on key land use issues from the diverse range of participants in the room.

At the end of the discussions, the projected growth scenario for the Armidale Region was considered a key issue for planning for future land use and there was a strong desire to revisit this the following day.

6.0 Community Engagement

Day 2 (Saturday, 14th March, 2020)

- Session 1 - Feedback on ideas gathered through previous engagement:
 - Review the feedback from the previous community engagement sessions, including the Cafe Catchup sessions and submissions through Have Your Say Armidale.
 - Discuss the feedback and identify the approach realising the ideas community put forward to Council.
- Session 2 - Growth scenarios and spatial structure
 - Presentation, by the team, to the Panel regarding the relevant information in the New England North West Regional Plan, and the constraints and opportunities for Armidale Region.
 - Review the nominated plan for Armidale in the New England North West Regional Plan.
 - Discuss the desired potential growth scenarios for the region.
- Session 3 - The University of New England (UNE) - role and relationship
 - Presentation to the Panel ,by UNE, their future plans.
 - Discuss and provide feedback to UNE in regard to its relationship with Council and its presence in the City of Armidale.
- Session 4 - Spatial structure and transport:
 - Presentation to the Panel by CM⁺, the background planning studies including, potential constraints and opportunities across the LGA.
 - Provide suggestions on spatial structure of the region, in particular, transport connections.
 - Identify spatial structure priority areas for Council to focus on.
- Session 5 - Messages from Panel members to Council:
 - Provide a key message to Council, that each Panel member wants Council to hear the most.

6.4.5 Panel Recommendations

At the conclusion of the Panel sessions, a whole-of-group discussion summarised the deliberations and points of agreement amongst the Panel. The Panel members were informed that the recommendations would be put to Council. The Panel recommended the following to Council:

1. The common goals that should drive the Plan are Sustainability (environmental, economic, and social), Diversified Employment, Culture and Belonging, and Health and Wellbeing.
2. There is strong support for an aspirational, medium growth scenario as the potential under-performance on a low growth scenario and reliance on existing economic strengths was considered as a threat to Armidale Region's future.
3. A spatial structure and settlement pattern that protects existing large lot rural residential in outlying towns and villages, whilst consolidating new housing within the existing urban area of the city of Armidale strikes a balance that is environmentally, socially, and economically sustainable.
4. The Plan should focus on supporting the continued viability of outlying towns and villages by improving services, the attraction of their main street offer, and transport connections to these locations.
5. Agriculture and education are Armidale Region's existing economic strengths. However, relying too heavily on these represents a risk to the future prosperity of the region.
6. The Armidale Region requires economic diversification and a viable third pillar to the local economy to ensure social and economic sustainability. Whilst there are a number of initiatives and potential opportunities in tourism, health care and social assistance, as well as transport and logistics industries, the Panel did not consider these are presently robust enough to form a viable third pillar for the local economy.
7. Armidale Regional Council needs to take a sophisticated approach to assessing opportunities for future economic development and diversification. Key to this is attracting industries that provide the full spectrum of jobs, particularly typically 'blue collar' jobs.

6.4.6 Conclusion

The Panel worked together over a period of a day and a half to set common goals to guide the future growth of the Armidale Region. The key goals agreed to were:

- Sustainability (environmental, economic, and social)
- A Development Economy
- Culture and Belonging
- Health and Wellbeing

The Panel identified the key issues the region is facing, established a preferred growth scenario, spatial structure and the priorities seen as important to act on. It also put forward recommendations and suggestions to the CM⁺ Consultant Team and Armidale Regional Council to realise the robust growth of the region.

For detailed information regarding the Citizen Panel, please refer to PlanCom's report in Appendix 1.



The facilitated Citizen Panel provided an effective forum to discuss the key issues facing the future of the region.

7.0 Sustainability and Smart Cities Strategy

7.1 Introduction

A Sustainability Review was conducted for the Armidale Plan 2040 to ensure that opportunities to enhance the benefits of the proposed plan, for current and future communities, are identified.

Ecologically Sustainable Development (ESD) principles provide a framework for undertaking development which improves the total quality of life, both now and in the future, in a way that maintains the ecological processes on which life depends.

Digital approaches, and the technology solutions, which support them (so-called smart solutions or smart cities), attempt to achieve the same underlying purposes as ESD. They too seek to improve the functioning and quality of life but by digital tools and by access to increasing amounts of data. Although ESD and smart city solutions are not traditionally considered together, they have been considered in this way for this study. The purposes of this study are to:

- Identify any potential issues and opportunities in relation to sustainability and smart city to inform the Armidale Plan 2040.
- Provide recommendations of how sustainability and smart cities solutions could be incorporated into the Armidale Plan 2040.

The Sustainability and Smart Cities Strategy has also considered the outcome from the Citizen Panel which was held during March 2020. For more information regarding the Citizen Panel, please refer to the Chapter 6 of this report.

7.2 Sustainability Review and Matters for Consideration

To inform the Strategy for the Armidale region, the following documents were reviewed:

- State and local level plans and policies
- Armidale Regional Council's Greenprint for Sustainability
- Smart 21 Award and Smart Cities and Suburbs Program Application

The review also includes the input received from the Citizen Panel. Figure 145 illustrates how the basis of the sustainability review is formed.

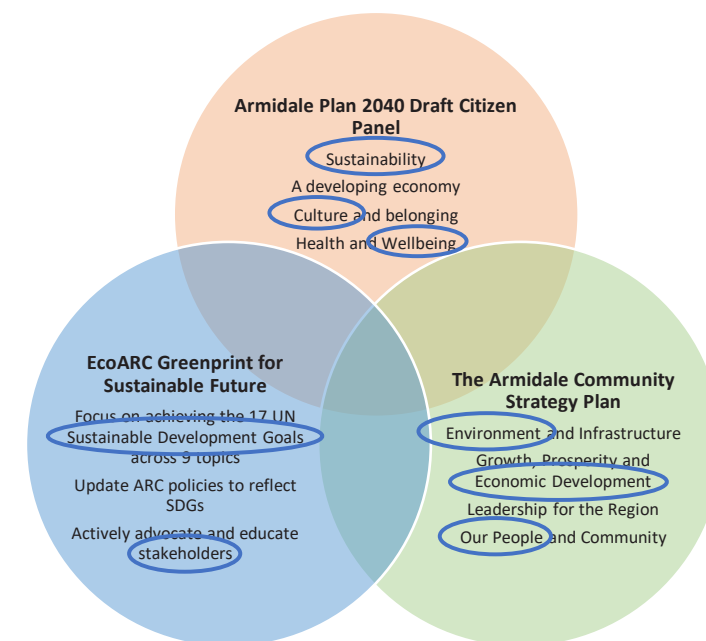


Figure 145: Armidale Community Strategy Plan, the Draft Citizen Panel and EcoARC alignment (Source: Sense Strategy Consulting)

Informed by the review, the following matters, in relation to sustainability, are identified for consideration:

Sustainability as an overarching decision-making framework

The New England North West Regional Plan sets the strategic development priorities for the region. A key Goal set for Armidale region is to achieve 'a healthy environment with pristine waterways'. Multiple Directions identify sustainability specifically as a priority. This is carried forward by the Council, with multiple Council policy documents consistently highlight the critical importance of protecting all aspects of the environment (social, cultural, economic and ecological) for future generations. This is the core principle of sustainability, which is given even more weight in the Citizen Panel where community representatives strongly requested that 'sustainability be central to all decisions'.

The role of the Dumaresq Creeklands in shaping Armidale and its community

The Armidale City Activation Plan identifies Dumaresq Creek as Armidale's 'Green Spine', with the potential to serve as an active transport corridor for pedestrians and cyclists, connecting residential areas and the University of New England (UNE) campus back to the City's civic heart. The further development of the Dumaresq Creeklands would also enhance the health and wellbeing of the community (through encouraging increased formal and informal activity), improve the ecological functioning of Dumaresq Creek and act as an additional tourist attraction. The Dumaresq Creeklands Masterplan provides a detailed masterplanning solution for such a redevelopment of the Creeklands.

Density done well

The generally high availability of land in regional cities means that the issue of urban consolidation and densification is seldom canvassed. However, the Citizen Panel did address this issue, and were strong in their support of greater densification in the Armidale CBD (this is also supported by the Armidale City Activation Plan). The Citizen Panel generally agreed the development pattern considered for the Armidale CBD should lead to greater density, as this would result in less land take and more efficient use of services and infrastructure. They strongly believed this would better reflect their aspirations for environmental and economic sustainability. In addition, the Citizen Panel felt that an additional benefit of greater density, was the opportunity to provide housing that better meets

the needs and affordability expectations of an increasing population of older people and of students. The economic sustainability of these groups is deeply affected because they are faced with difficulties finding the right housing, closer to services and facilities.

A renewable energy focus

New England region has been identified as one of three Renewable Energy Zones in NSW, areas which will be the focus of the Government's plans to deliver renewable energy to help replace the state's existing power stations. This is expected to unlock a significant pipeline of large-scale renewable energy projects, creating up to 2,000 construction jobs each year. Two particular projects represent this focus including:

- 720MW Solar Windfarm north-east of Uralla (proposed by UPC Renewables).
- The solar farm being developed by the University of New England.

Council can further leverage this momentum by:

- Marketing Armidale LGA as a renewable energy development zone to attract additional investors and developers.
- Promoting the tourism and educational attractiveness of the area, leveraging the renewable energy focus.
- Ensuring that developments explicitly consider energy efficiency in their designs.
- Promote smaller (distributed) renewable energy generation and storage projects.
- Support waste to energy solutions, particularly ones which consolidate waste from other Councils to increase the scale of generation.

7.0 Sustainability and Smart Cities Strategy

7.3 Sustainability Recommendations

Sustainability as an overarching decision-making framework

- Adopt the UN Sustainable Development Goals (SDGs) as the overarching guiding set of principles for decisions in regard to the Armidale LGA (as recommended by ARC in the EcoArc Report) and supported by the commitments under the Climate Emergency Declaration (CED) signed by Council in October 2019.
- Review ARC's activities and policies to determine alignment with the SDGs and the CED, and develop a plan for addressing any diversion from these.
- Adopt the primary recommendations of the EcoARC Report into the Armidale Plan 2040. Certain specific recommendations have been drawn out in the subsequent recommendations in the dot points below.
- Create a Councillor led "Sustainability Committee" within ARC to oversee sustainability related matters as they impact the LGA and the community.

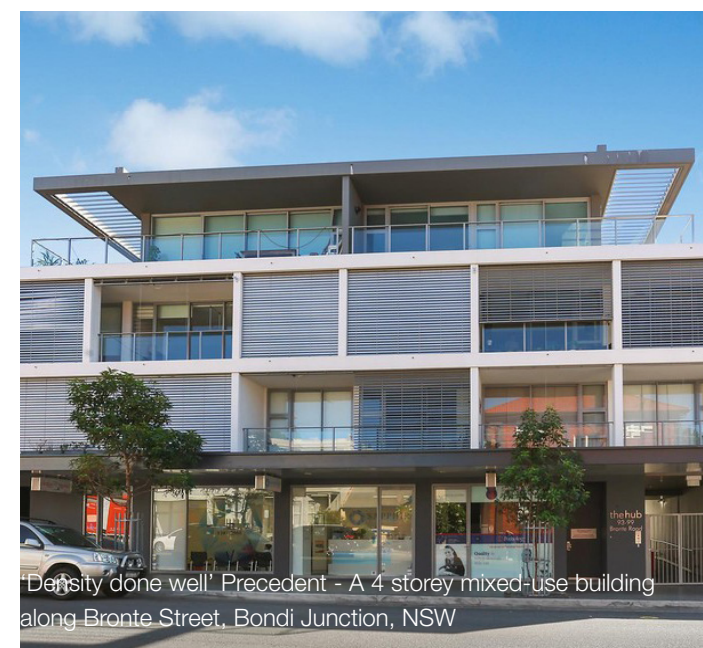
The role of the Dumaresq Creeklands in shaping Armidale and its community

Seek to implement the primary recommendations in the Dumaresq Creekland Masterplan, the creek related aspects of the Armidale City Activation Plan and those in the Citizen Panel, particularly:

- Improve and protect the ecological condition of Dumaresq Creek, its floodplain and its catchment. Amongst others, introduce more native tree planting in the Creeklands and surrounds, working directly with the Armidale Tree Group, Landcare, Greenfleet and Armidale Urban River Group to support community participation in the solutions.
- Provide planning treatments (along with provisions in planning instruments) which drive connections between the adjoining residential areas and the Creekland and, similarly, which connect UNE to the Creeklands with the aim of utilising the Creeklands as an active transport / transit way to the Armidale CBD.
- Provide community spaces for both formal and informal recreation in the Creeklands.
- Actively incorporate the Creeklands as an element of the ARC Tourism Strategy, drawing on its ecological values and attractions.

Density done well

- Recognise the importance of the streetscapes in promoting density and then create pedestrian friendly and interesting laneway spaces, which would support more dense living conditions. Consider shop-top and other arrangements with the areas around the Mall as particular areas of potential focus.
- Promote a diversity of housing typologies, some of which will present greater density options, with their benefits to the community.
- Explore design options for developments with designers and architects. Consider a 'pop-up' apartment to give the community a sense of such living environments.



A renewable energy focus

- ARC to take an active lead in how it conducts its own operations, and adopt renewable energy solutions as a vehicle to encourage the community to adopt similar approaches. This may include:
 - All council buildings and facilities powered by renewable energy.
 - All council fleet vehicles to be electric powered where possible and a commitment that as fleet vehicles are replaced, they are replaced with electric vehicles.
 - Commit to at least 25% of ARC electricity demand being generated by renewable sources by 2027.
 - Consider community services such as free local electric bus.
- Review planning instruments and controls to encourage:
 - Energy efficient designs in new developments.
 - Small scale renewable energy generation at the building scale.
- Promote the renewable energy related aspects of the Region in ARC's tourism and education activities, including tourist and school visits to the facilities, open days, etc.

7.4 Smart Cities Review and Matters for Consideration

As with the sustainability review, the smart cities review, draws on the policy and strategy scene-setting mentioned in Section 8.2, and then identifies and describes the smart city items which are of particular significance in Armidale.

Informed by the review, the following matters, in relation to smart cities, are identified:

The governance challenge - The role of ARC in coordinating smart city approaches

ARC has a strong tradition of data and technology driven approaches, innovative thinking and, potentially, the types of smart city solutions that will benefit their community. Multiple players in the smart and innovation space have been attracted to Armidale or are being grown in the Region (some of whom are described below). Strong and agile leadership will be required to ensure the solutions developed are leveraged so that the community benefits to the greatest extent possible. However, leadership in this area can be challenging. It is vital therefore that ARC is a member of the Smart City Council of Australia and New Zealand's (SCCANZ) Local

Government Smart Cities Network and through that can access a support community. Guidance and support to Council on how to implement a smart cities solution is available through this network and particularly through the SCCANZ's Smart Cities Activator and Smart Cities Readiness Guide. These could be leveraged.

Leveraging the Armidale TAFE Edutech positioning

Armidale has been chosen as the home of the new headquarters for TAFE NSW Digital, managing the online learning experience for TAFE NSW students across the State. The technology and skills that will be developed in the Region, or imported to it, could be substantial and could provide an extremely valuable resource to tap into for new and innovative solutions.

Leveraging UNE Smart Farms and Smart Region Incubator

Agriculture is a key economic driver in the Armidale Region, and for New England more generally. UNE has a series of eight Smart Farms which provide the opportunity for students, researchers and industry to work together on innovative agribusiness solutions, most of which utilise new technologies. The potential exists to continue to apply these in an agricultural setting and leverage them into other applications.

The Smart Region Incubator is another innovation of UNE. It provides a framework of administrative and business support to new Small-Medium-Enterprise (SME) businesses to support their establishment and initial stages of growth. It includes connections to business researchers and mentors as well as corporate and community partners, and although having a broadly agribusiness focus it is not exclusively focused on that sector.

7.0 Sustainability and Smart Cities Strategy

7.5 Smart Cities Recommendations

As with the sustainability review, the smart cities recommendations listed below are provided.

Council to position as smart city facilitator

Smart solutions are not about technology, they are about bringing a strategic lens to the gathering and use of data to the short, medium and long-term benefit of communities. To be effective, therefore, requires a strategic, inclusive and coordinated approach. No entity is better placed to facilitate this approach than ARC. We would recommend therefore that ARC establishes and manages a smart innovation hub on behalf of academic researchers attached to UNE and the TAFE, businesses, government agencies and the community, and potentially the SCCANZ.

Create a sustainable agricultural technology (Ag-tech) cluster in Armidale

In order to capitalise on the Armidale Region's state-significant competitive strengths in technology driven agribusiness, it is recommended that an Ag-tech Cluster (housed in the Smart Innovation Hub building) be established in Armidale, as a resource to the whole State. It will leverage the fact that Armidale hosts Australia's largest regional university, in UNE, and TAFE NSW Digital. In addition to researchers, businesses and ARC, participants should also include agencies such as DPIE, Regional Development Australia (RDA), etc. It is recommended that a building be identified to host the Innovation Hub and associated Cluster, which is physically separated from the institutions and Council, to suggest that although ARC may be facilitating the Cluster, there remains a level of independence. By having the building in the Armidale CBD, this could also contribute to the vitalisation of City of Armidale.

7.6 Conclusion

Based on the sustainability and smart city assessment, there are multiple opportunities for improvements to the Armidale community, which could be implemented through the Armidale Plan 2040. The region is blessed with a number of unique and significant endowments, such as Australia's largest regional university, a substantial agricultural sector, and access to quality infrastructure. The opportunity is now to leverage these endowments to the broader benefit, and through the Armidale Plan 2040, the ARC is well placed to achieve this.



Metz Solar Farm - Armidale (Source: One Source Anergy)



8.0 Vision and Planning Principles

8.1 Introduction

A central aim of the Armidale Plan 2040 study is to reconcile the actions and recommendations of the numerous Council reports and studies, and provide an overarching planning strategy which describes the long term (20 year) strategy for the Armidale LGA, and sets the planning framework within which the various site specific master plans and individual ARC initiatives are pulled together as part of an overall narrative and vision for the Armidale LGA; to guide future planning decisions.

This chapter defines the overall vision for the Armidale LGA for the next 20 years, identifying and developing the key regional strategies established in the New England North West Regional Plan (NENWRP) for the Armidale region (refer to Chapter 3), drawing insight from a review of the global, national and regional NSW 'mega-trends' relevant to the Armidale LGA (refer to Chapter 2), considering sustainability and smart city initiative as well as identifying the key planning challenges of the next twenty years.

The framing of the 'vision' and the setting of the Planning Principles is guided by the engagement with the community that took place, including with the Citizen Panel. This representative panel was drawn from the community of the Armidale LGA and through a series of workshop exercises over two days in March 2020 provided a snapshot and insight to the community's aspirations and priorities for the region (refer to Chapter 6).

The vision and Planning Principles are also guided by a comprehensive analysis of the Armidale population growth strategy, which is to understand the implications of the projected growth and then provide a realistic growth trajectory for the region.

Ten strategic themes were identified initially, based on the study of the background materials, to inform the community discussions and feedback. The extensive feedback received from the community was then categorised under four overarching goals, which subsequently informed the preparation of the vision and Planning Principles. The diagram on this page visualises this process.

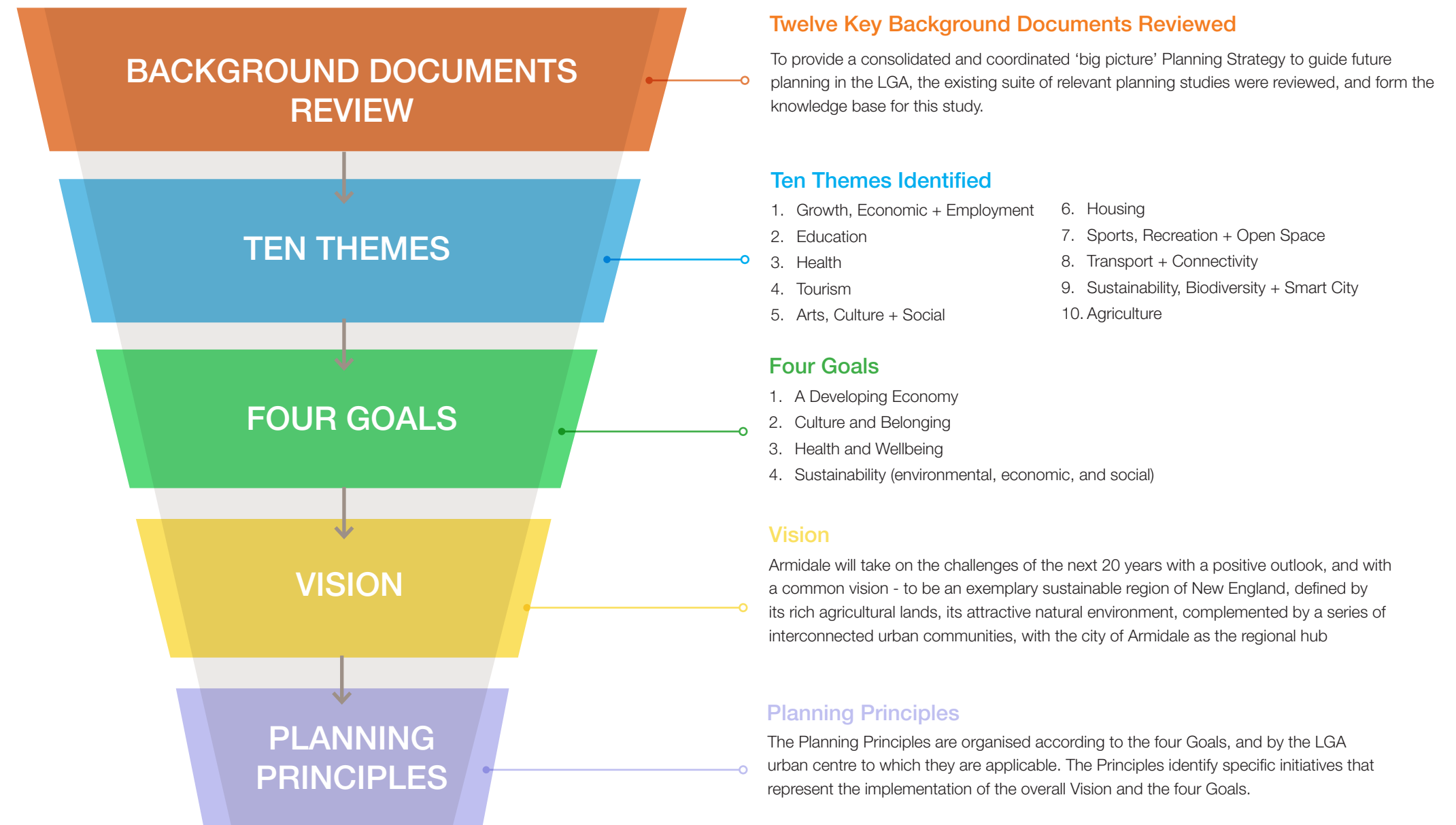


Figure 146: Formulation of the Planning Principles

8.2 Community Priorities

The outcomes of the community engagement are described in Chapter 6 of this report and in detail in the Engagement Report prepared by PlanCom and specialist consultant Forward Thinking and are included as an Appendix to this report. The feedback received during the initial engagement stage (Cafe Catchup + Your Say Armidale) and the outcomes from the Citizen Panel are equally considered, when developing the vision. There are some common areas of concern when comparing the feedback received through different channels. The four common goals identified through the Citizen Panel provide a useful tool to further categorise the extensive feedback received, so as to develop the vision for the Armidale region. The following four overarching goals covers the key community priorities for the future of the Armidale region.

A Developing Economy

An important issue in regard to the economy is the need to diversify the economic and employment base – to make the economy more robust and to lesson the economic impact, if there were to be a decline in one sector of the economy. It is important for the economy and employment base to draw upon the strengths of the region, being: agricultural production, education and the environment. There is an opportunity to better promote Armidale as a centre for online educational excellence and technological skills.

Tourism is an important sector that could be developed further in the areas of environment, education, recreation and cultural pursuits. There is the potential to market tourism more effectively, to promote the region, particularly its natural assets, and to develop a program of events that would attract increased visitation. There should be more promotion of the livability and lifestyle Armidale offers to attract young professionals and talented entrepreneurs to return to, or to locate in Armidale to live and work.

Culture + Belonging

There is a need to preserve a strong sense of community and the attractive ‘country town’ character of Armidale - the beautiful natural setting and environment, the towns heritage and cultural offerings, the sense it is a safe place to grow up, and the strong sense of community that attracts people, and particularly families with young children to live in Armidale.

Ensure there are opportunities for teenagers and young adults to contribute and be engaged with the community, and for there to be

opportunities to develop skills and business enterprises, to keep their talent and youthful energy in Armidale.

On the theme of bringing the community together and being more resilient, there is a need to engage more with the Aboriginal community and heritage of the region and to take a more inclusive approach, to forge a more cohesive community. The UNE and Armidale city (including ARC) should forge closer ties and work collaboratively in the development of business, industry and community projects to benefit the community as a whole (‘Town and Gown’ issue).

Health + Wellbeing

The community should be better connected, in every sense – culturally, in terms of the transport networks and on a social level. Sport is essential, for the population to maintain a healthy lifestyle - to enhance overall physical and mental wellbeing.

The provision of a range of sporting facilities is essential. There is an opportunity to attract more world class sporting events to Armidale, and facilitating this by having world class sporting venues and facilities. Events of this caliber would attract tourists to the region boosting accommodation, restaurant and service businesses. The provision of bike paths for recreational use and for sporting events is a key opportunity to develop and promote.

The provision of a range of housing types is important to cater for the diverse needs of the community.

Sustainability

Sustainability contains a triple bottom line issue (environmental, social and economic). Environmental sustainability is to include ecological diversity and sustainability, and the importance of having a secure potable water supply, of recycling of water, minimising waste, water saving and the efficient use of the existing potable water supply.

Sustainability is also an economic and development issue; as a secure water supply would be essential to support future growth and development and a growing population. A sustainable approach to energy production such as solar and wind power is to be considered.

8.3 Understanding Armidale Population Growth Trajectory

An important component of the community engagement process was the formation of a Citizen Panel in March 2020 to provide input to the development of the planning strategy. The Panel discussions, workshops and deliberations explored three potential growth scenarios for the Armidale LGA:

- Low Growth as per the current situation 1-2%,
- Aspirational Growth of 2-3 %, and
- High Growth, greater than 3%.

Input was sought and collated from each Panel member around the ‘level of growth’ question. In response to the deliberations on the above three scenarios, there was a strong preference for Council to work towards an Aspirational Growth scenario of 2%-to-3%. While the Panel realised this may be ambitious and would require additional effort from Council, they wanted to see Council working toward an aspirational growth scenario, rather than being exposed to the perceived threat and risk of under-performance, that the current Low Growth trajectory represented.

The Panel expressed concerns that a lower growth trajectory could potentially in the long term threaten the ongoing viability of Guyra Town Centre and outlying villages, and vital services such as schools and community facilities would not be maintained to the same level. It was recognised that a slight or significant reduction in population could potentially have a flow on impact for housing, employment, and service and infrastructure delivery. It was understood that continued investment in facilities, roads and service infrastructure was in part driven by a steady, or gradual growth in population.

To understand the practical population growth trajectory for the region, we have conducted the following analysis.

8.3.1 Key Factors in Development + Growth of the Armidale LGA

Historic and DPIE Projected Armidale LGA Population Growth

Over the last decade or more (2001-2016) the population of the Armidale LGA has been relatively steady, at an average of about 30,000 people, with only minor variation.

The DPIE 2019 NSW Population Projections predicted a steady rate of growth for the Armidale LGA over the next 25 years (2016 to 2041) of just over 1% per year (25.7% over 25 years) or a net

growth of 7,800 new people in the LGA. It should be noted that at the time these figures included the Tingha area and should therefore be revised downward slightly to take into account the new Armidale LGA boundary.

Tamworth Blueprint 100

Tamworth and Armidale are both identified as Regional Cities in the NENWRP. Therefore Tamworth is a pertinent comparison to examine. Over the last 13 years, Tamworth has grown consistently at about 1% per year - growing from 54,887 in 2006 to 62,156 in 2018 (a 13.2% increase). The NSW Government predicted a continuation of a similar growth rate of about 1% per year for the next 25 year period (from 61,003 in 2016 to 79,468 in 2041).

However, Tamworth has targeted a higher population growth trajectory as described in their ‘Blueprint 100’ strategy - planning from a 2018 base of 62,156, to grow to 100,000 people by 2041 – an increase of 37,844 people, or 61% (2.65% average per year) over the 23 year period.

Demographic Challenges

Demographic challenges include stemming the loss of the 15-29 year age group (often educated, entrepreneurial, etc.) that are leaving the LGA, and a predicted more than doubling of the 75+ age group over the next 25 years.

The projected increase in the population of the Armidale LGA of 7,800 people includes a ‘natural’ increase (births less deaths) of 3,250 people. The projected net migration to the LGA is projected to account for 58% of the increase (4,550 people) over the 25 year period. The assimilation of newcomers or returners may be a factor that needs to be considered to ensure a stable and unified society, however the introduction of returners or newcomers may also have a positive stimulus effect to society and the economy.

Other demographic shifts include the ‘flat lining’ of the 15 to 29 year old age group over the 25 period. This leakage of the LGA’s young people, often educated and just entering the workforce, is a structural concern.

Another significant shift is in the 75+ age group. This group is predicted to more than double over the period, from 2,200 in 2016, to 4,600 in 2041 – a more than 100% increase. 30% of the net increase in population over the next 25 years will be in the 75+ age group. This will place demand for special accommodation and medical and other support services.

8.0 Vision and Planning Principles

8.3.2 Economic, Social / Cultural + Environmental Implications of Growth Trajectory

Challenges to Growth

There will be many challenges to economic development over the next 25 years - including in the short-medium term addressing the COVID 19 pandemic, the need to meet the pressing Climate Change challenge, and the implications this is having, and will have, for the economy.

The multiple challenges include, ensuring water security, managing persistent draught conditions, the need to address a new paradigm with regard to managing the bushfire threat, with farming and retail/ service businesses undergoing challenges and transition to new business types and online models, an aging community profile, significant migration and the stemming of the young adult 'brain drain' phenomenon.

Implications of Aspirational Growth Scenario

Achieving an Aspirational Growth trajectory of 2-3% per year (average net increase) in the Armidale LGA population is a target with significant challenges and implications for the community and for ARC. Housing, employment, community services and infrastructure will need to be delivered at a higher rate than over the last decade.

New higher density housing types generally represent a more (economically, environmentally and socially) sustainable approach to delivering accommodation and often have the benefit of better meeting the housing needs of the community. It should be noted however, that an increase in dwelling density could potentially change the character of some areas in regions cities and towns – they would become more urban in character and may be taller in height.

The bulk of the regions dwellings are characterized by either low density residential (often freestanding villas with front and back gardens), or large lot rural residential living. This establishes a distinct character that currently defines the suburban identity of the larger part of the cities, towns and villages of the LGA.

However, the continued residential expansion at the fringes of Armidale city's urban areas represents an economically unsustainable settlement model, as new housing would be located a long distance from existing major facilities, roads and service infrastructure, and they would require major new investment in new infrastructure to be able to be developed. A more consolidated settlement pattern (adaptive reuse and infill development) is a more sustainable model.

More compact urban living would not only be more environmentally and economically sustainable, but also support the social sustainability of the Armidale region by providing housing that better meets the needs of an increasing population of older people who are looking to downsize in the area, but have faced difficulties finding the right housing, as well as students looking to live closer to the services and facilities offered in Armidale.

Infrastructure Implications of Aspirational Growth Scenario

The Aspirational Growth trajectory of 2-3% per year increase in population could only be realised with the delivering of infrastructure upgrades or new infrastructure. To understand the implications of the preferred 2-3% population growth rates and determine the appropriateness of this growth trajectory, Council has conducted a high level study of the investments needed to facilitate a 1% growth rate. The table on the next page provides the result of this preliminary study.

It is recommended that a more detailed study is undertaken of the ability of ARC to fund the infrastructure required including considering Government State funding assistance to support the Aspirational Growth path, in order to more fully understand the potential funding challenges, such a growth trajectory would entail.

Further Economic Evaluation

Whilst a comprehensive economic evaluation and detailed costing of the infrastructure needs is beyond the scope of this study, the preliminary study conducted by Council indicates that over the next five years; through to 2025, \$269 million would be required to fund new and upgrade infrastructure to support a 1% year on year growth rate. A 2% or 3% growth rate would require investment in excess of this figure (though not a simple multiplier). The ability to pursue a 2-3% growth rate is therefore reliant on ARC being able to source sufficient income, and grants funding to provide the necessary infrastructure.

8.3.3 Conclusion - The Appropriate Growth Trajectory

It is recommended that a 1% growth rate is pursued; in line with the DPIE projections, as an interim precautionary measure, until a full economic evaluation can be made as to the feasibility to fund the potentially significant costs involved in delivering the infrastructure that would be required to grow at a rate of between 2% and 3%.

8.0 Vision and Planning Principles

		Waste	WTP	STP	Water Supply (Dams)	Water Supply (Pipelines)	Water Sewage (Pipelines)	Transport Network	Airport (include terminal, carpark, business park, runway and apron)	Buildings and Properties Management	Parks and Recreational (aquatic, sporting ground recreational parks)
2020 - 2025		No new waste facility is required; with 50yr life from 2020.	Renewal of Infrastructure \$23.9m (over 5yrs) (based on infra age & condition)	Renewal of Infrastructure \$41.5m (over 5yrs) (based on infra age & condition)	Reservoir and Dam Renewal \$36m (over 5yrs) (based on infra age & condition) Reservoir and Dam Upgrade \$19.7m (over 5yrs) (based on population growth)	Renewal \$12.7m (over 5yrs) (based on infra age & condition)	Renewal \$17.4m (over 5yrs) (based on infra age & condition) Upgrade \$2.6m (over 5yrs) (based on population growth)	Renewal & Upgrade of Transport Infrastructure \$45.5m (over 5yrs) (include bridges, road network and drainage) (based on infra age & condition)	Renewal & Upgrade of Airport Infrastructure \$58.6m (over 5yrs) (based on infra age & condition) (predominantly based on population growth)	Renewal & Upgrade \$6.7m (over 5yrs) (based on infra age & condition)	Renewal & Upgrade \$8.2m (includes Hydro Pool) (over 5yrs) (based on infra age & condition)
2025 - 2030			Renewal of Infrastructure \$3.4m (over 5yrs) (based on infra age & condition)	Renewal of Infrastructure \$2.1m (over 5yrs) (based on infra age & condition)	Reservoir and Dam Renewal \$17.4m (over 5yrs) (based on infra age & condition) Reservoir and Dam Upgrade \$2.7m (over 5yrs) (based on population growth)	Renewal \$15.8m (over 5yrs) (based on infra age & condition)	Renewal \$11m (over 5yrs) (based on infra age & condition) Upgrade \$1.8 m (over 5yrs) (based on population growth)	Renewal & Upgrade of Transport Infrastructure \$32.3m (over 5yrs) (include bridges, road network and drainage) (based on infra age & condition)	Renewal & Upgrade of Airport Infrastructure \$8.6 (over 5yrs) (based on infra age & condition) (predominantly based on population growth)	Renewal & Upgrade \$8m (over 5yrs) (based on infra age & condition)	Renewal & Upgrade \$5.8m (over 5yrs) (based on infra age & condition)
	2027		2027 Augmenting existing pumping capacity WTP \$1.1m (based on population growth)	2027 Augmenting of Infrastructure \$1.4m (based on population growth)							
2030 - 2040	2037		2037 Augmenting existing WTP capacity by 10ML at \$5.7m (based on population growth) 2037 Augmenting existing reservoir capacity by 10ML \$5.7m (based on population growth)	2037 Augmenting of Infrastructure \$2.3m (based on population growth)				2030-2040 Renewal & Upgrade of Transport Infrastructure \$56m (over 10yrs) (include bridges, road network and drainage) (based on infra age & condition)	2030-2040 Renewal & Upgrade of Airport Infrastructure \$35m (over 10yrs) (based on infra age & condition) (predominantly based on population growth)	2030-2040 Renewal & Upgrade \$12m (over 10yrs) (based on infra age & condition)	2030 - 2040 Renewal & Upgrade \$9.5m (over 10yrs) (based on infra age & condition)
2047			2047 Upgrade ozone capacity WTP \$52.7m (based on population growth)	2047 Renewal of Infrastructure \$4.7m (based on population growth)							

Table 2: The Infrastructure Required To Cater For a 1% Growth in Population

8.0 Vision and Planning Principles

8.4 Vision

The Essential Character and Attraction of Country NSW Towns

The Citizen Panel identified the following strengths of living in the Armidale region:

- Strong connections amongst and support for fellow community members
- An appealing climate and scenic natural environment that provides health benefits
- Affordability of the area for families
- Strong community capacity to drive local initiatives
- A great place to raise a family where ‘kids can be kids’ and enjoy a health and activity upbringing in a peaceful rural environment
- A strong local arts and music sector
- Significant local built and natural heritage
- Ease of access to quality health, education, and other government services
- Ease of travelling around locally and to nearby major centres on the coast and Sydney
- Sporting and recreation activities and facilities
- Nature and adventure-based tourism attractions
- Strong and innovative agriculture and education services

These qualities and values make the Armidale region an attractive place to live and work. These strengths underpin a special connection to place, as demonstrated by a large number of residents, who have grown up or spent time in Armidale, left and then re-settled in the area later in life because of this special connection.

A Vision for the Next 20 Years

The statement of ‘vision’ has been developed to capture the positive attributes and unique qualities of the Armidale region and its people that will contribute to its success in the next 20 years. It talks to its commitment to a sustainable future and to the importance of its agricultural, educational and cultural assets and how they will continue to be important in the future.

The city of Armidale is seen as a ‘hub’ for the region – providing the primary civic / administrative, cultural, health, community services, educational, retail, industrial and the airport for the region. Guyra Town Centre and the five Villages are satellite urban centres that provide important services to their respective catchments and

a linked back to Armidale with vital transport links to ensure an efficient and well connected LGA community.

Armidale is an attractive place to live and for families. The large ‘country town’ lifestyle, access to the environment, to healthy living, and to a strong sense of community is an important attractor for the region and for the city of Armidale.

Armidale will take on the challenges of the next 20 years with a positive outlook, and with a common vision - to be an exemplary sustainable region of New England, defined by its rich agricultural lands, its attractive natural environment, complemented by a series of interconnected urban communities, with the city of Armidale as the regional hub.

Armidale will offer a positive, healthy and vibrant country lifestyle. Its identity will continue to be, its cultural heritage, civic and educational institutions and strong sense of community.

Essentially the Armidale region is defined by its people and values and this will underpin its resilience, and future growth and prosperity.

8.5 Planning Principles

The following Planning Principles are organised according to the four Community Priorities and the vision identified. Beneath each Priority is the relevant planning category that will realise the priority. The Principles are organised geographically according to whether they apply to the whole Armidale LGA, the city of Armidale, Guyra Town Centre, or the five satellite Villages.

8.5.1 A Developing Economy

1 Growth, Economic + Employment

Armidale LGA

1. Adapt to the unsure economic and environmental conditions likely to come with climate change, whilst seeking to invest in long term growth.
2. Embrace new and emerging technologies, such as the NBN, artificial intelligence, smart solutions etc, and attract the skilled people to the region to implement these.
3. Support and maintain strong multi-functional central business precincts and support the viability of centres.
4. Coordinate growth in the cities of Armidale and Tamworth.
5. Encourage renewable energy and innovation businesses in the LGA.
6. Establish permanent water security, attracting new business investment into the agricultural industry.
7. Ensure support is provided to help established businesses to grow and create an environment that attracts new knowledge-based businesses, globally engaged industries, start-ups, educational and research institutions.
8. Explore opportunities to incorporate Design Excellence within the planning framework which emphasises the value of design.
9. Provide opportunities for younger people and families to stay in Armidale, when the perception exists that better quality and higher paying job opportunities exist in larger cities.
10. Adopt renewable energy initiatives, LED lighting and Smart City initiatives.

Armidale City

1. Recognise the importance of the streetscapes, enrich Armidale’s regular street grid and reactivate the Main Street.
2. Create a complementary smaller-scaled urban fabric within the centre of blocks.
3. Encourage people to live in the CBD and the night time economy.

4. Plan for greater densification in the Armidale CBD, resulting in less land take and more efficient use of services and infrastructure, improving environmental and economic sustainability.
5. Support the development of employment lands such as Acacia Park.
6. Deliver key upgrades that link up the network of streets and civic spaces throughout the city centre and its surrounds.
7. Encourage new business enterprises to locate in the CBD and connect vacant CBD shops with start-ups and artists.
8. Enhance the city’s natural and built environments, such as the Creeklands and Armidale Mall.
9. Enhance internal courtyards, laneway connections and smaller buildings and spaces for fine grain activity.

Guyra Town Centre

1. Consolidate the CBD to focus activity within a convenient walking retail strip.

2 Tourism

Armidale LGA

1. Develop a premium regional visitor destination for tourism and events and explore new tourism destinations.
2. Improve marketing of the natural, cultural, sporting attractions of the Armidale Region to Sydney, Brisbane, and regional NSW.
3. Develop a distinct State / National brand for the Armidale LGA that is drawn from the unique identity of the region, its culture and the character of its people.

Armidale City

1. Market the city of Armidale as the quintessential friendly ‘large country town’ destination / experience of the New England region.
2. Utilise the existing cultural and natural assets in marketing and branding to draw more attractions.
3. Continue to attract major sporting events to the city and UNE, to support local accommodation, restaurants and shopping in the CBD.

8.0 Vision and Planning Principles

Guyra Town Centre

1. Promote Guyra as well situated to serve the north of the LGA.
2. Create an attractive town centre base for tourists, and tours of local sights.
3. Investigate potential to reopen historic cinema/theatre venue.
4. Develop, curate and promote the Main Street shopping as a must see destination for country produce and wholesome country living
5. Further develop facilities for RV.
6. Utilise the existing and explore new tourist attractions to expand Guyra's tourist market.
7. Promote innovative new agricultural enterprises

Villages

- Ben Lomond
 1. Promote Ben Lomond's rural landscape character to attract city dwellers.
 2. Promote Ben Lomond's local attractions and explore new tourist opportunities utilising the rail infrastructure to expand Ben Lomond's tourist market.
- Ebor
 1. Promote the National Parks that are convenient to access off Waterfall Way as main tourist attractions for Ebor.
 2. Promote Eco-Tourism as a draw card for Ebor.
- Hillgrove
 1. Promote the Historic Mining Township as Hillgrove's primary image / attraction.
- Black Mountain
 1. Reimagine the heritage assets and the railway corridor to gain tourist attractions and boost local businesses.
- Wollomombi
 1. Promote Wollomombi Falls as the main trourist attraction for the village.

3 Transport + Connectivity

Armidale LGA

1. Continue to develop Armidale Regional Airport as a gateway to the LGA and an employment / innovation hub.
2. Expand emerging industries through freight and logistics connectivity.
3. Enhance regional transport and infrastructure networks.
4. Continue improvements to infrastructure, especially roads in the region linking the key centres.
5. Coordinate infrastructure delivery.

Armidale City

1. Link outlying centres to the CBD to improve the overall connectedness.
2. Expand the Cycle Network and provide an efficient, elegant and enjoyable active transport corridor for pedestrians and cyclists, connecting residential areas and university campus back to the city's civic heart.
3. Develop Dumaresq Creek as Armidale's 'Green Spine', serving as an active transport corridor for pedestrians and cyclists, connecting residential areas and the UNE campus back to the city's civic heart.
4. Improve North-South and Southwest connections over Dumaresq Creek and the railway corridor.
5. Ensuring good traffic flow and accessible parking options in the city of Armidale.

Guyra Town Centre

1. Improve road and bus connections to Armidale to encourage daily trips to and from Guyra and to provide improved access to services and high end retail in Armidale for workers and residents in Guyra.
2. Strengthen town centre connectivity.

Villages

- Ben Lomond
 1. Upgrade access to the village from the New England Highway.
- Hillgrove
 1. Improve the connection to Waterfall Way and Oxley Wild Rivers National Park to provide easy access to the village.
- Black Mountain
 1. Upgrade access to the village from the New England Highway.
- Wollomombi
 1. Upgrade of roads around Wollomombi to provide better access for locals and visitors.

4 Agriculture

Armidale LGA

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

Armidale City

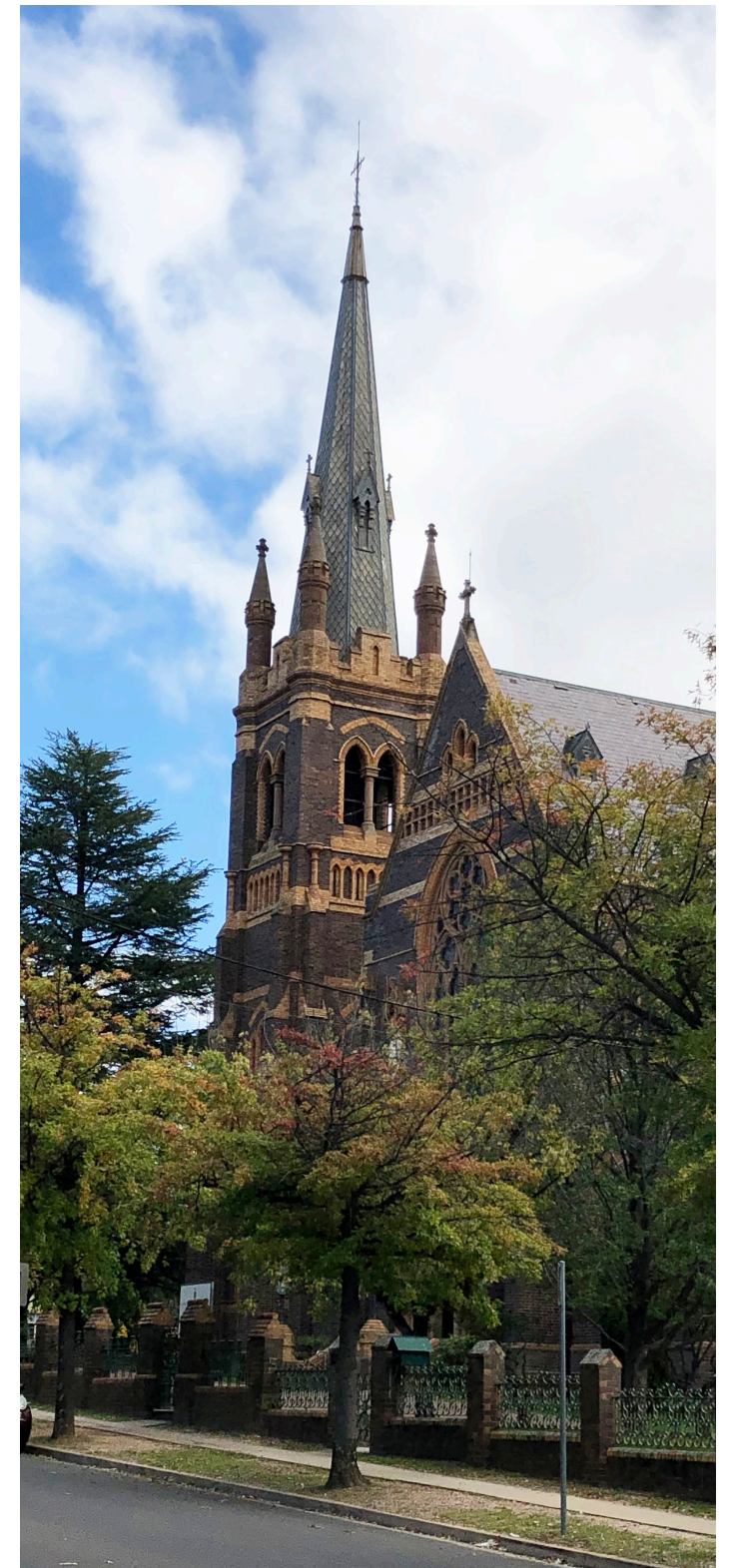
1. Promote Armidale city to become a region of choice for smart and sustainable agribusiness.

Guyra Town Centre

1. Promote innovative agribusiness.
2. Promote tours to agribusineses.

Villages

- Ben Lomond
 1. Promote local agribusiness and associated agritourism for visitors to experience farm life and produce



8.0 Vision and Planning Principles

8.5.2 Culture + Belonging

5 Arts, Culture + Social

Armidale LGA

1. Support healthy, safe, socially engaged and well connected communities.
2. Incentivise the preservation and adaptive re-use of heritage buildings.
3. Investigate funding opportunities that support improvements and use of heritage buildings.
4. Collaborate with Aboriginal communities to respect and protect Aboriginal culture and heritage.
5. Increase the economic self-determination of Aboriginal communities.
6. Provide attractive social places for people to gather.

Armidale City

1. Promote cultural heritage utilising Armidale City's heritage assets.
2. Establish a Civic / Entertainment Precinct and promote night time activities.
3. 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.
4. Provide additional community facilities, such as libraries, to foster education, culture and a sense of community.

Guyra Town Centre

1. Promote the Arcadian Theatre as a social and entertainment hub for the area.

8.5.3 Health + Wellbeing

6 Sport, Recreation + Open Space

Armidale LGA

1. Open up access to the unique landscape and environment of the region, whilst ensuring it is protected and preserved.

Armidale City

1. Implement the primary recommendations in the Dumaresq Creekland Masterplan and the Creek related aspects of the Armidale City Activation Plan, particularly:
 - Improve and protect the ecological condition of the Dumaresq Creek, its floodplain and its catchment. Amongst others, introduce more native tree plantings in the Creeklands and surrounds, working directly with the Armidale Tree Group, Landcare, Greenfleet and Armidale Urban River Group to support community participation in the solutions
 - Provide planning treatments (along with provisions in planning instruments) which drive connections between the adjoining residential areas and the Creekland and, similarly, which connect the university to the Creeklands with the aim of utilising the Creeklands as an active transport transit way to the city centre.
 - Provide community spaces for both formal and informal recreation in the Creeklands.
2. Establish a string of connected recreational green spaces and sport facilities for passive and active recreational pursuits in the Dumaresq Creek Corridor.
3. Promote ecological initiatives, such as Water Sensitive Urban Design (WSUD).
4. Establish a cultural zone to the south of the CBD, along Kentucky Street, and at the junction of the North-South Railway Line and Black Gully Creek.
5. Promote Armidale's characteristic autumn colours of the New England parks and street avenues.
6. Create green links along the identified primary spines to support active transport.

Guyra Town Centre

1. Improve the quality of the existing natural / recreational assests.
2. Encourage additional street tree planning and associated landscaping to green and cool the Main Street.

Villages

- Ben Lomond
 1. Upgrade the Recreational Ground to a multi-purpose sports and recreation facility and a focus for festivals.
- Ebor
 1. Upgrade the recreational facilities of the village and provide a base with accommodation and supplies for visitors, maximising its tourism potential associated with Ebor Falls.
- Wollomombi
 1. Promote the village's agriculture landscape character.

7 Health

Armidale LGA

1. Develop a health and wellness hub in Armidale City, including Armidale Regional Hospital, associated public and private medical services and explore potential research collaborations with UNE.
2. Ensure the continued protection of the environment and reduce airborne pollution.

Armidale City

1. Progressively upgrade Dumaresq Creeklands to enhance the health and wellbeing of the community (through encouraging increased formal and informal activity).

Guyra Town Centre

1. Leverage Guyra 'Hospital' with allied medical services and residential aged care facilities.

Villages

- Ebor
 1. Upgrade Bushfire Fighting Infrastructure (firefighting services, communications and safe havens) to provide a safer venue for residents and visitors.
- Hillgrove
 1. Upgrade Bushfire Fighting Infrastructure (firefighting services, communications and safe havens) to provide a safer place to live and to visit.
- Black Mountain
 1. Upgrade Bushfire Fighting Infrastructure (firefighting facilities, communications and safe havens) to provide a safer place to live and for tourists exploring the area.
- Wollomombi
 1. Upgrade Bushfire Fighting Infrastructure (firefighting services, communications and safe havens) to provide a safer place to live and visit. Chandler Public School could become an important hub in this respect.

8.0 Vision and Planning Principles

8 Housing

Armidale LGA

1. Deliver a variety of housing options in Armidale and promote development that contributes to the unique character of the LGA's towns and villages.
2. Provide housing diversity targets to support a variety of dwelling types and a choice in location, form and affordability.
3. Actively support housing density and diversity and expansion of housing typologies which respond to their context, both climatically and historically.
4. Address the diverse housing needs and expectations from increasingly older residents, in combination with school and tertiary age students, professionals, migrants, people from diverse socioeconomic backgrounds and Indigenous peoples.

Armidale City

1. Review Future Residential Investigation Areas proposed to the northeast and west of the city. If new release areas proceed, establish new communities that are in part villages with their own identity, clustered around new green spaces and facilities, whilst also connected to the CBD and employment zones.
2. Encourage shop top housing throughout the CBD, with the area around the Mall a particular focus.
3. Investigate and communicate opportunities to promote dwelling diversity and density with industry and community groups.
4. Locate new land release areas adjacent to existing urban settlements to maximise the efficient use of existing infrastructure and services, including water, sewer, road and waste services.
5. Encourage a sense of community in the rural residential release areas and facilitate the long-term expansion of existing centres and residential areas.
6. Direct new land release areas to unconstrained land by avoiding areas of high environmental value, cultural, and heritage significance and/or areas affected by natural hazards such as flooding or bushfire.
7. Avoid and manage the potential land use conflicts between new land release areas, existing and likely future adjoining uses and infrastructure, including important agricultural land, and productive resource lands.
8. Require new land release areas to provide links to adjoining areas to ensure new areas are well integrated and maximise efficiency and shared use of services and facilities.

9. Recognise, protect and be compatible with any unique topographic, natural or built cultural features essential to the visual setting, character, identity, or heritage significance of the area.
10. Create strategies and guidelines to promote alternate models of housing provision, particularly greater density throughout the city centre and its walkable surrounds.
11. Explore design options for developments with designers and architects. Consider a “pop-up” apartment to give the community a sense of such living environments.

Guyra Town Centre

1. Promote affordable housing in Guyra for local residents, and tomato farm workers.

9 Education

Armidale LGA

1. Promote continued educational leadership in the region, utilising UNE and TAFE.

Armidale City

1. Foster the growth of knowledge-based, education and health-services industries and cluster related activity around the Armidale Rural Referral Hospital and the University of New England.

8.5.4 Sustainability

10 Sustainability, Biodiversity + Smart City

Armidale LGA

1. Adopt the UN SDGs as the overarching guiding set of principles for decisions in ARC (as recommended by ARC in the EcoArc Report) and supported by the commitments under the Climate Emergency Declaration (CED) signed by ARC in October 2019.
2. Review ARC's activities and policies to determine alignment with the SDGs and the CED, and develop a plan for addressing any diversion from these.
3. Adopt the primary recommendations of the EcoARC Report into the Armidale 2040 Plan.
4. Create a Councillor led “Sustainability Committee” within ARC to oversee sustainability related matters as they impact the LGA and the community.
5. ARC to take an active lead in how it conducts its own operations, and adopt renewable energy solutions as a vehicle to encourage the community to adopt similar approaches. This may include:
 - All council buildings and facilities powered by renewable energy
 - All council fleet vehicles to be electric powered where possible and a commitment that as fleet vehicles are replaced, they are replaced with electric vehicles
 - Commit to at least 25% of ARC electricity demand being generated by renewable sources by 2027
 - Consider community services such as free local electric bus
 - Review planning instruments and controls to encourage energy efficient designs in new developments, small scale renewable energy generation at the building scale
 - Promote the renewable energy related aspects of the Region in ARC's tourism and education activities, including tourist and school visits to the facilities, open days etc
6. ARC to coordinate Smart City approach and provide strong and agile leadership to ensure the solutions developed are leveraged so that the community benefits to the greatest extent possible.
7. ARC to become a member of the Smart City Council of Australia and New Zealand's (SCCANZ) Local Government Smart Cities Network to access guidance and support on how to implement a smart cities solution.
8. Marketing Armidale LGA as a renewable energy development zone to attract additional investors and developers

9. Promoting the tourism and educational attractiveness of the area, leveraging the renewable energy focus.
10. Ensuring that developments explicitly consider energy efficiency in their designs.
11. Promote smaller (distributed) renewable energy generation and storage projects.
12. Support waste to energy solutions, particularly ones which consolidate waste from other Councils to increase the scale of generation.
13. Identify and promote wind, solar and other renewable energy production opportunities.
14. Design and locate development to maximise total water cycle management and promote passive environmental design principles.
15. Water sensitive urban design techniques should be incorporated into the design of dwellings, streets, parking areas, subdivisions and multi-unit, commercial and industrial developments.
16. Create walkable communities within the hierarchy of settlement.
17. Provide for local services that meet the day to day needs of residents and areas for open space and recreation.
18. Pursue pilot programs to foster smarter and greener development.

8.0 Vision and Planning Principles

Armidale City

1. Promote renewable energy and leverage the existing solar farm proposed to the north of the UNE to form a research and development hub focusing on renewable energy.
2. Leverage the opportunities presented by the new headquarters for TAFE NSW Digital (managing the online learning experience for TAFE NSW students across the State) being located in Armidale.
3. Leverage UNE Smart Farms and Smart Region Incubator and continue to apply these in an agricultural setting and leverage them into other applications - UNE has a series of eight Smart Farms which provide the opportunity for students, researchers and industry to work together on innovative agribusiness solutions, most of which utilise new technologies.
4. Support the Smart Region Incubator (UNE) provides a framework of administrative and business support to new SME businesses to support their establishment and initial stages of growth. It includes connections to business researchers and mentors as well as corporate and community partners, and although having a broadly agribusiness focus it is not exclusively focused on that sector.
5. Promote ARC to become a Smart City Facilitator.
6. Capitalise on the Armidale Region's state-significant competitive strengths in technology driven agribusiness through establishing an Ag-tech Cluster (housed in the Smart Innovation Hub building) in Armidale, as a resource to the whole State.
7. Pursue technology driven and smart solutions, particularly in relation to establishing a technology driven agribusiness cluster in Armidale, supporting the UNE Smart Region Incubator and leveraging the fact that Armidale is home to the new headquarters for TAFE NSW Digital.
8. Improve and protect the environment of the Dumaresq Creek floodplain and riparian corridor

Villages

- Hillgrove
 1. Promote renewable energy - The Metz Solar Farm is proposed along Waterfall Way to the north of Hillgrove, which will generate renewable energy for up to 40,000 homes - making it one of Australia's largest solar farms. This will provide an opportunity for the supply of renewable electricity for the village and for businesses.



9.0 Structure Plan

9.1 Introduction

This chapter describes how the research, analysis, community and stakeholder engagement process, and the planning vision and principles, that have been established in previous chapters, translates into the strategic and physical planning of the LGA and its regional city, town centre and villages.

The Three ‘Pillars’

The ‘Unleashing Our Opportunities’, Armidale Region Economic Development Strategy provides a blueprint for the economic growth of the Armidale LGA. It aims to ensure the prosperity of the Armidale region and to enhance the vibrancy, diversity and sustainability of Armidale’s economy into the future. The Strategy identifies three key ‘pillars’ to ensure the future prosperity of the Armidale region, which are:

- Tourism
- Agribusiness
- Education

These three key economic ‘pillars’ are dovetailed with the planning ‘vision’ and the planning principles which have guided the planning of the Armidale LGA and the Urban Design of its centres. The Structure Plans reflect these important drivers of growth and development.

Community Engagement and the Citizen Panel

The Citizen Panel was one of a number of stakeholder and community engagement activities undertaken to inform development of the Plan. It involved a mix of 20 randomly and purposefully selected citizens of the Armidale Region who met intensively over twelve hours in March 2020. The Panel worked together over a day and a half to agree common goals for the area, which included:

- Sustainability,
- A Developing Economy,
- Culture and Belonging, and
- Health and Wellbeing.

The Panel’s input, alongside other stakeholder and community feedback engagement, has been used to understand what the people of the Armidale Region see for their environmental, economic and social future. And this input has informed the preparation of the Structure Plans. Hub, Spoke and Satellite Centres

Hub, Spoke and Satellite Centres

The planning of the overall Armidale LGA is developed around the planning concept of the Hub, Spoke and Satellite Centres, which describes the interrelationship of the primary components of settlement in the LGA. The ‘hub’ is the regional city of Armidale, the largest centre in size and population and the main provider of regional and high order services to the LGA. The ‘satellite centres’ include the town centre of Guyra and the five villages that are scattered through the LGA, that provide local services for each of their catchments.

The ‘spokes’ (like a wheel) reach out from the ‘hub’ in every direction and are the major road and rail transport infrastructure that ties all the urban centres to each other, and extending further outward, to the New England region and further still to the regional and coastal cities of northeast NSW and southeast QLD.

To Grow or Not To Grow

The issue of the most appropriate rate of growth that the Armidale LGA should target over the next 20 years was an important point of discussion at the Citizen Panel. Panel members were interested in understanding and discussing the ‘optimal size’ for a regional community such as Armidale. During the discussions, panel members indicated they were keen to ensure the ongoing viability of Guyra town centre and outlying villages, as these provide vital services such as schools and community facilities. Three potential growth scenarios for the Armidale LGA were put to the Panel:

1. Low growth as per the current situation,
2. Aspirational growth of 2-3 %, and
3. High growth.

Input was sought and collated from each Panel member. In response to the deliberations around these scenarios there was a strong preference for Council to work towards Scenario B – Aspirational Growth of 2-3%. While the Panel realised this may be ambitious and would require additional effort from Council they wanted to see Council working toward a growth scenario rather than the threat and risk of under-performance in meeting the current low growth trajectory represented by Scenario A.

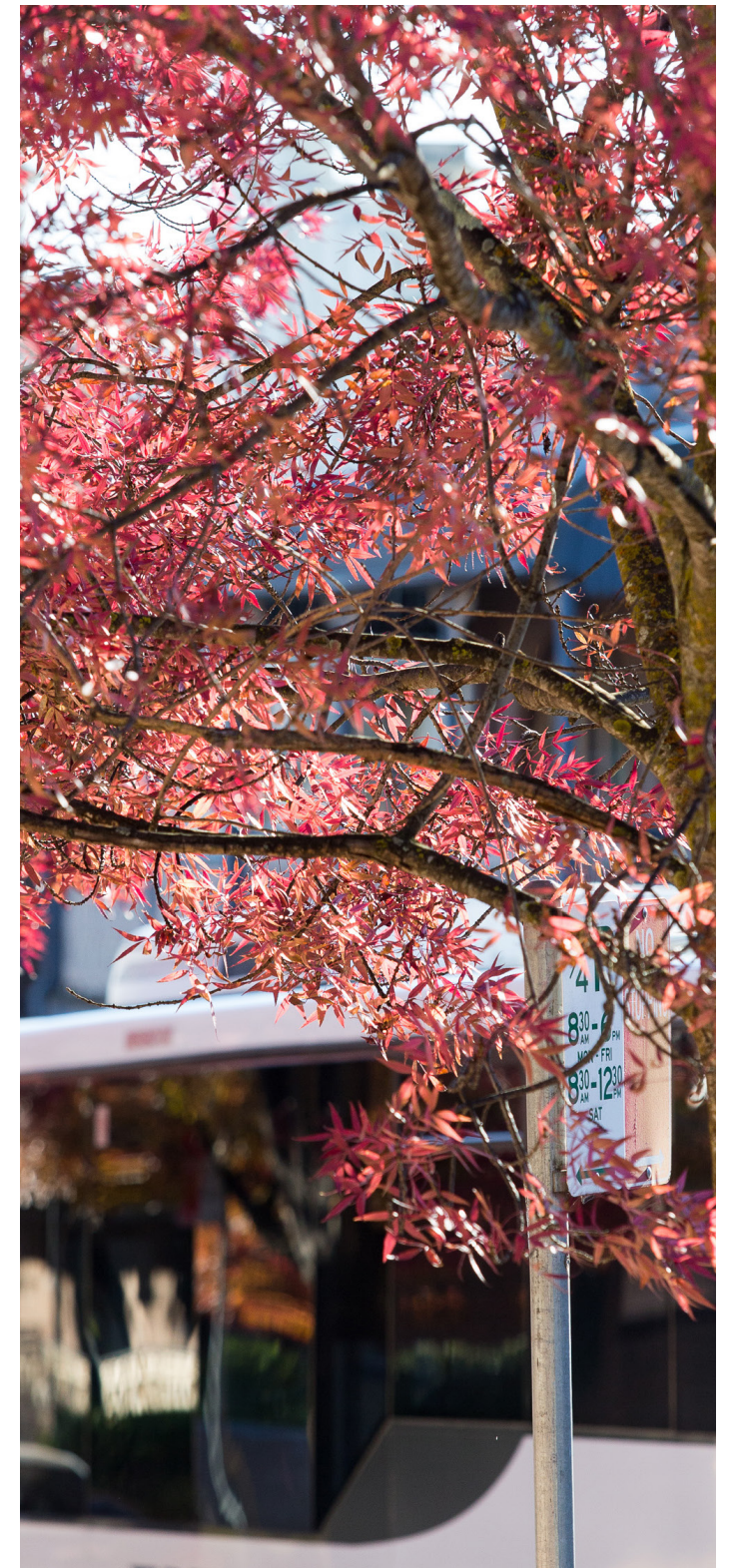
Council does not currently have a target or policy on the most appropriate population growth rate to pursue that could inform the planning of the Armidale LGA. The Aspirational growth target of 2-3% net increase in population over the next 20 years, put forward by the Citizen Panel, has been considered as part of planning of the LGA’s urban centres.

Major Urban Centres Growth Options

In planning major urban centres such as the city of Armidale and Guyra town centre, where growth in population is occurring or being considered, an important consideration is to assess whether to continue to spread outward from the existing urban area, or to consolidate within the existing developed area at a higher density.

On the issue of how best to grow urban areas, the Citizen Panel considered the current development patterns of the planned outward expansion of the city of Armidale and felt that this approach did not reflect their aspirations for environmental and economic sustainability. They generally agreed the development pattern should be focused ‘inwards not outwards’ and that more intensive development (consolidation and infill) in the city of Armidale would result in less land take and more efficient use of services and infrastructure. The Panel considered the potential implications of a more consolidated settlement pattern, such as the potential for the character of Armidale to change, but agreed the benefits outweighed the negatives.

More compact urban living is not only more environmentally and economically sustainable, it is also more socially sustainable for the Armidale region by providing housing that better meets the needs of an increasing population of older people who are looking to downsize in the area, but have faced difficulties finding the right housing, as well as students looking to live closer to services and facilities offered in the Armidale CBD.



9.0 Structure Plan

9.1 Armidale LGA

Specific Planning Initiatives

Specific strategic planning initiatives for the Armidale LGA are summarised in the adjoining table. Each initiative supports one of the four planning Goals and is assigned a level of Planning Priority. The Planning Priorities are categorised as either short term (1-2 years), medium term (3-5 years) or long term (6-20 years). Where further detailed studies are recommended these are identified.

Armidale LGA		A Developing Economy	Culture and Belonging	Health and Wellbeing	Sustainability	Short Term	Medium Term	Long Term	
No.	Planning Initiatives	Alignment with Planning Goals				Planning Priority			Recommended Further Studies
1	ARC to play a material role in leveraging Armidale's location in one of just three Renewable Energy Zones in NSW to unlock a significant pipeline of large-scale renewable energy projects,creating significant numbers of construction jobs each year.								
2	Establish the Armidale Region as a location of choice for 'knowledge workers', entrepreneurs and major innovative businesses. This will include leverage the fact that Armidale is home to the new headquarters for TAFE NSW Digital, which will deliver state-of-the-art online learning experiences for TAFE NSW students across the State.								
3	Partner with industry, TAFE and the University's Cooperative Research Centres to develop technologies and training in world-leading glasshouse technology and fabrication to create a year-round growing cycle.								
4	Continue the development of the industrial-technology precinct located at the airport, to facilitate export of local produce and manufactured goods internationally.								
5	Support opportunities to grow businesses enabled by the establishment of NBN fibre to the premises.								
6	Rail Trail - Investigate tourist based walking and cycling trails and activities to attract visitors and rail enthusiasts.								Develop Staging + Funding Plan.
7	Progressively upgrade Dumaresq Creeklands to act as an additional tourist attraction.								Develop Staging + Funding Plan.
8	Develop a distinct brand for Armidale region utilising well-known festival, event or offering. Link the fact that the UNE main campus is located in the city of Armidale in people's minds through marketing and branding, such as Tamworth = Country Music, Parkes = Elvis Festival, Hunter Valley = Vineyards/Cellar Door/Accommodation/Special Events, Dubbo = Dubbo Zoo, etc.								Develop Tourism Branding and Event Strategy / Program.
9	The airport is an important gateway to the city and the Armidale LGA. There is an opportunity to leverage this role by developing an employment precinct on lands adjoining the airport. Innovative land uses such as aviation businesses, service centres, industrial lots and a residential air park are being considered.								
10	Establish a union of educational campuses; UNE, TAFE and High Schools to collaborate, share facilities and promote a common interest in educational excellence.								
11	Adopt sustainability initiatives: <ul style="list-style-type: none">All council buildings and facilities powered by renewable energyAll council fleet vehicles to be electric powered where possible and a commitment that as fleet vehicles are replaced, they are replaced with electric vehiclesCommit to at least 25% of ARC electricity demand being generated by renewable sources by 2027Consider community services such as free local electric busReview planning instruments and controls to encourage energy efficient designs in new developments, small scale renewable energy generation at the building scalePromote the renewable energy related aspects of the Region in ARC's tourism and education activities, including tourist and school visits to the facilities, open days etc								Develop implementation strategies for each distinct initiative.

9.0 Structure Plan

9.2 Armidale Regional City

Introduction

Armidale Regional City is located in the southwest of the Armidale LGA, on the New England Highway. It is the largest urban centre in the LGA and has a population of 23,352 people (2016 Census, ABS). Armidale is a 'gateway' to the region. Armidale Regional Airport provides frequent flights to the capital cities of Sydney and Brisbane, and Armidale Station is the arrival point for travellers taking the train from NSW cities and towns. The city is located at the junction of New England Highway and Waterfall Way, and is therefore well connected by the existing road network to other NSW cities.

Armidale is home to the University of New England with a large campus of learning facilities, student accommodation and sports facilities, located a short distance to the northwest of the main urban area. The City also has leading art and culture facilities, including the New England Regional Art Museum, and the Aboriginal Cultural Centre and Keeping Place.

Population Growth

Current population projections prepared by the ABS predict slow growth in the population of the city of Armidale, at an annual growth rate of 0.94% (June 2018 ABS Data). This is equivalent to a net increase of approximately 220 residents per year, over the next 20 years. However, the community engagement undertaken for this study, in particular the outcomes of the Citizen Panel, has indicated a desire by the community, for Council and their planners to target in the next 20 years, through to 2040, a population growth rate of between 2% and 3%.

If this policy direction was to be pursued for the city of Armidale, a 2.5% net population growth would be equivalent to attracting approximately 584 new people to Armidale and its immediate catchment annually. This would require development of the cities infrastructure. New employment opportunities, dwellings, educational places, hospital capacity and sport and recreational facilities would need to be invested in, and delivered, ideally slightly ahead of the demand arising. Utility infrastructure (water, sewer, electricity and communications) and also social infrastructure/ community services would also likely need to be upgraded, in one form or another, to accommodate the growing demand.

Existing Infrastructure Capacity

If an annual growth rate of 2.5% is pursued, an audit of the existing infrastructure needs to be completed of the city to assess the current latent capacity for growth and the key thresholds which would trigger the need to invest in new infrastructure, such as road upgrades, sewerage treatment plant upgrade, electricity supply, potable water supply-mains and telecommunications.

Existing Residential, Business and Industrial Capacity

An audit of the current take-up of Residential (R1, R2, R5 and E4), Commercial/Mixed Use (B3 and B4) and Industrial/Light Industrial (IN1 and IN2) zones should be undertaken to assess the current latent capacity for future growth for these three key land uses. A review of 2020 aerial photography indicates that there are significant lands that are already zoned for these uses, however have not yet been developed.

If we assume, for the purposes of simplifying the calculation, that the current residential dwelling stock is near to 100% occupancy, and using the average ABS Armidale LGA occupancy rate of 2.38 persons per dwelling, 584 people would generate a need for 245 new dwellings each year. If these new dwellings were developed at low density (either R1, R2 or R5), there would likely be several years supply in the current zoned areas, and more capacity if part of this amount was developed on a medium density residential model, or as shop top development (in the CBD Mixed Use zone for instance).

Water Security

A reliable potable water supply is a significant potential constraint to growth and would be essential to underpin any future Aspirational growth scenario. Malpas Dam, which is about 31km northeast of Armidale Regional City, is Armidale's main water supply. It has a storage capability of 13,000 million litres of water. However, due to the drought, the level of Malpas Dam is at 36.7% of capacity (at 25 November 2019; Armidale Regional Council).

The future planning of the Armidale LGA should aim to assess and where necessary upgrade the existing dams and associated pipelines to improve water quality and future security of supply.

Current Development Controls

The core city blocks of the city of Armidale CBD are zoned B3 Commercial Core with an outer ring of B4 Mixed Use zone. The primary residential areas are zoned R1 General Residential – this makes up the main urban area. Surrounding this at the fringe of the urban area are various residential and environmental zones, including R2 Low Density Residential, R5 Large Lot Residential and E4 Environmental Living. At the fringe there are also areas zoned as E3 Environmental Management. The surrounding agricultural land is zoned RU4 Primary Production Small Lots. Armidale Regional Airport and the UNE are zoned SP2 Infrastructure, and the Dumaresq Creeklands and various other city parks and reserves are zoned RE1 Public Recreation.

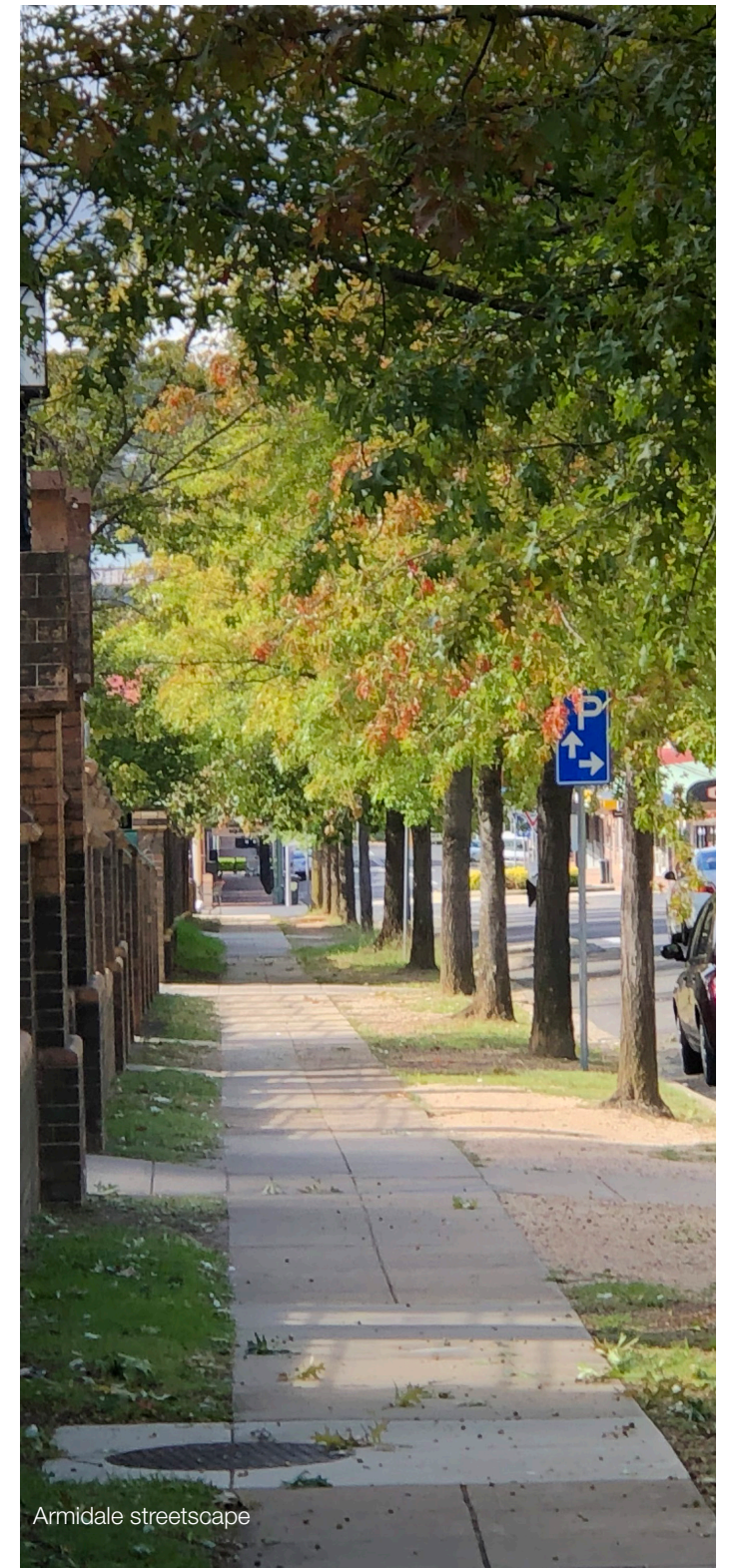
A Height of Building (HOB) control applies to the Armidale CBD commercial core and surrounding Mixed Use zone. A maximum height of Reduced Level (RL) 999.126m, the ridge height of St Peters Cathedral, applies which ranges, due to the slope of the land, from approximately 13m (4 storeys) to 27m (8 storeys). There are no FSR controls that apply in the city of Armidale.

Existing Urban Structure

The city of Armidale is situated in a slightly dish shaped topography, sloping from the surrounding hills down to Dumaresq Creek. The city was planned from its earliest days with a regular street grid intersected by Dumaresq Creek, the railway corridor that cuts diagonally across the grid and the New England Highway New that skirts the northwest edge of the urban area. Waterfall Way connects east to the Ebor and the Great Dividing Range.

The Armidale CBD is approximately three by six city blocks in size and the main street is Beardy Street. Armidale Station is located to the west of the CBD and is a terminus station. The Main Northern Line extends south from Armidale to connect with other regional and coastal cities.

Armidale is home to the University of New England (UNE) with a large campus of learning facilities, student accommodation and sports facilities, located to the northwest of the main urban area. Armidale Regional Airport is to the southwest of the urban area along the New England Highway. There are industrial areas to the southeast of the urban area, near Armidale Station and a new light industrial zone developing at Armidale Regional Airport.



Armidale streetscape

9.0 Structure Plan

Structure Plan

It is recommended that generally the current land zonings should be retained for Armidale regional city. However the proposed future expansion of the urban area for residential and large lot residential to the south, west and north at the fringes of the urban area is questioned. The current developed area of the city of Armidale is extensive – extending approximately 4km north to south and a similar dimension west to east. This large spread of development favours car access for mobility, and creates large walking distances from residences to destinations such as workplaces, shopping precincts, recreational venues and to access community services.

Density

A 'density done well' approach, which promotes high quality urban design, streetscape, and makes density both livable and lovable, is recommended that will consolidate existing residential areas in the city, rather than spreading the urban area further outward. It is recommended to encourage and incentivise higher density housing types that introduce variety in the housing market and that provide a more sustainable and affordable housing model for the future.

Consideration could be given to permitting Medium Density Residential development, including dual occupancy, manor house, and multi dwelling housing (terraces), in proximity to the CBD, if strict design controls are followed which address heritage issues and visual curtilages, and the need to transition and integrate within existing residential streetscapes and neighbourhoods, utilising scale transitions and where appropriate introducing landscape buffer zones.

Height of Building

There are considerable constraints on raising the current height limit in the CBD above RL 999.126m (approximately four storeys). This includes the potential impacts upon the numerous heritage listed buildings and items, and on the Heritage Conservation Areas (HCA) in the CBD. It is also debatable whether an increase in building height would necessarily have a marked impact on the density in the CBD - significant densities and dwelling yield can be achieved within a four storey height cap. It is debatable whether additional height is warranted on heritage and urban design grounds, or whether there is in fact any demand for taller buildings.

The overriding principle should be to protect and contribute to, in a contemporary architectural expression, the heritage context and the overall attractive big country town character of the Armidale CBD and in particular the Beardy Street main street.

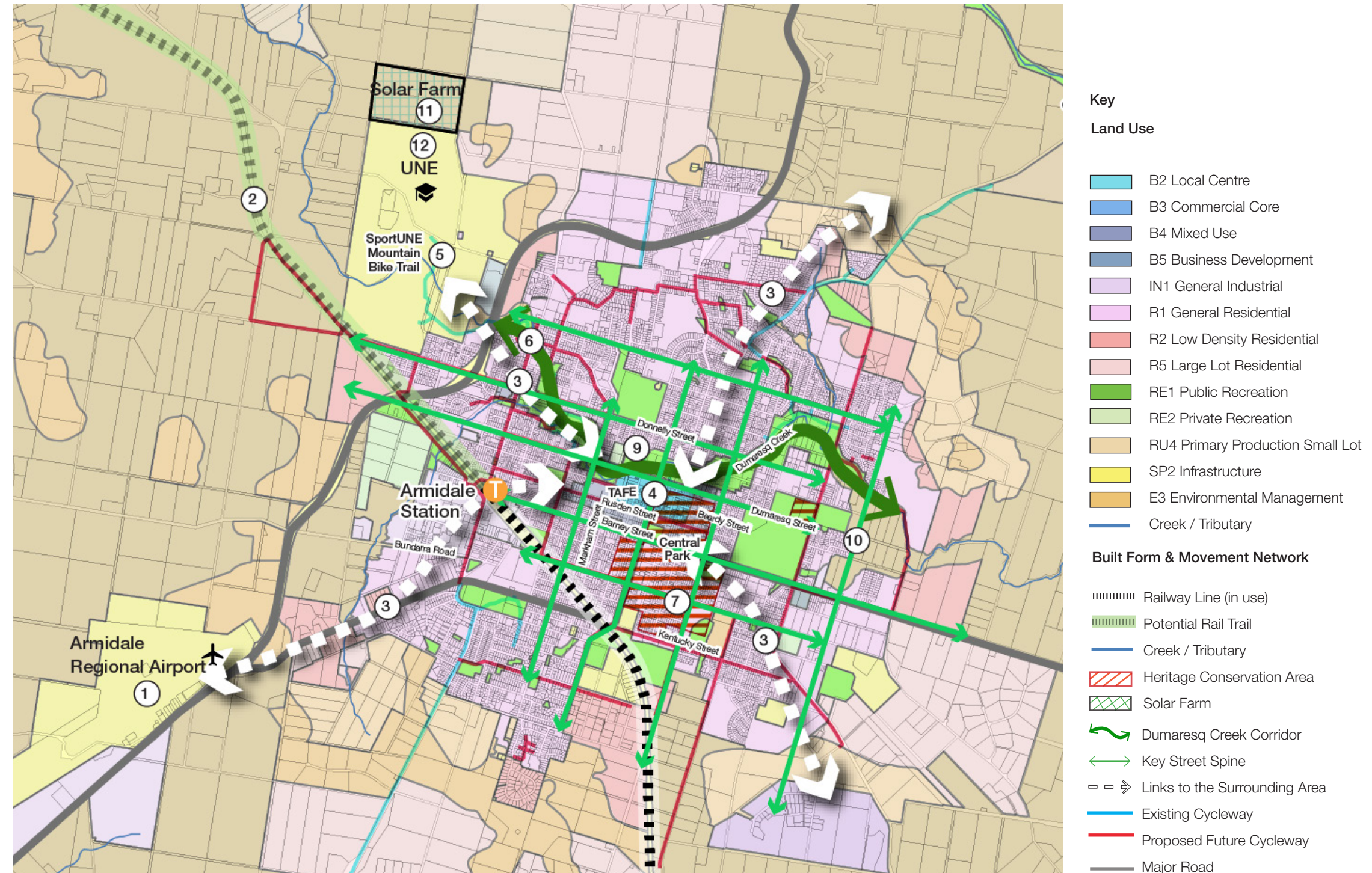


Figure 147: Armidale Structure Plan

9.0 Structure Plan

Specific Planning Initiatives

Specific strategic planning initiatives for Armidale City are summarised in the adjoining table. As before, each initiative aligns with one or more Goals, is prioritised, and recommended further studies are identified.

Armidale City		A Developing Economy	Culture and Belonging	Health and Wellbeing	Sustainability	Short Term	Medium Term	Long Term	
No.	Planning Initiatives	Alignment with Planning Goals				Planning Priority			Recommended Further Studies
1	Support the development of employment lands such as Acacia Park and Armidale Regional Airport.								
2	Roll out stage one of Rail Trail masterplan - developing the Rail Trail between Black Mountain and Ben Lomond.								Develop Staging + Funding Plan.
3	At the periphery of the urban area there are centres of activity that work mostly in isolation. <ul style="list-style-type: none">There is an opportunity to improve the overall connectedness of the city by improving cycle and walking infrastructure between the centres of activity and the CBD. Satellite activity hubs include:<ul style="list-style-type: none">UNEArmidale Regional AirportKentucky Street PrecinctHospital PrecinctArmidale Station and Armidale Secondary CollegeEmployment AreasLink the adjoining residential and university uses to the Creeklands and to the city centres.Improve North-South and Southwest Pedestrian and Vehicular Connections - The Dumaresq Creek Corridor and pedestrian, cyclist and local traffic links would assist in maximising the overall connectivity of the city.								Develop an Implementation and Staging Plan.
4	Design and locate land uses to minimise the need to travel; to maximise opportunity for efficient public transport and pedestrian access options; and to encourage energy and resource efficiency.								
5	The city is relatively flat and most streets are relatively generous in width. This opens an opportunity to encourage cycling within the city. Existing cycle paths to the UNE, could be expanded to link TAFE, schools and employment with residential areas.								
6	Develop Dumaresq Creek as Armidale's 'Green Spine'. Opportunities include, improving water quality, increasing tree canopy cover and improving the mental and physical health of citizens of the city through providing green spaces, and an active transport corridor connecting residential areas and the UNE campus back to the city's civic heart. Actively incorporate the Creeklands as an element of the ARC Tourism Strategy, drawing on its ecological values and attractions.								Develop Staging + Funding Plan.
7	The cities heritage assets are extensive and are concentrated in the CBD and in city blocks immediately to the south. This built heritage defines the cities identity and provides an important draw card for tourists visiting the city. There is an opportunity to improve the visitor experience through ongoing interpretive technologies and by showcasing key buildings and landscapes through restoration and quality adaptive re-use.								Develop Heritage Tourism Plan.

9.0 Structure Plan

		A Developing Economy	Culture and Belonging	Health and Wellbeing	Sustainability	Short Term	Medium Term	Long Term	
		Alignment with Planning Goals				Planning Priority			Recommended Further Studies
8	Kentucky Street Precinct - Establish a cultural zone to the south of the CBD, along Kentucky Street, and at the junction of the North-South Railway Line and Black Gully Creek.								Develop Staging + Funding Plan.
9	Armidale is known for its characteristic autumn colours. This distinctive character trait should be reinforced and marketed further to attract visitors and to instil pride in the city.								Update Tourism Strategy.
10	Create green links along the identified primary spines to support active transport.								
11	Assist the proposed solar farm to the north of the UNE to become a research and development hub focusing on renewable energy.								
12	Leverage UNE Smart Farms and Smart Region Incubator and continue to apply these in an agricultural setting and leverage them into other applications.								

9.0 Structure Plan

Specific Planning Initiatives

Specific strategic planning initiatives for the Armidale CBD are summarised in the adjoining table. As before, each initiative aligns with one or more Goals, is prioritised, and recommended further studies are identified.

Armidale CBD		A Developing Economy	Culture and Belonging	Health and Wellbeing	Sustainability	Short Term	Medium Term	Long Term	
No.	Planning Initiatives	Alignment with Planning Goals				Planning Priority			Recommended Further Studies
1	<ul style="list-style-type: none">Reactivate the Main Street - Re-establish Beardy Street and The Mall as a must see and must shop destination. Improving city block permeability and the network of laneways.Develop plans to upgrade the East Mall.								Develop a City Core Masterplan.
2	<ul style="list-style-type: none">Develop the existing Produce Town Market to promote local growers and producers, provide fresh, healthy food options, and provide a weekly marketplace experience for visitors.Investigate options and feasibility of demolishing the multideck carpark at Dangar/ Dumaresq Street and placing parking underground, establishing a new Town Square that links and integrates with the city.								Town Market Plan.
3	<ul style="list-style-type: none">Create pedestrian friendly and interesting laneway spaces, which would support more dense living conditions.Utilise the secondary urban fabric within a city block (central courtyards, laneways, secondary spaces, rooftops) for fine grain activity: small bars, diverse venues, temporary events, cultural production, Mews residential.Deliver key upgrades that link up the network of streets and civic spaces throughout the city centre.								Develop a City Core Public Domain Plan.
4	Leverage Armidale's network of rich architectural buildings, historic places, laneways and arcades to create a revitalised cultural destination.								Update Tourism Strategy.
5	Locate a tourist Information shopfront in the Mall.								Develop Business Case.
6	Become a region of choice for smart and sustainable agribusiness. Capitalise on the Region's strengths in technology-driven agribusiness in livestock and horticulture by establishing an agritech 'cluster' focusing on the benefits that flow from networked businesses, institutions and agencies sharing information, ideas, infrastructure and services.								
7	Co-locate civic and entertainment venues in the CBD, to showcase to visitors within a comfortable walking distance a range of attractions. The night-time economy is most effective when there is a concentrated focus of activity and the public domain is designed to feel safe.								Develop a City Core Masterplan.
8	Promote cultural tourism to see NERAM exhibitions.								Tourism / Marketing Plan Update.
9	Consider development of a performance complex, located in the CBD, along with associated film, media and communications facilities.								Business Case Study.
10	Keep providing shop-top housing in the city centre to bring people in and enjoy the CBD 24/7 through consulting with the community.								Housing Strategy.
11	Investigate potential density increase in the CBD. Promote a diversity of housing typologies, some of which will present greater density options, which benefits the community.								Housing Strategy.
12	TAFE NSW Digital - The technology and skills that will be developed in the Region, or imported to it, could be substantial and could provide an extremely valuable resource to tap into for new and innovative solutions.								
13	Smart City Facilitator - ARC to establish and manage a smart innovation hub on behalf of academic researchers attached to UNE and the TAFE, businesses, government agencies and the community, and potentially the SCCANZ.								Business Case.

9.0 Structure Plan

Key

Land Use

- B2 Local Centre
- B3 Commercial Core
- B4 Mixed Use
- B5 Business Development
- IN1 General Industrial
- R1 General Residential
- R2 Low Density Residential
- R5 Large Lot Residential
- RE1 Public Recreation
- RE2 Private Recreation
- RU4 Primary Production Small Lot
- SP2 Infrastructure
- E3 Environmental Management
- Creek / Tributary

Built Form & Movement Network

- Railway Line (in use)
- Potential Rail Trail
- Creek / Tributary
- Main Street Spine
- Heritage Conservation Area
- Solar Farm
- Dumaresq Creek Corridor
- Key Street Spine
- Links to the Surrounding Area
- Upgrade Link through Centre
- Existing Cycleway
- Proposed Future Cycleway
- Major Road

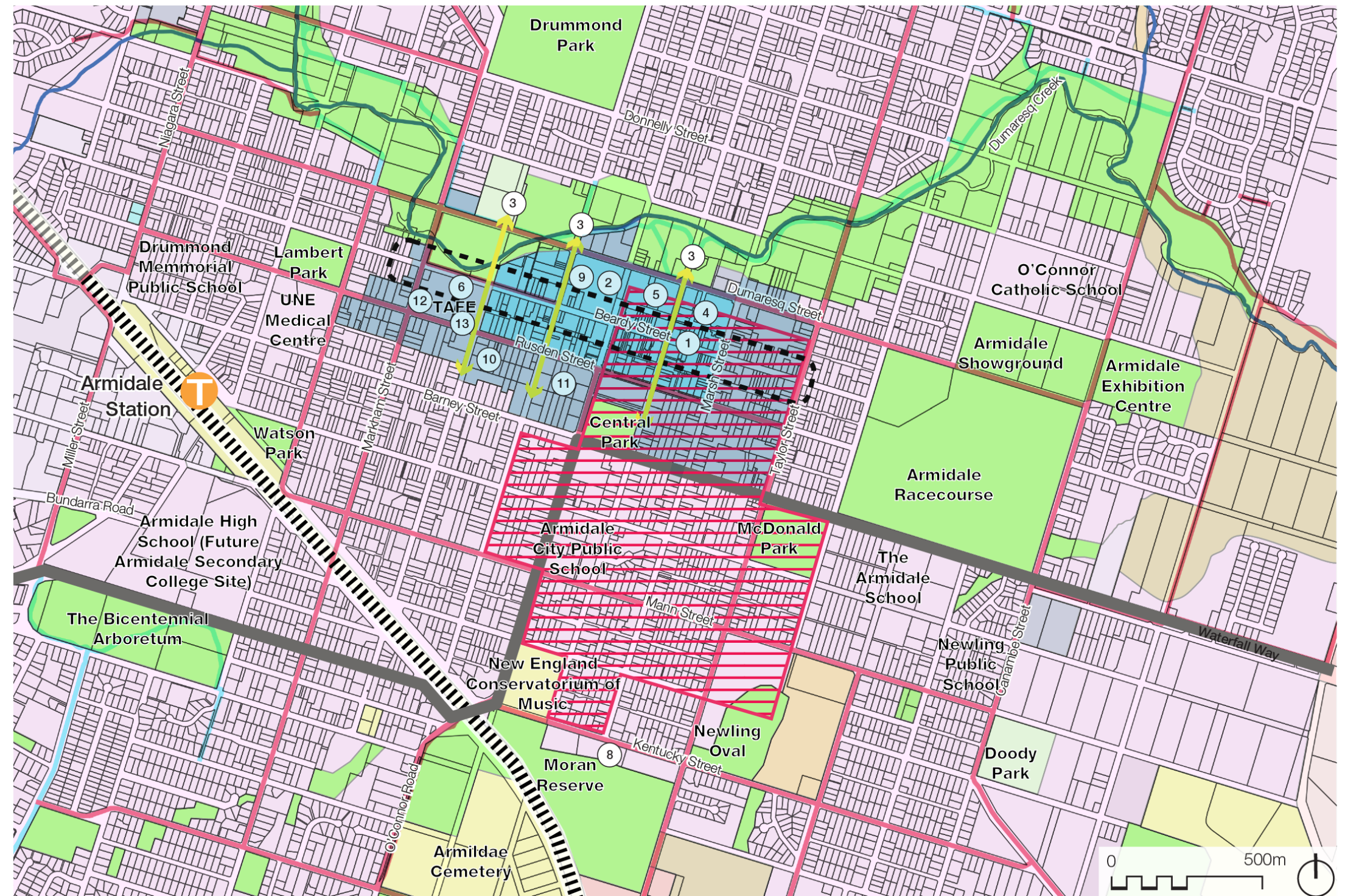


Figure 148: Armidale CBD Structure Plan

9.0 Structure Plan

9.3 Guyra Town Centre

Introduction

Guyra Town Centre is located in the north of the Armidale LGA, on the New England Highway, approximately 33km north of the City of Armidale. It is the second largest urban centre in the LGA and has a population of 1,983 people (2016 Census, ABS). The former Main Northern Railway Line and the New England Highway passes north-south through the Guyra urban area.

The Mother of Ducks Nature Reserve is to the west of the Town Centre and is a popular tourist attraction for the town. Guyra Town Centre serves the surrounding farmland and provides civic, sport, recreational, educational and health facilities to residents within its catchment.

Population Growth

Population projections prepared by the ABS predict a slow reduction in the town centre's population, at a rate of 0.75% per annum, equivalent to a net loss of approximately 15 residents per year, over the next 20 years. However, the community engagement undertaken for this study, in particular the outcomes of the Citizen Panel, has indicated a desire by the community to arrest the current slow decline of its urban centres such as Guyra. A desire was expressed for Council (and the community) to target in the next 20 years, through to 2040, a population growth rate of between 2% and 3%.

If this policy direction was to be pursued for Guyra, a 2.5% net population growth would be equivalent to attracting approximately 50 new people to Guyra and its immediate catchment annually. This would require development of the town centre infrastructure. New employment opportunities, dwellings, educational places, hospital capacity and sport and recreational facilities would need to be invested in, and delivered, ideally slightly ahead of the demand arising. Utility infrastructure (water, sewer, electricity and communications) and also social infrastructure / community services would also likely need to be upgraded, in one form or another, to accommodate the growing demand.

Existing Infrastructure Capacity

If an annual growth rate of 2.5% is pursued, an audit of the existing infrastructure needs to be completed of the Guyra area to assess the current latent capacity for growth and the key thresholds which would trigger the need to invest in new infrastructure, such as road upgrades, sewerage treatment plant upgrade, electricity supply, potable water supply/mains and telecommunications.

Existing Residential, Business and Industrial Capacity

An audit of the current take-up of Residential (R1 and R5), Business (B2) and Industrial (IN1) zones should be undertaken to assess the current latent capacity for future growth for these three key land uses. A review of 2020 aerial photography indicates that there may well be up to 30% of R1 General Residential lands, 10-20% of R5 Large Lot Residential and up to 50% of IN1 Industrial lands that are already zoned for these uses, however have not yet been developed (refer to Figure 8. Guyra Town Centre Zoning Map).

If we assume that the current residential dwelling stock is near to 100% occupancy (based on the community engagement held with Guyra residents and the related shortage of accommodation for tomato farm workers) and using the average ABS Armidale LGA occupancy rate of 2.38 persons per dwelling, 50 people would generate a need for 21 new dwellings each year. Again, a rough estimate of capacity for new dwellings in areas already zoned for this purpose, if developed as Low Density Residential dwellings, suggests that there would likely be at least five years supply in the current zoned areas, and more capacity, if developed as medium density residential, or to a shop top development model (in the main street B2 Local Centre zone for instance).

Water Security

A reliable potable water supply is a significant potential constraint to growth. However, this has been addressed by the recent investment in the construction of the Malpas Dam to Guyra Pipeline. This will connect the main dam in the LGA to the Guyra Water Treatment Plant for distribution to the town's residents and businesses. This access to Malpas Dam water can be called upon in times of severe drought. A secure water supply would be essential to underpin any future town centre growth scenario.

Current Development Controls

The former Main Northern Railway corridor runs north-south through the town centre and is zoned SP2 Infrastructure. The heart of the centre is defined by the main street businesses along Bradley Street and Llangothlin Road which is zoned B2 Local Centre. To the south of the commercial zone is the Civic Precinct containing the Guyra Police Station, Council Offices, Historical Museum, Medical Centre, Library and Memorial Hall - this area is zoned B4 Mixed Use.

Around the CBD and along the railway corridor there are residential precincts zoned R1 General Residential, and there is an outer ring of R5 Large Lot Residential that provides a transition to the surrounding RU1 Primary Production lands. Of note are the significant areas of recreational and environmental zonings around the Mother of Ducks Lagoon. This includes a nature reserve and golf course. In the east of the town centre is a vegetated strip of land owned by the Crown which is zoned RE1 Public Recreation. No height limit or density controls apply to Guyra Town Centre.

Existing Urban Structure

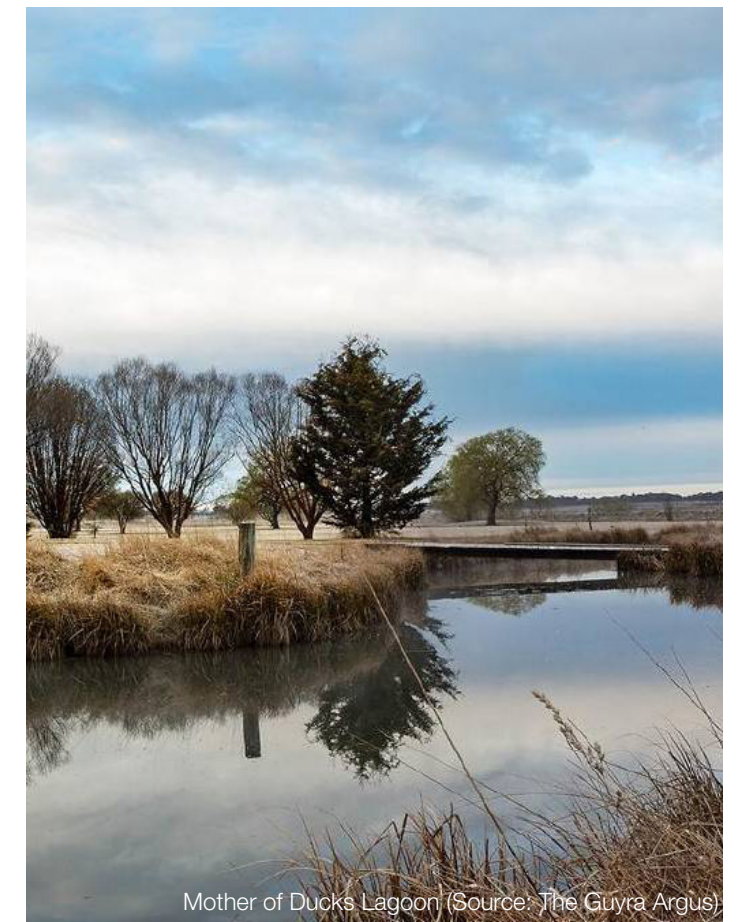
Guyra Town Centre has a unique urban structure. Both the New England Highway and the former Main Northern Railway corridor take a similar alignment and pass through the centre of the town. Ollera Street is the main east-west connector street and it is from these two armatures that the secondary grid of residential streets is laid out.

The main retail / commercial street is along Bradley Street (and part of Llangothlin Road). It is generally well defined by many heritage buildings with attractive parapets, awnings and veranda posts. The main street is paved, has street trees and associated planter beds. The Guyra main street is an attractive quintessential country town streetscape. Buildings are generally one or two storeys high and there is a relatively consistent 'street wall'.

The Mother of Ducks Nature Reserve is a large lagoon located to the west of the central north-south 'spine' of the New England Highway and Rail Corridor. The Nature Reserve has a golf course around its east edge, picnic areas and a Recreational Vehicle (RV) parking area. Many of the buildings along Malpas Street (New England Highway) and the Mother of Ducks Nature Reserve are heritage listed.

The Guyra Multi-Purpose Service (Hospital) is in the northeast of the town centre and there is an adjoining Kolara Residential Care Facility. A short distance to the east of the CBD is the co-located Guyra Central School, Showground, Swimming Pool and Recreation Ground.

There are industrial areas along Falconer Street (New England Highway) adjoining the former Guyra Railway Station and industrial precincts to the north and south of the overall Urban Area. The Costa Tomato Farm/Tomato Exchange is situated 2.5km to the east of the town centre along Elm Street and is an important high tech agricultural production business and employer for the town.



Mother of Ducks Lagoon (Source: The Guyra Argus)

9.0 Structure Plan

Structure Plan

It is recommended that generally the current land zonings should be retained for the Town Centre. Consideration could be given to permitting Medium Density Residential development in proximity to the Town Centre, if strict design controls are followed which address the need to transition and integrate within existing residential streetscapes and neighbourhoods, utilising scale transitions and where appropriate provide landscape buffer zones.

Additional building height could be considered, of up to four storeys, for buildings within, and in the vicinity of, B2 and B4 zones subject to strict requirements with regard to heritage considerations, and with suitable building setbacks above the prevailing two storey street wall. The overriding principle should be to protect and contribute to, in a contemporary architectural expression, the attractive small scale country town character of the Guyra CBD and in particular Bradley Street.

A 'density done well' approach is recommended that will consolidate existing residential areas, rather than spreading the Guyra urban area further outward. It is recommended to encourage and incentivise higher density housing types that introduce variety in the housing market and that provide a more sustainable and affordable housing model for the future.

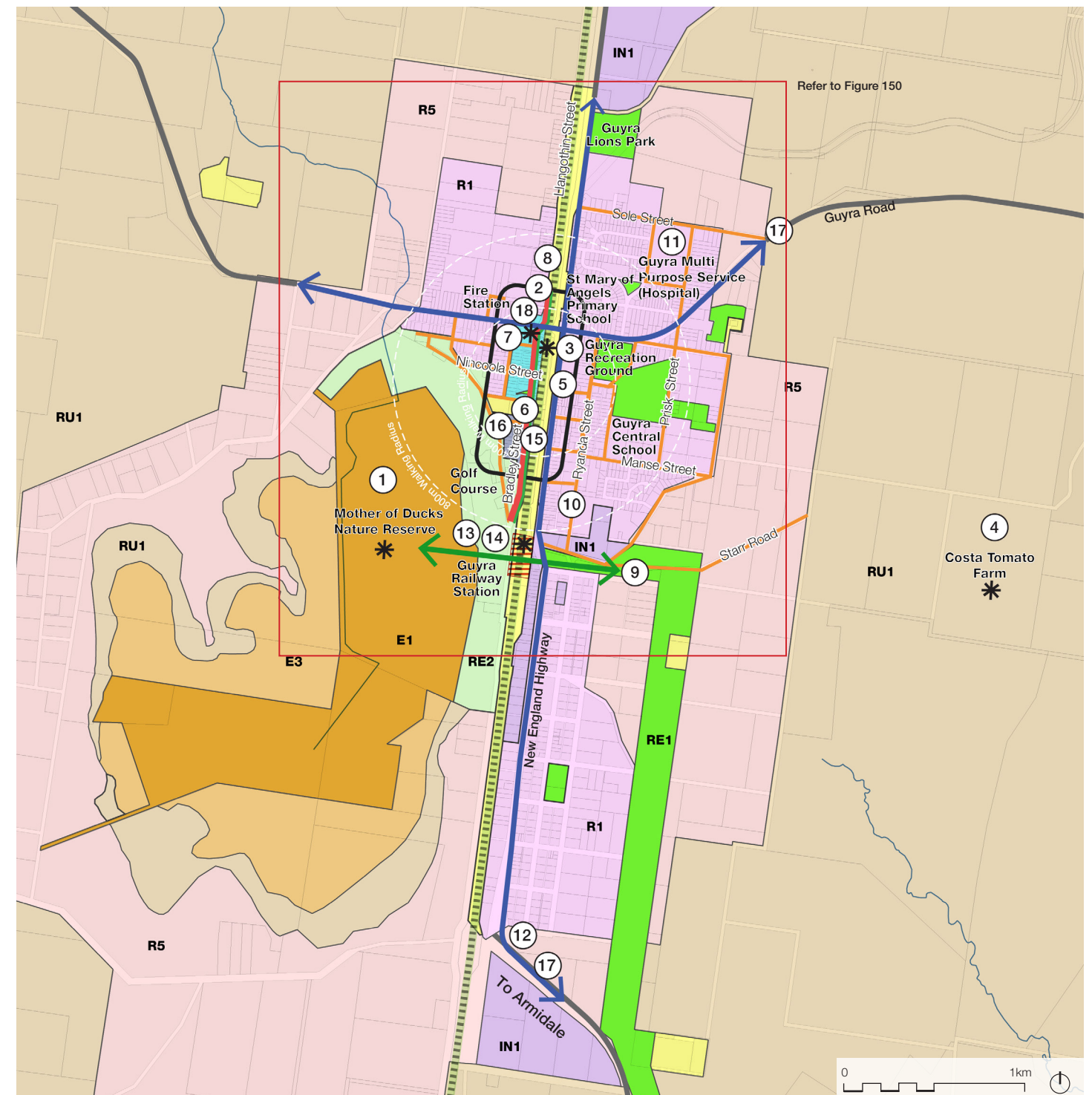
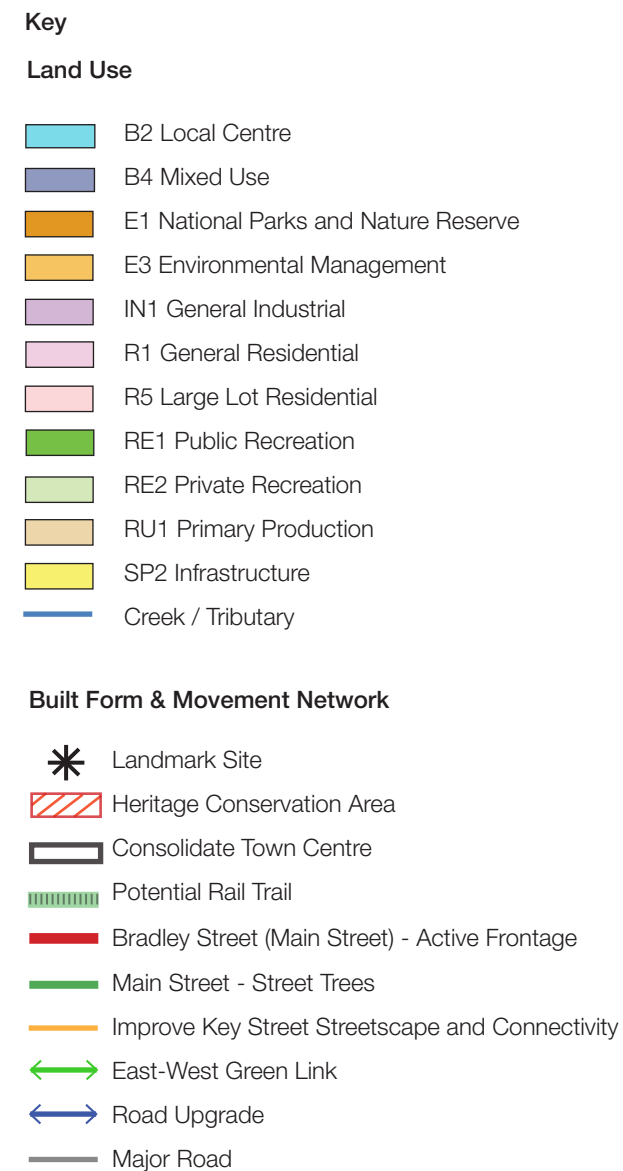


Figure 149: Guyra Structure Plan

9.0 Structure Plan

Specific Planning Initiatives

Specific strategic planning initiatives for Guyra Town Centre are summarised in the adjoining table. Each initiative aligns with one or more Goals, is prioritised, and recommended further studies are identified.

Guyra Town Centre		A Developing Economy	Culture and Belonging	Health and Wellbeing	Sustainability	Short Term	Medium Term	Long Term	
No.	Planning Initiatives	Alignment with Planning Goals				Planning Priority			Recommended Further Studies
1	Improve the facilities and provide more variety in overnight stay accommodation at the Mother of Ducks Nature Reserve. Develop tourism based trails and activities to highlight the Nature Reserve as a visitor attraction. Improvments include parking, shaded picnic areas, kiosk/café, nature walks, bird spotting, boardwalks, informative signage describing the interesting history of the place.								Develop Masterplan + Tourism Strategy.
2	Promote the image and branding of Guyra as a place for great festivals such as the Guyra Lamb and Potato Festival held in January each year and the Guyra TroutFest.								Tourism Strategy.
3	Promote innovative local agribusinesses such as Costa Tomatoes and the Reindeer Farm and provide tours for visitors. Improve road connections to these agribusinesses.								Tourism Strategy.
4	Incentivise the development of affordable housing for tomato farm workers to address the current shortage.								
5	Showcase the Bradley Street streetscape and focus pedestrian activity and amenity within this convenient walkable retail strip.								Main Street Masterplan.
6	Re-establish the Arcadian Theatre (40 Bradley Street) in the main street as a social and entertainment hub for the area.								Business Case.
7	Utilise the former rail corridor as a linear parkland bringing green and shade into the heart of the town centre.								
8	Strengthen the east-west green link at the former Guyra Railway Station, linking crown land to the east with the Mother of Ducks Nature Reserve to the west.								
9	Continue to define the key streets in Guyra with rows of street trees, filling in the gaps with new trees suited to the New England climate. Plant additional street trees and associated landscaping to green and cool the main street.								Main Street Masterplan.
10	Leverage Guyra ‘Hospital’ by collocating allied medical services and residential aged care facilities.								
11	Improve bus services to the city of Armidale to encourage daily trips to and from Guyra and to provide improved access to services and high end retail for workers and residents in Guyra.								
12	Implement the Rail Trail Plan (Stage 1 Black Mountain to Ben Lemond via Guyra) to showcase historic railway infrastructure including railway stations, signals and switches, cuttings and embankments along the disused railway corridor. Investigate tourist based trails and activities to attract visitors and rail enthusiasts to the town centre.								Staged Funding Plan.
13	Consider repurposing the heritage item - former Guyra Station building to provide facilities for the proposed Rail Trail, for farm stay or for boutique accommodation. Highlight the history of the Station by providing engaging and interactive signage which interprets the heritage items.								Business Case.
14	Upgrade and construct cycle and walking infrastructure to improve the overall connectedness of the town centre – particularly connecting residential neighbourhoods, recreational destinations and workplaces back to the centre of the town, utilising the rail corridort as an access ‘spine’.								

9.0 Structure Plan

		A Developing Economy	Culture and Belonging	Health and Wellbeing	Sustainability	Short Term	Medium Term	Long Term	
		Alignment with Planning Goals				Planning Priority			Recommended Further Studies
15	Encourage appropriate mixed use and Mews development at the centre of the town centre to provide more variety in housing choice and more sustainable and affordable housing options.								Housing Strategy.
16	Continue to upgrade the New England Highway and Guyra Road to strengthen connections with other urban centres in the Armidale LGA, and in particular to the City of Armidale.								
17	Review fire fighting services in light of the recent bushfires; consider trucks, communications and safe havens, to provide a safer destination for residents and visitors.								Guyra Bushfire Management Strategy.

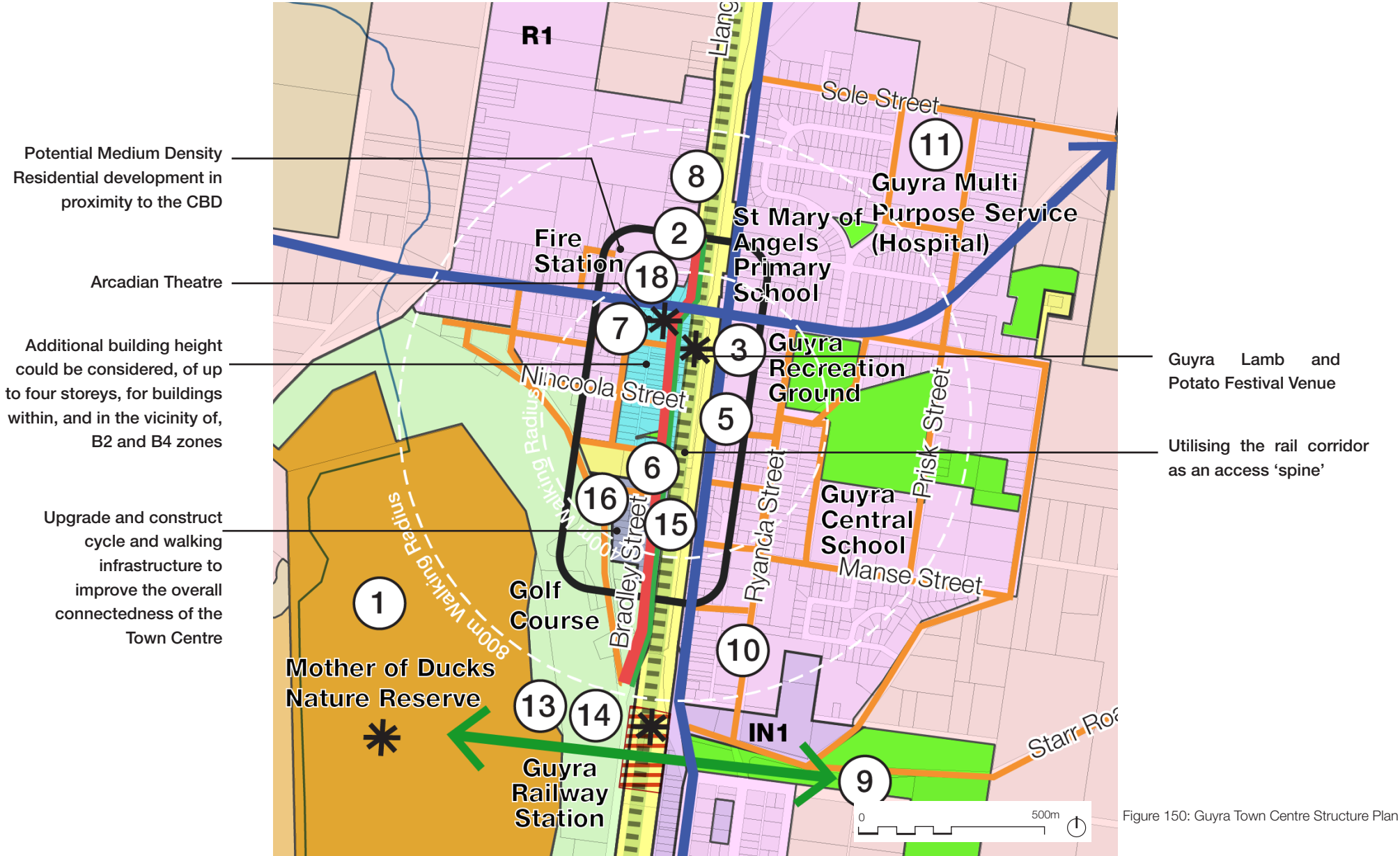


Figure 150: Guyra Town Centre Structure Plan

9.0 Structure Plan

9.4 Ben Lomond Village

Introduction

The village of Ben Lomond is located in the north of the Armidale LGA, near the border with Glen Innes Severn Council. It is situated approximately 7km to the west of the New England Highway. Located at the Glen Innes Highlands, Ben Lomond is surrounded by pastures and rolling hills that produce some of the best beef cattle and lambs in the region. It has a population of 152 people (2016 Census, ABS). No population growth projections are available.

Current Development Controls

The land, up to 500m radius from the centre of the village, is zoned RU5 Village. The land surrounding the village is zoned RU1 Primary Production. No height limit or density controls currently apply.

Existing Urban Structure

The former Main Northern Railway Line runs in a north-south direction through the centre of the village. Ben Lomond Road and Inn Road provide back to the New England Highway and form the main streets in the village. Moredun Creek winds its way in an east-west direction through the village. The main built features of the village are the heritage Ben Lomond War Memorial Hall, the Ben Lomond Public School and a scattering of rural residential properties and farm sheds. A residential subdivision in the south of the village has not been developed. The Ben Lomond Recreational Ground has a cricket oval and pavilion.

Structure Plan

It is recommended that the zoning for the village is retained and that buildings are limited to two storey height. Any new development should address heritage considerations and maintain the attractive rural village character of the place.

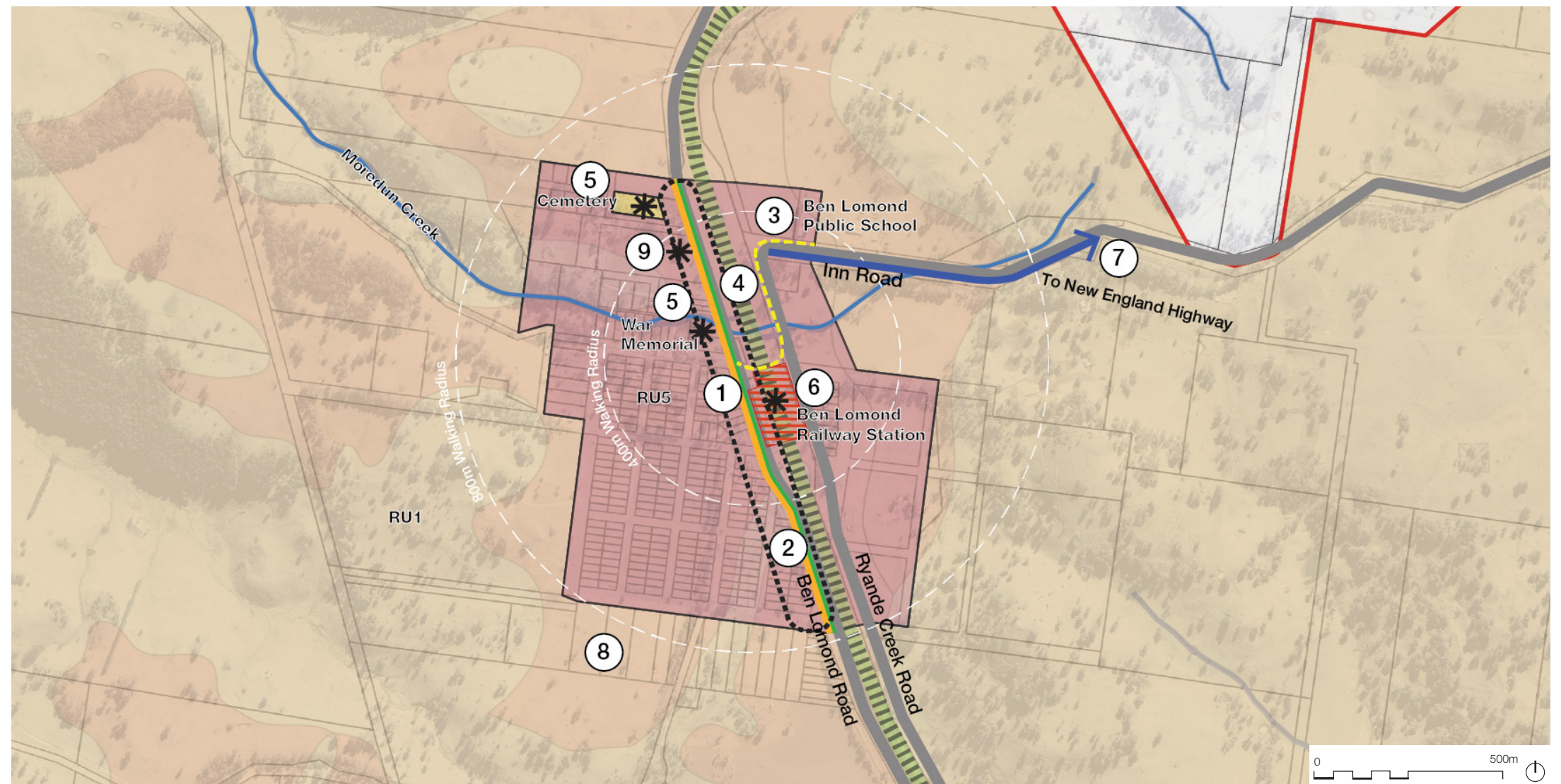
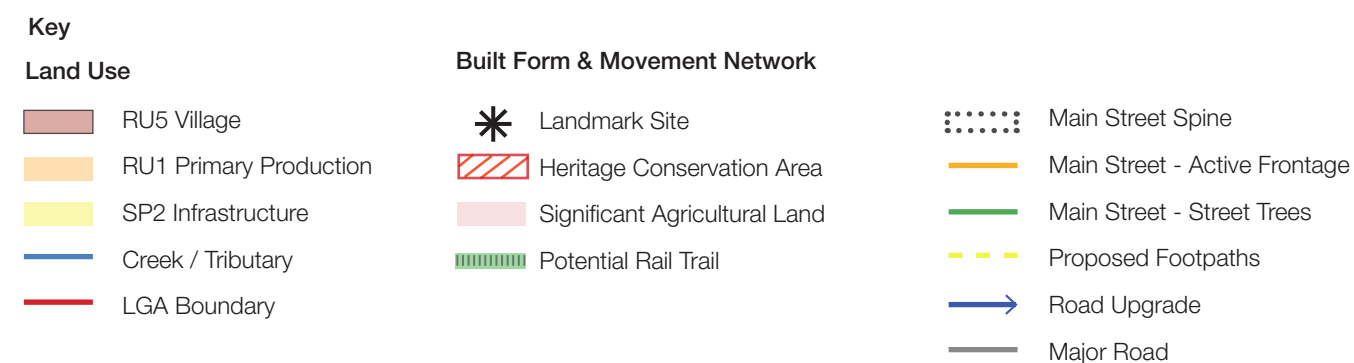


Figure 151: Ben Lomond Structure Plan



9.0 Structure Plan

Specific Planning Initiatives

Specific strategic planning initiatives for Ben Lomond Village are summarised in the adjoining table. Each initiative aligns with one or more Goals, is prioritised, and recommended further studies are identified.

Ben Lomond Village		A Developing Economy	Culture and Belonging	Health and Wellbeing	Sustainability	Short Term	Medium Term	Long Term	
No.	Planning Initiatives	Alignment with Planning Goals				Planning Priority			Recommended Further Studies
1	Along Ben Lomond Road encourage appropriate small and low scale commercial and / or residential development (2 storeys maximum) that helps to define an attractive main street for the village – retail / mixed business, dining and motel services. Any new buildings should enhance the setting for heritage buildings and the picturesque rural character of the village.								Village Masterplan.
2	Define the main street (Ben Lomond Road) with an avenue of street trees - retain existing trees and infill gaps with new trees suited to the New England climate.								Street Tree Masterplan.
3	Provide a footpath along one side of the street and link to the Public School.								
4	Develop tourism based trails and activities (e.g. Rail Trail) to highlight and leverage the heritage value of Ben Lomond's Railway Station and rail infrastructure.								Tourism Strategy.
5	Highlight Ben Lomond's historic War Memorial Hall and cemetery by providing engaging and interactive signage which interprets the heritage items of the village.								Tourism Strategy.
6	Consider repurposing the heritage former Ben Lomond Railway Station building to provide facilities for the proposed Rail Trail, for farm stay or for boutique accommodation. There is an opportunity to develop tourist based trails and activities to highlight and leverage the historic and heritage value of Ben Lomond.								Business Case and Funding Plan.
7	Upgrade access to the village via Inn Road to the New England Highway.								
8	The attractiveness of Ben Lomond's quintessential rural landscapes and magnificent scenery should be promoted to city dwellers.								Tourism Strategy.
9	Consider upgrading the Recreational Ground as a multi-purpose sports and recreation facility and a focus for festivals. Assess the demand to warrant providing picnic areas, children's playground, visitor parking and public toilets to improve the appeal and amenity of the rest stop.								Costed Masterplan.

9.0 Structure Plan

9.5 Ebor Village

Introduction

The village of Ebor is located in the east of the Armidale LGA, in the Great Dividing Range. It is situated approximately 70km to the east of the City of Armidale. Between Armidale and the coast, Ebor is easy to access for local residents and tourists. Ebor provides a convenient base from which to explore a range of National Parks, including Guy Fawkes River National Park, Cathedral Rock National Park, Cunnawarra National Park and New England National Park. It has a population of 166 people (2016 Census, ABS). No population growth projections are available. It provides a base to explore several National Parks including Guy Fawkes River National Park and Cathedral Rock National Park.

Current Development Controls

The village of Ebor is zoned RU5 Village and the surrounding land is zoned RU1 Primary Production. The National Park to the west is zoned E1 National Parks and Nature Reserve. No height limit or density controls currently apply.

Existing Urban Structure

Waterfall Way is the main access road, linking west to Armidale and east to the coast. Waterfall Way is also the main street of the village, with additional rural residences along the perpendicular Pipeclay Street. The south of the village is defined by the Guy Fawkes River. Ebor Public School is on the main street, at the heart of the village. The main street is defined by residences and a few shops. Ebor Recreation Reserves is to the east of the village. Ground has a cricket oval and pavilion.

Structure Plan

It is recommended that the zoning for the village is retained and that buildings are limited to two storey height. Any new development should address heritage considerations and maintain the attractive small mountain village character of the place.

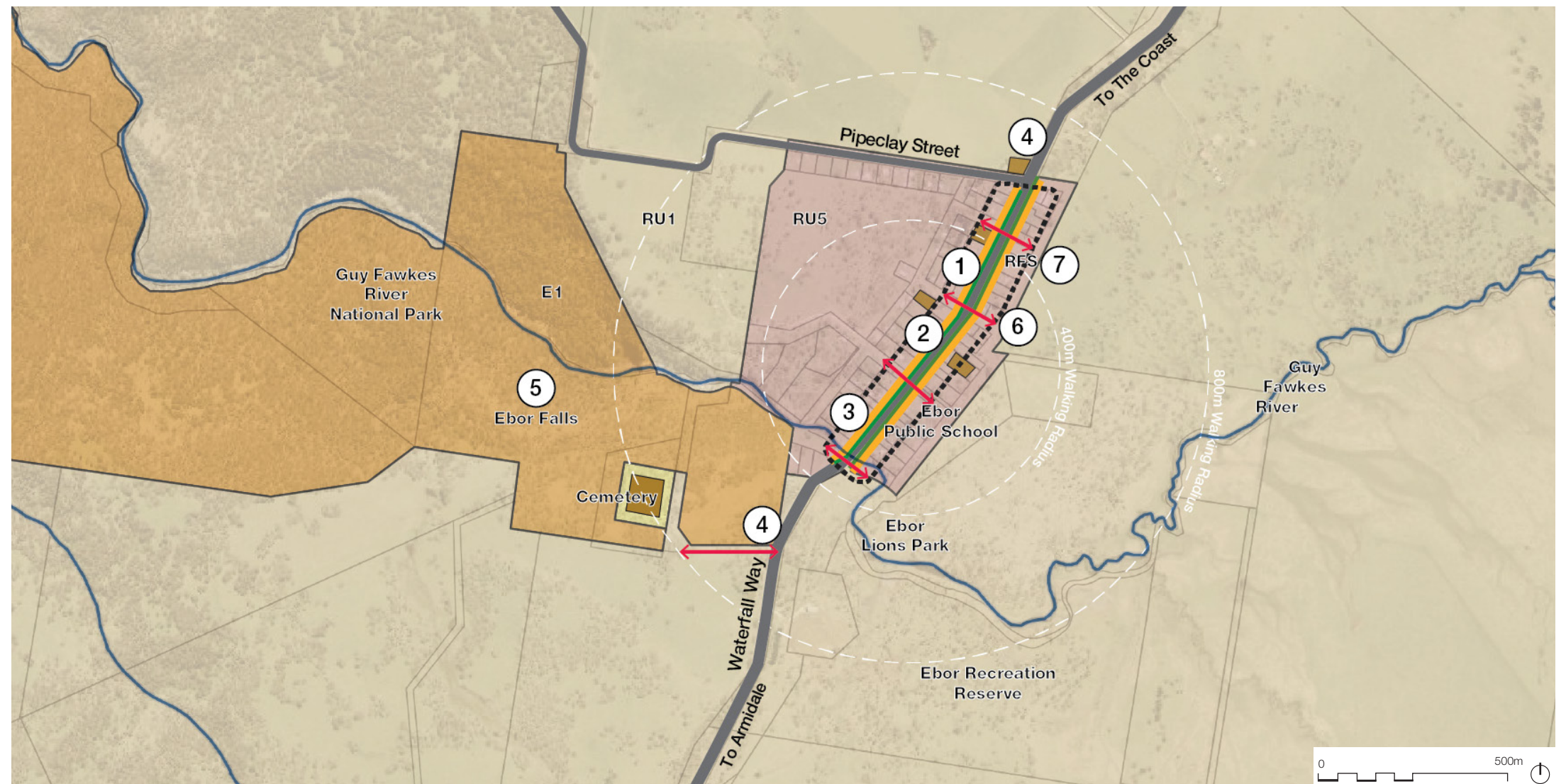
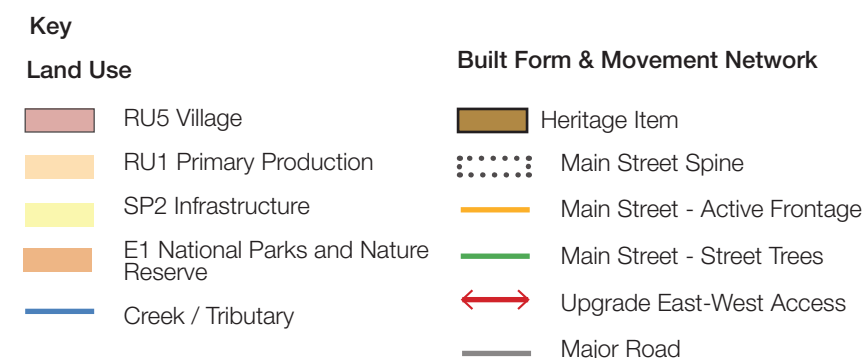


Figure 152: Ebor Structure Plan



9.0 Structure Plan

Specific Planning Initiatives

Specific strategic planning initiatives for Ebor Village are summarised in the adjoining table. Each initiative aligns with one or more Goals, is prioritised, and recommended further studies are identified.

Ebor Village		A Developing Economy	Culture and Belonging	Health and Wellbeing	Sustainability	Short Term	Medium Term	Long Term	
No.	Planning Initiatives	Alignment with Planning Goals				Planning Priority			Recommended Further Studies
1	Along Waterfall Way encourage appropriate small and low scale commercial and/or residential development (2 storeys maximum) that will help to define an attractive main street for the village – retail / mixed business, dining and motel services could be considered. Any new buildings should enhance the setting for heritage buildings and the picturesque small scale mountain village character.								Village Masterplan.
2	Continue to define the main street (Waterfall Way) with rows of street trees, filling in the gaps with new trees suited to the New England climate.								Street Tree Masterplan.
3	Encourage tourism based service businesses and convenient accommodation along the main street to support exploration of Ebor Falls and the adjoining National Parks.								Tourism Strategy.
4	Consider providing engaging and interactive signage which interprets the heritage items of the village and the natural wonders of the adjoining National Parks.								Village Wayfinding Plan.
5	Develop an eco-tourism strategy with the NPWS to promote the National Parks, Ebor Falls, local bird life, and unique local businesses, such as the Dutton Trout Hatchery, to increase visitation. A unique local business is the Dutton Trout Hatchery at Point Lookout (south of Ebor) which is one of the largest hatcheries in the state (established in 1950).								Tourism Strategy.
6	Upgrade access to the village, from the east and west, via Waterfall Way.								
7	Review firefighting services in light of the recent bushfires; consider trucks, communications and safe havens, to provide a safer destination for residents and visitors.								Ebor Bushfire Management Strategy.

9.0 Structure Plan

9.6 Hillgrove Village

Introduction

The village of Hillgrove was established in 1884 and is located in the south of the Armidale LGA, on the Northern Tablelands. It is approximately 30km east of City of Armidale and about 5km to the south of Waterfall Way. It has a population of 176 people (2016 Census, ABS). No population growth projections are available. The village sits on an elevated tableland which steeply falls away to grand vegetated gullies to the south and west. It is a historic gold mining town, with the Hillgrove Mine situated 600m to the south of the village.

Current Development Controls

The village of Hillgrove is zoned RU5 Village and the surrounding land is zoned RU1 Primary Production. No height limit or density controls currently apply.

Existing Urban Structure

Brackin Street is Hillgrove's main street that links back north to Waterfall Way and south to Hillgrove Mine. Half a dozen cross streets provide local access for rural residential properties. Hillgrove Rural Life and Industry Museum is situated in the east of the village and Hillgrove Recreation Ground in the northwest. The main street is vaguely defined by a series of rural residential houses, some industrial sheds, Hillgrove Community Hall and cottage accommodation. There are no shops or other public facilities. There is a small layover area to the south of Garibaldi Street with an information sign.

Structure Plan

It is recommended that the zoning for the village is retained and that buildings are limited to two storey height. Any new development should address heritage considerations and maintain the attractive small mountain village character of the place.

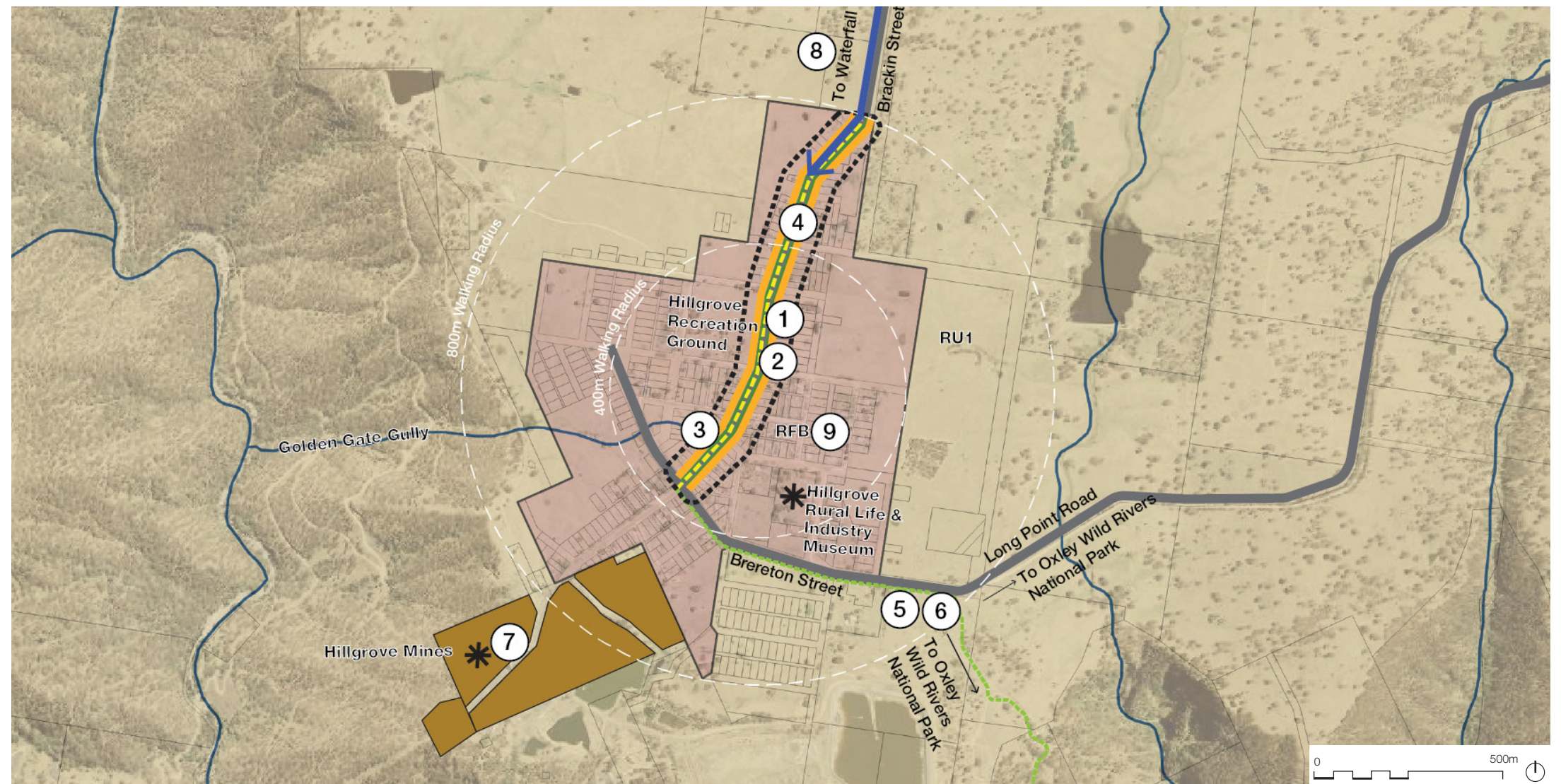
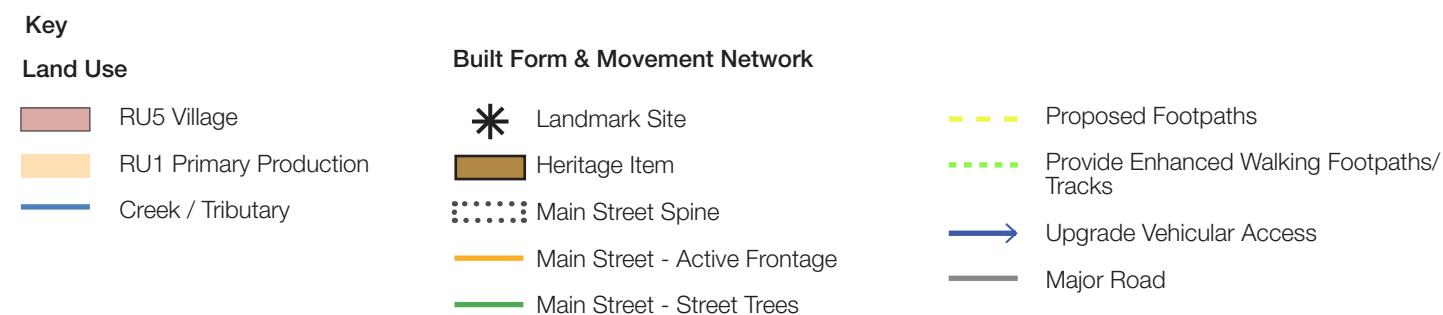


Figure 153: Ben Lomond Structure Plan



9.0 Structure Plan

Specific Planning Initiatives

Specific strategic planning initiatives for Hillgrove Village are summarised in the adjoining table. Each initiative aligns with one or more Goals, is prioritised, and recommended further studies are identified.

Hillgrove Village		A Developing Economy	Culture and Belonging	Health and Wellbeing	Sustainability	Short Term	Medium Term	Long Term	
No.	Planning Initiatives	Alignment with Planning Goals				Planning Priority			Recommended Further Studies
1	Along Brackin Street encourage appropriate small and low scale commercial and/or residential development (2 storeys maximum) that will help to define an attractive main street for the village – retail / mixed business, dining and motel services could be considered. Any new buildings should enhance the setting and the picturesque small scale mountain village character.								Village Masterplan.
2	Continue to define the main street (Brackin Street) with rows of street trees, filling in the gaps with new trees suited to the New England climate.								Street Tree Masterplan.
3	Encourage tourism based service businesses and convenient accommodation along the main street to support exploration of the picturesque countryside, valleys and Golden Gate Gully. There is an opportunity to leverage the appeal of the historic gold mining town, with enhanced visitor displays, tours and accommodation. The other attractions in the town are the Rural Life and Industry Museum, which gives visitors an insight into the rich heritage of the area.								Tourism Strategy.
4	Provide a footpath along one side of Brackin Street.								Village Masterplan.
5	Consider providing enhanced walking footpaths / tracks from the village to, and within, Oxley Wild Rivers National Park.								
6	Provide engaging and informative signage on the natural wonders of the National Park.								Wayfinding Strategy.
7	Develop an eco-tourism strategy with the NPWS to promote Oxley Wild Rivers National Park, the Hillgrove Mine and potentially the Metz Solar Farm (proposed) to increase visitation.								Tourism Strategy.
8	Upgrade vehicular access to the village, from Waterfall Way, north via Brackin Street.								
9	Review fire fighting services in light of the recent bushfires; consider trucks, communications and safe havens, to provide a safer destination for residents and visitor.								Hillgrove Bushfire Management Strategy.

9.0 Structure Plan

9.7 Black Mountain Village

Introduction

Black Mountain village is located in the middle of the Armidale LGA, 24km north of City of Armidale, 7km south of Guyra and 3km west of the New England Highway. It adjoins the former Main Northern Railway line. The popular tourist destination – Thunderbolt's Cave (a notorious bushranger) is situated 3km to the southeast in dense bushland. Black Mountain has a population of 310 people (2016 Census, ABS). No population growth projections are available.

Current Development Controls

The Black Mountain village main street is zoned RU5 Village. There is land to the north and south of the main street that is zoned R5 Large Lot Residential, with the northern area having been recently subdivided. The surrounding land is zoned RU1 Primary Production. No height limit or density controls currently apply.

Existing Urban Structure

Black Mountain Road is the picturesque main street of the village. It links east to the New England Highway and north to Guyra. The main street is characterised by a series of rural residential houses, sheds and paddocks, and is anchored at its west extent by Black Mountain Public School and groups of mature trees. The former Main Northern Railway Line is to the west of the village and curves in a north-south alignment. The former Black Mountain Railway Station and curtilage is on the State Heritage Register. A new residential subdivision is to the north of the main street, and is accessed via Elder Lane.

Structure Plan

It is recommended that the zoning for the village is retained and that buildings are limited to two storey height. Any new development should address heritage considerations and maintain the attractive small village character of the place.

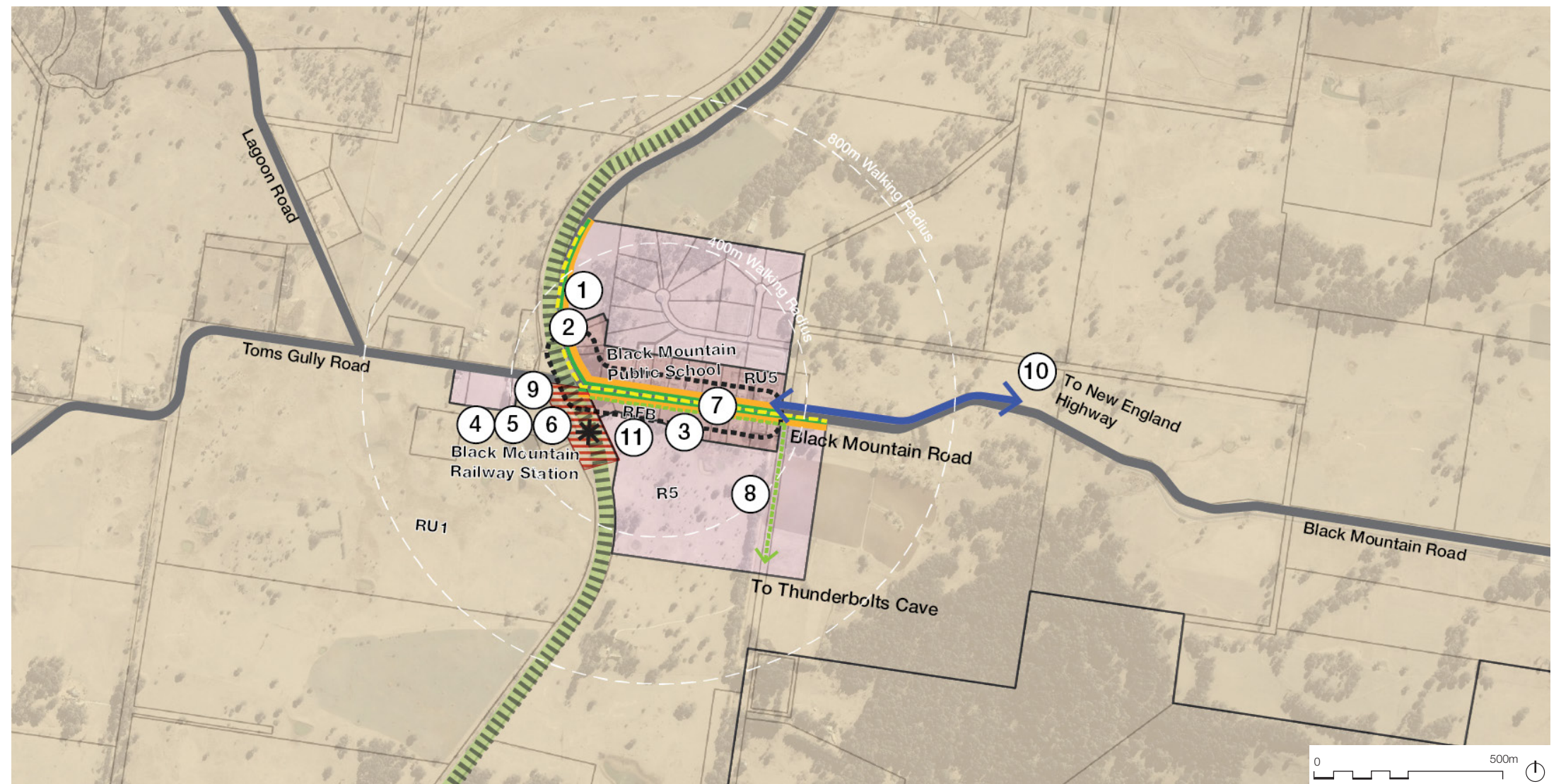


Figure 154: Black Mountain Structure Plan

Key

Land Use

- RU5 Village
- RU1 Primary Production
- R5 Large Lot Residential

Built Form & Movement Network

- Landmark Site
- Heritage Conservation Area
- Potential Rail Trail
- Main Street Spine
- Main Street - Active Frontage
- Main Street - Street Trees

- Proposed Footpaths
- Provide Enhanced Walking Footpaths/ Tracks
- Upgrade Vehicular Access
- Major Road

9.0 Structure Plan

Specific Planning Initiatives

Specific strategic planning initiatives for Black Mountain Village are summarised in the adjoining table. Each initiative aligns with one or more Goals, is prioritised, and recommended further studies are identified.

Black Mountain Village		A Developing Economy	Culture and Belonging	Health and Wellbeing	Sustainability	Short Term	Medium Term	Long Term	
No.	Planning Initiatives	Alignment with Planning Goals				Planning Priority			Recommended Further Studies
1	Along Black Mountain Road encourage appropriate small and low scale commercial and/or residential development (2 storeys maximum) that will help to define an attractive main street for the village – retail / mixed business, dining and motel services could be considered. Any new buildings should enhance the setting and the picturesque small scale village character.								Village Masterplan.
2	Continue to define the main street (Black Mountain Road) with rows of street trees, filling in the gaps with new trees suited to the New England climate.								Street Tree Masterplan.
3	Encourage tourism based service businesses and convenient accommodation along the main street to support exploration of the picturesque countryside and potential future Rail Trail.								Tourism Strategy.
4	Develop tourism based trails and activities (e.g. Rail Trail) to highlight and leverage the heritage value of Black Mountain Railway Station and rail infrastructure.								Tourism Strategy.
5	Highlight the history of Black Mountain Railway Station by providing engaging and interactive signage which interprets the heritage items.								Interpretive Signage.
6	Consider repurposing the heritage former Black Mountain Railway Station building, which is on the State Heritage Register, to provide facilities for the proposed Rail Trail, for farm stay, dining or for boutique accommodation. The Stage 1 of Rail Trail is proposed between Ben Lomond and Black Mountain. As Black Mountain is at the start/ finish of the proposed trail, this may spur development of new businesses to provide accommodation, meals and supplies for walkers and cyclists.								Business Case.
7	Provide a footpath along one side of Black Mountain Road where there are residences.								Village Masterplan.
8	Consider providing enhanced walking footpaths / tracks and directional signage from the village to Thunderbolts Cave.								Directional Signage Plan.
9	Develop an eco-tourism strategy with the NPWS to promote Black Mountain and the Railway Station to increase visitation. Consider visitor displays, tours and accommodation.								Tourism Strategy.
10	Upgrade vehicular access to the village, via Black Mountain Road to the New England Highway.								
11	Review firefighting services in light of the recent bushfires; consider trucks, communications and safe havens, to provide a safer destination for residents and visitors.								Black Mountain Bushfire Management Strategy.

9.0 Structure Plan

9.8 Wollomombi Village

Introduction

Wollomombi village is located near the middle of the Armidale LGA, 38km east of City of Armidale, off the Waterfall Way, approximately 500m north along Wollomombi Village Road. The Chandler River and Wollomombi Falls are situated 2.5km to the southwest of the village. Wollomombi Falls is one of the most famous destinations in the Oxley Wild Rivers National Park, offering various recreational facilities including camp grounds, walking tracks, picnic area and lookout platforms. Wollomombi village has a population of 112 people (2016 Census, ABS). No population growth projections are available.

Current Development Controls

The Wollomombi village main street is zoned RU5 Village. The surrounding land is zoned RU1 Primary Production. No height limit or density controls currently apply.

Existing Urban Structure

Wollomombi Village Road is the picturesque main street of the village. It is characterised by a series of rural residential houses, small weatherboard churches, sheds and paddocks, and at its heart is a small mixed business with a shop, café, Post Office and Tourist Information. There is a driver rest stop with parking, picnic tables and toilets. Chandler Public School is located to the southeast of the village. Rows of distinctive poplars line parts of the street.

Structure Plan

It is recommended that the zoning for the village is retained and that buildings are limited to two storey height. Any new development should address heritage considerations and maintain the attractive small village character of the place.

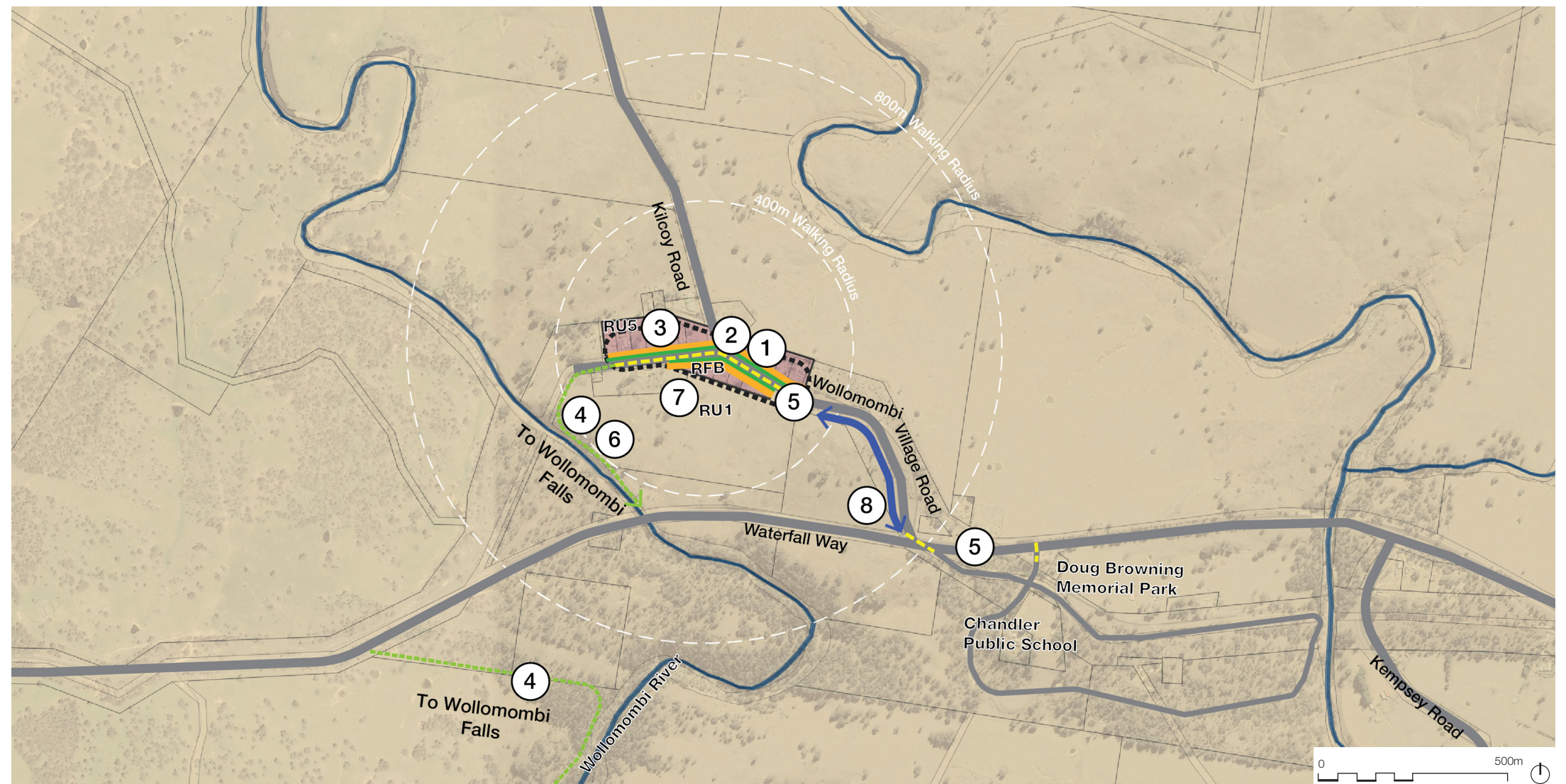


Figure 155: Wollomombi Structure Plan

Key

Land Use

- RU5 Village
- RU1 Primary Production
- Creek / Tributary

Built Form & Movement Network

- Main Street Spine
- Main Street - Active Frontage
- Main Street - Street Trees
- Proposed Footpaths / Crossings
- Provide Enhanced Walking Footpaths/ Tracks
- Upgrade Vehicular Access
- Major Road

9.0 Structure Plan

Specific Planning Initiatives

Specific strategic planning initiatives for Wollomombi are summarised in the adjoining table. Each initiative aligns with one or more Goals, is prioritised, and recommended further studies are identified.

Wollomombi Village		A Developing Economy	Culture and Belonging	Health and Wellbeing	Sustainability	Short Term	Medium Term	Long Term	
No.	Planning Initiatives	Alignment with Planning Goals				Planning Priority			Recommended Further Studies
1	Along Wollomombi Village Road encourage appropriate small and low scale commercial and/or residential development (2 storeys maximum) that will help further define the attractive main street for the village – motel or cottage / farm stay accommodation could be considered. Any new buildings should enhance the setting and the picturesque small scale village character.								Village Masterplan.
2	Continue to define the main street (Wollomombi Village Road) with rows of characteristic Poplar and complementary street trees, filling in the gaps with new shade trees suited to the New England climate.								Street Tree Masterplan.
3	Encourage tourism based eco-resort / retreat type accommodation along the main street and in the area to support exploration of the picturesque countryside and Oxley Wild Rivers National Park.								Tourism Strategy.
4	Develop tourism based trails and activities to highlight and leverage the natural beauty of the area.								Tourism Strategy.
5	Provide a footpath along one side of Wollomombi Village Road and improved crossings linking to Chandler Public School.								Village Masterplan.
6	Consider providing enhanced walking footpaths / tracks and directional signage from the village to Wollomombi Falls, in the Oxley Wild Rivers National Park.								Wayfinding Strategy.
7	Develop an eco-tourism strategy with the NPWS to promote Wollomombi Village to increase visitation. Consider visitor displays, walking tours and accommodation. Upgrade camp grounds, walking tracks, picnic areas and lookout platforms.								Tourism Strategy.
8	Upgrade Waterfall Way to improve vehicular access to the village.								
9	Review fire fighting services in light of the recent bushfires; consider trucks, communications and safe havens, to provide a safer destination for residents and visitors.								Wollomombi Bushfire Management Strategy.

10.0 Implementation

10.1 Next Steps

The final phase of the Armidale Regional 2040 Plan is placing the study on public exhibition (eight weeks) and providing a Briefing to ARC Councillors. If there is general support for the Plan, the planning strategy and recommendations will be formalised and endorsed by Armidale Regional Council as policy.

The Plan will then form the prime inputs to the Armidale Region Local Strategic Planning Statement (LSPS) which is being prepared in parallel to this study. Once the LSPS is endorsed by Council and lodged with the DPIE, the Plan takes on the status as an overarching planning strategy and sets the direction for the planning of the Armidale LGA for the next 20 years.

10.2 Planning Priorities

Community Priorities

The outcomes of the Citizen Panel process and the other community and stakeholder engagement identified a series of priorities that are important to the broader community. The Citizen Panel identified the following priorities:

- The common goals that should drive the plan are Sustainability (environmental, economic, and social), Diversified Employment, Culture and Belonging, and Health and Wellbeing,
- There is strong support for an aspirational, medium growth scenario as the potential under-performance on a low growth scenario and reliance on existing economic strengths was considered to be a threat to the Armidale Region's future.

Other points which the Panel indicated the plan should consider included the desire that there be:

- A spatial structure and settlement pattern that protects existing large lot rural residential in outlying towns and villages, whilst consolidating new housing within the existing urban area of the city of Armidale. It was considered that this strikes a balance that is environmentally, socially, and economically sustainable.
- A focus on supporting the continued viability of outlying towns and villages by improving essential services and infrastructure, main street vibrancy, and transport connections to these locations.
- Acknowledgement that while agriculture and education are the Armidale Region's existing economic strengths, relying too heavily on these represents a threat to the area.

- Economic diversification and a viable third pillar to the local economy. Whilst there are a number of initiatives and potential opportunities in tourism, health care and social assistance, and transport and logistics industries, the Panel did not consider these are presently robust enough to form a viable third pillar.
- A sophisticated approach from ARC to assessing opportunities for future industry development and economic diversification. They considered that key to this is attracting industries that provide the full spectrum of jobs, particularly lower skilled occupations.

Urban Design / Public Domain Priorities

Following are the key public domain upgrade priority projects identified by the study:

- Dumaresq Creeklands upgrade
- Rail Trail implementation
- Upgrade of the Armidale East Mall
- Upgrade of the of the LGA's town and village main streets
- Kentucky Street Precinct implementation

Council Leadership

The leadership and decision making priorities for Armidale Regional Council are identified as:

- Endorse the Armidale Regional 2040 Plan
- Endorse the Armidale Region LSPS
- Set an appropriate population growth rate for the LGA
- Address the water security challenge for the LGA
- Address the bushfire management challenge
- Develop a housing strategy for the LGA's urban centres
- Market and promote Tourism - the third economic 'pillar'
- Develop the EcoARC sustainability initiatives
- Lead the delivery of a program of staged upgrades to the public domain
- Re-establish trust with the community in the delivery of projects

Branding and Marketing of the Plan

It will be important to present a consistent and clear narrative with regard to the Armidale Regional 2040 Plan and the LSPS. The exhibition and launching of the Plan fully into the public realm will be an important trust building process. It will be important to consider those projects and recommendations that can be taken forward and funded in the next financial year, and clearly communicating this to the public.

A staged implementation approach is recommended, where larger projects are divided into smaller subprojects that can be progressively funded over the coming years. At each milestone it will be important to provide feedback to those members of the community that participated in the design development process, to maximise broad community support.

There is the opportunity to collaborate with the community on certain projects, such as the Dumaresq Creeklands upgrade, to further build community good will and to also lessen the cost to Council through collaborating with community organisations and volunteer groups.



Saints Mary and Joseph Catholic Cathedral